

WEST HERTS CREMATORIUM

**RISK REGISTER AND
BUSINESS CONTINUITY
ARRANGEMENTS**

Revised June 2022

DISTRIBUTION LIST

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04	David Bass	Surveyor to the Joint Committee
05	Cllr David Major	Chairman to the Joint Committee
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07		
08	Terry Baldwin	Group Head of HR and OD, Watford Council
09		

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INTRODUCTION

These Service Area Business Continuity Arrangements underpin the Joint Committee's Business Continuity Strategy and Operational Plan.

These Arrangements detail the Business Impact Analysis for priority 1 and 2 functions and mitigation measures required to reduce risk where appropriate. They detail key interdependencies that need to be considered, e.g. key suppliers/partners or reliance on other Service Area functions.

The business interruption may be due to a minor incident that affects only one Service Area or function and can be dealt with within the Service Area. An action sheet has been prepared to assist staff in dealing with such an incident (see Appendix A).

If the incident disrupts more than one Service Area, a complete building or the Joint Committee's critical infrastructure, such as IT or communications, the Joint Committee's Business Continuity Plan may be implemented (see Appendix B).

Copies of the Joint Committee's Business Continuity Plan are held by:

Name	Job Title	Location
Jane Thomas	Manager & Registrar	West Herts Crematorium
Donna Nolan	Clerk to the Joint Committee	Watford Borough Council
Joanne Wagstaffe	Treasurer to the Joint Committee	Three Rivers District Council
David Bass	Surveyor to the Joint Committee	Watford Borough Council
Terry Baldwin	Head of Human Resources	Watford Borough Council

REVIEW PROCESS

It is the responsibility of the Manager to maintain this document by ensuring that contact details are updated every six months and the Clerk to the Joint Committee to report to the Joint Committee, the information contained within this document, annually.

BUSINESS IMPACT ANALYSIS (BIA)

Guidance Notes

Function - A Business Impact Analysis (BIA) should be carried out for each priority function, starting with priority 1 and 2 functions. In some cases it may be possible to group certain functions under a single BIA if the risk ratings of the threats are likely to be the same.

Threats to Service Delivery - The threats included are a guide only, and the list is by no means exhaustive. It will need to be adapted to suit each Service Area with the inclusion/exclusion of threats as appropriate.

Mitigation Measures Already in Place - Record any measures that are already in place, eg for "failure of key suppliers" you may have arrangements with alternative providers, or for "loss of key staff" you may already have others with transferable skills.

Likelihood and Impact - For consistency the Risk Matrix should be used to determine likelihood and impact. When completing, consider past experiences, known vulnerabilities and advice from others. There may be external influences on the likelihood or impact which will need to be documented, eg for large scale loss of staff due to a flu pandemic the likelihood is greater based on current Department of Health (DH) Guidance; this should be noted to assist in future reviews. The Risk Assessment Model is shown below:

4	IMPACT	Catastrophic	B High impact Low likelihood	A High impact High likelihood		
			D Low impact Low likelihood	C Low impact High likelihood		
		1	Negligible	Unlikely		Certain
				LIKELIHOOD		
		1	2	3	4	

Risk Rating - Plotting the likelihood factor against the impact factor determines which quadrant the risk falls into. The quadrants define what action is then required as follows:

A	High impact/high likelihood	Immediate action required
B	High impact/low likelihood	Consider action and have a contingency plan
C	Low impact/high likelihood	Consider action
D	Low impact/low likelihood	No immediate action but review periodically

Mitigation Measures Required/Comments/Actions - Record in this column any measures that can be taken to reduce the risk and/or other comments, such as explaining the rationale behind your risk rating. Business Continuity Strategies may assist in mitigation (see Business Continuity Plan) and, if relevant, should be noted in this column.

BIA of Bereavement Services Functions

PRIORITY: 1

FUNCTION: **PROVISION AND MANAGEMENT OF CREMATORIUM AND CREMATION OF HUMAN REMAINS**

Threat to Service Delivery	Potential Consequences	Mitigation Measures Already in Place	Likelihood (1-4)	Impact (1-4)	Risk Rating (A-D)	Mitigation Measures Required/ Comments/Actions
Loss of premises/access denial	<ul style="list-style-type: none"> Services have to be delayed or cancelled Distress to bereaved Damage to reputation, loss of future business Loss of revenue 	<ul style="list-style-type: none"> Fire Risk Assessments Health and Safety Risk assessments Planned maintenance Staff evacuation plan Off-site backups of essential data Security measures (CCTV, etc.) Environmental Management system Mutual Aid agreements in place with other Crematoria (Chiltern and Breakspeare) and with Funeral Directors including transportation of coffins Business interruption insurance in place 	2	3	B	<ul style="list-style-type: none"> Alternative Crematorium/other accommodation/remote IT access for staff (identified as items to review) Manager to develop further the emergency plans for staffing arrangements and accommodation strategy, including temporary on-site office accommodation Further develop mutual aid arrangements Technicians to work at other crematoria
Cremators Inoperative /Plant Failure	<ul style="list-style-type: none"> As above 	<ul style="list-style-type: none"> Maintenance contracts in place Planned work on one cremator at a time Continue with planned services and operate remaining cremator extra hours Mutual Aid agreements in place with other Crematoria (Chiltern and Breakspeare) including transportation of coffins Business interruption insurance in place Capital programme provides for periodic replacement of cremators Funeral Directors advise of large/heavy coffins 	2	3	B	<ul style="list-style-type: none"> Technicians to work at other crematoria Further develop mutual aid arrangements Identify additional staffing and other resources required

Threat to Service Delivery	Potential Consequences	Mitigation Measures Already in Place	Likelihood (1-4)	Impact (1-4)	Risk Rating (A-D)	Mitigation Measures Required/ Comments/Actions
Fire	<ul style="list-style-type: none"> • Loss of life – staff and clients • Loss of / damage to Book of Remembrance (BoR) • Damage to memorials • Other consequences as above 	<ul style="list-style-type: none"> • Fire Alarm system • Fire Risk Assessments • Staff evacuation plan • Operational safety arrangements for cremators • Security measures (CCTV etc) • No smoking policy • Insurance cover, including business interruption - review annually • Secure storage of BoR • Back up data for BoR and other records off site 	2	3	B	<ul style="list-style-type: none"> • Develop practice fire alarm regime in conjunction with fire alarm contractor (Fire Guard Services)
Loss of staff / Failure to attract and retain staff	<ul style="list-style-type: none"> • Impact on service quality • Possible increased cost of recruitment/staffing 	<ul style="list-style-type: none"> • Flu Pandemic Plan (County) • Health and Safety training for all staff • Managing Attendance Policy TRDC • Partnership working • Mutual aid agreements in place • Cross-training of staff • Operations Manual • Business Continuity Plan (BCP) • Flu Pandemic Framework (County) • Training and certification of additional standby staff • Recruitment and Selection procedure • Regular Legionella testing in place • System for reporting staff absenteeism in place 	3	3	A	<ul style="list-style-type: none"> • Succession planning • Review written procedures/standard operating procedures (ongoing) • Consider use of agency and temporary staff • Priority medication/vaccination programme for key staff • Risk rating based on current DH guidance for flu pandemic • Advice to staff on reducing risk of infection and absence • Scaling back non-critical activities • TRDC HR to establish system for reporting staff absenteeism

Threat to Service Delivery	Potential Consequences	Mitigation Measures Already in Place	Likelihood (1-4)	Impact (1-4)	Risk Rating (A-D)	Mitigation Measures Required/ Comments/Actions
Injury to staff or clients	<ul style="list-style-type: none"> • Compensation claims • Bad publicity • HSE investigation • Impact on service quality 	<ul style="list-style-type: none"> • H&S risk assessments in place for operational and admin tasks • Hazard warning notices in place • Programme of building maintenance in place • Employer's and public liability insurance - review annually 	2	2	D	<ul style="list-style-type: none"> • Review written procedures/standard operating procedures (ongoing)
Change in/loss of demand for cremations (incl shortage of burial places)	<ul style="list-style-type: none"> • Inability of resources to meet demand • Reduced income, with impact on future financial position and future improvement plans • Possible call on constituent councils for financial support 	<ul style="list-style-type: none"> • Flu Pandemic Plan (County) • Mutual aid agreements in place • North Chapel storage arrangements • Erection of temporary buildings • Regular maintenance agreement for cremators in place, to ensure maximum efficiency • Capital provision for cremator replacement • Robust financial planning and budget monitoring in place • Charges maintained at competitive levels - awareness of other crematoria's charges • Service quality maintained at high level • Environment at the crematorium (gardens and buildings) maintained at high level 	2	3	C	<ul style="list-style-type: none"> • Change in working arrangements, if and when need arises • Further develop mutual aid arrangements • Consider increase in cremation capacity - capital investment • Possible extension of crematorium grounds for memorialisation • Building of new crematorium

Threat to Service Delivery	Potential Consequences	Mitigation Measures Already in Place	Likelihood (1-4)	Impact (1-4)	Risk Rating (A-D)	Mitigation Measures Required/ Comments/Actions
Loss of communications	<ul style="list-style-type: none"> • Slower service response • Distress to bereaved • Damage to reputation, loss of future business 	<ul style="list-style-type: none"> • Fixed line and mobile telecoms. • Mutual aid • BCP Appendix G - IT Strategy • Service restoration plans of telecommunications companies • Recovery time objective - 12 hours (subject to BT guarantee) 	2	3	B	<ul style="list-style-type: none"> • Notify mobile telephone number to user group
Loss of IT (including impact of "cyber attack")	<ul style="list-style-type: none"> • Slower service response 	<ul style="list-style-type: none"> • IT back-ups stored off site, and in "cloud" • ICT Disaster Recovery Plan • Extensive suite of virus and malware protection, and firewalls in place • Prompt assistance provided by Complete IT • Paper backup for critical services • Recovery time objective - 12 hours (subject to providers' guarantees) 	3	2	C	<ul style="list-style-type: none"> • Mutual aid - identify specialist software used by partners • Identify and record all business critical IT systems • Develop paper backup for critical services
Pandemic (see also Loss of Staff and other sections above)	<ul style="list-style-type: none"> • Increased numbers of cremations • Shortage of staff • Restriction of public access • Management of excess numbers of cremated remains and all other post cremation services. 	<ul style="list-style-type: none"> • Flu Pandemic Framework (County) • Training and certification of additional standby staff • Government and ICCM guidelines on social distancing (Covid-19) 	2	3	B	<ul style="list-style-type: none"> • Arrangements to operate for longer hours over temporary period? • Reciprocal arrangements? • Early warnings from NHS and other government bodies? • Appointments system for all post cremation services.
Loss of utilities	<ul style="list-style-type: none"> • As for "Cremators Inoperative/Plant failure" 	<ul style="list-style-type: none"> • Constituent Authority Emergency Plans • Business Continuity Plan • Mutual aid agreements in place • Backup generator • Utilities Emergency and Restoration Plans • Recovery time objective - 24 hours (subject to utility providers' guarantees) 	3	3	A	<ul style="list-style-type: none"> • Risk rating based on County risk analysis • Gas 'Priority User' status for Crematorium

Threat to Service Delivery	Potential Consequences	Mitigation Measures Already in Place	Likelihood (1-4)	Impact (1-4)	Risk Rating (A-D)	Mitigation Measures Required/ Comments/Actions
Failure of key suppliers	<ul style="list-style-type: none"> Possible service impact 	<ul style="list-style-type: none"> Some key suppliers have a Business Continuity Plan Use of open systems for cremation software 	3	3	A	<ul style="list-style-type: none"> All key suppliers to have a Business Continuity Plan Develop BCP Procurement Strategy
Damage/loss of essential records (incl. Book of Remembrance)	<ul style="list-style-type: none"> Slower service response Cost of replacement/reconstruction 	<ul style="list-style-type: none"> IT back-ups stored in fire proof safe, and also off-site Some data kept in hard copies in fireproof safe Off-site duplication of BoR records Insurance cover for BoR replacement Appropriate storage of records Develop BCP Document Management Strategy Recover time objective - 24 hours 	2	3	B	<ul style="list-style-type: none"> "Clear desk" policy
Loss of transport/fuel shortage	<ul style="list-style-type: none"> Possible impact on grounds maintenance Delays/cancellations of cremations 	<ul style="list-style-type: none"> Draft National Fuel Plans Own fuel supply (red diesel) 	2	2	C	<ul style="list-style-type: none"> Consider security of own fuel supply (road diesel and petrol)
Breaches of statutory and regulatory requirements	<ul style="list-style-type: none"> Bad publicity Additional costs (fines, expenditure on rectification) 	<ul style="list-style-type: none"> Continuous monitoring of emissions data Staff training Suitably qualified staff 	2	2	D	<ul style="list-style-type: none"> Further staff training
Damage to reputation	<ul style="list-style-type: none"> Loss of business 	<ul style="list-style-type: none"> Press and PR Unit TRDC User Group Mutual aid agreements in place Membership of ICCM Corporate Staff training Joint Committee Green Flag; Investors in People D.D.A audit Health & Safety Business Continuity Plan 	2	2	D	

Threat to Service Delivery	Potential Consequences	Mitigation Measures Already in Place	Likelihood (1-4)	Impact (1-4)	Risk Rating (A-D)	Mitigation Measures Required/ Comments/Actions
Damage to financial viability	<ul style="list-style-type: none"> Increased charges Possible need for support from constituent authorities 	<ul style="list-style-type: none"> Business Continuity Plan Sound budgeting and forward financial planning Insurance cover for consequential loss & fraud - review annually Constitution provides for financial support from constituent councils if needed Internal & External Audit Invested reserves, spreading risk Benchmarking for charges 	2	2	D	
Loss of accounting information and knowledge	<ul style="list-style-type: none"> Difficulty in maintaining financial records and preparing accounting information 	<ul style="list-style-type: none"> Accounting records backed-up several times Copy kept in Crematorium safe All records maintained in Excel, with self-balancing and cross-referencing – Excel widely understood New arrangements now being actively pursued 	1	2	D	<ul style="list-style-type: none"> More detailed description of accounting records Review control features in current accounting files Possible consideration of alternative package solution Introduce new arrangements for accountancy service provision
Fraud or corruption by members and/or staff	<ul style="list-style-type: none"> Financial loss Reputation damage 	<ul style="list-style-type: none"> Sound budgeting and forward financial planning Insurance cover for consequential loss & fraud - review annually Internal & External Audit Written procedures ensuring division of duties where possible Staff appointments subject to proper HR procedures Financial Regulations and Standing Orders - fully reviewed 2012 	2	2	D	<ul style="list-style-type: none"> Further separation of financial duties as far as practical No Member has delegated authority Financial Regulations and Standing Orders to be periodically reviewed

Threat to Service Delivery	Potential Consequences	Mitigation Measures Already in Place	Likelihood (1-4)	Impact (1-4)	Risk Rating (A-D)	Mitigation Measures Required/ Comments/Actions
Information Security / Governance (Loss of data storage / data leakage / loss of physical information)	<ul style="list-style-type: none"> Regulator fines Costs of corrective action Reputational damage Loss of business critical information 	<ul style="list-style-type: none"> Data back-up arrangements in place (see Loss of IT above) Staff training Firewall and anti-virus systems in place Registered as compliant with the Payment Card Industry Data Security Standard (PCIDSS) 	2	2	D	<ul style="list-style-type: none"> Further Staff training Review data protection systems annually Review PCIDSS compliance annually
Breach of Data Protection Regulations (EU GDPR)	<ul style="list-style-type: none"> Compromising of confidential personal information Fines imposed for breaches 	<ul style="list-style-type: none"> Registration with ICO Safe storage of data, both physical and electronic Firewalls and virus protection in place Staff awareness 	2	2	C	<ul style="list-style-type: none"> Further Staff training Review data protection systems annually Review documentation – policies and practices Review external supplier relationships (to check their compliance) Explore possibility of encryption for storage and transmission

BUSINESS CRITICAL SYSTEMS

A Business Critical System is defined as an application, network or process where the failure of or disruption to would have a major and immediate impact on service provision.

West Herts Crematorium have the following Business Critical Systems:

- Cremations, including emissions (system checked and updated monthly by original manufacturer)
- Funeral Services
- Memorialisation Services (insurance for BoR reconstruction, off-site back-up)
- Grounds Maintenance (equipment before use; serviced annually)
- Premises Maintenance (Surveyor engaged to check and update)
- Cremation Registration (system checked and updated annually by software supplier)
- Accounting (audited annually)
- Administration (staff training plan)
- Human Resource Management (service provided by WBC)
- Gas, Electricity and Water provision

INTERDEPENDENCIES

Internal

West Herts Crematorium depends upon the following services:

Service	Information
The Joint Committee	5 constituent Members
Three Rivers District Council	Financial/accounting support
Three Rivers District Council	Environmental Monitoring
Watford Borough Council	HR Support, Legal advice, Surveying and general support

External

Bereavement Services depend upon the following key suppliers:

Organisation	Information
Combustion Solutions	Supply of cremator repair/maintenance services and supply of parts
Laser	Provision of gas supplies
Laser	Provision of electricity supplies
Affinity	Provision of water supplies and sewage services
British Telecom & Complete IT	Provision and maintenance of communications services and equipment
Royal Mail and TNT	Provision of postal services
Barton Petroleum	Provision of diesel fuel
Gemini Print and WBC	Printing and supply of statutory forms and certificates
Taylor's Tools	Provision of machinery
Prestige	Supply of petrol
IAM Consultants	Support for Cremation Administration System
Ashdown supplies	Supply of urns, caskets and cemeteries sundries
F G Marshall Ltd	Provision of calligraphy services
County Supplies and Carey Stationers	Supply of stationary and office equipment and materials
Medical Referees	Provision of cremation medical certification services
Falon Nameplates and Engineering, F G Marshall Ltd Stephen Wilson	BFJ Memorialisation
Fire Guard Services Ltd	Fire Alarm and Fire Fighting equipment
ADT Security Croxley Alarms	Security Alarms
B J Building Services	Building Maintenance
Purdy Contracts	Boiler Maintenance
LVC	Vacuum cleaner maintenance
Women with Waders	Pond Maintenance
Irrigation Services UK	Ground Irrigation System
Rodells	Lightning conductor
Kingspan Environmental	Klargester maintenance
Jacksons	Catafalque
FDL	Backup generator
Clarke Electrical Industries Peter Sutton Ltd	Electrical Safety Check (PAT) Electrical Installation check
Allen Organs	Digital Organs
Torpedo Factory Group (TFG)	Hearing Loop and Audio Systems
Dorma	Automatic Doors
Arnolds James	Air conditioning units
Primec Ltd	Legionella testing
Wesley Music	Digital Sound System
Videcom	CCTV
Green Flag	Asbestos Testing

Contact details of key suppliers can be found in Appendix C.

ACTION SHEET - INTERRUPTION CAN BE MANAGED WITHIN SERVICE AREA

Actions

1. Start and maintain a log of key decisions and actions - use the Business Continuity Log Sheets at Appendix F.
2. Alert key officers/support staff as appropriate and determine which officer will lead on the interruption.
3. Determine which key priority functions need to be continued or restored - refer to priority 1 and 2 functions at Appendix D.
4. Keep a record of expenditure incurred and any authorisation of expenditure.
5. Stand staff down.
6. Debrief

Considerations

1. Locate a copy of the Business Continuity Operational Plan - refer to page 1 for list of Plan holders.
2. Inform Members of Emergency Planning Group for assistance
3. Impact of any affected functions on other service area activities/key partners - refer to pages 9/10 for interdependencies.
5. Need for additional resources to be procured.
6. Shift implications and catering issues for staff responding to incident.
7. External and internal communications issues - if advice/assistance required liaise with the Public Relations Officer (TRDC)
8. Accommodation issues - if advice/assistance required refer to Watford Borough Council (Surveyor)
9. IT issues - if advice/assistance required refer to Head of ICT (TRDC/Watford Shared Services)
10. Telecommunications issues - if advice/assistance required refer to Head of ICT (TRDC/Watford Shared Services)
11. Human Resources issues - if advice/assistance required refer to Group Head of HR and OD (TRDC/Watford Shared Services)

ACTION SHEET - INTERRUPTION CANNOT BE MANAGED WITHIN SERVICE AREA

Actions

1. Start and maintain a log of key decisions and actions - use the Business Continuity Log Sheets at Appendix F.
2. Inform Clerk - refer to Appendix C for contact details. They or their nominee will consider the need for the Joint Committee's Business Continuity Operational Plan to be implemented.

Considerations

1. Suspend/reduce the provision of lower priority functions - refer to Appendix D for priority 3 and 4 functions.
2. Impact of any affected functions on other service area activities/key partners - refer to pages 9/10 for interdependencies.
3. Need for additional resources to be procured.
4. Keep a record of expenditure incurred and any authorisation of expenditure.
5. Shift implications and catering issues for staff responding to incident.
6. External and internal communications issues – if advice/assistance required liaise with Communications Manager (TRDC) - refer to Appendix C for contact details.
7. Accommodation issues - if advice/assistance required liaise with Surveyor - refer to Appendix C for contact details.
8. IT issues - if advice/assistance required liaise with Head of ICT (TRDC/Watford Shared Services)- refer to Appendix C for contact details.
9. Telecommunications issues - if advice/assistance required liaise with Clerk and/or Head of ICT (TRDC/Watford Shared Services) - refer to Appendix C for contact details.
10. Personnel issues - if advice/assistance required liaise with Group Head of HR and OD (TRDC/Watford Shared Services) - refer to Appendix C for contact details.

CONTACT DETAILS

Staff

Name/Job Title	Work	Home	Mobile
Jane Thomas Manager	01923 673285	01923 573025	07974156172
Georgina Delaperelle Office Manager	01923 673285		07982145371
Graham Dobson Senior Technician	01923 673285	01923 674350	07594375191
Stephen Savage Weekend Administrator	01923 673285	01923 290762	07826086355
David Bass Surveyor	01928 278218		07774262098
Terry Baldwin Group Head of HR and OD	01923 27 8133		07970 739967
Emma Tiernan Head of ICT	01923 72 7474		
Gurinder White Communications Manager TRDC	01923 72 7255		

Key Suppliers/Partners

Name	Address	Telephone	Suppliers of:
Andy Hamer	Combustion Solutions	07766512454	Cremator Maintenance
Martin Christmas	BJB Builders	01727 867875 07774262731	Maintenance
Ian Mitchell	IAM Consultants	01903 247077	Office Software
Matt House	Complete IT	01628 552850	IT Support
Kim Bader	HCC	07747781049	Health & Safety
	Purdys	01992703410	Heating Engineers
	Jacksons	02082934176	Lift Maintenance
Tim Taylor	Taylor's Tools	01923 260699	All gardening equipment
Dan Collison	Collison Tree Care	08007315074	Arborists
Office	Breakspear Crematorium	01895 556560	Neighbouring Crematorium
Jason Downing	Phillips Funeral Services	01727 851006	Funeral Directors
Adam Ginder	M K Ginder & Sons	01923 468253	Funeral Directors
Tony Rahilly	Arnold James	07817285632	Air Conditioning

**SCHEDULE OF PRIORITY FUNCTIONS FOR
BEREAVEMENT SERVICES**

Function	Priority	Building	Personnel	Reference
Provision and management of crematoria	1	Crematorium	1	LEI/017

ACCESS TO BUILDINGS

Access to the Crematorium buildings and offices can be obtained 24 hours per day through the Manager who resides at 6 High Elms Lane, Garston

Keyholders are as follows:

Name/Job Title	Work	Home	Mobile
Jane Thomas Manager	01923 673285	01923 573025	07974156172
Georgina Delaperelle Office Manager	01923 673285		07982145371
Graham Dobson Senior Technician	01923 673285	01923 674350	07594375191
Stephen Savage Weekend Admin	01923 673285	01923 290762	07826086355

Log of key actions / decisions

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Date (dd/mm/yyyy)	Time (24hr)	From (F) / To (T)	Message / Actions (A) / Decisions (D) (with supporting rationale)	A / D

ICT Strategy