

COYCHURCH CREMATORIUM

SERVICE LEVEL BUSINESS PLAN

2011/2012

Mission Statement:

To provide an efficient and effective service for the bereaved that is sympathetic and caring.

Coychurch Crematorium Business Plan

Introduction...

The Crematorium was opened in 1971 to satisfy the requirement for a cremation service within a 15 mile radius of Bridgend. The management of the Crematorium is overseen by a Joint Committee, comprising of elected members of Bridgend County Borough Council, the Vale of Glamorgan Council and Rhondda Cynon Taff County Borough Council.

Coychurch Crematorium was designed by the late Sir Maxwell Fry, an architect of international acclaim. The building is regarded as being one of the most important buildings of architectural note in the county borough of Bridgend and is Grade II* listed. The Crematorium is made up of Coity Chapel, Crallo Chapel, Chapel of Remembrance, a crematory and offices. The stained glass windows were designed by internationally recognised artists with contributions from artists associated with Swansea College of Art.

Cremation is now used for more than 70% of all deaths and is accepted by most religious denominations. The procedures are controlled by the Federation of Burial and Cremation Authorities of which the Joint Committee is a member. The Federation has a Code of Cremation Practice, which it regularly reviews. All apparatus is operated and monitored in accordance with the Environmental Protection Act 1990.

The Crematorium's operations are managed by Bridgend County Borough Council's Street Works Group within the Communities Directorate, consequently, management practice is influenced by the Council's and internal policies. This Business Plan has been developed from the plan for Street Works and includes details and objectives from that plan which effect Coychurch Crematorium.

Richard Fletcher
Clerk and Technical Officer
for Coychurch Crematorium Joint Committee

January 2011

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Coychurch Crematorium Business Plan

1: Serving our Community

Overall Policies and Strategies

POLICY STATEMENTS

1. Coychurch Crematorium Joint Committee aims to ensure that a quality cremation service is provided for the disposal of human remains. Cremation procedures will be carried out with due reverence, efficiently, safely, cost effectively and with adherence to current codes of practice and statutory requirements.
2. The Joint Committee will ensure that the Crematorium and its facilities are maintained to a high standard. The condition of the fabric of the buildings, grounds, plant and equipment will be closely monitored to ensure specified standards are achieved.
3. The Joint Committee will aim to ensure that the needs of different religions and cultures are met. The Joint Committee acknowledges that there will be requirements to provide for different funeral service formats, including non-denominational services and that it accepts the need to accommodate such requirements whenever possible.
4. The Joint Committee will ensure Crematorium staff receive the necessary training to enable them to provide a professional and caring service. Appropriate staff will receive continuous training in cremation regulations and procedures, health and safety, customer care and computing.
5. The Joint Committee will ensure that the administration of the crematorium service is efficient, open and responsive. During normal working hours members of the public, undertakers and other associated professionals will have access to the crematorium administration offices, and staff will be available to assist with bookings and enquiries.
6. The Joint Committee recognises the need to provide alternative and attractive memorialisation facilities, which will compliment features within the crematorium grounds. The Joint Committee appreciates that following the loss of a loved one, grieving is experienced by the bereaved. These emotions can take different forms, one of which is the establishment of and identification with a memorial, which serves as a focus for feelings and memories. Within the Crematorium, provision is made for the establishment of a variety of such memorials.

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Service Profile & Resources

Strengths and Areas for Development

- **Awards**

The crematorium has received various Awards during past years:-

- Runner-up in the Cemetery of the Year Awards 2009 award for excellence and innovation in crematorium management, design and customer service
- Level 5 of the Green Dragon Award for sustainability awarded in 2009 and 2010
- The runner up in Bridgend County Borough Council's FACE Awards 2009 for customer care staff
- Loo of the Year Award – Welsh Category Winner 2010

- **Strengths –**

- Attractive and well maintained crematorium
- Quality of bereavement service standards acknowledged by user satisfaction questionnaires
- Committed, well qualified and experienced staff, focused on customer care.
- Averaging 1800 cremations per annum. (45% from Bridgend, 37% Vale of Glamorgan, 15% from Rhondda Cynon Taff and 3% Others)
- Service generates sufficient income to remain self financing

- **Areas for Development –**

- Improve IT systems to benefit from efficiencies in new technology.
- Improve chapel facilities
- Extend memorisation into adjoining land
- On-going refurbishment of toilet facilities
- Future re-build of cremators and possible installation of mercury abatement plant
- Continued maintenance of Crematorium Lodge

Financial resources / systems

- The service has a net revenue budget of £808k for 2011/12. A breakdown of this budget by cost centre is given in **Section 4**.
- ICT systems used by the Service are:
 - Gower Sequel
 - Cedar Financials (controlled Corporately)

Service Users

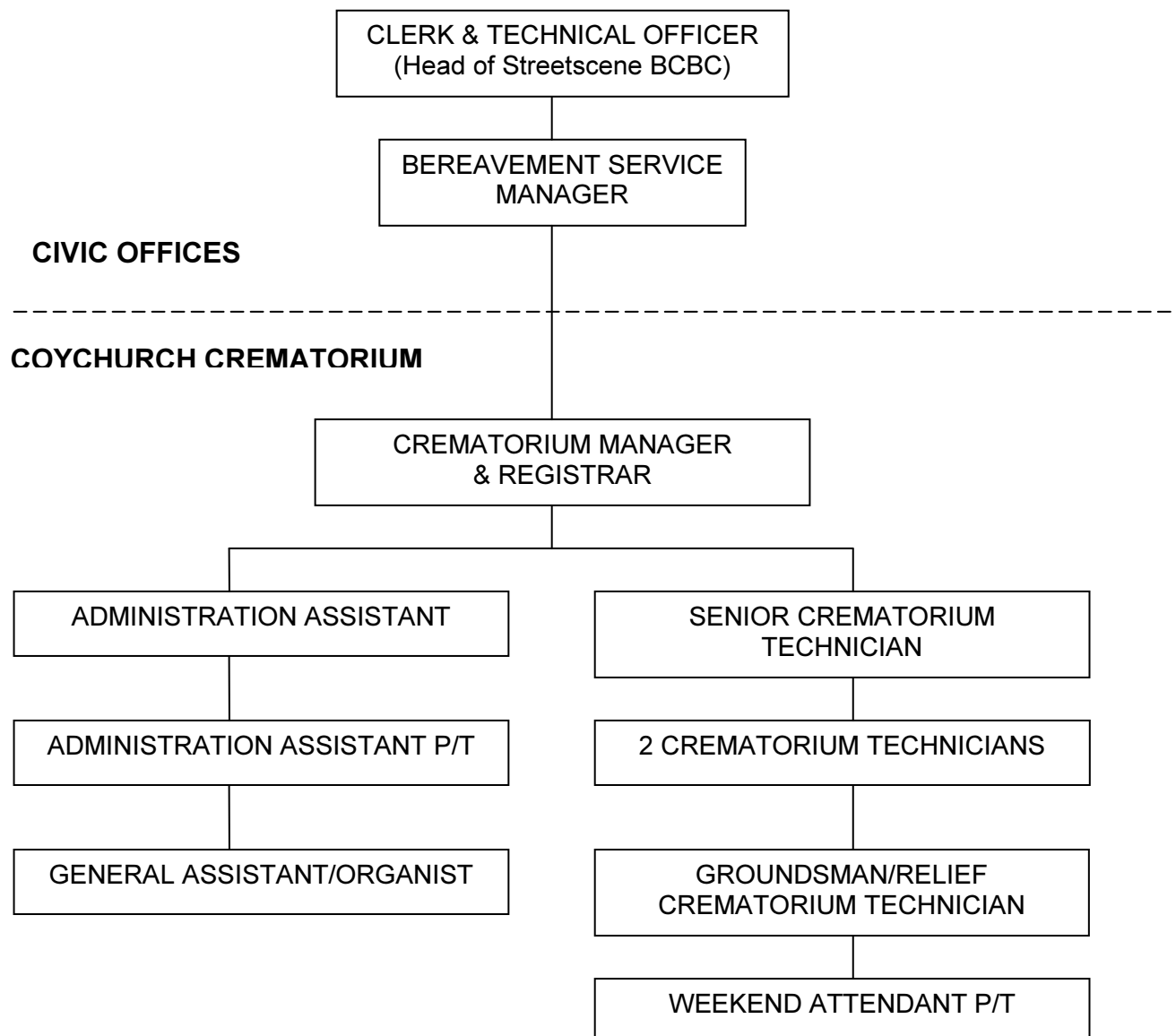
- The service does not distinguish between residents and non-residents.

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Staffing

The Service employs 7 full time employees and 2 part time employees, working at Coychurch Crematorium. The Crematorium Technical Officer and Bereavement Service Manager support the service and are located at Bridgend County Borough Council's Civic Offices.

Bridgend County Borough Council's Parks Department is contracted to assist with the maintenance of the grounds. There is usually one daily attendant but numbers of staff fluctuate depending on work requirements. A cleaner is supplied through the council's Corporate Service which ensures back up support if necessary.



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OPENING HOURS

The Crematorium office hours of opening are:-

| | |
|--------------------|-------------------------|
| Monday to Thursday | 9.00 a.m. to 5.00 p.m. |
| Friday | 9.00 a.m. to 4.00 p.m. |
| Saturday | 9.00 a.m. to 12.00 p.m. |

The Crematorium grounds hours of opening are:-

SUMMER PERIOD - From last Sunday in March to the last Saturday in October.

| | |
|--------------------------|-------------------------|
| Monday to Friday | 9.00 a.m. to 7.00 p.m. |
| Saturday | 9.00 a.m. to 5.00 p.m. |
| Sunday and Bank Holidays | 10.30 a.m. to 5.00 p.m. |

WINTER PERIOD - From last Sunday in October to the last Saturday in March

| | |
|--------------------------|-------------------------|
| Monday to Thursday | 9.00 a.m. to 5.00 p.m. |
| Friday & Saturday | 9.00 a.m. to 4.00 p.m. |
| Sunday and Bank Holidays | 10.30 a.m. to 4.00 p.m. |

Memorialisation and Resting Places for Cremated Remains

The following are the resting places available for cremated remains and associated memorialisation available to the service:-

- Scatter lawns
- Burial plots with memorial plinths
- Rose garden plots with Welsh slate plaques (re-openings only)
- Columbaria vaults with granite plaques
- Memorial courtyard
- Book of remembrance
- Tree dedication
- Memorial garden seat
- Wall tablets
- Vase blocks
- Glass window memorials (re-inscriptions only)

An annual memorial service is arranged for Christmas and the date and time is advertised in local newspapers and on notice boards around the crematorium.

Marketing

- Newsletter to professionals (circulated twice a year)
- Leaflets to applicants after cremation
- Leaflets available around chapels
- Newspaper reports

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- Details included in brochures circulated to doctors surgeries
- Questionnaires circulated to all Applicants
- Website and Email feedback from website
- Consult staff
- Hospital contacts/Bereavement Officers
- Press releases
- Open Day every 3 years (last in October 2010)
- Daily communication with public

Sustainability

- Level 5 of the Green Dragon Award for sustainability awarded in 2009 and 2010
- Metal Recycling by Orthometals (revenue proceeds donated to charity)
- Mulching bed materials controlled by the Forest Stewardship Council
- Separate collection of compostable waste
- Monitoring of utilities
- Borehole water feed to support pond
- Annual maintenance contract for cremators
- Collection of office waste for recycling
- Grass mowers fitted with grass mulching deck
- Collaboration with Coed Cymru to conserve Coed Brynglas woodland within the crematorium grounds

Key Achievements over the past 3 years

- High level of public satisfaction maintained
- National recognition of architectural and landscape standards
- Development of additional car parking facilities
- Upgrading toilet facilities
- Expansion of waiting room
- Extending memorialisation into adjoining land
- Introduction of air conditioning and upgrading heating in chapels
- Refurbishment of sound system

Local Performance Indicators

As part of B.C.B.C.'s performance management procedures, a local performance indicator has been identified for Coychurch Crematorium. The indicator relates to user satisfaction which is reported annually to the Joint Committee. The current targets and achievements are:-

| Actual 2007/08 | Actual 2008/09 | Actual 2009/10 | Target 2010/11 |
|---------------------------|---------------------------|---------------------------|---------------------------|
| 100% | 100% | 100% | 100% |

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Annual Statistics

The tables below indicate the annual usage of the crematorium for 2010. A copy of the details for 2009 is included for comparison purposes.

The total number of cremations for 2010 was **1803**, made up of **784 from Bridgend**, **637 from Vale of Glamorgan** and **311 from Rhondda Cynon Taff**, with **71 non residents**. An agreement with the Princess of Wales Hospital for the cremation of non-viable foetal remains has resulted in an additional 35 communal cremations and 9 individual cremations.

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Crematorium Statistics for Year Ending 31st December 2010

| CREMATIONS | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | TOTAL |
|--|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|-------------|
| Borough of Bridgend | 91 | 75 | 61 | 62 | 64 | 62 | 58 | 58 | 53 | 62 | 68 | 70 | 784 |
| Vale of Glamorgan | 60 | 50 | 70 | 43 | 57 | 51 | 53 | 50 | 64 | 53 | 34 | 52 | 637 |
| Rhondda Cynon Taff | 25 | 27 | 27 | 28 | 36 | 19 | 17 | 25 | 29 | 22 | 28 | 28 | 311 |
| Others | 9 | 3 | 8 | 7 | 0 | 5 | 8 | 4 | 7 | 5 | 6 | 9 | 71 |
| TOTALS | 185 | 155 | 166 | 140 | 157 | 137 | 136 | 137 | 153 | 142 | 136 | 159 | 1803 |
| NVF CREMATIONS (INDIVIDUAL) | 1 | 1 | 1 | | | | | | | | | | 3 |
| NVF CREMATIONS (COMMUNAL) | | 4 | | 8 | 3 | 3 | 4 | 3 | 5 | 1 | 2 | 2 | 35 |
| DISPOSAL OF CREMATED REMAINS | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | TOTAL |
| Interred in Burial Plot | 26 | 22 | 20 | 12 | 14 | 20 | 11 | 15 | 12 | 13 | 10 | 19 | 194 |
| Interred in Rose Garden | 17 | 13 | 6 | 7 | 10 | 12 | 7 | 8 | 12 | 11 | 4 | 9 | 116 |
| Scattered in Garden of Remembrance | 23 | 17 | 16 | 20 | 18 | 15 | 22 | 18 | 19 | 13 | 17 | 15 | 213 |
| Placed in Columbarium Vault | | | 1 | | 1 | | 1 | | 1 | 1 | 1 | | 6 |
| Taken Away by Funeral Director | 120 | 108 | 124 | 109 | 117 | 93 | 99 | 99 | 114 | 104 | 105 | 118 | 1310 |
| On Hold | | | | | | | | | | 1 | 1 | | 2 |
| TOTALS | 186 | 160 | 167 | 148 | 160 | 140 | 140 | 140 | 158 | 143 | 138 | 161 | 1841 |
| External Chapel Wall Space | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | TOTAL |
| Plaques - Burial Plot/Rose Garden | 39 | 36 | 37 | 23 | 30 | 25 | 30 | 29 | 31 | 24 | 22 | 23 | 349 |
| Book of Remembrance & Mini Book of Rem. | 6 | 11 | 6 | 3 | 5 | 5 | 3 | 4 | 3 | 2 | 1 | 1 | 50 |
| Lease - Columbarium Vault (includes plaque) | | | 1 | | | | | | | 1 | 1 | | 3 |
| Lease - Wall Tablet/Vase Block (inc. plaque) | 3 | 2 | 2 | | 3 | 1 | 1 | 1 | 2 | 1 | 2 | 1 | 19 |
| Lease - Tree Dedication/Shrubs (inc. plaque) | | | | | | | | | | | | | |
| Lease - Vase Block Space | | | | 1 | | | | | | | | | 1 |
| Memorial Bench Lease Renewal | | | | | | | | 3 | 7 | | 4 | | 14 |
| External Chapel Wall Space | 1 | 1 | | | | | | | | | | | 2 |
| TOTALS | 49 | 50 | 46 | 27 | 38 | 31 | 34 | 37 | 43 | 28 | 30 | 25 | 438 |

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Crematorium Statistics for Year Ending 31st December 2009

| CREMATIONS | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | TOTAL |
|--|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|-------------|
| Borough of Bridgend | 83 | 86 | 59 | 69 | 52 | 66 | 59 | 54 | 49 | 60 | 59 | 61 | 757 |
| Vale of Glamorgan | 95 | 63 | 60 | 47 | 46 | 64 | 56 | 46 | 55 | 54 | 59 | 46 | 691 |
| Rhondda Cynon Taff | 28 | 27 | 27 | 27 | 25 | 36 | 31 | 20 | 16 | 29 | 20 | 20 | 306 |
| Others | 6 | 2 | 5 | 4 | 1 | 5 | 5 | 1 | 4 | 5 | 6 | 10 | 54 |
| TOTALS | 212 | 178 | 151 | 147 | 124 | 171 | 151 | 121 | 124 | 148 | 144 | 137 | 1808 |
| NVF CREMATIONS (INDIVIDUAL) | | 2 | | | | | 1 | 3 | | | 1 | 2 | 9 |
| NVF CREMATIONS (COMMUNAL) | 2 | 3 | | 3 | 3 | | 6 | 3 | 3 | 4 | | 8 | 35 |
| DISPOSAL OF CREMATED REMAINS | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | TOTAL |
| Interred in Burial Plot | 20 | 18 | 14 | 25 | 17 | 24 | 11 | 15 | 13 | 15 | 18 | 16 | 206 |
| Interred in Rose Garden | 16 | 6 | 6 | 6 | 5 | 10 | 6 | 8 | 5 | 8 | 3 | 10 | 89 |
| Scattered in Garden of Remembrance | 22 | 17 | 14 | 18 | 14 | 21 | 23 | 10 | 14 | 6 | 16 | 16 | 191 |
| Placed in Columbarium Vault | | | | | | | | | 1 | | 1 | | 2 |
| Taken Away by Funeral Director | 154 | 137 | 117 | 98 | 88 | 116 | 111 | 88 | 91 | 119 | 106 | 95 | 1320 |
| On Hold | | | | | | | | | | | | | |
| TOTALS | 212 | 178 | 151 | 147 | 124 | 171 | 151 | 121 | 124 | 148 | 144 | 137 | 1808 |
| MEMORIALS | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | TOTAL |
| Plaques - Burial Plot/Rose Garden | 39 | 25 | 39 | 30 | 18 | 34 | 27 | 30 | 18 | 19 | 24 | 28 | 331 |
| Book of Remembrance & Mini Book of Rem. | 5 | 9 | 6 | 3 | 4 | 1 | 4 | 4 | 5 | 1 | 5 | | 47 |
| Lease - Columbarium Vault (incl plaque) | | | | | | | | | | | 1 | | 1 |
| Lease - Wall Tablet/Vase Block (incl plaque) | 3 | 1 | 4 | 2 | 1 | 1 | 1 | 4 | 2 | | 1 | | 20 |
| Lease - Tree Dedication/Shrubs (inc. plaque) | | | | | | | | | | | | | |
| Lease - Vase Block Space | 1 | | | 1 | | 4 | 1 | | 1 | | | | 8 |
| Memorial Bench (inc. plaque) | | | | | | | | 1 | | | | | 1 |
| External Chapel Wall Space | | 1 | | | | 1 | | | 1 | | | | 3 |
| TOTALS | 48 | 36 | 49 | 36 | 23 | 41 | 33 | 39 | 27 | 20 | 31 | 28 | 411 |

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2: Challenges facing the Service

Establishment of Private Sector Crematorium

The Vale of Glamorgan has approved a planning submission for a crematorium to the north east of Barry. The establishment of another crematorium in close proximity to Coychurch Crematorium would reduce the number of cremations undertaken and could affect the financial arrangements of the service and the level of maintenance. No works have yet started on the project.

Influenza Pandemic

A contingency plan has been developed for the crematorium service. Any additional provision within that plan would require the co-operation of existing and temporary staff to potentially operate a 24 hour service. Whilst the recent flu epidemic has not had serious consequences for the service, the plan will be regularly reviewed to ensure preparedness for future incidents.

Mercury Abatement (CAMEO)

In 2005 the Department of Environment, Food and Rural Affairs (DEFRA) announced its plan to reduce mercury emissions from UK crematoria by 50%, effective from 31st December 2012.

The Federation of British Cremation Authorities (FBCA) and the Cremation Society formulated a proposal to offset the costs for those crematoria that installed abatement plant to reduce mercury emissions by contributions from those that did not. This proposal was overseen by the Crematoria Abatement of Mercury Emissions Organisation (CAMEO) and was accepted by DEFRA. Coychurch Cremation has opted to burden share the costs with contributions commencing in January 2013.

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3: Forthcoming Service Developments

Upgrade Coity Chapel Toilets

These works were delayed due to the need for discussion with CADW as part of the planning approval process. The works are due to commence in March 2011 and may continue into the next financial period.

Refurbish Lodge

The Lodge is an asset of the Crematorium and requires regular maintenance. Expenditure is set aside to undertake projects as they become necessary.

Improvements to Crallo Chapel

The minister's stand and catafalque area requires attention to enhance its appearance. These works were delayed as they were to follow the completion of the new sound system equipment. These works will now commence in 2011/12.

Extend Memorialisation into New Land

The memorial blocks and benches have been ordered and installation will commence in Spring 2011.

Vestry Improvements

The crematorium's vestry has been used as an administrative storage area, as well as allowing ministers a room to prepare before services commence. Improved storage facilities are necessary with a separate room for ministers. These works were due to commence in 2010/11 but have been postponed to 2011/12 due to other financial priorities.

Surfacing of Footpaths

The surfacing to the footpaths within the Garden of Remembrance was never completed at the time of its initial construction, due to the financial constraints of the contract. This memorialisation area is now in regular use and the footpath should be completed in 2011/12

The pedestrian access to the main chapel from the car parking area requires walking along the main access road. To separate pedestrians from vehicle traffic, a footpath can be introduced alongside the cloisters. These footpaths should be completed in 2011/12

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Upgrade of Cremators

The cremator manufacture has advised that the current equipment can be utilised for an extended period and the maintenance agreement will be revised accordingly. The replacement programme for the cremators is being considered by appropriate officers and a separate report will be submitted to the Joint Committee with estimated expenditure projections in due course.

Hymn Books

Hymn books are to be replaced and the service is awaiting proofs before printing commences.

Chapel of Remembrance

The Chapel of Remembrance is in need of re-decoration and has been programmed in the works schedule for 2012/13.

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4: Revenue Budgets

TABLE 1

| Narrative | Expenditure | | | | Total |
|---|--------------|--------------|--------------|--------------|--------------|
| | 2011/12 | 2012/13 | 2013/14 | 2014/15 | |
| | £000 | £000 | £000 | £000 | £000 |
| <u>2011/12</u> | | | | | |
| Crallo Chapel Improvements (slipped 2008/09) | 15 | | | | 15 |
| Refurbish Coity Chapel Toilets | 20 | | | | 20 |
| Vestry Improvements (slipped from 2009/10) | 10 | | | | 10 |
| Replace Hymn Books | 2 | | | | 2 |
| Coity Chapel upgrade (due to flooding) | 2 | | | | 2 |
| Refurbish Lodge | 20 | | 20 | | 40 |
| Surface Footpaths | 30 | | | | 30 |
| <u>2012/15</u> | | | | | |
| Redecorate Chapel of Remembrance | | 5 | | | 5 |
| Preparatory works of new cremators | | | | 700 | 700 |
| CAMEO payments | | 20 | 81 | 81 | 182 |
| TOTAL PLANNED WORKS | 99 | 25 | 101 | 781 | 1006 |
| Estimate Reserve Balance 1st April | (278) | (412) | (665) | (887) | |
| Costs of planned works | 99 | 25 | 101 | 781 | 1006 |
| Available from current budget to meet planned works | (120) | (120) | (120) | (120) | 480 |
| (Surplus)/Deficit Planned Works Funding | (21) | (95) | (19) | 661 | 526 |
| Additional Revenue from increase in cremation fees | (113) | (158) | (203) | (248) | (722) |
| (Surplus)/Deficit to Reserves | (134) | (253) | (222) | 413 | (196) |
| Closing Estimate Reserve Balance 31st March | (412) | (665) | (887) | (474) | (474) |
| <i>Cremation Charge</i> | £450 | £475 | £500 | £525 | |

This financial profile is to be reviewed on an annual basis

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PROPOSED BUDGET 2011/12

| Narrative | 2010/11 | 2011/12 |
|---------------------------------------|---------|---------|
| | Budget | Budget |
| | £000 | £000 |
| Employees | 233 | 238 |
| Premises | 372 | 286 |
| Supplies, Services and Transportation | 108 | 131 |
| Agency/Contractors | 68 | 79 |
| Administration | 38 | 26 |
| Capital Financing | 50 | 50 |
| Gross Expenditure | 869 | 808 |
| Fees and Charges | -885 | -954 |
| Surplus(-)/Deficit | -16 | -146 |
| Transfer to/from (-) Reserve | 16 | -146 |
| Total | 0 | 0 |

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5. BUSINESS PLAN ASSESSMENT & REVIEW

| SERVICE OBJECTIVES | PLANNED ACTIONS | TARGET/DESIRED OUTCOME | RESP OFFICER | METHOD OF MEASUREMENT | Resource Implications £k | | | |
|-------------------------------------|--|---|--------------------------------|---|--------------------------|-------|-------|-------|
| | | | | | 11/12 | 12/13 | 13/14 | 14/15 |
| External Grounds Maintenance | <ul style="list-style-type: none"> • <i>Extend Memorialisation landscaping</i> • <i>Surface of Footpaths</i> | <p><i>March 2011</i></p> <p><i>September 2011</i></p> | Joanna Hamilton | | 30 | | | |
| Chapel Improvements | <ul style="list-style-type: none"> • <i>Ministers stand & Catafalque</i> • <i>Vestry Improvements</i> • <i>Hymn Books</i> | <p><i>Spring 2011</i></p> <p><i>Summer 2011</i></p> <p><i>Spring 2011</i></p> | Sian Hooper Joanna Hamilton | <p><i>Postponed</i></p> <p><i>Postponed</i></p> | 15 | | | |
| Building Maintenance | <ul style="list-style-type: none"> • <i>Refurbish Coity Chapel</i> • <i>Toilets</i> • <i>Maintain Lodge</i> • <i>Re-decorate Chapel of Remembrance</i> | <p><i>April 2011</i></p> <p><i>September 2011</i></p> | Sian Hooper Joanna Hamilton | <i>Delayed</i> | 20 | 5 | 20 | |
| New/Rebuild cremators | <ul style="list-style-type: none"> • <i>Preparation Works</i> • <i>New cremators</i> | <p><i>Commence discussion with manufacturer 2009</i></p> | Sian Hooper Joanna Hamilton | <i>Regular progress meetings</i> | | | | 700 |
| Budget Strategy | <ul style="list-style-type: none"> • <i>Exercise service charge</i> • <i>Review works programme</i> • <i>CAMEO payments</i> | <p><i>Annually</i></p> <p><i>Annually</i></p> <p><i>January 2003</i></p> | Sian Hooper Joanna Hamilton | <i>Annual report to Joint Committee</i> | | | | |

Coychurch Crematorium Business Plan

7: Contact Points for Crematorium Service

If you require further information about the services – please contact:

Group Manager - Street Works

- Huw Jenkins (Tel: 01656 643416) / email:
Huw.Jenkins@bridgend.gov.uk

Bereavement Services Manager

- Sian Hooper (Tel: 01656 643469 / email:
Sian.Hooper@bridgend.gov.uk

Crematorium Manager & Registrar

- Joanna Hamilton (Tel: 01656 656605 /email:
Joanna.Hamilton@bridgend.gov.uk

Finance Officer for Coychurch Crematorium

- Frances Mantle (Tel: 01656 643286 / email:
Frances.Mantle@bridgend.gov.uk