

COYCHURCH CREMATORIUM

SERVICE LEVEL BUSINESS PLAN

2022-23



Mission Statement:

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

COYCHURCH CREMATORIUM JOINT COMMITTEE

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 (BCBC), the Vale of Glamorgan Council and Rhondda Cynon Taff County Borough Council.

Coychurch Crematorium was designed by the late 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 as part of Bridgend County Borough Council's Highways and Green Spaces Group within the Communities Directorate, consequently, management practice is influenced by the Council's and internal policies. This Business Plan has been developed in accordance with the Council's policies and includes details and objectives which affect Coychurch Crematorium.

Name and job title of authoriser, Head of Service or Corporate Director:	ZAK SHELL – HEAD OF OPERATIONS, COMMUNITY SERVICES
Directorate/Department:	COMMUNITIES DIRECTORATE, BCBC - CLERK & TECHNICAL OFFICER TO COYCHURCH CREMATORIUM JOINT COMMITTEE
Date:	4 TH MARCH 2022

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Date:	4 TH MARCH 2022

COYCHURCH CREMATORIUM JOINT COMMITTEE

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COYCHURCH CREMATORIUM JOINT COMMITTEE

1: Serving our Community

Service Profile & Resources

Awards & Achievements

The crematorium has received various Awards over the years:-

- Green Flag Award 2010/11/12/13/14/15/16/17/18/19/20/21
- Level 5 of the Green Dragon Award for sustainability awarded in 2011 - the highest level of the Green Dragon Environmental Standard Award. This award is a stepped standard relevant to the specific needs of organisations. Each step contributes towards achievement of the International and European environmental standards ISO 14001. During the appraisal and audit processes for the Green Dragon Standard, there is an evaluation of costs as well as environmental performance - this means that at each stage the organisation will have an outline environmental management system that relates to its 'bottom line'
- Recognised as an attractive and well maintained crematorium which is acknowledged by user satisfaction questionnaires
- Committed, well qualified and experienced staff, focused on customer care
- Service generates sufficient income to remain self-financing

Financial resources / systems

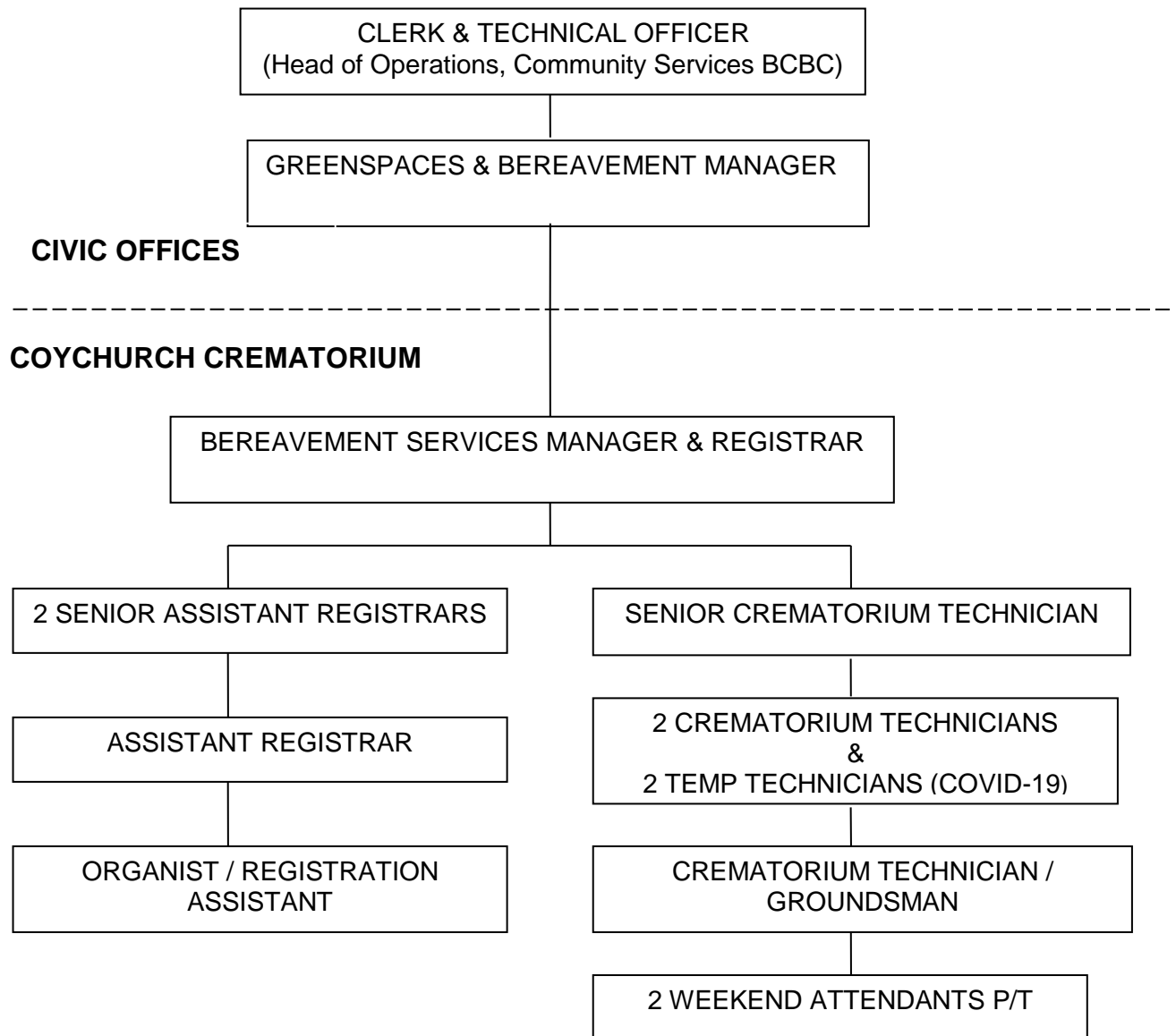
- The service has a net revenue budget of **-£232k** for 2022-23. A breakdown of this budget by expenditure type is given in **Section 3**.
- ICT systems used by the Service are:
 - Gower Sequel
 - Cedar Financials

Staffing

The Service employs 9 full time employees and 2 part time employees, working at Coychurch Crematorium. An additional 2 temporary Crematorium Technicians were employed since May 2020 to provide resilience during the Covid-19 pandemic. The Bereavement Services Manager & Registrar is responsible for the day to day activities on site and the overall policy and management of the Crematorium and also has management responsibility for the strategy and administration of burials in Bridgend County Borough Council's municipal cemeteries and churchyards. The Crematorium Joint Committee's Clerk & Technical Officer and Bridgend Council's Green Spaces and Bereavement Manager support the service and are located at Bridgend County Borough Council's Civic Offices.

Bridgend County Borough Council's Green Spaces Department assists with the maintenance of the grounds via a service level agreement. There are usually two daily attendants but numbers of staff fluctuate depending on work requirements. A cleaner is supplied through the Council's Corporate Service to take care of public waiting areas, toilets and the Office, which ensures back up cleaning 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.

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.

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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)

Memorialisation

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 & Feedback

- Newsletters to professionals
- Information pack to applicants after cremation
- Leaflets available around chapels
- Newspaper reports
- Bereavement Guide
- Details included in brochures circulated to doctors surgeries & hospitals
- Questionnaires circulated to all Applicants
- Website and Email feedback from website
- Consult staff
- Hospital contacts/Bereavement Officers
- Press releases
- Open Day
- Daily communication with public

Sustainability

- Level 5 of the Green Dragon Award for sustainability awarded in 2011
- Metal Recycling by Orthometals (revenue proceeds donated to charity)
- Plastic Recycling with ICCM specialist company.
- Mulching bed materials controlled by the Forest Stewardship Council

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- Separate collection of compostable waste
- Monitoring of utilities
- Borehole water feed to support pond
- Annual service and maintenance contract for cremators
- Collection of waste for recycling
- Grass mowers fitted with grass mulching deck
- Management of Coed Brynglas ancient woodland with the Council's Ecology Officer.
- Replacement of cremators and installation of mercury abatement plant
- Installation of refrigeration to enable the cremators to be used in the most efficient and environmentally positive way and preparation for heat exchange.

Key Achievements over the past 10 years

- High level of public satisfaction maintained
- National recognition of architectural and landscape standards
- Green Flag Award 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019 and 2020.
- Upgrade of all toilet facilities
- Refurbishment of sound system in chapels, cloisters and external speakers
- Replacement of Waiting Room seating
- Replacement of lectern and choir stalls in Crallo Chapel incorporating commissioned lit stained glass panels
- Restoration of the original slate flooring in Crallo Chapel
- Construction of an extension to the crematory to provide space for new cremators and mercury abatement plant
- Installation of new cremators and mercury abatement plant to meet highest environmental standards:

The mercury abatement process required a larger crematory area for additional plant/equipment to 'scrub' the emissions of mercury and dioxins, before release into the atmosphere. Due to the Grade 2 listing of the building, there were limitations on how the crematorium could be developed to satisfy planners and CADW. Planning permission was granted in early 2014 and in the autumn of 2014 the construction of a flat roof extension into the yard area was completed, beside the existing crematory. Tender invitations were issued at the end of February 2015 to reputable cremator manufacturers. The installation of new cremators and mercury abatement plant commenced in August 2015 and was completed by April 2016, in line with the cremator replacement schedule. This has ensured that the Crematorium meets the highest environmental standards, is able to cremate larger sized bodies and operates the most efficient plant in a modern building fit for the purpose. Refrigeration facilities were also installed to enable bodies to be stored hygienically, enabling the cremators to be used in the most efficient and least environmentally detrimental way.*

- Installation of refrigeration for environmentally positive cremating.
- Installation of new paths in memorial areas.
- Replacement of periphery fencing.
- Replacement of crematory roof.

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- Extending memorialisation into adjoining land & further extension of infrastructure and car parking in 2017:
In 2009 the Committee approved the construction of an access road and additional car parking into the new land, and the layout for the extension to the memorial gardens inside the new land extension. Phase 1 of these works was carried out at that time and the new memorial gardens have been well received. At the meeting on 4th March 2016 the Joint Committee approved the Service Level Business Plan for 2016-17, which included design costs of £30,000.00 for the planning of Phase 2 infrastructure to facilitate the continuation of the access road and an additional car park. At the meeting on 2nd December 2016 the Joint Committee approved the issuing of tenders for the construction works, which were planned for 2017-18. At the meeting on 3rd March 2017 the Joint Committee approved the awarding of the contract to Alun Griffiths Contractors in the sum of £269,498.68. At the meeting on 23rd June 2017 the Joint Committee was informed that work had commenced on 24th April 2017, with a scheduled contract completion date of 8th September 2017. During this period the Crematorium remained operational with disruption minimised through the arrangement of site deliveries and intrusive works outside of normal business hours. The works completed ahead of schedule in July 2017 and within budget.
- Landscaping of Phase 2 of the new land infrastructure 2018.
- Full electrical certification 2018.
- Refurbishment of Chapel of Remembrance 2018.
- Replacement of Waiting Room and Porte-cochere roof 2019.
- Upgrade and renovation of pipe organ, Crallo Chapel 2019-20.
- Redecoration of Crallo Chapel, 2019.
- Refurbishment crematory restroom facilities 2019.
- Installation of air conditioning to crematory and office 2020.
- Renewal of main electrical distribution boards for the site 2020.
- Installation of external lighting to grounds 2021.
- Renewal of chapel digital music facilities & installation of visual tribute screens 2021.
- Structural extension to Flower Court/Chapel Exit – planned for 2022-23.
- Refurbishment of Chapel of Remembrance – planned for 2022-23.
- Improvements to exit gate: site lines to highway – planned for 2022-23.
- Install new pathways in memorial areas for improved pedestrian access – planned for 2022-23.

Local Performance Indicators

As part of Bridgend County Borough Council’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 2017/18	Actual 2018/19	Actual 2019/20	Actual 2020/21	Actual 2021/22	Target 2022/23
100%	100%	100%	100%	100%	100%

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Annual Statistics

The following table indicates the annual usage of the Crematorium for 2021. A copy of the details for 2020 are also included for comparison purposes. The total number of viable cremations for **2021** was **1,887**, made up of **1,163 from Bridgend**, **151 from Vale of Glamorgan** and **508 from Rhondda Cynon Taff**, with **65 non-residents**. This is a decrease of 46 cremations from the 2020 figures.

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Crematorium Statistics for Year Ending 31st December 2021

CREMATIONS	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTALS	
Borough of Bridgend	153	156	113	74	56	83	83	73	83	97	103	89	1163	
Others	6	7	8	3	5	7	5	4	6	5	3	6	65	
Rhondda-Cynon-Taff	51	59	56	35	44	33	25	45	39	35	39	48	508	
Vale of Glamorgan	15	19	16	10	10	13	6	18	7	12	17	8	151	
TOTALS	225	241	193	122	115	135	119	140	135	149	162	151	1887	
NVF CREMATIONS (INDIVIDUAL)	1	5	1	1		1	1	1	2	0		1	14	
NVF CREMATIONS (COMMUNAL)		2		1		1		1		1		1	7	
DISPOSAL OF CREMATED REMAINS	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTALS	From Away
Interred in Burial Plot	29	31	24	17	13	18	10	17	14	15	24	17	229	24
Interred in Rose Garden	6	13	6	4	5	4	4	2	2	10	6	4	66	9
Scattered in Garden of Remembrance	10	14	11	5	3	9	4	3	4	4	1	8	76	9
Placed in Columbarium Vault						1							1	
Taken Away by Funeral Director	181	190	153	98	94	105	102	120	117	121	131	124	1536	
On Hold														
TOTALS	226	248	194	124	115	137	120	142	137	150	162	153	1908	42
MEMORIALS	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTALS	
Plaques - Burial Plot/Rose Garden/Bench	34	45	44	32	26	30	32	23	25	25	22	22	360	
Book of Remembrance & Mini Book of Rem.	6	5	3	1	3	3	4	5	7	5	2		44	
Lease - Columbarium Vault (includes plaque)	1	3											4	
Lease - Wall Tablet/Vase Block (includes plaque)			4		3		2	3		1	4	3	20	
Lease - Tree Dedication/Shrub Bed (inc. plaque)											1		1	
Lease - Vase Block Space	1		3	3		1	1						9	
Memorial Bench Lease - New/Renewal	1	1					1						3	
External Chapel Wall Space														
TOTALS	43	54	54	36	32	34	39	32	32	31	29	25	441	

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Crematorium Statistics for Year Ending 31st December 2020

CREMATIONS	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTALS	
Borough of Bridgend	111	103	106	138	98	92	85	80	84	96	123	135	1251	
Others	4	9	7	5	7	2	3	7	9	2	9	10	74	
Rhondda-Cynon-Taff	37	43	41	50	45	31	31	23	35	40	36	55	467	
Vale of Glamorgan	19	17	9	14	15	12	10	7	6	11	10	11	141	
TOTALS	171	172	163	207	165	137	129	117	134	149	178	211	1933	
NVF CREMATIONS (INDIVIDUAL)	1	1	2	1		1	2	1		2		1	12	
NVF CREMATIONS (COMMUNAL)	1		1	1		2			1				6	
DISPOSAL OF CREMATED REMAINS	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTALS	From Away
Interred in Burial Plot	34	9	23	28	24	27	14	30	16	12	25	16	258	8
Interred in Rose Garden	7	5	5	6	7	8	1	5	5	7	5	9	70	7
Scattered in Garden of Remembrance	8	9	9	8	6	6	6	2	6	4	8	8	80	9
Placed in Columbarium Vault		1	1										2	
Taken Away by Funeral Director	124	149	128	167	128	99	110	81	108	128	140	178	1540	
On Hold														
TOTALS	172	173	165	208	165	138	131	118	134	151	178	212	1951	24
MEMORIALS	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTALS	
Plaques - Burial Plot/Rose Garden/Bench	37	17	27	12	32	31	26	27	31	29	32	24	325	
Book of Remembrance & Mini Book of Rem.	4	1	4	1	4	7	2	2	3	2	3	1	34	
Lease - Columbarium Vault (includes plaque)			1										1	
Lease - Wall Tablet/Vase Block (includes plaque)	1	2	2		1		1			2	2	1	12	
Lease - Tree Dedication/Shrub Bed (inc. plaque)														
Lease - Vase Block Space			1		84	24	7	4	3	4		2	129	
Memorial Bench Lease - New/Renewal						1		3	3		1		8	
External Chapel Wall Space														
TOTALS	42	20	35	13	121	63	36	36	40	37	38	28	509	

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2: Service Developments

2021-22 AGREED WORKS:

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. This was later revised and eventually commenced in January 2013.

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 Crematorium opted to burden share the costs until such time as the cremators were replaced. The charge that Coychurch Crematorium paid to CAMEO for 2015-16 related to the total number of unabated cremations in 2015 and equated to £41k for that period. The installation of full abatement plant, which was completed to schedule by April 2016, reduced this charge to CAMEO to zero for 2016-17. Those crematoria that have abated more than 50% of their cremations can sell the excess mercury abated cremations to those which have abated less than the target, via CAMEO. Those who have abated derive an income, and those who have not share the financial burden. Consequently, Coychurch Crematorium generated £5950.10 of income for 2016-17, £6415.92 of income for 2017-18, £6297.16 of income for 2018-19, £5830.86 of income for 2019-20, £5006.21 of income for 2020-21 and is awaiting confirmation of the potential amount of income it can expect to generate for 2021-22.

Chapel Computerised Music and Media Systems

At the meeting on 6th March 2020 the Joint Committee was advised of the improvements required to the computerised music and media provision systems serving Crallo Chapel and Coity Chapel at Coychurch Crematorium and approval of expenditure was sought for their replacement, in order to provide a more modern facility to bereaved service users. The Joint Committee approved expenditure for the works by Wesley Media Ltd, in the sum of £41,696, which was included in the Crematorium's Business Plan and revenue budget for 2020-21.

The project had been delayed due to the Covid-19 pandemic, with installation expected to take place in the 2021-22 financial year. An estimated amount of £45,000, was included in the Crematorium's Business Plan and revenue budget for 2021-22. The works were completed in December 2021.

External Lighting

At the meeting on 8th March 2019 the Joint Committee approved the provision of external lighting to the grounds at Coychurch Crematorium which would improve the welcoming aspect of the Crematorium while assisting to improve safety and security within the site. It

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would also allow for additional service times at the end of the day in winter. The style of lighting would complement the architectural style of the building, improving the aesthetics of the grounds.

The lighting scheme had been assessed by the Council's electrical engineers and an estimated budget cost of £300,000 was calculated which took account of all associated fees for design works, planning applications, ecology reports, contract management and project management and this amount was covered in the Crematorium's Business Plan for 2019-20.

The Joint Committee authorised the Clerk and Technical Officer to invite tenders in respect of the works to be undertaken with a view to commencing works within the 2019-20 financial year. The project was slightly delayed at this time due to staffing changes in the Council's electrical engineering department

It was anticipated that a further report would be presented to the Joint Committee in June 2020 to confirm tenders for the installation phase of the project, but the Covid-19 pandemic impacted upon this timetable. At the meeting of 5th March 2021 the Joint Committee approved the award of tender for the installation phase of the project. The estimated amount of £300,000, which was included in the 2020-21 budget, was reduced to £250,000 and included in the 2021-22 budget. The works were completed in July 2021.

Flower Court Extension

At the meeting on 15th June 2018 the Joint Committee approved, in principle, the provision of an extension to the Flower Court facility by extending the rear of the Crematorium building onto the current grassed area outside the exit doors of Crallo Chapel, in order to address the bottleneck that is created when large congregations file through one set of doors and into the limited space of the Flower Court. Additionally, the delay that can be caused to the following funeral service as a result of the slow movement of the congregation through this area. The Joint Committee authorised the submission of a feasibility report to be presented to the Joint Committee at its meeting in June 2019.

Architect Mr Jonathan Adams (Capita) was placed in charge of the design works. Mr Adams is a Welsh architect particularly known for his landmark buildings in Cardiff and was previously President of the Royal Society of Architects in Wales (RSAW) from 2005 to 2007. His notable projects include the prestigious Millennium Centre in Cardiff Bay, the new headquarters building for the Welsh Joint Education Committee (WJEC) in Llandaff and the Sherman Theatre refurbishment in Cardiff.

At the meeting on 14th June 2019, the Joint Committee approved the proposed design of the extension to the Flower Court facility and authorised the application for planning permission and invitation of tenders in respect of the works to be undertaken, subject to further approval. The provision of further funding for the project would be accommodated in the Crematorium's accumulated reserve funds and an estimated amount of £540,000 was included in the 2019-20 budget to accommodate the funding of the construction phase of the project and consultants fees, subject to further approval by the Joint Committee.

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The programme would involve:

- Preparation of detailed drawings.
- Planning submission/listed building consent.
- Tender and report back to the Joint Committee for approval.
- Construction of extension with a view to commencing works within the 2019-20 financial year.

At the meeting on 6th March 2020 the Joint Committee approved the Service Level Business Plan for 2020-21, moving £520,000 of the estimated amount for the project that was included in the 2019-20 budget to the 2020-21 budget.

At the meeting on 4th September 2020 the Joint Committee was provided with a further update on the project. Work on the project had progressed well:

- **Statutory Approvals:** A full listed building planning application along with a detailed Heritage Impact Statement was submitted in February 2020. Planning Approval, Sustainable Urban Drainage Approval and Building Regulations Approval was provided by BCBC in July 2020. Listed Building Consent was granted by Welsh Government on 25th August 2020.
- **Detailed Design:** Architect, Jonathan Adams, was concentrating on the special structural elements, in order to minimise construction risk and to provide the highest possible level of cost certainty before commencement of the contract.
- **Health and Safety/CDMA Requirements:** Pre-construction health and safety / design risk information had been reviewed - Capita had agreed the format of the Health and Safety File with the Client and included these in the pre-construction information pack. Capita had assessed the relevant skills, knowledge and experience levels of the Design Team.

Capita and architect Jonathan Adams had made good progress with procuring the roof structure within the target budget price and were actively progressing toward the procurement phase. At the meeting on 5th March 2021 the Joint Committee was advised that the pandemic had impacted upon the timetable and the Joint Committee approved the Service Level Business Plan for 2021-22, moving the estimated amount for the project to the 2021-22 budget.

It was anticipated that a further report would be presented to the Joint Committee in September 2021 to seek final approval of tenders for the construction phase of the project. The pandemic, along with some procurement issues, has unfortunately further delayed this timetable. *A separate report has been submitted to the Joint Committee which details this proposal.*

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2022-23 PROPOSED NEW WORKS:

Chapel of Remembrance

The Chapel of Remembrance, which houses the Crematorium's Book of Remembrance and provides flower vases for visitors to place floral tributes, requires redecoration and improved heating. The repairs will ensure that the Chapel of Remembrance is maintained to an acceptable standard and has been programmed into the works schedule and revenue budget for 2022-23.

Improvements to Crematorium's Exit Junction

The sight lines to the highway at the Crematorium's exit gate are in need of improvement and have been programmed into the works schedule and revenue budget for 2022-23.

Additional Pathways in Memorial Areas

The memorial areas would benefit from additional pathways to improve safety and pedestrian access and have been programmed into the works schedule and revenue budget for 2022-23.

Property Contingency

An allowance is made for the general maintenance and upkeep of buildings to cover basic maintenance and unplanned works.

Surplus Fund – General Reserve

The surplus fund is designed to build up reserves for the future replacement of the cremators and ancillary plant along with future service improvements. Maintaining this reserve will ensure the Crematorium has sufficient long term funds to finance the replacement project, to fund any unforeseen eventualities and future planned works.

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3: Revenue Budgets

Planned works

Narrative	Budget	
	2021/22	2022/23
	£000	£000
Flower Court Extension: Construction / Design consultants costs (Moved from 21/22 to 22/23)	(550)	550
External Lighting to site Construction (Completed 21/22) Retention Payment	245	5
Upgrade Chapel Music and Media Systems	45	
Additional Paths in Memorial Areas		100
Redecoration of Chapel of Remembrance – Redecoration (revenue) Underfloor heating		10 10
Groundworks to Exit Junction (revenue)		40
TOTAL PLANNED WORKS	290	715

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Proposed Budget 2022/23

Narrative	2021/22	2022/23
	Budget	Budget
	£000	£000
Employees	326	378
Premises	424	428
Supplies, Services and Transportation	199	206
Agency/Contractors	112	112
Administration	36	39
Capital Financing	845	665
Gross Expenditure	1942	1828
Income: Fees and Charges/Grants/BCBC	(1491)	(1596)
Surplus(-)/Deficit	451	232
Transfer to/from (-) Reserve	(451)	(232)
Total	0	0

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4. BUSINESS PLAN REVIEW

SERVICE OBJECTIVES	PLANNED ACTIONS	TARGET/DESIRED OUTCOME	RESP OFFICER	METHOD OF MEASUREMENT	Resource Implications £k 21/22 22/23	
<i>Budget Strategy</i>	<ul style="list-style-type: none"> • <i>Exercise service charge</i> • <i>Review works programme</i> • <i>CAMEO income</i> 	<i>Annually</i> <i>Annually</i> <i>March 2023</i>	Joanna Hamilton	<i>Annual report to Joint Committee</i>	(6)	(6)
<i>Chapel Music & Media Systems</i>	<ul style="list-style-type: none"> • <i>Replace</i> 	<i>March 2022</i>	Joanna Hamilton	<i>Regular progress meetings.</i>	45	
<i>External Lighting to Site</i>	<ul style="list-style-type: none"> • <i>Install Lighting</i> • <i>Retention</i> 	<i>Dec 2021</i>	Joanna Hamilton	<i>Report to JC. Regular progress meetings.</i>	245	5
<i>Flower Court Extension</i>	<ul style="list-style-type: none"> • <i>Feasibility Study</i> • <i>Construction / Design Consultants Fees</i> 	<i>June 2019</i> <i>March 2023</i>	Joanna Hamilton	<i>Report to JC. Regular progress meetings</i>	(550)	550
<i>Additional Paths in Memorial Areas</i>	<ul style="list-style-type: none"> • <i>Install</i> 	<i>March 2023</i>	Joanna Hamilton	<i>Report to JC. Regular progress meetings</i>		100
<i>Chapel of Remembrance</i>	<ul style="list-style-type: none"> • <i>Redecoration</i> • <i>Install underfloor heating</i> 	<i>March 2023</i>	Joanna Hamilton	<i>Regular progress meetings.</i>		10 10
<i>Improvements to Exit Junction</i>	<ul style="list-style-type: none"> • <i>Groundworks to improve sight lines</i> 	<i>March 2023</i>	Joanna Hamilton	<i>Regular progress meetings.</i>		40

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5: Contact Points for Crematorium Service

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

Clerk and Technical Officer for Coychurch Crematorium
(Head of Operations – Community Services)

- Zak Shell (tel: 01656 643151) / email:
Zak.Shell@bridgend.gov.uk

Bereavement Services Manager & Registrar
for Coychurch Crematorium

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

Finance Officer for Coychurch Crematorium

- Eilish Thomas (tel: 01656 643359 / email:
Eilish.Thomas@bridgend.gov.uk