

MANSFIELD AND DISTRICT CREMATORIUM JOINT COMMITTEE

COMMITTEE MEETING

Meeting to be held at Newark & Sherwood District Council.

Monday, 14 September 2026 at 10.00 am

Ashfield District Council	<i>Members:-</i>
	Councillor C Huskinson (Vice-Chair)
	Councillor H Smith
	Councillor J Wilmott
Mansfield District Council	Councillor A Burgin (Chair)
	Councillor C Hammersley
	Councillor C Whitby
Newark & Sherwood District Council	Councillor L Brazier
	Councillor S Crosby
	Councillor P Peacock

AGENDA

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NEWARK AND SHERWOOD DISTRICT COUNCIL

Minutes of the Meeting of **Mansfield and District Crematorium Joint Committee** held at Mansfield Crematorium, Derby Road, Mansfield NG18 5BJ Monday, 18 May 2026 at 10.00 am.

PRESENT: Councillor P Peacock (Chair)
Councillor A Burgin (Vice-Chair)

Councillor T Hollis, Councillor H Smith, Councillor C Huskinson,
Councillor C Hammersley, Councillor C Whitby and Councillor S Crosby

APOLOGIES FOR Councillor L Brazier
ABSENCE:

22 DECLARATIONS OF INTENT TO RECORD THE MEETING

NOTED that no intention to record the meeting was declared apart from through the usual web platforms.

23 APPOINTMENT OF CHAIR

In accordance with the Constitution the offices of Chair and Vice Chair shall, in successive years, rotate between the three constituent authorities. The Chair for 2026/27 to be a Member from Mansfield District Council.

The outgoing Chair, Councillor P Peacock invited the Committee to nominate a Chair for this year. Councillor Peacock advised the Committee how he had enjoyed his year of office as Chair, with good progress having been made.

Councillor A Burgin was nominated and seconded as Chair for 2026/27. Councillor Burgin was then voted in and accepted the role.

24 APPOINTMENT OF VICE-CHAIR

The Vice Chair for 2026/27 to be a Member from Ashfield District Council.

The newly elected Chair, Councillor A Burgin invited the Committee to nominate a Vice-Chair for this year.

Councillor C Huskinson was nominated and seconded. Councillor Huskinson was then voted in and accepted the role.

25 DECLARATIONS OF INTEREST BY MEMBERS AND OFFICERS

There were no declarations of interest.

26 MINUTES OF THE MEETING HELD ON 23 FEBRUARY 2026

The Minutes of the Meeting held on 23 February 2026 were approved as a correct record and signed by the Chair.

27 CLERK TO THE JOINT CREMATORIUM COMMITTEE

Nigel Hill, Business Manager for Elections & Democratic Services and a Deputy Monitoring Officer at Newark & Sherwood District Council, brought the report again to the Committee to consider further for the appointment of Clerk to the Committee.

Newark and Sherwood District Council had undertaken clerking duties for several years. The clerking function could be undertaken by an Officer from any of the 3 constituent Councils or could rotate annually with the chairmanship of the Committee.

Councillor Whitby thought that the existing arrangements were working well and Councillor Peacock advised that Newark & Sherwood were content with the existing arrangements continuing.

AGREED (unanimously) that Newark & Sherwood continue as Clerk to the Committee.

28 OPERATIONS REPORT

The report provided an update on the current operation of the Crematorium.

The Crematorium and Cemeteries Manager and Registrar presented the report highlighting the cremator and ancillary equipment, staffing, building maintenance and repair, grounds maintenance projects, children's bereavement centre, digital platforms – BACAS replacement and cremation data.

Last year a donation to support the counselling for bereaved children was made by the Committee at this point in the year in 2025. The £3000 donation provided for 15 children, 5 within each district of Mansfield, Ashfield and Newark and Sherwood.

More recently the charity had seen an increase in demand for the need for counselling services for bereaved children from a school locally, following the death of a child. The charity, through engagement with the school have provided initial immediate support and this intervention had seen an increase in the number of referrals.

The report proposed that a further donation be made to the charity for £9000 to provide counselling support for 45 children to receive 1-2-1 for counselling, 15 children within each of the authority areas of Mansfield, Ashfield and Newark and Sherwood, providing a much needed resource for locally bereaved children.

AGREED (unanimously) that:

- i) the committee noted the report; and
- ii) the committee approved a charitable donation of £9000 to the Children's Bereavement Centre, to be funded from the Children's Funeral Fund.

29 ANNUAL STATEMENT OF ACCOUNTS 2025/26

The report provided the annual report and statement of accounts for 2025/2026 showing the Committee's financial position as at the 31 March 2026 and the revenue and capital activity during the financial year.

Emma Frith for Mansfield District Council on behalf of the Treasurer of the Mansfield and District Joint Crematorium Committee informed the meeting that this was a statutory document providing the financial activity for April 2025 to March 2026, having been approved by Tiaa Ltd.

AGREED (unanimously that:

- i) the statement of accounts as presented in Appendix A for the financial year 2025/2026 be approved.
- ii) the 2025/2026 surplus distribution as detailed in Appendix A, 3.7, page 7 be approved.
- iii) up to £4,595,612 of unused capital budget in 2025/2026, as detailed in 3.8.1 of Appendix A, page 8, to be carried forward into 2026/2027 be approved.
- iv) the detailed revenue and capital information provided in Appendix C, be noted only.

30 CREMATORIUM DEVELOPMENT REPORT

The report provided an update to Members on the refurbishment project of the Crematorium.

The Crematorium and Cemeteries Manager and Registrar advised that during the mobilisation meeting the idea was discussed to house the crematory externally to the main building. This was to consider future proofing the site and provided a more flexible use of the building space without having to consider the placement of the cremators.

This had identified that there would be five homes that would be impacted under the Cremation Act as they were sited within 200 yards of the proposed crematory site.

The Crematorium and Cemeteries Manager and Registrar advised that external legal advice had been sought and subsequently the impacted properties were being communicated with to identify whether housing the crematory externally on either a temporary or permanent basis is going to be agreeable.

It was explained to the Committee that where agreement could not be sought to house the crematory externally, this would reduce the ability to install electric cremators due to service down time for the installation and the required construction work required to house electric cremators. Consideration would need to be made to the replacement of the existing cremators with new gas cremators; reducing the service downtime, the required substation upgrades and the need for temporary

cremators.

The Committee raised concerns over the previous advice they had received from the specialist contractor and the frustrations over having to install gas cremators when the preference was for electric. The Crematorium and Cemeteries Manager and Registrar agreed to arrange further meetings with the Members of the Committee to discuss the current position as soon as practicable.

AGREED (unanimously) that the Committee noted the report.

31 COMMITTEE WORK PROGRAMME

AGREED that Members note the Committee Work Programme.

32 DATE OF NEXT MEETING - MONDAY, 14 SEPTEMBER 2026 AT NEWARK & SHERWOOD DISTRICT COUNCIL

Meeting closed at 10.38 am.

Chair



Report to: **Mansfield and District Joint Crematorium Committee**
Date: Monday 14th September 2026 (10.00 am)
Director Lead: Mansfield District Council, Ady Selby, Assistant Director Neighbourhood Services, 01623 463036
Lead Officer: Mansfield District Council, Nada Colclough, Crematorium and Cemeteries Manager and Registrar, 01623 463882

Report Summary	
Type of report	Open Report
Report Title	Operations Report
Purpose of Report	To provide Members with a strategic update on crematorium operations, service resilience, asset condition, environmental compliance requirements and key risks requiring continued oversight.
Recommendations	1. That the Committee notes the current operational position, including ongoing cremator maintenance, compliance performance, emerging regulatory requirements, building maintenance risks and cremation activity trends. 2. That Members note the key implementation dates associated with PG5/2(25), recognising that the permitting changes will be addressed through the installation of new cremators as part of the planned refurbishment project, alongside continued planning for chimney stack remedial works and longer-term service resilience.

1.0 Background

The previous operational update was presented to Committee in May 2026. Since that time, the crematorium has continued to deliver statutory and customer-facing services while managing planned maintenance, responsive repairs, environmental compliance activity and preparation for significant changes to crematoria regulation. This report moves beyond a routine operational update by setting out the wider strategic issues that Members should be aware of, including asset condition, service resilience, future capital pressures, environmental permitting requirements and cremation activity trends.

The strategic context for the service is changing. Crematoria are now operating in an environment of increasing environmental regulation, greater scrutiny of emissions management, rising costs for specialist works and continued public expectation that services are delivered safely, respectfully and without avoidable disruption. The issues set out in this report therefore have implications for future financial planning, capital programming, risk management and the Committee's medium-term priorities.

2.0 Proposal/Options Considered and Reasons for Recommendation

2.1 Cremator and Ancillary Equipment

2.2 Following scheduled servicing, several repairs have been completed across the cremators without disruption to booked services. This has supported service continuity and reduced the likelihood of short-notice cancellations or operational restrictions. The works also demonstrate the importance of proactive maintenance in extending equipment life and protecting the capacity of the crematorium.

2.2.1 Cremator number 2 – Door rope repair and remedial action to ensure longevity of the repair, given previous recurring issues.

2.2.2 Main fan repair to address suction concerns.

2.2.3 Cremator number 4 - Replacement valve

2.3 Emissions testing carried out in May confirmed that the cremators are operating within the required limits. A successful environmental permitting inspection was also completed in August. This provides assurance that current controls remain effective, but it should be viewed alongside the new regulatory requirements, which will place additional expectations on monitoring, abatement, record keeping and environmental management.

2.4 PG5/2(25) – Process Guidance for Crematoria

2.5 PG5/2(25) is the revised statutory process guidance used by regulators when assessing applications and setting permit conditions for crematoria. It applies across the UK and supersedes PG5/2(12). The guidance strengthens expectations around emissions limits, monitoring, environmental management, abatement, energy data and operational controls.

2.6 The guidance represents a significant strategic issue for the crematorium because existing sites must work towards full compliance by December 2029, with permits expected to be reviewed by regulators by December 2027. The planned refurbishment project, which includes the installation of new cremators, is expected to provide the route to meeting the revised permitting requirements, as new or replacement cremators must meet the full standards on commissioning. Members should therefore note the implementation dates and the importance of ensuring that the refurbishment programme remains aligned to the regulatory timetable.

2.7 The main changes to the guidance:

2.7.1 Mercury abatement/flue gas treatment expected on all cremators within 4 years from Dec 2025

2.7.2 New emission limits introduced.

- 2.7.3 Increased monitoring requirements, including continuous emissions monitoring and alarm systems.
- 2.7.4 Ammonia slip requirements – where Nox abatement installed immediate effect
- 2.7.5 Stronger focus on BAT (Best Available Techniques), maintenance, record keeping and operational management.
- 2.7.6 All permits to be reviewed and updated by regulators within 2 years (Dec 27).
- 2.7.7 New or replacement cremators must meet full standards immediately.
- 2.7.8 Clearer rules for temporary/standby cremators and emergency operation.
- 2.7.9 Requirement to collect data on fuel and electricity consumption
- 2.7.10 Requirement to record waste transfers and consumption of flue gas treatment reagents
- 2.7.11 Requirement of a recognised environmental management system
- 2.7.12 Training must include responsibility under permit conditions
- 2.7.13 National emergency provisions

2.8 Key implementation dates:

- 2.8.1 The planned installation of new cremators through the refurbishment project is expected to address the permitting changes; however, the following regulatory milestones should be noted by Members to ensure the project remains on track.
- 2.8.2 Permit review/variation by regulator: by December 2027.
- 2.8.3 Existing crematoria full compliance deadline: by December 2029
- 2.8.4 New or replacement cremators: immediate compliance on commissioning.

2.9 Building Maintenance and Repair

2.10 The identified crack in the chimney stack remains a priority building maintenance risk. Following procurement, the cost of the required remedial works was significantly higher than originally anticipated. Further investigation is therefore being undertaken to confirm the current condition of the stack and assess whether the works can be safely deferred without increasing compliance, operational or health and safety risk. This work will be completed in consultation with Building Control and with appropriate ecology support to ensure that any decision is evidence-based and that statutory requirements continue to be managed effectively.

2.11 The programme for the chimney stack works has been affected by the requirement to obtain an ecology licence and to address subsequent amendments before works can commence which has extended the delivery timescale.

2.12 Cremation Data

2.24 The cremation data shows that 1,940 cremations were completed in 2025/26. In 2026/27, 869 cremations have either been completed or are currently booked across Q1 and Q2, comprising 492 in Q1 and 377 in Q2. Members should note that the Q2 figure reflects cremations booked to date only, with time remaining until the end of September for further

bookings to be received and for the final quarter position to improve. At this stage, Q1 is slightly higher than the same quarter in 2025/26, while Q2 remains below the 408 recorded in 2025/26; however, this position is not yet final. The year-to-date position should continue to be monitored against forecast activity and budget assumptions, as changes in cremation volumes can affect income projections, staffing requirements, equipment use, maintenance planning and overall service sustainability.

Year	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Q1	565	745	533	576	561	469	490	492
Q2	505	511	558	595	476	469	408	377
Q3	579	640	607	512	521	506	501	
Q4	660	838	601	691	586	546	541	
Total	2309	2734	2299	2374	2144	1990	1940	869

2.25 Strategic Risks and Forward Plan

- 2.26 The key strategic risks for the Committee are the condition and resilience of cremator and building assets, the financial impact of specialist repairs, delivery of the refurbishment project within the regulatory timetable and the impact of cremation volume trends on income and service planning.
- 2.27 The installation of new cremators through the refurbishment project is expected to overcome the permitting changes introduced through PG5/2(25), but continued oversight will be required to ensure that project delivery, commissioning and permit variation activity remain aligned to the implementation dates.
- 2.28 Suggested next steps are to continue developing the refurbishment programme, obtain the necessary technical and permitting advice to support the installation and commissioning of the new cremators, review cremation activity against financial forecasts in line with the opening of new crematoria locally and the projected impact.

Implications

In writing this report and in putting forward recommendation's officers have considered the following implications: Data Protection, Digital and Cyber Security, Equality and Diversity, Financial, Human Resources, Human Rights, Legal, Safeguarding and Sustainability, and where appropriate they have referred to these implications and added suitable expert comment where appropriate.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

NIL



Report to: **Mansfield and District Joint Crematorium Committee**

Date: Monday 14th September 2026 (10.00 am)

Director Lead: Mansfield District Council, Adrian Selby, Assistant Director
Neighbourhood Services, 01623 463036

Lead Officer: Mansfield District Council, Nada Colclough, Crematorium and Cemeteries
Manager and Registrar, 01623 463882

Report Summary	
Type of report	Open Report
Report Title	Children's Funeral Fund
Purpose of Report	This report provides a strategic update on the Children's Funeral Fund, the use of reclaimed cremation funds to support children's bereavement provision, and the implementation of the Charity Engagement Strategy attached at Appendix 1, including a proposed monthly social media campaign to increase awareness of local charitable support.
Recommendations	1. That the committee notes the Children's Funeral Fund position, the strategic use of reclaimed cremation funds, and the implementation of the Charity Engagement Strategy attached at Appendix 1.

1.0 Background

Funeral services for children under the age of 18 are free at the point of sale, for bereaved parents. Crematorium and burial authority operators can claim back any costs associated with a child funeral service from the Government Child Funeral Fund. Reclaimed funds are in line with current fees and charges.

- 1.1 To improve bereavement service provision for the parents of deceased children and children who experience bereavement, in September 2023 the committee approved that reclaimed funds can be repurposed to improve children's bereavement services at the crematorium and within the wider community, on an ongoing basis, rather than being utilised as income. This approach provides an opportunity to move beyond one-off financial contributions and deliver a more strategic, visible and measurable programme of support for local charities and bereaved families. A Charity Engagement Strategy was developed and is attached at Appendix 1. This report sets out the previous 12

months activity, the 2026 cremation claim information, the anticipated spend for 2026/27, and the proposed social media activity to support delivery of the strategy.

2.0 Proposal/Options Considered and Reasons for Recommendations

2.1 Funds Claimed Back

Funds were first claimed in June 2022 and in that time the following funds have been received:

Year	No of Funerals	Total Claim Value
2022	15	£3,427.50
2023	21	£4,888.50
2024	24	£5,743.50
2025	5	£1,255.00
2026	12	£3,132.00
Total	77	£18,446.50
Spend		£13,293.33
Remaining		£5,153.17

The 2026 cremation claims total £3,132.00 across 12 cremations.

- 2.2 The value per child cremation is made up of the cremation fee and the medical referee fee. The medical referee authorises the cremation to take place, following inspection of medical records.

2.3 Services provided by Children's Bereavement Centre

- 2.4 The Children's Bereavement Centre are a charity that provide support to bereaved children across Mansfield, Ashfield and Newark and Sherwood.

- 2.5 In 2025 the committee paid to the charity to support 15 children with 121 counselling sessions within Mansfield, Ashfield and Newark and Sherwood.

- 2.6 Increased waiting lists and a surge in demand for services has impacted on the charity's ability to be able to support all of those in need and in May 2026 the committee approved a further payment of £9000 to increase the support provided by the committee to overcome the charities challenges.

- 2.7 This increased funding will support a further 45 children to receive 121 counselling, split between the authority areas, with each council area receiving support for 15 children per area. While the payment has been made the impact is yet to be seen due to the programme length for 121 counselling, however a representative from the charity will provide an impact update to members during the meeting in September.

- 2.8 The Charity Engagement Strategy presented to member in February 26 can be seen in appendix 1 and provides the framework for ensuring that future support is targeted, transparent and aligned to identified local need. This will help the committee demonstrate how reclaimed cremation funds, partnership activity and wider awareness work are being used to benefit bereaved children, young people and families across

Mansfield, Ashfield and Newark and Sherwood. It will also help to demonstrate that best value is being achieved for public money.

2.9 Charity Engagement Strategy

3.0 The Charity Engagement Strategy was developed to build meaningful, ethical and sustainable relationships with charities that enhance emotional, practical and social support for bereaved families before, during and after the funeral service. The strategy identifies priority charity categories, engagement pillars, actions and measures of success, including partnership development, enhanced family support resources, staff training, community events, communication and awareness, and ethical governance.

3.1 Actions identified for months 1-3 have been completed as seen in the action plan update below. These actions will support the crematorium to become a recognised community hub for bereavement wellness.

Timeframe	Action	Progression
1 – 3 Months	Conduct partner-mapping exercise	Completed and utilised within bereavement support booklet and signposting process
	Meet 3–5 priority charities	Met with the following and identified their key priorities to support social media campaign: • The Emily Harris Foundation • John Eastwood Hospice • Age UK • The Children's Bereavement Centre
	Create draft bereavement support booklet	Completed and updated with charity information. Awaiting printing
	Agree internal signposting process	Completed and to be rolled out to staff to enable collating of data

3.2 To strengthen the communication and awareness pillar of the strategy, officers will introduce a monthly social media campaign titled “Charity Spotlight”. Each month, the crematorium will highlight a local charity, explain the support it provides, share appropriate signposting information, and raise awareness of how residents, partners and community organisations can engage with or support that charity. This activity directly supports the strategy’s aim of increasing awareness of support and ensuring families know where and how to access additional help.

- 3.3 The impact for local charities will include increased visibility, improved public understanding of available support, stronger referral and signposting routes, and greater opportunity to engage with residents who may benefit from their services.
- 3.4 For smaller charities, the campaign may help broaden reach, support volunteer or fundraising activity, and strengthen relationships with the crematorium, partner authorities and the voluntary sector. This will support the strategy's wider objectives of strengthening community trust, enhance support services and improve access to bereavement resources.
- 3.5 The strategy will also support better governance by enabling officers to report back on engagement activity, including the number of charities promoted, type of support provided, examples of community benefit, and any emerging themes in local bereavement or family support needs. This will provide members with a clearer line of sight between reclaimed funds, promotional activity and measurable community outcomes.

3.6 Next Steps

- 3.7 The below table identifies the next steps in the engagement action plan

Timeframe	Action	Progression/Comments
3-6 months	Launch staff training with first charity partner	Charity to be selected in line with need
	Publish online bereavement resource hub	In line with website enhancements and increased social media presence – support required from IT
	Establish referral pathways	Linked to signposting process
	Host first charity-partnered community support event	Consideration to be made in line with available space and key themes – opportunity for Christmas children's craft event.
	Promote support services through social channels	Key themes identified through initial consultation with charities
	Gather first round of feedback from families & staff	

- 3.8 In addition to the engagement action plan and social media campaign to promote charity engagement activity is being developed with colleagues from each authority area to promote the work being carried out with the Children's Bereavement Centre, John Eastwood Hospice and Beamond House.

- 3.9 Any further recommendations on future funding and the spend for 2027 will be presented to the committee once the charity spotlight activity has been carried out and feedback sought from the charities and the impact of the intervention from the campaign.

4.0 Implications

In writing this report and in putting forward recommendation's officers have considered the following implications: Data Protection, Digital and Cyber Security, Equality and Diversity, Financial, Human Resources, Human Rights, Legal, Safeguarding and Sustainability, and where appropriate they have referred to these implications and added suitable expert comment where appropriate.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

Appendix 1 – Charity Engagement Strategy

Charity Engagement Strategy for Bereavement Services

1. Strategic Purpose

To build meaningful, ethical, and sustainable relationships with charities that enhance emotional, practical, and social support for bereaved families before, during, and after the funeral service.

2. Core Objectives

1. **Enhance Support Services:** Provide families with access to high-quality bereavement resources, counselling, and specialised support.
2. **Strengthen Community Trust:** Demonstrate social responsibility and transparency through charitable partnerships.
3. **Increase Awareness of Support:** Ensure every family knows where and how to access additional help.
4. **Support Vulnerable Groups:** Tailor partnerships to families facing financial hardship, traumatic loss, disability, or cultural needs.
5. **Promote Staff Capability:** Equip staff with tools, training, and networks to signpost families effectively.

3. Priority Charity Categories

These categories ensure a holistic approach to bereavement care:

A. General Bereavement Support Charities - Providing emotional and practical support; host support groups.

- Cruse Bereavement Support
- Local grief counselling charities

B. Child & Young Adult Bereavement Services - Assisting families coping with the loss of a child or supporting bereaved children.

- Winston's Wish / local children's support groups
- Children's Bereavement Centre
- The Emily Harris Foundation

C. Mental Health & Trauma Organisations - Providing crisis support, therapeutic referrals, and trauma-informed resources.

- Mind
- Samaritans

- PTSD organisations

D. End-of-Life, Hospice & Palliative Charities - Supporting continuity between end-of-life care and bereavement.

- John Eastwood Hospice
- Beaumont House Hospice Care
- Macmillan
- Marie Curie

E. Financial Assistance & Welfare Charities - Assisting families struggling with funeral costs.

- Government Funeral Fund
- Quaker Social Action
- Nottinghamshire Miners Welfare Trust Fund

F. Community and Cultural Groups - Ensuring respectful, culturally competent support.

- Pink Therapy
- Stonewall
- Muslim Bereavement Support Service
- Sikh Helpline
- Faith organisations, cultural associations, LGBTQ+ charities

4. Engagement Pillars & Actions

Pillar 1: Partnership Development

Actions:

- Map local and national charities that align with bereavement themes.
- Conduct quarterly outreach to form collaboration agreements.
- Develop clear referral pathways for families (including permission protocols).

Pillar 2: Enhanced Family Support & Resources

Actions:

- Provide a “Support After Loss” booklet featuring partner charities.
- Offer private rooms for charity-led sessions (counselling, group support).
- Implement a digital bereavement resource hub on the crematorium website.
- Create accessible materials (e.g., for families with disabilities, translations).
- Introduce specialist support for sudden or traumatic loss.

Pillar 3: Staff Training & Sector Development

Actions:

- Deliver bereavement awareness sessions with charity specialists.
- Train staff on sensitive signposting and trauma-informed communication.
- Build a “Guided Referral Checklist” for staff to support families consistently.
- Partner with charities to deliver workshops (e.g., child grief, suicide loss, dementia).

Pillar 4: Community Engagement & Events

Actions:

- Host remembrance events in collaboration with charities (e.g., Wave of Light).
- Sponsor awareness weeks (e.g., Dying Matters Week, Baby Loss Awareness Week).
- Provide charity information tables in waiting areas.
- Offer chapel or gardens for fundraising or reflective events.

Pillar 5: Communication & Awareness

Actions:

- Create a clear communications plan promoting available support.
- Spotlight charity partners on social media and newsletters.
- Produce short video stories explaining how charities help.
- Ensure consistent messaging across staff, signage, printed materials, and website.

Pillar 6: Ethical Governance & Partnership Assurance

Actions:

- Screen partners to ensure ethical governance and safeguarding.
- Define roles, expectations, and boundaries in a Partnership Charter.
- Ensure no charity promotion appears exploitative or commercialised.
- Monitor feedback from families regarding effectiveness and sensitivity.

5. Measuring Success

Use KPIs aligned with family well-being, partnership strength, and operational impact:

Quantitative Indicators

- Number of families signposted to charities
- Number of charity-led sessions delivered on site
- Attendance at support events
- Staff trained in bereavement support
- Digital resource usage

Qualitative Indicators

- Family satisfaction feedback
- Partner charity feedback
- Staff confidence levels
- Case studies showing improved family outcomes

Action Plan

Timeframe	Action	Additional Information
1-3 months	Conduct partner-mapping exercise	
	Meet 3–5 priority charities	1. The Emily Harris Foundation 2. Bereavement by Suicide 3.
	Create draft bereavement support booklet	Information already collated but requires review in line with current charity network
	Agree internal signposting process	
3-6 months	Launch staff training with first charity partner	Charity to be selected in line with need
	Publish online bereavement resource hub	In line with website enhancements and increased social media presence
	Establish referral pathways	Linked to signposting process
	Host first charity-partnered community support event	Consideration to be made in line with available space and key themes
	Promote support services through social channels	
	Gather first round of feedback from families & staff	
6-12 months	Become a recognised community hub for bereavement wellness	
	Formalise multi-charity partnership network	
	Launch annual remembrance and support programme	An enhancement of the existing events calendar
	Offer voluntary peer-support groups onsite	



Report to: **Mansfield and District Joint Crematorium Committee**

Date: Monday 14th September 2026

Director Lead: Mansfield District Council, Dawn Edwards, Director of Corporate Resources.

Contact Details:- email dedwards@mansfield.gov.uk or tel. 01623 463015

Lead Officer: Mansfield District Council, Ellie Stocks, Group Accountant.

Contact Details:- email estocks@mansfield.gov.uk or tel. 01623 463498

Report Summary	
Type of report	Open Report
Report Title	Financial Management Review April-June 2026
Purpose of Report	This report shows the forecasted year end position for the 2026/2027 financial year for the Mansfield Crematorium as at 30 June 2026
Recommendations	1. The financial information provided in Appendix 1 and Table 1 is for noting only.

1.0 Background

1.1 Summary forecast financial position as at 30 June 2026 for revenue and capital budgets, see appendix 1.

Table 1 below summarises the income and expenditure incurred to 30 June 2026 and the variances to revised budgets expected at the financial year end. Explanations are provided where there are significant variances between the forecasted out-turn position and the revised budgets.

Table 1- Revenue and Capital Forecast

CREMATORIUM REVENUE				1 April 2026 to 30 June 2026
Description	Current Budget	Forecast	Variance - Forecast to Current Budget	Actuals
Employee Costs	518,108	507,132	-10,976	109,634
Premises Related Expenses	563,210	563,210	0	208,136
Supplies and Services	263,125	263,125	0	37,135
Support Services	89,129	89,129	0	8,316
Capital Charges	160,000	80,000	-80,000	0
Revenue Gross Expenditure	1,593,572	1,502,596	-90,976	363,221
Revenue Income	-2,085,102	-2,080,102	5,000	-372,293
Income	-2,085,102	-2,080,102	5,000	-372,293
Recharge to Cemeteries	-27,081	-27,081	0	0
Income Recharges	-27,081	-27,081	0	0
Revenue Gross Income	-2,112,183	-2,107,183	5,000	-372,293
Net Cost of Service	-518,611	-604,587	-85,976	-9,072
Contribution from/to General Reserve	0	85,976	85,976	0
Below Net Cost of Service	0	85,976	85,976	0
Net (-) Surplus	-518,611	-518,611	0	-9,072

CAPITAL CREMATORIUM				1 April 2026 to 30 June 2026
Description	Current Budget	Forecast Budget	Variance Forecast Budget to Current Budget	Actuals
	£	£	£	£
Crem Capital Unallocated - Hired Contracted Services	3,000	3,000	0	0
Crem Cap New Dev Crematorium	7,366,389	3,683,195	-3,683,194	0
Crem Cap New Dev Crematorium - SSRS - Design Services	16,750	8,375	-8,375	0
Grand Total	7,386,139	3,694,570	-3,691,569	0

1.1.1 Employee Expenses total forecasted variance -£10,976

There has been a reduction in employee expenses due to multiple vacant posts on the establishment. This has been partially offset by agency staffing costs.

1.1.2 Capital Charges total forecasted variance -£80,000.

Capital Charges have been reduced due to a delay in the commencement of the New Development.

1.1.3 Revenue Income forecasted variance £5,000.

Due to lower Memorials sales, there has been a reduction in income.

1.1.4 Below Net Cost of Service forecasted variance £85,976

Due to the above forecasted revisions, we are forecasting that we will be able to contribute £85,976 to the General Reserve at year end.

1.1.5 Capital forecasted variance -£3,691,569.

The forecast for the New Crematorium Development is reduced, due to a delay in the commencement of the New Development.

Table 2- Aged Debtors

The total outstanding debtors at 30 June 2026 was £193,606. The table below breaks down the outstanding value per period.

Summary	£
2021/2022	836
2022/2023	877
2023/2024	1,127
2024/2025	2,615
2025/2026	38,456
April 2026	30,482
June 2026	121,465
Unallocated Payments	- 2,250
TOTAL	193,606

Table 3- General Fund

General Reserves Balance Brought Forward 1 April 2026	£1,153,844
Less Provision for Temporary Cremators	-£198,000
Add Contribution to General Reserve	£85,976
General Reserves Forecasted Balance as at 31 March 2027 (Surplus/-Deficit)	£1,041,820

Table 4- Capital Fund

Capital Fund Balance Brought Forward 1 April 2026	£434,865
Less:	
Planned Preventative Maintenance 2026/27	-£3,000
Design Services fees 2026/27	-£8,375
Fire Door Works 2026/27	-£13,419
Capital Fund Forecasted Balance as at 31 March 2027 (Surplus/-Deficit)	£410,071

1.1.6 Forecast surplus for 2026/2027 as at 30 June 2026.

Table 5 below shows the forecast surplus payments to each authority based on the forecast budget surplus and the usage to date by area as at 30 June 2026.

Table 5

District	April - June 2026 Number of Cremations	April - June 2026 Usage Percentage	Forecast Budget Surplus £518,611 split
Ashfield	189	44.89%	£232,821
Mansfield	198	47.03%	£243,907
Newark & Sherwood	34	8.08%	£41,883
TOTAL	421	100.00%	£518,611

2. Proposals

To receive and comment upon the Financial Management Review Report April-June 2026 and note its content.

3. Implications

In writing this report and in putting forward recommendations officers have considered the following implications; Data Protection, Digital and Cyber Security, Equality and Diversity, Financial, Human Resources, Human Rights, Legal, Safeguarding and Sustainability, and where appropriate they have made reference to these implications and added suitable expert comment where appropriate.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

NIL

Appendix 1

REVENUE CREMATORIUM				1 April 2026 to 30 June 2026
Description	Current Budget	Forecast Budget	Variance Forecast Budget to Current Budget	Actuals
	£	£	£	£
Salaries Basic Pay	372,596	306,420	-66,176	74,460
Salaries Overtime	15,000	15,000	0	4,609
Salaries National Insurance	45,318	37,641	-7,677	9,796
Salaries Superannuation	74,892	61,591	-13,301	15,893
Salaries Vacancy Savings	-11,178	0	11,178	0
Superann Additional Allowances	1,400	1,400	0	0
Pension Deficit Lump Sum	12,800	12,800	0	2,133
Agency Staff	0	65,000	65,000	0
Training Expenses Staff	5,500	5,500	0	2,743
Apprenticeship Levy	1,780	1,780	0	0
Employee Related Expenditure	518,108	507,132	-10,976	109,634
Repair/Maintenance Buildings	30,000	30,000	0	10,614
Electricity	70,000	70,000	0	6,834
Gas	138,872	138,872	0	10,191
Rent of Premises	159	159	0	0
Business Rates	147,579	147,579	0	151,410
Sewage/Water Rates	13,000	13,000	0	1,619
EPA Testing	1,200	1,200	0	0
Repair/Maintenance Fixed Plant Cremators	140,000	140,000	0	20,064
Cleaning Materials	4,200	4,200	0	773
Legionella	700	700	0	118
Grounds Maintenance General	17,500	17,500	0	6,513
Premises Related Expenditure	563,210	563,210	0	208,136
Furniture Acquisitions	2,000	2,000	0	-64
Light Plant and Tools	1,500	1,500	0	518
Material Purchases	6,000	6,000	0	0
Rodent Control	500	500	0	0
Office Machinery Replacement	500	500	0	116
Uniforms	2,000	2,000	0	411
Printing	1,500	1,500	0	995
Stationery	2,000	2,000	0	175
Advertising Other	500	500	0	0
Hired & Contracted Services (large coffins)	2,000	2,000	0	257
Waste Collection Skips	1,000	1,000	0	265
Medical Referee Fees	34,200	34,200	0	6,422
Payments to Local Authorities	7,250	7,250	0	0
Software Licences	9,500	9,500	0	1,826
Systems Software	21,373	21,373	0	0
Telephones	12,000	12,000	0	2,971
Webcasting Costs	50,000	50,000	0	19,345
Conference Expenses	1,000	1,000	0	0
Subscriptions	7,800	7,800	0	110
Book of Remembrance Inscriptions	8,000	8,000	0	3,494
External Legal Expenses - valuation	500	500	0	0
Memorials	25,000	25,000	0	295
Other Expenses General	500	500	0	0
Organist Fees	502	502	0	0
CAMEO Non Abatement Fees	66,000	66,000	0	0
Supplies & Services Expenditure	263,125	263,125	0	37,135

REVENUE CREMATORIUM				1 April 2026 to 30 June 2026
Description	Current Budget	Forecast Budget	Variance Forecast Budget to Current Budget	Actuals
	£	£	£	£
Design Services	4,100	4,100	0	0
Trade Waste/Recycling	7,700	7,700	0	8,316
Central Corporate Overhead	77,329	77,329	0	0
Support Services	89,129	89,129	0	8,316
MRP and Interest Charges	160,000	80,000	-80,000	0
Capital Charges	160,000	80,000	-80,000	0
Revenue Gross Expenditure	1,593,572	1,502,596	-90,976	363,221
Grants Current Year - Childrens Funeral Fund	-1	-1	0	-14,835
Book of Remembrance Inscriptions	-18,000	-18,000	0	-4,131
Charities Collection	-1	-1	0	-180
Crematorium Containers	-100	-100	0	-40
Crematorium Memorials	-60,000	-55,000	5,000	-11,368
Organist	-500	-500	0	-76
Cremation Fees	-1,855,800	-1,855,800	0	-310,528
Webcasting Fees	-45,000	-45,000	0	-11,995
Interest Income	-70,000	-70,000	0	-13,002
Medical Fees	-32,400	-32,400	0	-6,137
Misc Income	-3,300	-3,300	0	0
Income	-2,085,102	-2,080,102	5,000	-372,293
Recharges to Cemeteries	-27,081	-27,081	0	0
Income Recharges	-27,081	-27,081	0	0
Revenue Gross Income	-2,112,183	-2,107,183	5,000	-372,293
Net Cost of Service	-518,611	-604,587	-85,976	-9,072
Contribution from/to General Reserve	0	85,976	85,976	0
Below Net Cost of Service Sub Total	0	85,976	85,976	0
Net Surplus	-518,611	-518,611	0	-9,072

CAPITAL CREMATORIUM				1 April 2026 to 30 June 2026
Description	Current Budget	Forecast Budget	Variance Forecast Budget to Current Budget	Actuals
	£	£	£	£
Crem Capital Unallocated - Hired Contracted Services	3,000	3,000	0	0
Crem Cap New Dev Crematorium	7,366,389	3,683,195	-3,683,194	0
Crem Cap New Dev Crematorium - SSRS - Design Services	16,750	8,375	-8,375	0
Grand Total	7,386,139	3,694,570	-3,691,569	0



Report to: **Mansfield and District Joint Crematorium Committee**
Date: Monday 14th September 2026
Director Lead: Mansfield District Council, Ady Selby, Assistant
Director Neighbourhood Services, 01623 463036
Lead Officer: Mansfield District Council, Nada Colclough,
Crematorium and Cemeteries Manager and
Registrar, 01623 463882

Report Summary	
Type of report	Open Report
Report Title	Crematorium Development Report
Purpose of Report	This report updates members on the strategic implications of the crematorium refurbishment project, including resident consultation, service continuity options, project phasing, technical due diligence and future decision points.
Recommendations	1. That members note the progress made since the May 2026 update. 2. That members note the implications of resident consultation for the project design, phasing and service continuity arrangements. 3. That members endorse the continued assessment of alternative business continuity options, with costed recommendations to be presented to the committee in December.

1.0 Background and Strategic Context

- 1.1 At the JCC meeting in May 2026, members received an update on the crematorium development project. This report provides a further update on progress against the project timeline.
- 1.2 The refurbishment project is a key strategic priority for the Joint Committee because it affects the long-term resilience, accessibility and sustainability of crematorium services for Mansfield, Ashfield and Newark and Sherwood residents. The project seeks to ensure that the facility remains fit for purpose, supports dignified service delivery, reduces operational risk and enables future consideration of modern cremator technology,

including electric cremators where structurally feasible. Given the sensitive nature of bereavement services, any option taken forward will need to prioritise dignity, clarity of communication and continuity of support for families and funeral directors. The strategic challenge is to balance service continuity, resident impact, statutory requirements, affordability and futureproofing. The current stage of the project is therefore not only a design issue, but a decision point on the most appropriate route to maintain cremation provision while managing financial, operational and stakeholder confidence risks.

2.0 Proposal/Options Considered and Reasons for Recommendation

2.1 Resident Consultation and Statutory Position

2.2 As reported at the May 2026 meeting, resident engagement is required to seek approval for the cremators to be located externally, either temporarily during the refurbishment or permanently. Resident engagement forms an important part of the process, particularly given the proximity of neighbouring properties and the potential impact of any temporary or permanent change in cremator location. This would provide greater flexibility in refurbishing the existing building and phasing the project, while minimising disruption for service users and reducing project costs.

2.3 The images below show the current and proposed cremator locations and the affected properties on the Dukeries Homes development. Although the development has been built within 200 yards of the crematorium, residents' permission is required before the cremators can be installed. The nearest property is currently 156 yards from the crematorium; the proposed cremator location would reduce this distance to approximately 95 yards.



Current Placement – circled in red



Proposed placement – circled in red

- 2.4 The proposal to place the cremators in the extension car park was presented to individual residents. Initial engagement was positive; however, three letters of objection have since been received, which means the option of housing temporary cremators on site cannot currently be progressed.
- 2.5 The proposed designs for the refurbished building, produced by CDS as part of the initial options report presented in December 2024, include a small rear extension. This is needed to separate mourners from crematorium staff. Without the rear extension, design options would be limited, and it would be more difficult to address concerns about mourner movement around the site. The existing and proposed building designs are shown in Appendix 1.
- 2.6 Because the extension is required, consent must be obtained from affected residents whose properties fall within the 200-yard rule for the existing building.
- 2.7 Given the current cremator location, consent is now required from four properties, rather than the seven identified previously.
- 2.8 Residents are currently being consulted on the updated proposal. If the required consent is not secured, the proposed plans will need to be reviewed to identify the most appropriate alternative options.

2.9 Service Continuity

- 2.10 The current position on locating temporary cremators in the overflow car park affects the preferred approach to maintaining service continuity during the refurbishment. The original feasibility study identified that a temporary chapel and temporary cremators would provide the least disruptive route for residents and funeral directors. As this option cannot currently be progressed in its present form, the business continuity assessment is now focused on the strategic, operational and financial implications of the remaining options:

2.10.1 The erection of a temporary chapel with cremations being carried out at a neighbouring crematorium

2.10.2 Closure of the site, in its entirety, for the duration of the refurbishment

Option	Strategic implications
Temporary chapel with cremations undertaken at a neighbouring crematorium	Maintains a local ceremony offer but requires careful management of operational logistics, transport arrangements, funeral director communication, income impact and stakeholder expectations.
Full site closure for the duration of refurbishment	May simplify construction access and programme delivery but would have a greater impact on service users, funeral directors, local service availability, income and stakeholder confidence.

- 2.11 This work is being undertaken with finance colleagues to assess the capital, revenue and service implications of each option. The findings will be reviewed with the Crematorium Working Party before a further report is presented to the committee in December, setting out costed options, risks, mitigations and recommended next steps.

2.12 No final service continuity option is recommended at this stage. The current work is intended to ensure that members receive a fully costed and risk-assessed set of options before making any further decision.

2.13 External Project Management

2.14 While resident consent is sought for the preferred option, the external project manager's involvement has been paused to minimise costs at this stage of the project.

2.15 The structural survey has been procured, and a commencement date is being reviewed in line with service availability.

2.16 The structural survey will determine whether electric cremators can be installed within the existing structure. The survey findings will be presented to members in due course.

2.16 Strategic Risks and Mitigations

Risk	Strategic impact	Mitigation
Resident consent is not secured	Limits design flexibility and may affect project phasing, cost and operational benefits.	Complete consultation, review design options and report implications to members.
Temporary cremators cannot be located on site	Reduces the preferred service continuity option and increases reliance on alternative delivery models.	Assess temporary chapel and neighbouring crematorium options with finance and operational colleagues.
Full site closure is required	Would affect local service availability, service user experience, funeral director arrangements, income and stakeholder confidence.	Model financial and operational impact, including service user and funeral director implications, and develop a communication plan before any recommendation is made.
Structural survey identifies limitations	May affect the feasibility of electric cremators and the long-term sustainability strategy for the site.	Present survey findings to members and review technical and financial options accordingly.

2.17 Next Steps and Future Decision Points

2.18 Complete final consultation with residents to confirm whether the proposed building extension can proceed while retaining the cremators in their current location.

2.19 Complete the structural survey and assess the implications for future cremator replacement, including the potential installation of electric cremators.

2.20 Complete the business continuity and financial appraisal of the remaining options and review the findings through the Crematorium Working Party.

2.21 Present a further report to the December committee setting out the outcome of resident consultation, structural survey findings, service continuity options, financial implications, risks and recommended next steps.

2.22 Implications

2.23 In preparing this report and making recommendations, officers have considered the following implications: Data Protection, Digital and Cyber Security, Equality and Diversity, Financial, Human Resources, Human Rights, Legal, Safeguarding and Sustainability. The December report will provide further detail on the financial, operational, legal and sustainability implications once the consultation, survey and option appraisal work has been completed.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

Appendix 1 – Building Extension Plans



EXISTING PLAN



PROPOSED PLAN

EXTENSIONS TO
EXISTING BUILDING
(TOTAL 35M²)

MANSFIELD DISTRICT COUNCIL ONE CENTRE, CHESTERFIELD ROAD SOUTH MANSFIELD, NOTTINGHAMSHIRE, NG13 2BA 01929 684445	Name: Mansfield Crematorium Address: Reid Street		Revision: 0 Date: 1/1/2016	Notes:
	Drawing: 1		Date Issued: 1/1/2016 Date Received: 1/1/2016 Drawn: 1 Checked: 1 Approved: 1 Date Approved: 1/1/2016	Scale: 1:1 Author: A



MANSFIELD AND DISTRICT JOINT CREMATORIUM COMMITTEE

COMMITTEE WORK PROGRAMME

Report Title	Brief Summary of the Agenda Item	Key Decision Y/N	Lead Officer	Report Author
30 November 2026				
Operations Report	An update on current operational issues		Ady Selby, Assistant Director Neighbourhood Services, Mansfield DC	Nada Colclough, Crematorium & Cemeteries Manager and Registrar Mansfield DC
Crematorium Development Report	A regular update on the new Crematorium, including the Risk Register		Ady Selby, Assistant Director Neighbourhood Services, Mansfield DC	Nada Colclough, Crematorium & Cemeteries Manager and Registrar Mansfield DC
Financial Management Review Report	The forecasted year end position for the current financial year as at 30 September 2026		Dawn Edwards, Corporate Director, Mansfield DC	Ellie Stocks, Senior Finance Advisor, Mansfield DC
Annual Review of Fees and Charges	Proposed Fees and Charges to be introduced from 1 April 2027 to 31 March 2028		Dawn Edwards, Corporate Director, Mansfield DC	Ellie Stocks, Senior Finance Advisor, Mansfield DC
Revenue and Capital Budget	Details of the Revenue and Capital Budgets for 2027/2028 and the proposals for 2028/2029 and 2028/2029		Dawn Edwards, Corporate Director, Mansfield DC	Ellie Stocks, Senior Finance Advisor, Mansfield DC
Work Programme	Review of Work Programme going forward		Nigel Hill, Clerk to the Committee	Karen Langford, Democratic Services Officer NSDC
12 February 2027				
Operations Report	An update on staffing restructure and current operational issues		Ady Selby, Assistant Director Neighbourhood Services, Mansfield DC	Nada Colclough, Crematorium & Cemeteries Manager and Registrar Mansfield DC
Crematorium Development	A regular update on the new Crematorium,		Ady Selby, Assistant	Nada Colclough,

Report	including the Risk Register		Director Neighbourhood Services, Mansfield DC	Crematorium & Cemeteries Manager and Registrar Mansfield DC
Financial Management Review Report	The forecasted year end position for the current financial year as at 31 December 2025		Dawn Edwards, Corporate Director, Mansfield DC	Ellie Stocks, Senior Finance Advisor, Mansfield DC
Dates for Next Meetings	Dates for September 2027, December 2027, February 2028 and May 2028		Nigel Hill, Clerk to the Committee	Karen Langford, Democratic Services Officer NSDC
Work Programme	Review of Work Programme going forward		Nigel Hill, Clerk to the Committee	Karen Langford, Democratic Services Officer NSDC
24 May 2027				
Appointment of the Chair In accordance with the Constitution the offices of Chair and Vice Chair shall, in successive years, rotate between the three constituent authorities.	The Chair for 2027/28 will be a Member from Ashfield District Council.		Nigel Hill, Clerk to the Committee	Karen Langford, Democratic Services Officer NSDC
Appointment of the Vice Chair	The Vice Chair for 2027/28 will be a Member from Newark & Sherwood District Council.		Nigel Hill, Clerk to the Committee	Karen Langford, Democratic Services Officer NSDC
Clerk to the Committee and Support Services	To consider future arrangements for the Clerk and the Committee for the provision of the support services		Nigel Hill, Clerk to the Committee	Karen Langford, Democratic Services Officer NSDC
Operations Report	An update on current operational issues		Ady Selby, Assistant Director Neighbourhood Services, Mansfield DC	Nada Colclough, Crematorium & Cemeteries Manager and Registrar Mansfield DC
Crematorium Development	A regular update on the new Crematorium,		Ady Selby, Assistant	Nada Colclough,

Report	including the Risk Register		Director Neighbourhood Services, Mansfield DC	Crematorium & Cemeteries Manager and Registrar Mansfield DC
Annual Statement of Accounts 2026/27			Dawn Edwards, Corporate Director, Mansfield DC	Ellie Stocks, Senior Finance Advisor, Mansfield DC
Work Programme	Review of Work Programme going forward		Nigel Hill, Clerk to the Committee	Karen Langford, Democratic Services Officer NSDC