

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