

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

Date: Monday 14th September 2026

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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