



Bereavement Centre Service Delivery Plan 2026 to 2027

Overview of the service

The Lake View Bereavement Centre and Crematorium provide cremations, natural burials, memorial products, and bereavement support to the local community. The centre will offer a tranquil environment for families to say farewell to loved ones and return for reflection in peaceful natural surroundings. The centre is designed to provide dignity, comfort, and care within a serene and sustainable setting.

Purpose of the Service Delivery Plan

This Service Delivery Plan supports the Council's commitment to providing high-quality bereavement services and compassionate care to the local community. It establishes the key focus areas for the successful operation and ongoing development of Lake View Bereavement Centre.

Lake View Bereavement Centre is scheduled to open in Summer 2026. In preparation for this launch, we will ensure that all recruitment, training, and onboarding activities are fully completed prior to opening, enabling the Centre to operate smoothly from day one.

We have set ambitious but achievable targets to deliver high-quality bereavement support and establish strong community trust from the outset. While these goals present challenges, we are confident that, by the opening date, the Centre will be fully equipped and ready to go live.

Commitment to Care

The new team will be committed to delivering dignified, affordable, and respectful end of life services. We recognise the importance of meeting diverse cultural, religious, and environmental needs through traditional and ecofriendly options.

The Bereavement Centre will respond to the needs of the community by providing a positive, sensitive experience for all visitors. The team will monitor customer feedback,

maintain strong partnerships with Funeral Directors, charities, and community groups, and continuously improve service standards.

Operational Priorities and Challenges

During Q1 and Q2, the focus will be on establishing the foundations for the new service. This includes policies and procedures, establishing relationships with stakeholders and partners, recruitment to key roles, and establishing Lake View Bereavement Centre as a new council function.

In the second half of the year, the newly established Team at Lake View Bereavement Centre will manage all administrative functions to ensure full legal and regulatory compliance. The Front of House team will guide families from their first point of contact through to aftercare, helping them make meaningful choices to celebrate the lives of their loved ones.

Looking ahead to 2026–27 and beyond, the key challenge will be increasing our market presence through community and industry engagement. Building trust through transparency, quality service, and collaborative partnerships.

Our vision, priorities and outcomes

To support our communities to recognise death as a natural and meaningful part of life.

To thoughtfully shape an already striking and ecologically rich lakeside environment into a peaceful bereavement centre. Offering families the time and space needed to say goodbye.

To create a centre that is both environmentally responsible and financially viable, ensuring it continues to serve and support the community for generations.

To offer compassionate, high-quality care within a beautiful setting, enabling families to reflect, grieve and celebrate the lives of those they love in a way that feels deeply personal. The centre will offer support not only on the day of the service but for the living to return time and time again.

To work innovatively and collaboratively with Funeral Directors, charities, and local organisations to strengthen our service delivery and community presence.

Conclusion

Lake View Bereavement Centre and Crematorium is dedicated to serving the community with empathy, professionalism, and integrity. Through continuous improvement, environmental responsibility, and compassionate care, we aim to provide comfort and support for families during life's most difficult moments.

Cost of service

The budget established for 2026/27 is: £251,909.00. This includes staffing costs, utilities, general office supplies and forecasted income.

Please note that the budget is currently based on estimates and does not account for a whole year of costs or income. The budget for 2027/28 will reflect actual costs and income target.

Staffing information

The Lake View Bereavement team will be made up of the following staff:

1 Bereavement Service and Crematorium Manager

1 Bereavement Services Supervisor

1.5 Customer Service Advisors

1 Crematorium Technician

All team members will have been recruited by June fully trained and ready for the launch of the new site in Summer 2026.

Forward planning for Councillors

Proposed item	Proposed date of decision	Committee
Service Standards (Rules and Regulations)	June 2026	Operational Services Committee
Fees and Charges	March 2026	Finance and Assets
Charter for the Bereaved	March 2027	Operational Services Committee
Half year report 2026 to 2027	November 2026	Operational Services Committee
End of year report 2026 to 2027	March 2027	Operational Services Committee
Service Delivery Plan 2027 to 2028	March 2027	Operational Services Committee

Service name Service Delivery Plan 2026 to 2027

This Service Delivery Plan describes what Lake View Bereavement Centre will be doing to deliver continuous improvement (service objective). Each performance measure relates to the council’s strategic outcomes and Corporate Plan 2023 to 2027.

- Council’s Strategic Outcome:** Ensure the Council is financially Sustainable
 Minimise the financial impact of the council on its residents
 Be more commercial, but within reason – commercial for community

Service Name’s Strategic Objective: Achieve income generation at modelled business case levels for the first year

Link to Corporate Plan: Sound financial management.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Continue to finalise internal fit out of the Crematorium building, install cremator, obtain permits, set up management software and implement health and safety procedures.	£70K by May	Procurement underway furniture and management software to be agreed	Bereavement Centre Project Team
It is our aim to support 500 to 700 cremations along with 20 burials annually – maximise growth potential and achieve revenue targets	40% target	Initiate revenue stream for the final six months of the year - work towards achieving 40 % of its target based on 500 cremations	Crematorium and Bereavement Service Manager
Develop partnerships with all key stakeholders, and establish market presence in and around East Cambs district	Ongoing	Actively canvass Funeral Directors and establish community outreach. Establish brand and social media presence. Develop service offers.	Crematorium and Bereavement Service Manager
LGR Service Engagement and Readiness: To ensure all services actively facilitate and engage with the LGR programme and are operationally ready to transition into the new authority model without service disruption.	Ongoing	-	Crematorium and Bereavement Service Manager

- Council’s Strategic Outcome:** Support our residents to live happy and healthy lives
 Support our businesses to thrive in East Cambridgeshire
 Invest in community infrastructure

Lake View’s strategic objective: To provide compassionate, accessible, and person-centred bereavement support that helps individuals and families navigate grief with dignity, emotional care, and appropriate professional guidance.

Link to Corporate Plan: Sustainable communities.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Develop sustainable partnerships with local communities	Ongoing	Examples of work being undertaken: <ul style="list-style-type: none"> - Build strong awareness of our services and the new Bereavement Centre - Community, Funeral Directors/Faith groups and community choosing Lake View as their preferred Crematorium and Bereavement Service - Encourage bereavement cafes to connect with local community - Offer space to celebrate the life after loss - Develop a communication plan: clear website information, leaflets, open days, guided walks, coffee mornings and remembrance events in the grounds 	Crematorium and Bereavement Service Manager
Provide consistently excellent and compassionate customer service to bereaved individuals, ensuring responsive, respectful and supportive care during times of loss and in the period that follows	Ongoing	Examples of work being undertaken: <ul style="list-style-type: none"> - Staff onboarding and Training - Ways of Working Manuals 	Crematorium and Bereavement Service Manager
Foster a centre of excellence for families to return time and time again	Monthly	Examples of work being undertaken: <ul style="list-style-type: none"> - Develop an aftercare program to increase memorial options - Support families through life after loss by offering bereavement cafes and support groups - Establish a year-on-year growth in local families choosing the centre for ashes scattering / internments, burials and memorial options 	Lake View Service Team

Council’s Strategic Outcome: Enhance the natural environment and build on our sustainability goals

Lake View’s Strategic Objective: Ensure the Lake View Bereavement Centre is a tranquil, nature rich place of remembrance that protects and enhances local biodiversity, supports natural habitats, and contributes visibly to a cleaner, greener East Cambridgeshire.

Link to Corporate Plan: Cleaner, greener East Cambridgeshire.

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
<p>Protect and enhance the natural environment at Lake View. The site is home to important wildlife and rich in biodiversity.</p>	<p>Annually</p>	<p>Follow the Landscape and Ecological Management Plan</p>	<p>Lake View Service Team</p>
<p>Encourage community volunteer events focused on habitat creation, litter picking or nature walks at Lake View</p>	<p>As required, ongoing</p>	<p>Reach out to the local community via social media platforms for volunteer events, litter picking days and nature walks with minimal costs. Connect with a collective list of professionals to lead nature talks</p>	<p>Lake View Service Team</p>
<p>Encourage nature remembrance events tree planting, wildflower dedication and memorial garden events</p>	<p>As required, ongoing</p>	<p>Schedule key dates</p>	<p>Lake View Service Team</p>