



CHELTENHAM
BOROUGH COUNCIL

**Notice of a meeting of
Cabinet**

**Tuesday, 15 September 2015
6.00 pm**

Municipal Offices, Promenade, Cheltenham, GL50 9SA

Membership	
Councillors:	Steve Jordan, John Rawson, Rowena Hay, Peter Jeffries, Andrew McKinlay, Jon Walklett and Chris Coleman

Background Papers to Agenda Item 7

7.	RECOMMENDED OPTION FOR THE FUTURE PROVISION OF THE CHELTENHAM CREMATORIUM SERVICE Report of the Cabinet Member Clean and Green Environment	(Pages 3 - 112)

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Feasibility Study for the Redevelopment of Cheltenham Crematorium

Feasibility Report

Issue 4: 25th August 2015

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1.0 Introduction

Robert Potter & Partners LLP (RPP), Chartered Architects and Project Managers, were engaged by Cheltenham Borough Council on 26th March 2015 to undertake a Feasibility Study into replacement of the existing cremator plant and recommendations on how to improve the facilities and services on the site, specifically in relation to financial and environmental performance, to meet projected future demand.

RPP have completed four crematorium projects throughout the UK, including new-build and the extension of existing facilities. These projects have included wider cremators to accommodate larger coffins (bariatric cremators) and abatement plant.

RPP engaged Pick Everard to provide construction cost estimates and Classic Cremation Partnerships Ltd to provide input on the business case.

Previous studies commissioned by Cheltenham Borough Council in October 2013 (PJ Combustion Solutions Limited) and September 2014 (Stopher Associates Limited) identified serious failings in the existing cremator plant, which are causing an ongoing maintenance burden and an unsatisfactory working environment, together with the fact that the abatement plant cannot be made operational due to inherent failings in the abatement system.

In addition to the replacement of the cremators, service improvement aspirations include:

- Better vehicular access arrangements
- Increased parking capacity
- Better waiting facilities
- Better access to floral tributes

The existing crematorium has Grade II Listed Building status and the cemetery is on the register of parks and gardens of Special Historic Interest. The feasibility study has been prepared with reference to the Statement of Significance dated January 2015 which was undertaken by Justin Ayton for Cheltenham Borough Council.

This Feasibility Study Report records the process which has been undertaken to obtain an understanding of the existing facility and its environs, to establish the aspirations for improvements and enhancements of the existing service, to develop the options appraisal to explore and test potential strategies, to consult and review the emerging options, to select strategies which are operationally appropriate, and to assess the financial, ecological, sustainable and contextual implications of these in order to prepare an appropriate recommendation.



2.0 Executive Summary

The options appraisal identified 8 potential strategies, together with variations thereof totalling 18 potential approaches. These explored the potential for reuse of the existing building, extension of the existing building, new build within the existing crematorium grounds (including the area identified as the nursery), new build on adjacent ground outwith the crematorium site, remote crematory options, together with opportunities for improvement of the vehicular circulation, pedestrian circulation, car parking provision, floral tribute enhancements, and, where possible, other related improvements and potential for medium and long term expansion in the future.

The exhaustive options review identified four potential options:-

Option B: Minimal solution, focusing on replacement of existing cremator plant (2 cremators), installation of abatement plant, new floral tribute area, improved vehicular and pedestrian circulation, and new car park to accommodate 120 cars.

Option C: Remote crematory to accommodate two cremators, with potential for third cremator, together with abatement plant, expansion of South Chapel into vacated crematory to accommodate 152 seated mourners, new floral tribute area, improved vehicular and pedestrian circulation, and new car park to accommodate 120 cars.

Option D: Remodelling of existing crematory and extension to accommodate two cremators, with potential for third cremator, together with abatement plant, extension of North Chapel to accommodate 133 seated mourners plus overspill for large funerals, enhanced waiting areas, enhanced staff facilities, general improvements to functionality, new floral tribute area, improved vehicular and pedestrian circulation, and new car park to accommodate 120 cars.

Option E: New-build option on land to the east of the site, providing a new chapel which can accommodate at least 150 seated mourners plus standing areas and overspill areas for large funerals, clear pedestrian flows and separation between services, retention of the North Chapel for small ceremonies, improved vehicular and pedestrian circulation, and new car park to accommodate 120 cars (including 20 spaces adjacent to the building for disabled parking), with scope for future expansion in the medium to long term.

The proposals are all considered to be sensitive to the Grade II Listed Building setting. Option D is likely to require the greatest level of consultation with the Heritage Officer in relation to a detailed Listed Building Consent application.

Options B, C and D will give rise to a level of disruption during the construction work, requiring phased and out of hours working by the contractor in order to allow the crematorium service to continue, but in these options there will be unavoidable periods, some protracted, where the facility is out of use.

Option E minimises disruption and provides the most flexible and long-term facility.

We recommend the project progresses based on:



1. **Option E** new build on the land to the east of the cemetery. This is the **recommended option**, subject to any shortfall in annual funding being acceptable and able to be mitigated, as this solution provides the most comprehensive long-term facility while also minimising disruption to the crematorium operations.

2a. Should option E not be supported on financial grounds then **Option D** for extension and alteration is recommended as a second preference. This will provide a good level of functionality and preserve the existing historic building, albeit without the long-term flexibility offered by E due to lack of future expansion space within the historic garden context. There will however be substantial disruption to the crematorium operations and a significant closure period.

2b. Should option D not be supported on financial grounds then **Option C** for remote crematory is recommended as an alternative second preference. This will provide a functional solution but with increased staffing requirements due to the split between chapels and crematory, and the need for coffins to be transferred by vehicle between chapels and crematory. Option C can however be provided in a way which would allow its future phased extension to provide a new chapel (effectively a phasing of option E) and space for other future facilities.

3. Should option D or option C not be supported on financial grounds then **Option B** is the fall-back position, achieving new cremators with abatement, improved traffic circulation and parking, and improved floral tribute area, but with no improvements to waiting areas or chapel capacity.



3.0 Objectives

The study was to identify strategic options for the crematorium to improve on its current financial and environmental performance, optimising the potential of the site without unduly compromising its special historic and natural environment. All options were to be technically feasible, economically viable and sustainable whilst offering value for money in terms of the investment required.

The appraisal was to address the following:

- Confirm and refine objectives and constraints;
- Identify and describe options;
- Identify and quantify the monetary costs (including cost/value of sites) and the assessed merits of the options;
- Identify non-monetary costs and benefits;
- Cost comparisons with similar facilities elsewhere;
- Assess each option's sustainability;
- Identify and analyse risks associated with each option and adjust for optimism bias;
- Evaluate the options against the agreed criteria and present clear results and conclusions;
- Advise the best approach to the financing, project management and procurement of recommended work following the feasibility study.

The appraisal was to conclude with the evaluation of all options against the following criteria:

- Cost
- Quality including the technical design considerations below
- Time
- Risk

and the identification of a recommended option or options.

The weightings given to the above criteria were to be agreed with the Director of Environmental & Regulatory Services.

Technical design considerations included:

- Identification and appraisal of possible sites for crematorium (within the scope set out below);
- Identification of any technical constraints and/or operational issues;
- Planning considerations, including any implications resulting from listed buildings, the registered park and garden, the significant numbers of trees which are worthy of protection and the nearby Area of Outstanding Natural Beauty;
- Environmental considerations: must include new equipment which is capable of delivering mercury abatement meeting current and anticipated legislative



requirements; should consider energy efficiency and the potential for heat recovery and renewable energy (recognising the planning constraints of the site)



4.0 Consultations

Consultation meetings have been held throughout the feasibility study with Cheltenham Borough Council staff and with the Funeral Directors who use the existing facility.

- 16th March 2015: Introductory/briefing meetings at the crematorium site.
- 16th April 2015: Consultation meeting on site with funeral directors.
- 16th April 2015: Cabinet member working group meeting and immediate project board meeting.
- 12th May 2015: Immediate project team meeting.
- 20th May 2015: Series of consultation meetings with the council officers including discussion following site visit by the Planning officer and Conservation officer.
- 5th June 2015: Immediate project team review meeting.
- 17th June: General review meetings and Cabinet member working group meeting.
- 13th August: Public Consultation Meeting on site (drop in meeting).
- 14th August: Consultation meeting on site with funeral directors, ministers, celebrants, organists and other interested parties.

The consultation process provided detailed insight into the workings of the existing facility, the existing constraints, the Planning and conservation context, the aspirations for an improved service, and public sentiment.

Records of the consultation meetings are in Appendix 1.



5.0 Initial Options Appraisal

Site visits and discussions were held with a wide range of parties in order to achieve a good understanding of the present constraints and opportunities.

The existing cremator plant is unsatisfactory and is demanding ongoing reactive maintenance, placing an operational and financial burden on the Council. The lack of abatement means the Council are required to contribute financially to the Cameo scheme, and the costs of this are not presently being recovered.

The design of the cremators has created an unsatisfactory working environment with regular access needed for repairs in high ambient temperatures. Safe working practices have had to be established by the crematory staff to reflect these unusual conditions and to enable the service to continue. Replacement of the plant with high quality abated cremators is a priority.

The present road network is generally two way, with the narrowness of the roads resulting in bottlenecks which impede traffic flows. There is limited scope for road widening due to the proximity of existing graves.

The parking capacity is very limited, with cars as a consequence being abandoned along the narrow roads and also on burial plots, exacerbating the general traffic circulation problems. The restricted parking capacity also results in people arriving early for services in order to try to find a parking space, further increasing the number of cars trying to park on site.

The existing building has a single waiting room which is shared by both existing chapels. The waiting room does not have sufficient capacity to accommodate the number of mourners, particularly given that people arrive early to try to find a parking space. This has required elevated levels of management by crematorium staff. The single chapel arrangement also can cause confusion when people are called for a particular service.

The existing floral tribute area is remote from the crematorium building, resulting in it being little used and seldom visited.

In relation to the existing building, basic problems were identified with the current layout, for example:-

- North Chapel views to lectern are blocked when the catafalque curtain closes.
- There is overlooking of family members by the South Chapel side pews, reducing privacy for the family on what is a stressful and emotional event.
- There is no covered area when leaving the chapels, exposing people to adverse weather and resulting in people being unable to congregate after a service.
- North Chapel has no link to the crematory, requiring coffins to be temporarily stored prior to be taken through to the crematory between services.
- Bearers share the waiting area as they have no dedicated space.



The initial options appraisal identified 8 potential strategies, together with variations thereof totalling 18 potential approaches. These explored the potential for:-

- reuse of the existing building
- extension of the existing building
- new build within the existing crematorium grounds (including the area identified as the nursery)
- new build on adjacent ground outwith the crematorium site
- remote crematory options
- opportunities for improvement of the vehicular circulation, pedestrian circulation, car parking provision, floral tribute enhancements, and, where possible, other related improvements and potential for medium and long term expansion in the future.

The drawings in Appendix 2 show the various options. The analysis of these is in Section 9.0 Options Review.

Constraints of the Cremation Act 1902:

The options appraisal drawings identified in particular which of the potential sites were immediately non-viable under The Cremation Act 1902 (Section 5) which provides that no crematorium shall be constructed nearer to any dwelling house than 182.88 metres, except with the consent in writing of the owner, lessee and occupier or any such house.

The 182.88 metre radii are indicated on the drawings.



6.0 Topographical, Arboricultural and Ecological Studies

A need was identified for topographical, arboricultural and ecological studies to support the feasibility study and these were commissioned by Cheltenham Borough Council.

Topographical survey drawings reference SUR.1126 were issued on 18th May 2015, providing good information on the existing topography, identifying tree locations and providing an accurate base for the development of the strategic proposals.

The arboricultural report by Tree King Consulting was issued on 8th May 2015. This enabled the identification of any significant trees which may be affected by the proposals. Where possible the removal of trees has been avoided, but certain trees are proposed for removal (identified on the developed drawings), with new replacement tree planting proposed in mitigation, and this approach is considered acceptable by the council Tree Officer. Protection of specific trees will be discussed further as part of the Planning Pre-application Process.

Lepus Consulting provided an Extended Phase 1 Habitat Survey in April 2015, which made recommendations for further surveys in relation to reptiles, amphibians and badgers, and a recommendation that a bat survey is undertaken in relation to any works proposed at the existing building.

Lepus Consulting were further commissioned to carry out a great crested newt survey and their report was provided in June 2015 advising that no great crested newts had been found in relation to the land which may be affected by the proposed crematorium work. Lepus have concluded that no mitigation measures are necessary in relation to reptiles or amphibians.

Lepus were instructed to carry out monitoring of an identified badger sett and have made recommendations. The protective measures which are identified will be straightforward given the location of the set on the site.

A bat survey will be required at an appropriate stage in advance of a Planning Application being lodged in relation to work to the existing building. If bats are identified then an appropriate licence will need to be obtained prior to work commencing on site.

Summary:

Presently there are no unusual or onerous ecological mitigation measures anticipated.



7.0 Sustainability

Sustainability has been reviewed in relation to the following key aspects:-

- Energy use
- Water use
- Historical preservation
- Future growth

The proposed replacement cremators are anticipated as reducing gas use, as the available cremator products are expected to be more efficient than the existing cremators. Gas usage figures have been included in the cost calculations based on appropriate figures from one potential manufacturer.

There is no anticipated increase in water use. In relation to the detailed M&E design, it is anticipated that any new equipment will use low-flow fittings and the potential for rainwater harvesting can also be explored if appropriate within the selected solution.

The design proposals aim at preservation of the existing Grade II listed building and the Registered Park and Garden. In relation to the existing building the primary aim has been to preserve the 1864 elements of high significance and retain and adapt the 1938 areas of medium significance, with the 1960s extension removed where necessary given its low significance.

Accommodating the current and anticipated congregation sizes has been a key element of the study. The existing chapels have the following capacity:-

North Chapel: 59 seated comfortably, plus approximately 20 standing.

South Chapel: 78 seated comfortably, plus approximately 50 standing with the door closed, and another 25 standing with the inner door open.

The feasibility study targets providing a chapel with a seated capacity of 150 and significant standing and overspill space for large funerals. This is considered to be a key element of the facility being fit for use for the foreseeable future.

The medium and long term viability have been considered. Feedback from the Funeral Directors indicates that they believe the existing building to be no longer fit for purpose. A significant extension of the building or a new build solution are considered by the Funeral Directors to be necessary in order to sustain the crematorium as a suitably attractive facility. This view has been borne out by the subsequent wider public consultation.

In relation to the new-build option a 60 year basic building life is envisaged, with consideration given to scope for adaptation and future expansion to meet the needs of a growing population and potential changes in technology.



8.0 Conservation

The proposals aim to “tread lightly” on the site, preserving the existing Grade II listed building elements of High and Medium Significance (as identified in the Statement of Significance dated January 2015), the existing cemetery graves and monuments, and respecting the gardens of Special Historic Interest.

New Access Road

Where the new access road is proposed the route has been selected to avoid existing gravestones and preserve where possible existing trees, while achieving a practical and viable route to provide one-way traffic flows, thereby removing bottlenecks.

The new road together with the provision of the new car parking area on open ground within the cemetery should alleviate the problem of cars parking on existing graves.

Given the sensitivity of the site a more detailed topographical survey was undertaken in the area which may be affected by the new road. This survey recorded existing levels, locations of graves and memorials, and locations of trees, shrub beds, hedges and lawns. This has allowed a more detailed study of the potential route for the road, indicating that this remains a feasible proposition.

See drawing 6333-SK01 in Appendix 4.

An alternative to the new access road would be to bring the exit route through the existing memorial gardens road network. The roads in this area are however narrow and lined with memorials. This alternative route is therefore not the preferred option, but can be explored further at the detailed design stage.

See drawing 6333-SK02 in Appendix 4.

Floral Tribute Area

The proposed floral tribute area which is identified on solutions involving the existing building (Options B, C and D) proposes the pedestrianisation of a secondary leg of road and the insertion of a new covered structure. The detailed design of the floral tribute structure will sensitively preserve the existing graves and memorial stonework.

Given the sensitivity of the site a more detailed topographical survey was undertaken in the area which may be affected by the new floral tribute area. This survey recorded existing levels, locations of graves and memorials, and locations of trees, shrub beds, hedges and lawns. This has allowed a more detailed study of the impact of the floral tribute area, indicating that this remains a feasible proposition.

See drawing 6333-SK03 in Appendix 4.



9.0 Options Review

Eight main strategies and associated sub strategies (totalling 18 potential options) were developed for consideration.

A number of these were discounted in consultation discussions and reviews. A detailed summary of the reasoning for this is in the Options Matrix in Appendix 2.

The main points are summarised below:

Option 1: Do nothing: Discounted as the existing cremators are not fit for purpose.

Option B (Option 2): Replace cremators within existing plantroom: Potential Solution.

Option C (Option 3): Remote crematorium: Initially discounted as a remote crematory would require the transfer of coffins between the chapels and the crematory. This option was subsequently reintroduced and a capital cost estimate prepared, but is potentially less desirable than other options given the sensitivities of coffin transfer and the need for additional staff to operate between two locations.

Option 4: New cremator plantroom extension to the rear of north chapel: discounted as this would place the plantroom within 182.88m exclusion zone from existing housing.

Option 5: Relocate cremators within existing north chapel: discounted as this would place the plantroom within 182.88m exclusion zone from existing housing.

Option D (Option 6): Replace cremators within existing plantroom area and extend to provide new facilities: Potential Solution, subject to legal advice on proximity to houses.

Option 7: Construct new crematorium within site curtilage: discounted as this would place the plantroom within 182.88m exclusion zone from existing housing.

Option 8: New build crematorium outwith site area.

Options 8a, 8e, 8f, 8g and 8h were discounted as these would place the plantroom within 182.88m exclusion zone from existing housing.

Options 8b & 8c were subsequently discounted as these would lie within a 182.88m radius of land identified as being for potential housing development in the proposed Local Plan. To avoid prejudicing future housing development it was agreed that the crematorium should avoid such encroachment.

Option E (Option 8d): New build option outwith site curtilage on land to east: Potential Solution.



Outcome of Options Review

The following options remained following the options review:-

Option B: Replace existing cremator plant within existing crematory.

Option D: Replace existing cremator plant within existing crematorium, demolish existing single storey extension and construct new extension to improve facilities.

Option E: New build crematorium on land adjoining the site boundary to the east.

The drawings for each initial option can be seen in Appendix 2.



10.0 Developed Options Appraisal

Designs for options B, D and E were developed further to enable the cost estimates and business case to be developed. Option C (remote crematory) was also reintroduced following discussion, and included in the cost estimates and business case.

All of the developed options provide a new link road to achieve one way traffic, 120 new car parking spaces, improved pedestrian links from car parking area to the crematorium, and improved floral tribute area.

Commentary:

Option A: Do nothing option

- Discounted as replacement of the existing plant is essential.

Option B: This is the minimum option:

- Cremators replaced and abatement installed
- Disruption of the service during the work, managed by out of hours working
- No improvement to public areas
- No improvement to chapel capacities
- Traffic flows improved
- Parking improved
- Floral Tribute improved

Option C: Remote crematory:

- Cremators and abatement installed in new build crematory
- This option is considered by the crematorium management to be operationally less desirable given the need to split staff between two locations.
- Option 3 can however be provided in a way which would allow its future phased extension to provide a new chapel (effectively a phasing of option 8d) and space for other future facilities.
- No disruption of the services during the work
- Straightforward switch-over of the cremation function from existing to new
- No improvement to public areas
- No improvement to chapel capacities (but scope for expansion of South Chapel into vacated crematory area)
- Traffic flows improved
- Parking improved
- Floral Tribute improved

Option D: Alteration and extension of existing crematorium:

- Cremators replaced and abatement installed
- Disruption of the service during the work for a prolonged period, managed by out of hours working

6333 Cheltenham Crematorium



- Public areas improved
- Chapel capacities improved (North Chapel 133 seated plus standing and overspill provision)
- Traffic flows improved
- Parking improved
- Floral Tribute improved

Option E: New build crematorium:

- Cremators and abatement installed in new build crematory
- No disruption of the services during the work
- Straightforward switch-over of the cremation function from existing to new
- New public areas
- Increased chapel capacities (>150 seated plus standing and overspill provision)
- Traffic flows improved
- Parking improved
- Floral Tribute improved

The drawings for each developed option can be seen in Appendix 3.

An Evaluation Matrix assessing each option in relation to agreed evaluation criteria was developed in conjunction with the Council to enable scoring of these options. The scores can be seen in Appendix 5 and established the order of preference as Option E, then Options C & D, then Option B.

The Council developed the Evaluation Matrix further, and the Council's own evaluation scoring reinforced these results.



11.0 Cost Estimates

The cost estimates prepared by our Quantity Surveyor have been incorporated into the financial spreadsheets prepared by Cheltenham Borough Council

The cost estimates compared the anticipated capital expenditure for options B, C, D and E, including construction works, contractor's preliminaries, contractor's overheads and profit, design and construction contingency and professional fees.

The costs have been projected to the third quarter of 2016 to allow for design development, statutory consents, tendering and construction lead-in.

The cost report includes a benchmarking study comparing the costs with other similar facilities and confirming that the anticipated construction costs are in the range which would be expected for a project of this nature.

All of the costs have been based on providing two new FT3 (bariatric size) cremators with abatement. Options C, D and E have allowed floor space for a third future cremator.

The introductory part of the cost estimate lists assumptions and exclusions.

Total Estimated Construction Cost Summary:

Option B: £2,483,000

Option C: £5,119,000

Option D: £5,446,000

Option E: £6,565,000

12.0 Business Case

The predicted financial effect of each option has been analysed by Cheltenham Borough Council.



13.0 Recommendation

We recommend the project progresses in the following order of preference:

1. **Option E** new build on the land to the east of the cemetery. This is the **recommended option**, subject to any shortfall in annual funding being acceptable and able to be mitigated, as this solution provides the most comprehensive long-term facility while also minimising disruption to the crematorium operations.

2a. Should option E not be supported on financial grounds then **Option D** for extension and alteration is recommended as a second preference. This will provide a good level of functionality and preserve the existing historic building, albeit without the long-term flexibility offered by E due to lack of future expansion space within the historic garden context. There will however be substantial disruption to the crematorium operations and a significant closure period.

2b. Should option E not be supported on financial grounds then **Option C** for remote crematory is recommended as an alternative second preference. This will provide a functional solution but with increased staffing requirements due to the split between chapels and crematory, and the need for coffins to be transferred by vehicle between chapels and crematory. Option C can however be provided in a way which would allow its future phased extension to provide a new chapel (effectively a phasing of option E) and space for other future facilities.

3. Should option D or option C not be supported on financial grounds then **Option B** is the fall-back position, achieving new cremators with abatement, improved traffic circulation and parking, and improved floral tribute area, but with no improvements to waiting areas or chapel capacity.

14.0 Next steps:

- Approval to proceed with the recommended Option.
- Scoping of design team services.
- Procurement and appointment of design team.
- Development of detailed design for Planning Application and Listed Building Consent application.
- Development of brief and tender documentation for cremator equipment procurement.
- Review of preferred tender process for construction work (traditional or design & build) to reflect selected option.
- Development of tender documentation for the construction work.



15.0 Procurement

Once the preferred option has been selected, procurement of the subsequent stages in the project can be progressed. This will need to encompass design team procurement, cremator equipment procurement and main contractor procurement for construction.

Design Team Procurement:

We envisage that the design team will include:

- Architect
- Principal Designer (as defined in the CDM Regulations 2015)
- Quantity Surveyor
- Structural Engineer
- Mechanical & Electrical Engineer
- Clerk of Works (for construction phase)

The Architect will be responsible for directing the design team and reporting to the Client's representative.

We do not envisage any need for a separate Project Manager appointment in relation to the construction work. We strongly recommend however that there is a Project Manager for the overall project, to be the Client's representative as a single point of contact, and ideally be fully conversant with the Council processes and procedures.

Appointment of the design team members will need to comply with the procurement rules. This can involve two paths, either

1. OJEU-compliant new procurement process, or
2. The selection of consultants from an established OJEU-compliant framework.

We anticipate the Council will have standing orders in this respect which set out the procedures to be followed.

The indicative pre-contract programme has assumed Path 2.

Path 2 has advantages in significantly reducing the time required for design team selection and appointment, with consultants being able to be appointed immediately.

Path 1 would require an extended period which we anticipate would add three months to the programme.

We therefore recommend Path 2 if an appropriate existing framework can be accessed. Path 2 may also mitigate risk as a suitable framework is likely to already have included a quality evaluation prior to consultants being appointed to the framework.



Cremator Procurement:

Appointment of a cremator specialist for the design, manufacture, installation and maintenance of the cremator equipment will need to comply with the procurement rules.

This is likely to involve advertisement of the contract and we anticipate the Council will have standing orders in this respect which set out the procedures to be followed.

It will be essential for a suitably comprehensive performance specification and tender document to be prepared to enable a robust quality and price tendering exercise to be undertaken.

This should establish track record of similar installations, references from a number of existing operators on the performance of the installations (quality, maintenance, costs, problems and support), references for quality of site management during installation, outline proposals for layout and spatial requirements, tender price for removal and disposal of existing plant, tender price for installation of new plant and commissioning and testing thereof (including emissions testing), and tender price for post-installation maintenance and support for a set period (eg: 15 years) which we recommend should be on an “all in” comprehensive basis to allow smoothing of the annual expenditure on maintenance.

We recommend that procurement of the cremator equipment should be separate from the Main Contract for the construction work, but the Main Contractor would have an obligation to coordinate the timing of the cremator equipment installation.

Construction Procurement:

Appointment of a Main Contractor for the construction work will need to comply with the procurement rules. This can involve two paths, either

1. OJEU-compliant new procurement process, or
2. The selection of a suitably experience building contractor from an established OJEU-compliant framework.

We anticipate the Council will have standing orders in this respect which set out the procedures to be followed.

The indicative pre-contract programme has assumed Path 1.

Path 2 has advantages in potentially reducing the time required for contractor selection, and potentially permitting a two stage quality and cost tendering process. This process may not however reduce the overall programme, as it is likely that second stage tenders cannot be sought until such time as the design work has been advanced to a level of detail suitable to enable accurate pricing by contractors. There is further commentary on this below as the procurement method can affect the time required for tendering.



Paths 1 and 2 are equally appropriate, but there may be advantages in Path 2 in simplifying the procurement process. Path 2 may also mitigate risk as a suitable framework is likely to already have included a quality evaluation prior to contractors being appointed to the framework.

Procurement Methods

The two most appropriate potential procurement methods are:

1. Traditional
2. Design & Build (D&B).

A third method is Management Contracting, which we do not recommend.

The merits of these optional methods are compared below:

1. Traditional Procurement:

Traditional procurement emphasises quality and cost certainty at the expense of time.

This means that the quality of the completed project is likely to be higher under traditional procurement than for D&B, and the tendering contractors have more information at tender stage in order to price as accurately and competitively as possible due to their financial risk being minimised. This is at the expense of time as the design and specifications need to be developed to a suitably comprehensive level prior to tenders to be invited.

With traditional procurement the design team remain client side.

Pros:

- Control of quality through detailed design and specification
- Control of cost
- Accurate tendering (full design information at tender stage)
- Design team remain client side
- Suitable for new-build and work to sensitive existing buildings

Cons:

- Lead in times for production of full design information

2. Design & Build (D&B) Procurement:

D&B procurement emphasises cost certainty and time at the expense of quality.

This means that the work can usually start on site earlier than with traditional procurement, as the contractor is responsible for completing the design. The tendering contractors often have a restricted level of information at tender stage. Their pricing therefore allows an element for risk, which while giving the client cost certainty can as a



consequence increase the tender price compared to traditional procurement. Quality of the competed project is likely to be lower under D&B procurement than for a project procured under traditional procurement, as the contractor is responsible for completing the design based on an Employer's Requirements document, allowing latitude in interpretation of how such requirements are achieved.

With D&B procurement the majority of the design team are novated to the successful contractor (ie: in the initial stages the team are employed by the client, but after novation the team are employed by the contractor, and their responsibility correspondingly moves to the contractor). The quantity surveyor becomes Client's Agent.

Pros:

- Control of cost (through cost risk transfer)
- Potential for earlier site start than with Traditional procurement
- Suitable for new-build

Cons:

- Design development by contractor post-tender can diminish quality
- Design team no longer directly linked to client
- Not suitable for work to sensitive existing buildings

3. Management Contracting Procurement:

Management Contracting procurement emphasises time and quality at the expense of cost certainty.

This method is used when the brief has not yet been fully defined but there is an imperative to deliver a project to an accelerated timescale. The risks associated with costs not being fully defined at the outset are high, and the outcomes of cost escalation have been well publicised in relation to high-profile projects.

We do **not** consider Management Contracting appropriate for this project.

Pros:

- Quality of construction
- Control of detailed design
- Earlier site start than with Traditional or D&B procurement
- Suitable for new-build and work to sensitive existing buildings

Cons:

- Significant cost risk lies with Client
(this procurement route should in almost all instances be avoided)

Suitable Procurement Routes:



In relation to the four options presently identified (excluding Option A), we suggest that the following procurement methods would be appropriate:

Option B:

Traditional (work to Grade II Listed Building requires high quality and care)

Option C:

Potentially separate contracts, being Traditional for the work to the existing Listed building and D&B for the new build element to suit programme imperatives.

Option D:

Traditional (work to Grade II Listed Building requires high quality and care)

Option E:

Traditional or D&B to suit programme imperatives



16.0 Indicative Programme

An indicative programme is overleaf showing appropriate periods for the various options. This includes for design development, applying for and obtaining statutory consents, tender, lead in and construction periods, soft landings handover procedure at completion, and also indicates post-completion rectification periods and post-occupancy monitoring and evaluation.

The programme has assumed design team appointment via an existing OJEU-compliant framework.

If design team procurement is instead via a new OJEU process then this will add circa 3 months to the programme.

The programme has assumed Main Contractor appointment via an OJEU-compliant process.

If Main Contractor appointment procurement is instead via an existing OJEU-compliant framework then this will simplify the procurement process but will not shorten the overall programme, as the procurement period will still overlap with the design development periods.

The programme has assumed Traditional Procurement.

If Design & Build procurement is followed we do not anticipate the programme varying, as D&B contractors are presently seeking extensive up-front information when tendering in order to minimise their cost risk.

6333 Cheltenham Crematorium



17.0 Appendix 1: Consultations & Meeting Records



18.0 Appendix 2: Initial Options Appraisal Drawings & Options Matrix

6333 Cheltenham Crematorium



19.0 Appendix 3: Developed Options Appraisal Drawings

6333 Cheltenham Crematorium



20.0 Appendix 4: Access Road and Floral Tribute Area Drawings

6333 Cheltenham Crematorium



21.0 Appendix 5: Evaluation Matrix

6333 Cheltenham Crematorium



22.0 Appendix 6: Programme Chart

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DIARY NOTE

6333 Cheltenham Crematorium

16th March 2015

RJP visited the Cheltenham Crematorium site and had a series of introductory/briefing meetings.

11.30am meeting with Rob Hainsworth (also introduced to Jackie, senior admin/registrar and Ben, management of the chapel, crematorium, grounds management etc).

The crematorium was opened in 1938, and the burial records go back to 1864.

Generally the funeral directors are the intermediaries between families and the council.

There are presently 1900/2000 cremations per annum and two cremators have been felt to be adequate, though the funeral directors have a desire to see three cremators to ensure downtime is minimised.

The remote yard area presently provides storage, mowing equipment, spreading of arisings etc and this facility could be relocated if desired.

Downtime for cremator brick rebuilding is approximately 3 weeks.

The existing building is popular and has a traditional feel.

The cemetery areas recently had sections designated for Muslim and Jewish burials. There have only been two Jewish burials in that period.

The Bouncers Lane industrial site may be becoming available though the plans for this are not known.

The existing road network within the crematorium was not designed originally to accommodate cars. While there is a one way system the roads are generally narrow.

RH advised that having the office separate from the chapel works well as it keeps the memorial service separate for families.

When burials are taking place the mourners are escorted from the office to the burial site, as most are coming from another church location.

On site staff is approximately 5 in the office, 3 in the chapel and 7 externally plus 4 in the summer months.

The flat roofed extension is not a feature which needs to be retained.

The option of having a remote crematory may not be ideal as it would entail moving the coffins from the chapel to the crematory externally.

The cooling fans which were previously installed are out of use but may be able to be reused.

Directional signage is important and was recently added to.

There is a lane just outside the southern boundary which may provide an extension to the roads network.

The playing fields are owned by the Council.

The restricted car parking availability means that when the car parking areas are full people park wherever they can find, resulting in the driveways being blocked, parking on burial lairs etc.

The north chapel is a smaller chapel than the south chapel. The hearse takes the perimeter route to approach the north chapel from the north, while the route to the south chapel is along the east/west axis road.

There are few local places for wakes to take place, so if the chapels are being replaced by a new crematorium then it may be that these can be adapted for new uses including a café/reception area for wakes.

The floral tribute area is remote from the crematorium and is not readily visible.

BH said that there has been discussion about removing the wide hedge between the road and the memorial gardens in order to provide more car parking.

At 1.30 RJP met Chris Coleman (cabinet member) Mike Redman (director and project sponsor), Chris Chavasse (tree officer) and Rob Hainsworth.

The need to avoid any new facility being in close proximity to the existing houses was confirmed.

Potential access were mooted via Whitthorn Drive, Ladysmith Road, bridge over river at Finchcroft Lane (presently a cul de sac).

While there has been mention of the industrial land to the west potentially being available for redevelopment, the timing of this is not clear, and Planning have a policy of maintaining employment use rather than promoting residential use. Any new route through this land could also not be insisted upon.

The main route to the crematorium is via Priors Road to Bouncers Lane.

There are presently only circa 35 parking spaces.

The larger chapel can accommodate over 100 people but this requires people to stand.

During the site visit there were cars parked in a variety of locations away from the parking areas, causing congestion, and this was noted as being a moderate level of congestion. At large funerals the parking extends along the whole access road.

Local people come early to the crematorium in order to obtain a parking space, so anyone arriving 15 minutes before is very unlikely to find a place to park, giving rise to cars being abandoned.

The chapels are too small for ceremonies, resulting in the experience not being particularly good when a large number of people are standing.

The south chapel has a side chapel area which does not have good views to the catafalque.

The waiting area is too small, particularly in bad weather. The WC access is blocked when the waiting area is busy. Families often have to wait in the rain due to the congestion of the waiting area and their desire to see the coffin being brought in.

The circulation route is labyrinthine with a number of areas where the natural flow crosses itself, which results in people arriving meeting people who are leaving.

There is no covered area when exiting the chapels, so people rush away in bad weather.

The ownership of the track to the south should be explored. There was mention of a manhole and the track may contain a sewer.

CC advised that the development should promote tranquillity.

Stakeholders were discussed and the funeral directors were considered to be key to this. At an initial meeting RH would expect 6-7 directors to attend.

Other consultees are the elected members, service users (feedback possibly via the funeral directors), Chris Riley (cabinet member), nearby residents (Prestbury and Oakley – the site is in the Oakley ward).

The council own the “blue” land to the east and this has been intended for cemetery extension, but could accommodate crematorium use.

RH advised that new memorial gardens would be desirable as most people wish to use the circular memorial garden with pond and yew hedge, but this is now reaching capacity.

Heritage statement has been prepared and will be circulated.

Chris Chavasse referred to tree avenues as being part of the planting strategy.

Eco/green burials were referred to but may be more applicable to specialist provision.

The cedar trees are in some case 150 years old, meaning they have 50 years safe life remaining, so there will need to be a compensatory planting strategy in the near future.

Some of the “blue” land is believed to be on the housing revenue account – this will be checked by the council.

Capacity for burials in future to be retained. Presently the split is 70/30 cremation/burial.

At 2.30pm RJP met Ken Dale and discussed the project management aspects.

Reporting to be every two weeks from 1st April.

There is likely to be media interest from the Gloucestershire Echo.

At 3pm RJP met with Ken Dale, Chris Coleman, Mike Redman, Rob Hainsworth, Garrie Dowling (property), Martin Chandler (planning), Karen Radford (heritage), Chris Chavasse (tree officer).

There was a general discussion about the project with particular reference to information required from any additional studies.

GD has arranged a topographical survey of the site, in relation to some utilities work which is planned. RJP requested that this is extended to encompass the blue area and track.

C Chavasse is arranging a tree survey which will be a high level survey to identify the key groups. Roof protection of trees will be required but this is likely to be limited in relation to the proposed development.

An ecological survey was discussed and MC confirmed that it would be desirable for this to be in place as it will be requested by Planning at the appropriate stage and will identify any particularly constraints in relation to the existing and extended site. The county ecologist is Gary Kennison and KD will ask him whether there is a particular scope considered appropriate for the ecological report.

The historical statement of significance has been prepared and KR advised that this is ready for issue by KD.

Archaeology was mentioned and the county archaeologist, Charles Parry, will be consulted to see whether the land beyond the boundary is considered sensitive.

MC advised that the blue land to the east is not zoned for cemetery use, though it is envisaged that this would be an appropriate use.

There are not believed to be any utilities records available.

Ownership of land beyond the boundary to be established.

KD will contact Nina Philippidis regarding the business case format.

RJP confirmed that Web File Manager access will be set up.

MC advised that the statement of significance makes reference to the applicable planning policies. The 2006 Local Plan is in place but there is an emerging Joint Core Strategy which talks about population expansion and the wider area, hence the focus on this site.

In relation to the industrial site MC confirmed that planning will be keen to see this remaining in a use which provides local employment. MC advised that a section 106 agreement for a new access road would not be likely to be insisted upon. A pre-application submission has been made to Planning in relation to this site.

The study timescales were discussed and it was noted that the target date for completion is 30th June, which KD confirmed suits the July 14th cabinet meeting.

cc. Ken Dale – Cheltenham Council

16 April 2015

6333

General Notes:

Funeral Directors Consultation:

- Capacity of the South Chapel currently 120no. persons (including standing).
- The largest service that can be accommodated at the existing facility is for 150no. persons however this over capacity for the South Chapel. Services for larger numbers are recommended to use church facilities elsewhere.
- Capacity of the North Chapel is substantially less. North Chapel generally used for smaller services (e.g. babies / children).
- North Chapel previously altered to accommodate cremation facility that reduced capacity further.
- Provision of 2no. separate chapels preferable (1no. large and 1no. small).
- Larger chapel essential with seating for min. 150no. persons.
- South Chapel previously altered to increase capacity. This whilst providing more seats is in an irregular shape and not all persons have a clear view of the service / catafalque.
- Flexibility of use of the chapels important.
- Service time slots currently 30-45 minutes per service. This is considered an important factor in people selecting this facility over nearby facilities (Service time slots at Gloucester currently 20-30 minutes per service). This ensures there is sufficient time for a service without persons feeling rushed.
- Services do not take place to the North and South Chapels at the same time. Service time slots are staggered to avoid large numbers attending the facility at the same time.
- Existing circulation flow of the facility not ideal or clear and leads to confusion. Access to the South Chapel is from main front entrance and egress from the door on the south elevation. Access and egress to the North Chapel is from the door on the north elevation. The waiting room is predominately accessed from the rear elevation however can be accessed from internally. Persons can access the South Chapel from the waiting room without having to exit however you are required to walk externally round the building to access the North Chapel.
- Waiting room floor area considered appropriate based on a large service being held.
- Waiting room become crowded when persons attending a later service arrive earlier and mix up with the earlier service. This is considered a consequence of insufficient car parking on-site resulting in persons attending site well before the allotted service time slot. This adversely affects clients perception of the service
- Important to provide separate waiting rooms for each chapel.
- Covered exit area essential. Considered a covered walkway leading to a covered meeting point preferable. Requires to be located clear from the Chapel(s) to avoid the noise issues for the next service from gathering persons.
- Reasons clients use the existing facility – within the parish, personal attachment, setting, history, ambiance and longer service time slots. Local persons would find it very difficult to go to another nearby facility.
- Fees are not the most important consideration when clients are considering using the existing facility.
- Reasons clients use other facilities – waiting times for popular service time slots; insufficient parking and lack of accommodation to the chapels.

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- Parking – currently approx. 30no. spaces mark with 8no. spaces to the rear of the main building and approx. 12no. spaces elsewhere. 3no. disabled spaces to rear of the main building are not compliant.
 - Required parking capacity of 150no. spaces required. Parking requires to be well defined. Disabled parking bays and drop-off points required. Staff car parking required in addition (e.g. 3-4no. clergy, bearers, organist, cremation staff).
 - Max. walking distance from parking areas to facility was 300-400 yards.
 - Potential for a remote crematorium was considered undesirable unless it was enclosed, discreet and sensitive. Many considered this would be unacceptable. This would require working 24 hours in arrears to ensure privacy and sensitivity. Not considered an appropriate solution.
 - Different religions request to witness the charging. This is known before hand and cremators are made available upon this request. Approx. 3-4 no. requested per year.
 - Existing facility is currently oversubscribed and proposals for a new crematorium facility are considered long overdue.
 - New chapel and crematorium would be encouraged and recommended. This would require to be a sensitive and fit-for-purpose design. New facility requires to fit the character of Cheltenham.
 - There would be a positive impact of a new chapel and crematorium. This should meet the needs of Cheltenham for the next 50-100 years.
 - Strong local affection for the existing building. People have a special attachment to a specific chapel.
 - As existing the building and setting provides comforting and tranquil place for mourners. This requires to be retained with any new proposals.
 - Retention of the existing building essential and alternative uses requires to be considered.
 - Retention of existing chapel(s) for funeral / cremation services requires to be considered. Humanist services could be an additional source of income.
 - Any potential for additional income for an alternative use for the existing building should be considered (e.g. café, catering, site wakes, flowers). This could have a positive impact and enhance the experience. Persons visiting graves and staff could also use these facilities.
 - No nearby venues for site wakes.
 - Facilities for funeral directors currently are not adequate.
 - No direct internal access to North Chapel.
 - Private staff room required for funeral directors, grave attendees, clergy and organists.
 - No accommodation for a bearer room within the existing facility. This requires to be a private room adjacent to the waiting room(s). 6no. persons.
 - Reliability of the cremators is not acceptable at present and detrimental to the experience / service provided.
 - 3no. cremators considered the min. requirement for this facility (1no. bariatric, 2no. standard).
 - Cremators require a min. 15-17 year design life span.
 - Currently no back up. Capacity 50% down when during breakdown or maintenance period. This results in backlogs or persons using alternative facilities.
 - Existing routes within site and traffic management considered acceptable when it works. Cars tend to follow cortege and can lead to problems and blockages. Only takes 1no. misparked car to block the entire road network.

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- Lack of car parking spaces on-site is considered a cause of several of the problems identified above. Persons arrive early to park and crowds start developing around the chapel while earlier services are taking place. If the car park is full cars park on the narrow roads and on the grass verges very close to existing graves. This is unacceptable and requires to be resolved as a matter of great importance.
 - Waiting space required for cortege when arriving early for a service. Drop-off points required adjacent to chapel(s).
 - Way finding is important. This has improved recently with the changes that have been carried out on site. Requires to be reviewed throughout the site based on an overall strategy.
 - Additional memorial trees, benches and roses desirable.
 - Existing wreath garden / floral tribute area is remote from the existing chapel and as a result is underused. This requires to be relocated and incorporated closer to the chapel(s).
 - Expansion of the memorial garden is considered beneficial. Private or identified small areas with special character are preferable (e.g. beech walk). Intimate space with water feature was considered important.
 - Woodland burials are to be considered for the future. Noted this however provides fewer plots per acre. No local facility currently provides this service so this would be to added value for the facility. Should incorporate natural woodland walk(s) with bridges over water.
 - Green burials were discussed. Not many people are fully aware of what a green funeral entails. This requires to be carried out on an established greenfield site in a rural area. Sections of oak, beech and orchard can be included. More expensive (e.g. cardboard coffins).
 - Alternative methods to cremation were discussed such as bio-cremation. These are considered positive options however for the future and not in this phase of development. Noted if facility was designed to be as flexible and adaptable this could potentially accommodate future technologies / methods with less disruption / alteration.
 - Currently not looking for a pioneer solution on this project.
 - Small basement area below existing crematorium currently used for mercury abatement. Option was raised whether the cremators could be located in this area.

Cabinet Member Working Group:

- No pressure to reduce 30-45 minutes service time slot.
- People do book double slots to provide extra time.
- Smaller funerals sometimes allow for shorter service times slots.
- 15% are committal ceremonies. Generally these take 10 minutes but still book entire service time slot.
- Separate wreath garden / floral tribute area essential.
- Any pedestrian route requires to be of sufficient width and DDA compliant.
- Existing car park can be retained and potentially extended by retention to the banking to south. No ashes located in this area.
- Potential for new internal road option through site requires to be considered with sensitivity and check to ensure there are no ashes in this location. New hedge along memorial garden would be required.
- Existing hedge along car park can be removed if beneficial.
- Existing building adjacent to car park vacant and could be demolished if beneficial. Not listed. Gas meter located in this area would require to be retained.

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- Separate car park required for staff. Potential option in location of existing nursery.
- Cafe option to be considered further. Investigations of similar examples to be carried out to establish usage and good models to follow.
- Re-use of lodge to be considered. Heavily constrained. Access, parking and listing potential issues. Lodge is not practical as an office. Commercial use as opposed to residential use considered preferable for lodge.
- Potential to incorporate lodge into conditions of outline planning permission associated with the business site to be considered.
- Remote crematorium not considered an appropriate solution.
- Consecrated restrictions to Muslim burial are may restrict location of new crematorium in this location.
- Min. 2no. cremators recommended by manufacturer based on number of cremations (2000-2500 per annum).
- Peak capacity over short period (e.g. winter), emergency situations or assisting nearby crematoriums during breakdown / maintenance periods requires to be factored in to number of cremators to be accommodated.
- Population of Cheltenham currently around 118K. Population is growing.
- By 2031 intention is for another 30,000 houses to be constructed in Cheltenham.
- Ecological survey requires to be prepared. Roe deer, squirrels, bats, moles and badgers all present on-site and in the surrounding areas.
- External lighting and traffic lighting have been considered previously to address traffic management.
- Potential for rear access road to main building to be removed and pedestrianised.
- Potential for routes through site to be increased in width marginally if beneficial.
- Public consultation arrangements to be considered. Project noticeboard / comments box could be installed on-site if required.
- Prestbury Parish Council require to be involved.
- Realistic proposals with costs required to be prepared / reviewed prior to public consultation.
- 270 burials at Cheltenham Cemetery last year. This figure is up from previous year.

Project Board Meeting:

- Emission issues require to be considered.
- Ecological survey quotes received. RPP to assess prior to CBC instructing.
- Topography Survey to be provided to RPP. Extra area requires to be carried out as recommended by RPP. CBC to instruct.
- Measured Survey to existing building potentially to be carried out. CBC to arrange if required.
- Arboricultural Survey to be instructed by CBC.
- Limited information on existing services (gas, water, drainage, electricity).
- Flood Mitigation Scheme potentially to be located in area to south of site.
- Ecological solution to foul drainage preferable.

- Staff, minister and celebrant consultations to **Page 43** prior to public.
- Designation of land outwith boundary to be considered in terms of planning requirements.

DIARY NOTE

6333 Cheltenham Crematorium

16th April 2015

RJP and DB attended the cabinet member working group meeting at 10.30am and the project board meeting at 2.30pm. RJP provided an update on progress in relation to the scheduled activities and there was a general and wide-ranging discussion.

The following points were of note:-

1. RJP to speak to Nina Philippidis regarding the business case and to ensure that Chris Johns and his financial specialist have seen the background briefing information regarding the business case. NP wishes further information so that she can advise on the rules relation to potential borrowing and this will be informed by the initial cost estimates for the various options.
2. Mike Redman suggested initial scenario planning covering the basic options, with NP advising what the parameters will give a starting point and should help to allow the financial viability of the different options to start being established as early as possible in the process.
3. £1m has been approved by the council for the project.
4. The business case will need to assess what level of income would be needed to justify borrowing for the likely level of expenditure needed in addition to this.
5. Population growth will inform the numbers of cremators recommended in the feasibility study. By 2013 intention is for another 30,000 houses to have been constructed in Cheltenham.
6. Status of any outline Planning Application regarding the adjoining industrial land to be requested from Planning, and while it is unlikely that this area will be beneficial or essential for the crematorium project it may help to open up uses for the lodge.
7. Parish council consultation to be arranged.
8. Stakeholder engagement plan lists the proposed consultees.

Funeral Directors
Member Working Group
Public
Ministers (celebrants)
Prestbury Parish Council
Tewkesbury Parish Council
9. Public consultation will display material, probably located in the council offices and at the crematorium.
10. Next consultation with funeral directors and with ministers is programmed for around 15th May.
11. Public consultation would ideally be the following week.
12. Initial drawings will be issued during week commencing 4th May to allow working group and project board review in advance of the next consultations.

13. Ken Dale advised that he has obtained four quotations for the ecological surveys and these are presently being reviewed.

14. The topographical survey for the crematorium site is available and will be issued by Ken Dale. Garrie Dowling has invited tenders for the topographical survey of the additional areas of land.

15. Tree survey is awaited and anticipated at the end of April.

16. RJP asked about the existing utilities. Rob Hainsworth advised that the current system had lockouts from a poor supply but this has been remedied. A new electricity supply was brought in 3/4 years ago. Any information on the gas and electricity routes and capacity to be provided by the council.

17. Sewer solution was discussed. It is likely that a SUDS solution will be required in relation to surface water. Fowl sewerage may require an ecological solution.

18. The Cheltenham new local plan is out for consultation and includes proposed land designations. Planning to be asked to be advised on any implications.

19. Ken Dale advised that the gateway review is ideally set for 22nd June to allow the study to be finalised for 30th June.

**Robert Potter & Partners LLP
Chartered Architects & Town Planning Consultants**



Cheltenham Borough Council

CHELTENHAM CREMATORIUM FEASIBILITY STUDY:

Notes from Immediate Project Team Meeting held at 2.00pm on 12th May 2015

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Robert Potter & Partners LLP
Chartered Architects & Town Planning Consultants



6333 Cheltenham Crematorium Feasibility Study

Consultation with Immediate Project Team – 12th May 2015

Attendees

Mike Redman (Director of Environmental & Regulatory Services, CBC)

Rob Hainsworth (Bereavement Services Manager, CBC)

Garrie Dowling (Senior Property Surveyor, CBC)

Martin Chandler (Team Leader - Development Management, CBC)

Chloe Smart (Planning Officer, CBC)

Karen Radford (Heritage & Conservation Manager, CBC)

Christopher Chavasse (Senior Tree Officer)

Nina Philippidis (Accountant, GOSS)

Douglas Bodell (Associate, RPP)

Apologies

Ken Dale (Business Development Manager, CBC)

Introduction

A consultation session was held at CBC offices with the immediate project team.

RPP carried out a presentation that providing an introduction and broad overview of the strategic options identified as part of the initial options appraisal. The information and options presented by RPP were uploaded onto the WFM on 30 May 2015 where they could be viewed and downloaded by the immediate project team. The purpose of the meeting was to introduce and initially review the options identified, consider pros and cons of each option, consider any options that had not been identified and consider options to progress to consultation.

It was appreciated the options had been prepared prior to receipt of the Arboricultural Survey and Extended Phase 1 Habitat Survey however these have since been reviewed by RPP and comments incorporated into relevant options as part of the presentation. Utilities and planning restrictions have not been confirmed to date and the options prepared without this information. RPP advised cost information on the options has been drafted by Pick Everard (PE) and will be issued in the near future.

The following meeting notes provide comments raised / decisions agreed and are not intended to detail each option. The meeting notes should therefore be referred to in conjunction with the issued drawings indicating the options.

Option 1 – 2.01:

Retain as existing

- DISCOUNTED for reasons noted on RPP option spreadsheet. Agreed.

Option 2 – 2.02:

New cremator plant, new car park (within site)

- Replacement of the cremators can be carried out in a phased manner that ensures a service can be maintained during the works.
- No proposed alterations to the existing chapels or crematorium results in no improvement to the existing circulation flow or lack of size / accommodation required for a crematorium facility.
- Loss of the future burial ground within the site will require an allocation of a flat area out-with the site for emergency burial space in the event of a pandemic. Areas A & B out-with the site were considered the most feasible options for this emergency space. Access would be required to this area of the cemetery.
- Two-way section of road to middle of cemetery would remain as existing and this would not alleviate existing road congestion problems within the site. Traffic management would be required.
- POTENTIAL to be progressed however does not resolve all existing problems.

Option 3 – 2.03:

New remote cremator, new car park (within site)

- Loss of future burial ground as per option 2.
- DISCOUNTED for reasons noted on RPP option spreadsheet. Agreed.

Option 4 – 2.04:

New cremator plant room, new car park (within site), new road (within site)

- Confirmation required if proposed relocation of cremator plant room to rear of north chapel is feasible based on Cremation Act 1902 due to proximity of existing housing development. MC to discuss with contact at Environmental Health.
- South chapel whilst being extended into former cremator plant room has lost floor area to the reinstatement of the south vestry.
- No location for staff within altered crematorium.
- No direct link between cremator plant room and south chapel considered a key issue. Potential for below ground link to be considered.
- Option does improve the existing circulation flow however unable to provide the necessary accommodation required for a crematorium facility.
- Proposal would be detrimental to the existing historic building fabric a key issue.

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- Proximity of existing trees to new rear extension considered a potential issue.
- Sensitive location. New road would be adjacent to GoR and consecrated burial grounds. Unmarked baby burials / ash scatterings may have taken place in location of proposed road and will require to be checked.
- Copper beech tree (ref: T89) would likely require to be removed to allow new road connection with car park.
- Copper beech tree highlighted in location of new road along by GoR. Not identified on tree survey report and would likely require to be removed to allow road connection with car park.
- Road will require to be carefully designed to from car park to avoid tight corners and allow ease of access.
- New one-way route through site will improve access and reduce congestion.
- Retains a two-way section of road between main entrance and inner gateway.
- Compromised design solution to accommodate new modern facilities within the constraints of an existing listed historic building.
- Rear of site is constrained with limited space for expansion.
- Burials to Muslim Section covers a larger than currently indicated on drawing. Muslim section would require allocation of future burial ground out-with the site.
- Loss of future burial ground as per option 2.
- CHECK. Feasibility of option dependent on interpretation of Cremation Act 1902.

Option 5 – 2.05:

New cremator plant room, new car park (within site)

- DISCOUNTED for reasons noted on RPP option spreadsheet. Agreed.

Option 6 – 2.06:

New cremator plant room, new rear extension, new car park (within site), new road (within site)

- Comments as per option 4.
- New rear central extension considered beneficial.
- Preferred option from RH point of view based on the options to carry out alterations to the existing crematorium.
- CHECK. Feasibility of option dependent on interpretation of Cremation Act 1902.

Option 7a – 2.07:

New crematorium, new car park (within site), new road (out-with site)

- Visual impact to existing chapel and setting considered an issue due to location on axis.

- No scope to locate crematorium and car park within site within cemetery.
- Loss of future burial ground as per option 2.
- Muslim section would require future allocation out-with site as per option 4.
- Sensitive location due to proximity of Muslim Section.
- Large cost associated with formation of new exit road along southern boundary.
- Ownership of land where new exit road proposed along southern boundary requires to be confirmed.
- Potential requirement for ecological mitigation measures required (newts, reptiles and badgers) due to location of new road.
- Arboricultural Survey not carried out-with cemetery area.
- DISCOUNTED for reasons noted on RPP option spreadsheet. Agreed.

Option 7b – 2.08:

New crematorium, new car park (out-with site).

- DISCOUNTED for reasons noted on RPP option spreadsheet. Agreed.

Option 8a – 2.09:

New crematorium, new car park (within site), new road (out-with site)

- MC / CS to review existing planning permissions and future housing allocations for this area.
- DISCOUNTED for reasons noted on RPP option spreadsheet. Agreed.

Option 8b – 2.10:

New crematorium, new car park (within site), new road (out-with site)

- Visual impact to existing chapel and setting considered an issue due to location on axis.
- Cortege and staff routes around the building appear tight and complicated.
- Loss of future burial ground as per option 2.
- Comments on new road along southern boundary as per option 7a.
- POTENTIAL to be progressed.

Option 8c - 2.11:

New crematorium, new car park (within site), new road (within site)

- Comments on car park as per option 2.

- Comments on crematorium as per option 8b.
- Comments on new road within site as per option 4.
- POTENTIAL to be progressed.

Option 8d – 2.12:

New crematorium, new car park (within site), new road (within site)

- Comments as per option 8c. Road one-way system proposed in different direction.
- POTENTIAL to be progressed.

Option 8e – 2.13:

New crematorium, new car park (out-with site), new road (out-with site)

- MC / CS to review existing planning permissions and future housing allocations for this area to determine crematorium exclusion zone to this area.
- Crematorium to be relocated closer to car park.
- Comments on new road within site as per option 4.
- Muslim Section unaffected.
- Emergency burial ground unaffected.
- Generally the most preferred option at this stage (pending receipt of cost estimates).
- POTENTIAL to be progressed.

Option 8f – 2.14:

New crematorium, new car park (out-with site), new road (out-with site)

- DISCOUNTED for reasons noted on RPP option spreadsheet. Agreed.

Option 8g – 2.15:

New crematorium, new car park (out-with site), new road (out-with site)

- DISCOUNTED for reasons noted on RPP option spreadsheet. Agreed.

Option 8h – 2.16:

New crematorium, new car park (out-with site)

- DISCOUNTED for reasons noted on RPP option spreadsheet. Agreed.

General Notes:

Schedule of Accommodation prepared for new build crematorium has been prepared based on a comparative assessment of Crownhill Crematorium. RPP to review whether a best practice model for a new build crematorium should be reviewed as part of this process.

No further options for a location of a new build crematorium facility were raised.

Options proposing a new build crematorium facility also incorporate proposals for the alteration of the existing chapels for a new use (e.g. site wakes, humanist ceremonies, café, flower shop). The existing building would require to be incorporated into the overall project for a new building crematorium.

All options retain the cemetery entrance route through the main entrance gateway and inner gateway.

No option proposes to form vehicular access and egress connections to cemetery through nearby residential developments as this was not considered as a feasible option and therefore discounted.

Ownership of existing track to south boundary to be confirmed by CBC. Options 7a 8b, 8e, 8f, 8g propose for a new exit road along this track. Roads to be consulted regarding the proposed road exit onto Burma Avenue for this road option, though the exit route could return via the existing driveway to Bouncers Lane by re-entering the site.

Access routes from crematorium car park to chapel will require to be considered for options where a new use is proposed to the existing building.

Car parking proposal within cemetery (to future burial ground) is on the basis of 120 spaces with landscaping.

Potential for new car parking to existing nursery yard to be incorporated into an option. Number of car parking spaces that can be accommodated to be determined. Nursery yard would require to be relocated elsewhere. Designated pedestrian route would require to be formed from car parking to chapel. RH also raised the potential for conflict between cortege vehicular routes, congregation vehicular routes and pedestrian routes within this proposal.

Post Note: RH raised the potential for an option to be prepared that replace the cremators, extended the existing cremator plant room, formed a rear extension to enlarge rear chapel, removed the existing central extension, formed a new central extension and provided a link from the north chapel to the enlarged cremator plant room (a below ground link was raised as a potential option to consider). RPP will prepare an option on the basis for review and comment.

No further options for new access routes / roads within or out-with the site were considered feasible.

Option to construct a smaller new build crematorium to work in conjunction with the existing crematorium not being considered at this stage.

Follow up ecological surveys instructed by CBC in relation to newts, reptiles and badgers.

MC / CS to review existing planning permissions and future housing allocations for areas surrounding the site including any areas designated in blue as CBC land acquisition. This has particular relevance to options 8e, 8f and 8g where due to the minimum crematorium exclusion zone from houses this could reduce the amount of land available for locating a new build crematorium.

MC recommended a site visit should be arranged to review options on the ground. RPP to contact MC and arrange a suitable date next week.

Options require to be discussed with CMWG prior to any consultation.

FD consultation currently arranged for 20 May 2015. CMWG meeting has not been arranged prior to consultation. Feedback is required on the cost estimates and confirmation of the lead options with the CMWG required prior to any consultations.

Post Note: FD consultation meeting to be postponed to allow cost information to be provided / reviewed, CWMG meeting and site visit with Planning both to take place on 20 May 2015.

Prior to receipt of cost estimates and confirmation from Environmental Health options to be progressed were agreed as options 2, 4, 6, 8b, 8c / 8d and 8e.

Cost estimates on the options required prior to any further consultation to ensure the most appropriate options are presented and to avoid false expectations.

Options to be presented will require to be retitled for consultations (e.g. option A, B, C etc).

DIARY NOTE

6333 Cheltenham Crematorium

Wednesday 20th May 2015

RJP attended a series of Council meetings during the day and the following points were of note:-

1. Martin Chandler tabled information noting that in addition to the former GCHQ site being approved for new housing (the first phase of which has started), the fields to the south of the crematorium site are allocated for housing under the current planning policy consultation, reference CP023. This is the largest allocation in the draft local plan. It was agreed that if possible there should be the standard 182 metre offset from potential new housing, which effectively means that option 8D is the only new-build option which can achieve this.

2. Exclusions drawing to be updated to show proposed exclusion radii from the southern fields as noted above.

3. A draft flood bowl drawing was tabled by Mike Newman, showing a flood bowl in the centre portion of the southern fields.

4. Martin Chandler, Chloe Smart and Karen Radford carried out a recent site visit and this has allayed KB's concerns regarding a potential new-build solution, as the existing topography and mature landscape mean that the setting of the listed building is unlikely to be adversely affected by new-build.

5. The proposed location for the central car park appears appropriate.

6. The proposed route for the internal access road appears appropriate. KB expressed concern regarding the potential effect on the mature copper beech trees and asked whether existing graves could be relocated to allow retention of the trees. Rob Hainsworth will look into the guidelines regarding relocations.

7. Based on the discussion and the previous discussion last week the present options which appear worthy of further exploration are:-

- a. Option 2 – Refit of existing crematory (plus new car park).
- b. Option 6 – Extension and alterations to existing building.
- c. Option 8D – New build.

8. In relation to option 2, concern was raised as to whether the existing crematory can actually accommodate replacement cremators plus abatement plant given the difficulties in finding suitable equipment previously.

9. Indicative costs were discussed.

10. All costs to be based on two cremators, with extra over for third cremator where practical, so that the options are directly comparable.

11. RH confirmed that there would be no need to increase staffing if three cremators are provided (previously there were three cremators run by the same number of staff).

12. RH advised that additional income would assist in covering the costs of running a third cremator.

13. Nina Philippidis asked for indicative figures for running costs (gas, electricity etc).

14. Pros and cons of two/three cremators to be considered based on anticipated demand. MR noted that the number of cremations is seasonal, with potential services having to be turned away this winter, though this was exacerbated by restrictions in the existing cremators.
15. Business case should include projections on income.
16. The Cameo payments will stop once abatement is in place (circa £50,000 per annum).
17. NP said that the business case should not take account of additional facilities such as holding wakes etc.
18. Prudential borrowing requires approximately £60,000 income to repay capital and interest for every £1,000,000 borrowed.
19. Additional income could potentially be from an increase in fees and charges.
20. RH advised that there is an existing cremulator which can be reused so this can be deleted from the cost estimates.
21. Allowance for wayfinding should be reduced.
22. Option two allowance for landscaping should be minimal, though it was noted that some form of landscaping should be included in the proposed car park.
23. Garrie Dowling queried whether the 10% allowance for preliminaries is adequate given the site restrictions.
24. Option 2 to be updated to include the new access road.
25. All cost estimates to be updated to include professional fees (architect, quantity surveyor, civil/structural engineer, M&E engineer, clerk of works, project manager).
26. In the event of a flue pandemic, the assumption is that this would last 15 weeks. The emergency burial ground presently allocated for this is the site of the proposed car park.
27. Existing time slots should be maintained if possible.
28. Car park specification options to be reviewed in the costings.
29. Chris Coleman requested that seating layouts are shown on the outline proposals so that numbers can be ascertained.
30. Core member working group agreed that the new-build brief should be interrogated with a view to achieving lower new-build costs. It was agreed that to assist in this the new-build could be based on one new chapel, with space allocated for a future extension.
31. If there is a single new build chapel, then one of the existing chapels could also be used for services, but all cremations would be carried out in the new building.
32. Project costings to exclude renovation of the existing building where this is not directly to do with the crematorium function.
33. The three main aspects are replacement of the crematory equipment to achieve a working solution, a larger chapel, and improved parking.
34. Ken Dale provided a draft options evaluation criteria sheet for review.

35. Next stage consultation with funeral directors and public to be once the three remaining options have been developed further and the costs updated accordingly.

The next Core Member Working Group meeting will be on 17th June, which is anticipated as being a final review of the feasibility report.

DIARY NOTE

6333 Cheltenham Crematorium

Friday 5th June 2015

RJP attended the project team meeting at 9.30am by telephone link.

There was a wide-ranging discussion and the following points were of note:-

Option 2

Option 2 has the lowest capital input but Nina Philippidis explained this option also depends on the level of income achievable.

NP suggested that costs for refurbishment and redecoration of the existing chapels and waiting areas would be applicable to this scheme.

Audio visual improvements to be added to this scheme.

Third cremator cannot be accommodated.

The scheme includes the new floral display area by pedestrianising a secondary road, which Rob Hainsworth confirmed is a suitable strategy. This would also provide gathering space for people after services.

North Chapel users would still need to go outside in order to move from the waiting room to the chapel entrance.

RH noted that the North Chapel loses heat instantly when the doors are opened to admit people.

Chris Coleman noted that in the existing arrangement the seating for the families at the front of the South Chapel is overlooked by the side chapel, reducing their privacy.

CC advised that there is no wheelchair space in the existing chapels, resulting in wheelchairs being located at the end of rows in the aisle, which as well as not being inclusive results in impediments to movement.

CC noted that the main flows are shown on the drawings but suggested that the various clashes should also be indicated, including the above and the problem in the North Chapel where there are poor/blocked views to the lectern when the curtains close.

Option 2 will require the facility to be out of use while replacement equipment is fitted.

Option 6

RH advised that while this has concentrated on achieving links from the catafalques to the crematory, it compromises the flows and experience for the public.

The entrance area would become a bottleneck as all people are brought in from this direction, which is also not naturally-linking to the new car parking area.

Option 6 has no real improvement in the numbers the chapels can accommodate, and would not reach the desired capacities.

RJP advised that the appropriateness of option 6 is questionable in relation to Listed Building consent as it would significantly alter the appearance of the building from the east.

The legal advice relating to the position of a new crematory also prevents this layout being developed.

RJP advised that a variation on option 6 can be prepared, based on keeping the crematory in its present position but looking to improve the public experience.

Option 8

NP explained the tentative financial calculations and how she has arrived at the split between the different building elements to reflect their anticipated life span and the need for funding to be in minimum £1m tranches.

Potential fee increase to 20% was mooted.

Potential increase in cost of burial plots was mooted.

RH said that road improvements would be needed at the rear of the site as the one way traffic will increase the usage of these.

The potential reuse of the existing building once vacated for the new building was discussed. The North Chapel can remain as a second chapel for the facility, with the South Chapel being a café. RH suggested that the recessed seating area at the South Chapel could become the waiting area for the North Chapel. Alternatively the north chapel may have no waiting area, with people entering the chapel to wait.

RH said that the use of the North Chapel for ceremonies with cremations at the new facility would require a cultural change, with the procedure for transferring caskets to the new building needing to be considered in order to develop and appropriate strategy. It may be that coffin storage and a screened vehicle area is needed if coffins cannot be transferred by the hearse at the end of the ceremony.

NP advised that the current figures indicate the new-build option costs are resulting in a shortfall. Capital costs to be reviewed where possible in discussion with the quantity surveyor.

RH referred to memorialisation costs and enhancement of income through this, and CC referred to additional potential income-generating uses for the chapel.

Option 3

Bryan Parsons asked whether option 3 should be reintroduced, based on the remote crematory. This option would allow the formation of the new crematory but has the disadvantage of being remote from the chapels.

Costings

RJP to liaise with NP/Chris Johns/Tony Walker regarding progressing the figures further.

cc. Ken Dale

DIARY NOTE

6333 Cheltenham Crematorium

Wednesday 17th June 2015

RJP met Ken Dale, Rob Hainsworth and Nina Philippidis and discussed the updated proposals. NP has been liaising with Tony Walker regarding clarification of certain figures, and the following are still being clarified:-

- a. Cameo funding
- b. Projected increase in cremations
- c. New cremator plant maintenance costs

1. Presently an increase in fees of £100 has been considered, but alignment with the current Gloucester Crematorium charges would provide scope for a higher increase (including abatement levy).

2. Service disruption period to be considered. In later discussion it was agreed that it would be essential for the facility to remain in use and for there to be no downtime. This will affect the working methods as the contractor will have standing time and out of hours working in relation to options 2 and 6.

3. KD referred to backfill budgets to cover the impact of staff (training/disruption/management time etc).

4. Client side services will be factored in by NP, including internal project management costs.

5. Project management was discussed generally and RJP said that on the Crownhill project RPP were responsible for the contract management and project management of the construction process, while an independent project manager was appointed by the client to deal with client-side matter such as internal reporting, approval of payment certificates etc. The allowance for the external PM has been included in the allowance for professional fees in the cost estimates.

6. NP would like the costs to forecast inflation to 2016 to reflect the likely lead in period.

7. NP advised that the borrowing anticipates the trigger being April 2017 for drawdown (at project completion). This may need adjusted in relation to options 3, 6 and 8D.

8. It was noted that options 2 and 6 will inevitably give rise to disruption during the construction phase, with site noise, inconvenience etc. While this can be managed it will need careful liaison with the public so that they understand why the work is being undertaken.

9. NP is liaising with Martin Chandler regarding FFE costs (new chairs, soft furnishings etc). RJP advised that fixed furniture will have been included by the QS.

10. Once the outstanding cost items have been factored in it may be that a maximum construction cost can be established in order to achieve a break-even position.

11. Comparison of likely design and build cost v traditional to be included.

12. Costs assume fair ground conditions. RJP to contact Building Standards regarding available information (Iain Houston)

13. KD requested that a programme for the overall project delivery is included in the feasibility study, with any differences in the options.

14. In relation to option 6, RJP noted that this would require careful phased work, with temporary waiting areas etc, which is likely to result in this being a more prolonged strategy.

15. KD advised that the Gateway Review meeting next week will be chaired by Rob Milford.

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Tony Walker had a discussion with NP by telephone. KD advised RJP that NP has circulated a note of items still requiring clarification.

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RJP attended the Cabinet Member Working Group meeting and tabled large scale prints of options 2, 6 and 8D showing how these have developed. There was a general discussion and the following points were noted:-

1. Option 2: Can the existing crematory physically fit three cremators? RJP advised that FT have been asked this question, but even if three cremators and abatement could be fitted it would leave very little physical working space for staff.

2. In relation to option 6, it was noted that there will inevitably be disruption associated with such a substantial extension. While the contractor can have standing time to avoid disrupting services there will inevitably be dust and temporary works affecting the users. It was noted that this will entail full scale construction work and a separate marquee was suggested.

3. It was noted that option 6 incorporates a link tunnel and coffin hoists, as without this the existing requirement to store coffins and transfer them between services would remain, with the need for a 48 hour process.

4. Option 8 has a 150 seat chapel and the existing north chapel would also remain available. RH said that there would need to be a system put in place for transfer of coffins from the north chapel and that this would be explained to the families.

5. RJP noted that while option 6 gives a good functional solution and would be an attractive scheme, it does not allow for future expansion of the facilities, given the constraints of the surrounding cemetery, trees etc. Option 8D would provide greater flexibility in the medium to long term with plenty of expansion space.

6. Premier Products are understood to have said that they are relocating, potentially freeing up the ground at the front of the site, though this site is not suitable for a new crematorium. As part of a masterplan for the premier products site the nursery ground could possibly be given over to this for a capital receipt. RJP noted that a masterplan for the Premier Products site should also look at how access could be achieved to the lodge, also freeing up this building for new use.

7. KD advised that the draft feasibility study will be ready for circulation on Friday, with the Gateway Review on Wednesday 24th June, and the Cabinet Report for 30th June.

8. KD advised that the legality of options 2 and 6 are being explored and this will be a balance of a strict legal interpretation and common sense given that options 2 and 6 will be improving the emissions while retaining the existing flue position.

9. Public consultation could include suggestions for what to do with the lodge house.

10. If options 2 or 6 are implemented then it was suggested that the car parking could be formed first so that people can start to see the benefits as they emerge; similarly the creation of the floral tribute area.

11. RH reported that the existing cremator 2 has problems with the spark plug sooting up and causing the cremator to cut out. This is requiring staff to swap the spark plugs three to four times a day in 65°C heat above the cremators, so a system has been put in place whereby staff work in pairs to ensure safety of the operator.

12. It was noted that there are substantial ongoing repair costs for the existing cremators, which highlight the urgency of progressing their replacement.

13. KD suggested that the public consultation period allows for three weeks and that this can be a mixture of presentation boards, events, internet responses etc.

14. KD advised that the report to Cabinet will be seeking approval to consult publicly on selected options.

14. In relation to any projected deficit, it was suggested that this could be identified as a cost per head of population, which could then be extrapolated over a 60 year period in order to put it in context if the public are being asked to comment on this particular aspect.

**Robert Potter & Partners LLP
Chartered Architects & Town Planning Consultants**



6333 Cheltenham Crematorium Feasibility Study

Consultation with Public – 5-8.00pm, 13th August 2015

Attendees

Cllr Chris Coleman (CBC)

Ken Dale (Business Development Manager, CBC)

Mike Redman (Director of Environmental & Regulatory Services, CBC)

Rob Hainsworth (Bereavement Services Manager, CBC)

Douglas Bodell (Associate, RPP)

39no. members of the public attended during the consultation session.

The following general comments on the presented options were noted in discussion:

Option 1 – A:

Retain as existing

- Not an option.
- Not a long-term solution.
- Adjacent residents raised current noise / dust issues with the existing cremators.

Option 2 – B:

New cremator plant, new car park (within site), new road (within site)

- Not an option.
- Not a long-term solution. Considered temporary.
- No improvement to the existing poor crematorium facilities (i.e. chapels, waiting, wcs) and on this basis this option was considered not an appropriate solution. Layout of existing chapel is confusing.
- Level of disruption to the service during the works not acceptable.
- Adjacent residents raised current noise / dust issues with the existing cremators and were doubtful of any improvement if the cremators were replaced.

Option 3 – C:

New remote cremator, expand south chapel, new car park (within site), new road (within site)

- Considered a hesitant approach and not a long-term solution
- Good option as this increases capacity to the south chapel. Could be considered as an alternative if option E is not feasible.
- Concerns were raised with the distance between the chapel and the new remote crematorium. Detachment of facilities over the site did not seem a sensible solution.
- Strong concerns were raised on how the coffins would be transported through the cemetery to the new remote crematorium.
- No improvement to the existing poor waiting room / wc facilities and on this basis this option was considered not an appropriate solution.

Option 6 – D:

New cremator plant room, new rear extension, new car park (within site), new road (within site)

- Not an option.
- Not a long-term solution.
- Level of disruption to the service during the works not acceptable was the key factor.
- Concerns were raised by residents to the north of the existing crematorium on this option. Residents cited the noise / dust issues with the current crematorium and they did not wish for this to continue.
- Restricted and compromised design due to constraints working with the existing building.
- Detachment of cremator plant room and enlarged north chapel not ideal.
- Waiting room layout an improvement on the current provision however remains not ideal.
- Design of extension would require to be carefully considered to ensure this is not detrimental to the existing chapel. Extension should either be a high quality modern extension or to match existing.
- Cost of this option seemed expensive in comparison with Options C & E.
- Location of book of condolence room to be carefully considered.

Option 8d – E:

New crematorium, new car park (within site), new road (within site)

- Most appropriate solution. Unanimous decision. Cost important however generally not the main consideration.
- Lack of disruption to service to existing chapel during construction also an important consideration.
- Only option that provides a solution in the long-term that responds to the issues identified

(i.e. reliability of cremators, increased chapel capacity, improved circulation flow through crematorium, improved accommodation / facilities to crematorium, flexibility of use, provision of external covered areas, new garden spaces). The building would be designed specifically to meet the needs of the staff, users and community.

- Option is a realistic option and the only option that will achieve the need of the community it serves.
- Design of new crematorium requires to be carefully considered.
- Modern design preferable to new crematorium. High quality design essential.
- Design of new crematorium should reflect setting, existing chapel building and local architectural features / materials.
- Design of chimney to new crematorium should be designed in a discreet manner.
- Access of construction traffic should be carefully considered and avoid routes through cemetery. Access along upgraded track to south of site a good idea.
- No issues or concerns raised with the location of the new crematorium out-with the cemetery. No other locations were raised during the consultation.
- Residents to the north of the existing crematorium preferred this option to construct a new crematorium out-with the site. Residents cited the noise / dust issues with the current crematorium.
- Retention of the existing chapel building essential and important. Building requires to be maintained. New use welcomed (i.e. wake facility, café, florist). Chapel should be retained for burials.
- Potential for future extension (for new chapel) and flexibility of use to the new crematorium considered beneficial.

New Road (within site):

- Current road access through cemetery is confusing and difficult to navigate.
- One-way route proposal welcomed. Direction should be changed to allow arrival past the chapels and then to main car park, crematorium and out by the existing car park. This sequence is considered more appropriate.

New Car Park (within site):

- Current car parking provision grossly inadequate.
- Formation of new main car park is essential to avoid congestion and parking issues to the cemetery.
- On option E car parking provision requires to take into account if the existing chapel is to have a new use (i.e. wake facility / café) as this will increase cars on-site.
- On options B, C & D the location of the new car park was considered too far from the chapel for people to walk.



key:



site boundary



CBC land acquisition



industrial site



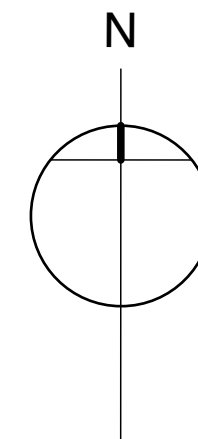
boundary of area of outstanding natural beauty

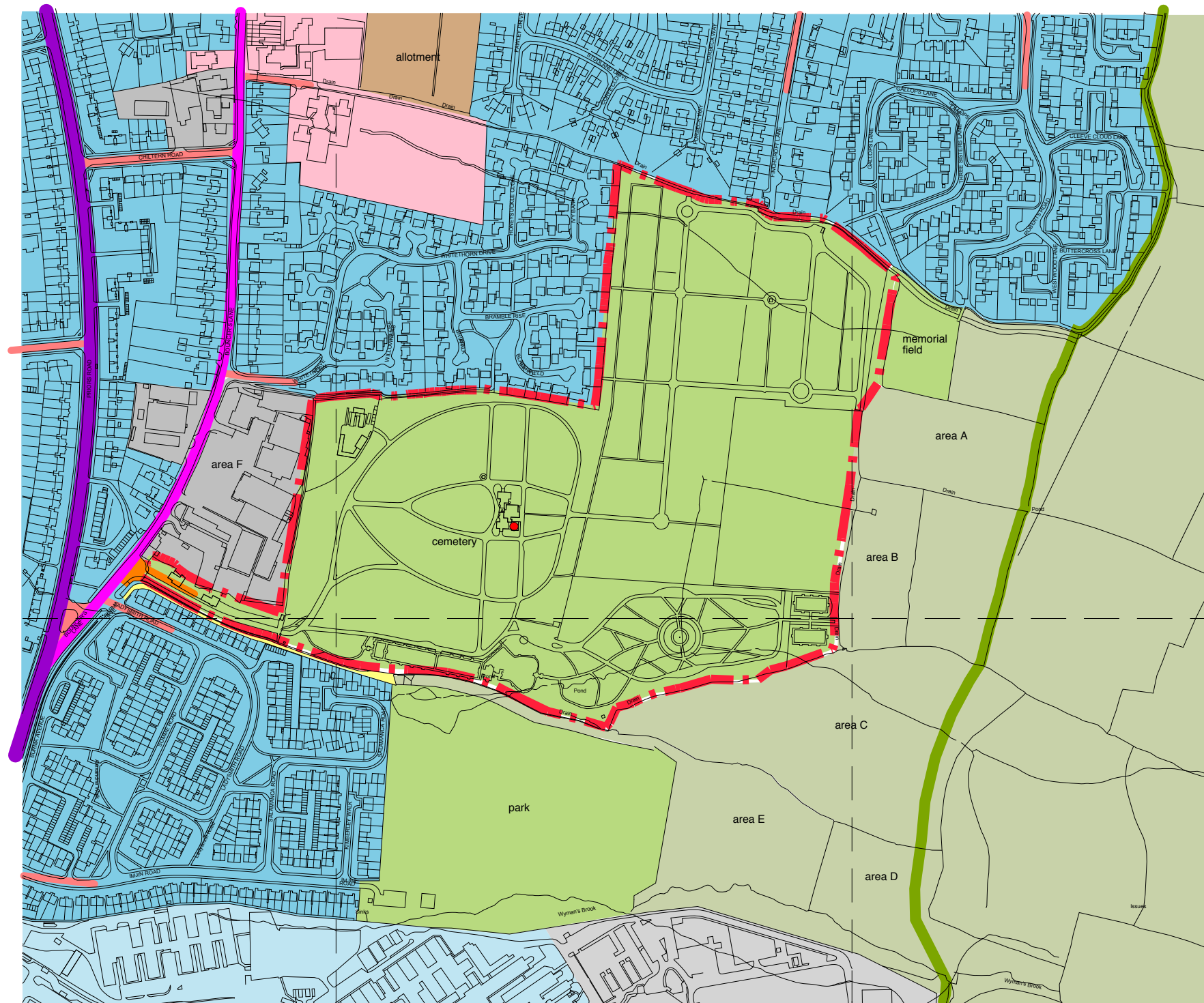


vehicular and pedestrian site access



location of existing cremator plant





key:



site boundary



residential



residential
(under construction)



industrial / commercial



industrial
(formerly)



educational / community



allotment



park / memorial field / cemetery



agricultural
(formerly)



main road



secondary road



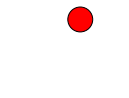
local road - access



access track



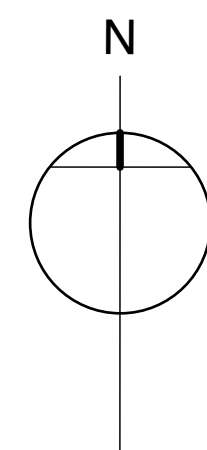
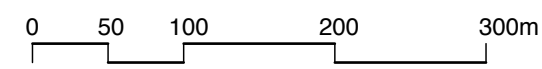
vehicular and pedestrian site access

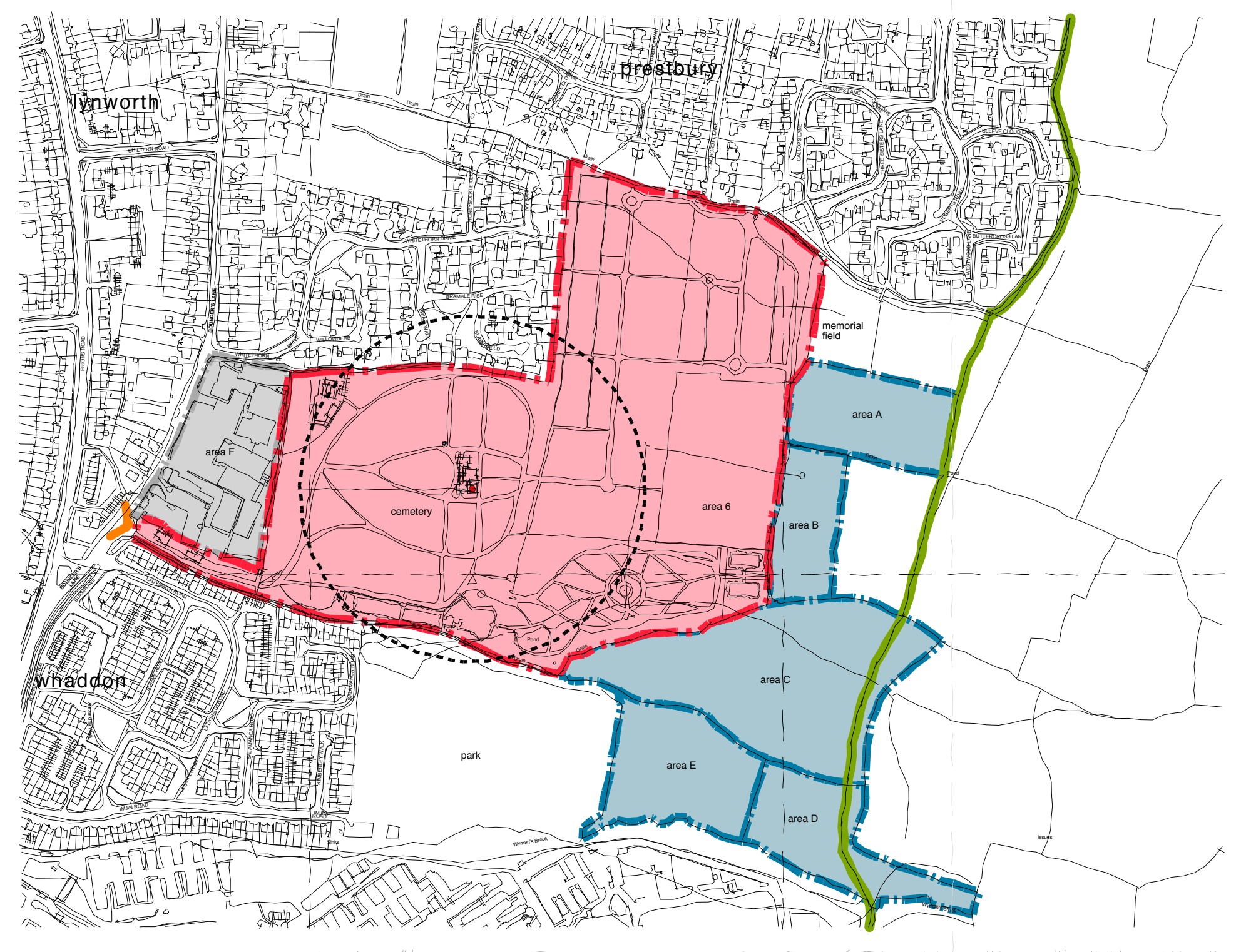


boundary of area of outstanding
natural beauty



location of existing cremator plant

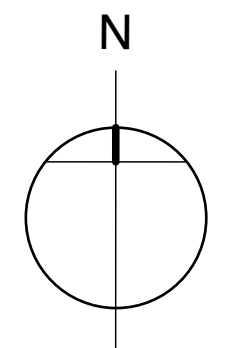




Location Plan
(as existing)

1:5000
0 50 100 200 300m

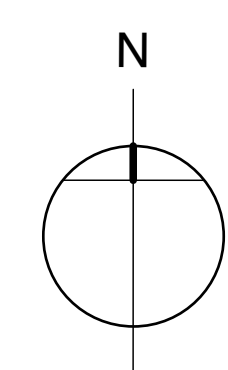
- key:
- site boundary
 - CBC land acquisition
 - industrial site
 - boundary of area of outstanding natural beauty
 - vehicular and pedestrian site access
 - location of existing cremator plant
 - crematorium exclusion zone crematorium act 1902

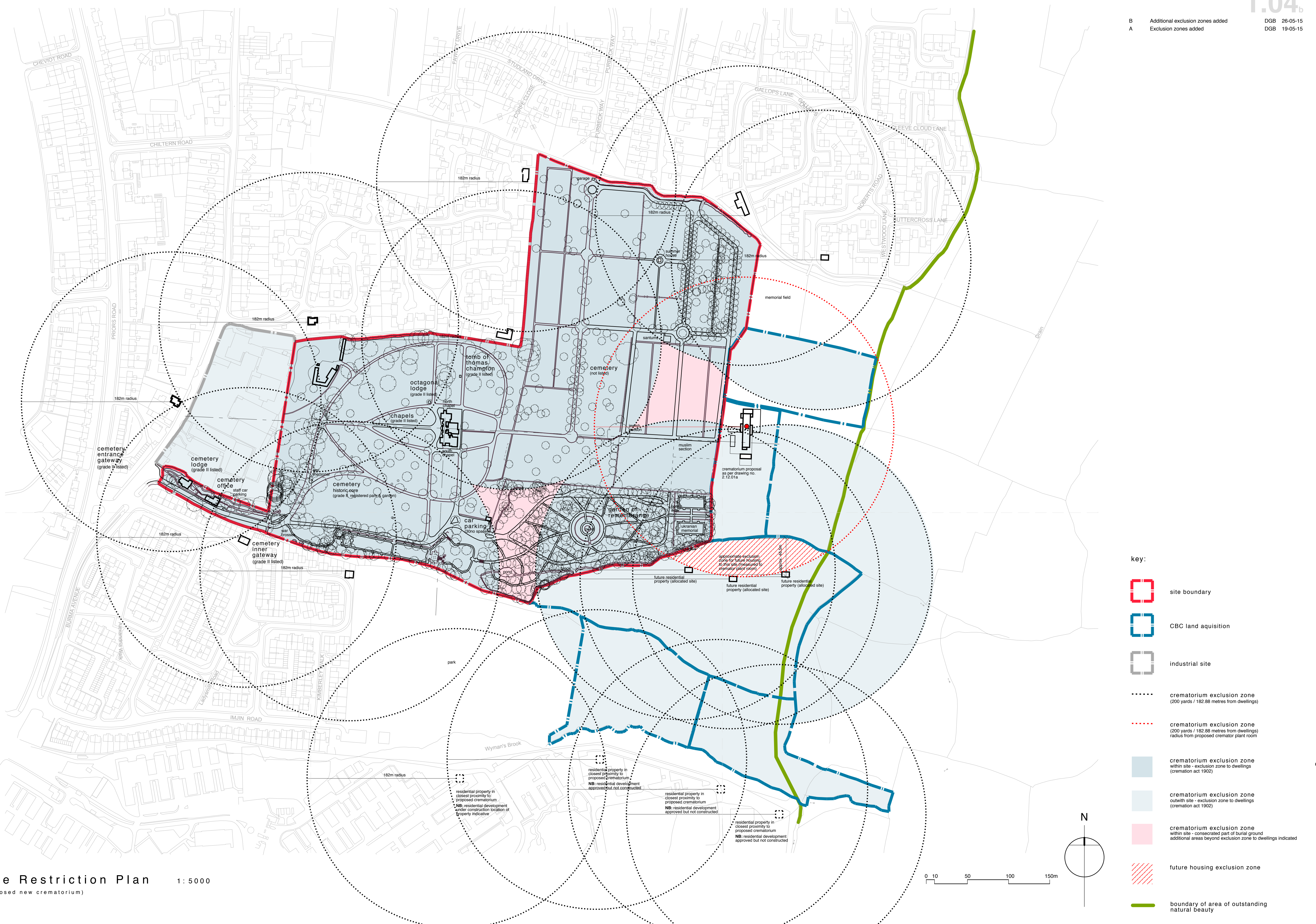


Site Layout Plan
(as existing)

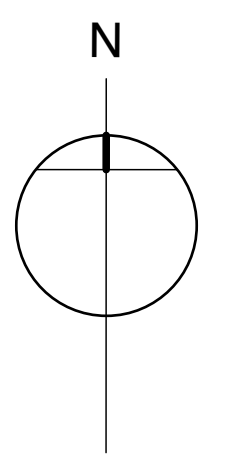
1:1000
0 10 20 40 60m

- key:
- site boundary
 - cemetery - historic core grassed areas
 - cemetery - garden of remembrance grassed areas
 - cemetery - expanded grassed areas
 - road network
 - footpath network
 - water
 - hedge
 - tree
 - vehicular and pedestrian site access
 - location of existing cremator plant



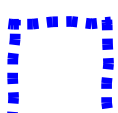


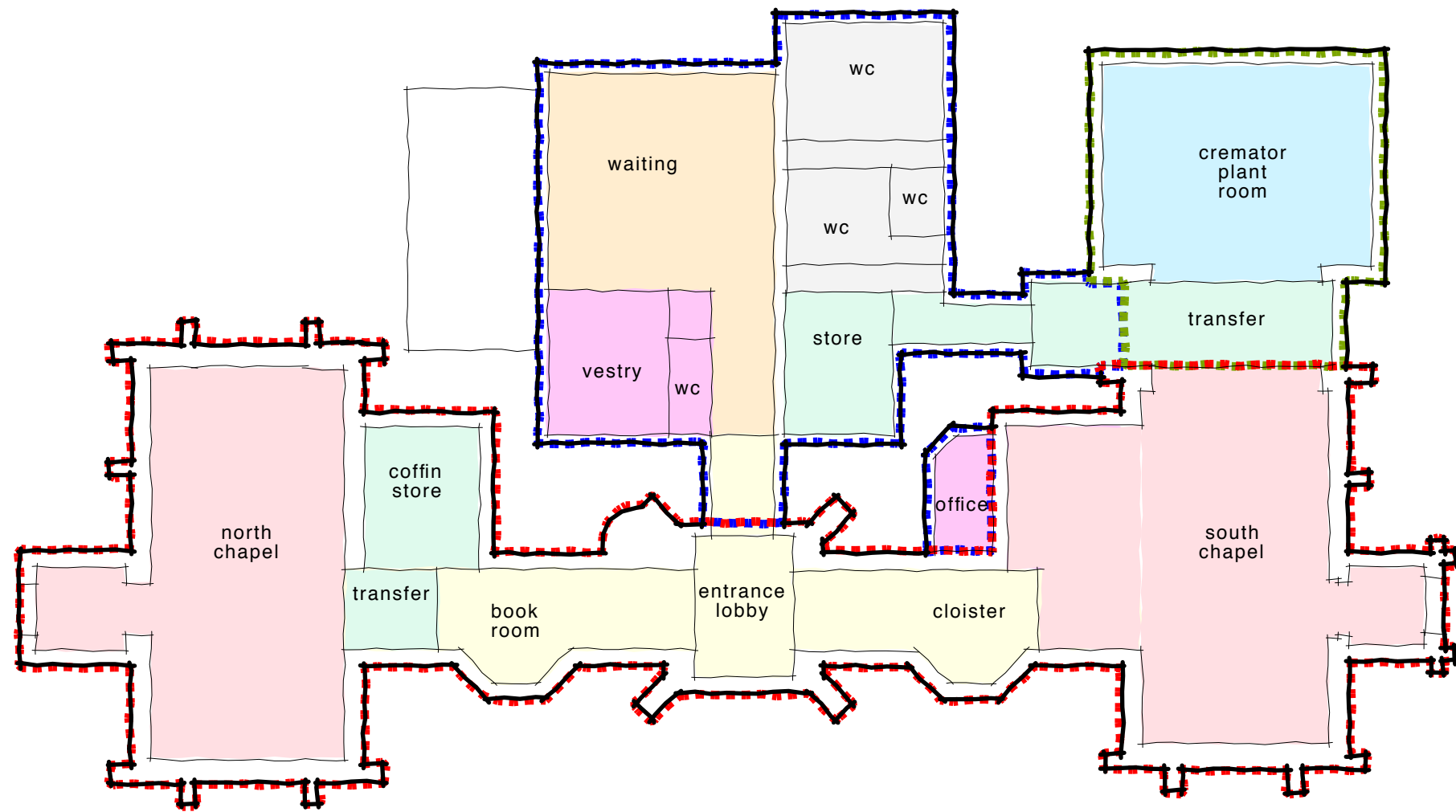


- key:
- site boundary
 - CBC land acquisition
 - industrial site
 - crematorium exclusion zone (200 yards / 182.88 metres from dwellings)
 - crematorium exclusion zone (200 yards / 182.88 metres from dwellings) radius from proposed cremator plant room
 - crematorium exclusion zone within site - exclusion zone to dwellings (cremation act 1902)
 - crematorium exclusion zone outwith site - exclusion zone to dwellings (cremation act 1902)
 - crematorium exclusion zone within site - consecrated part of burial ground additional areas beyond exclusion zone to dwellings indicated
 - future housing exclusion zone
 - boundary of area of outstanding natural beauty



key:

-  historical significance (high significance)
-  historical significance (medium significance)
-  historical significance (low significance)

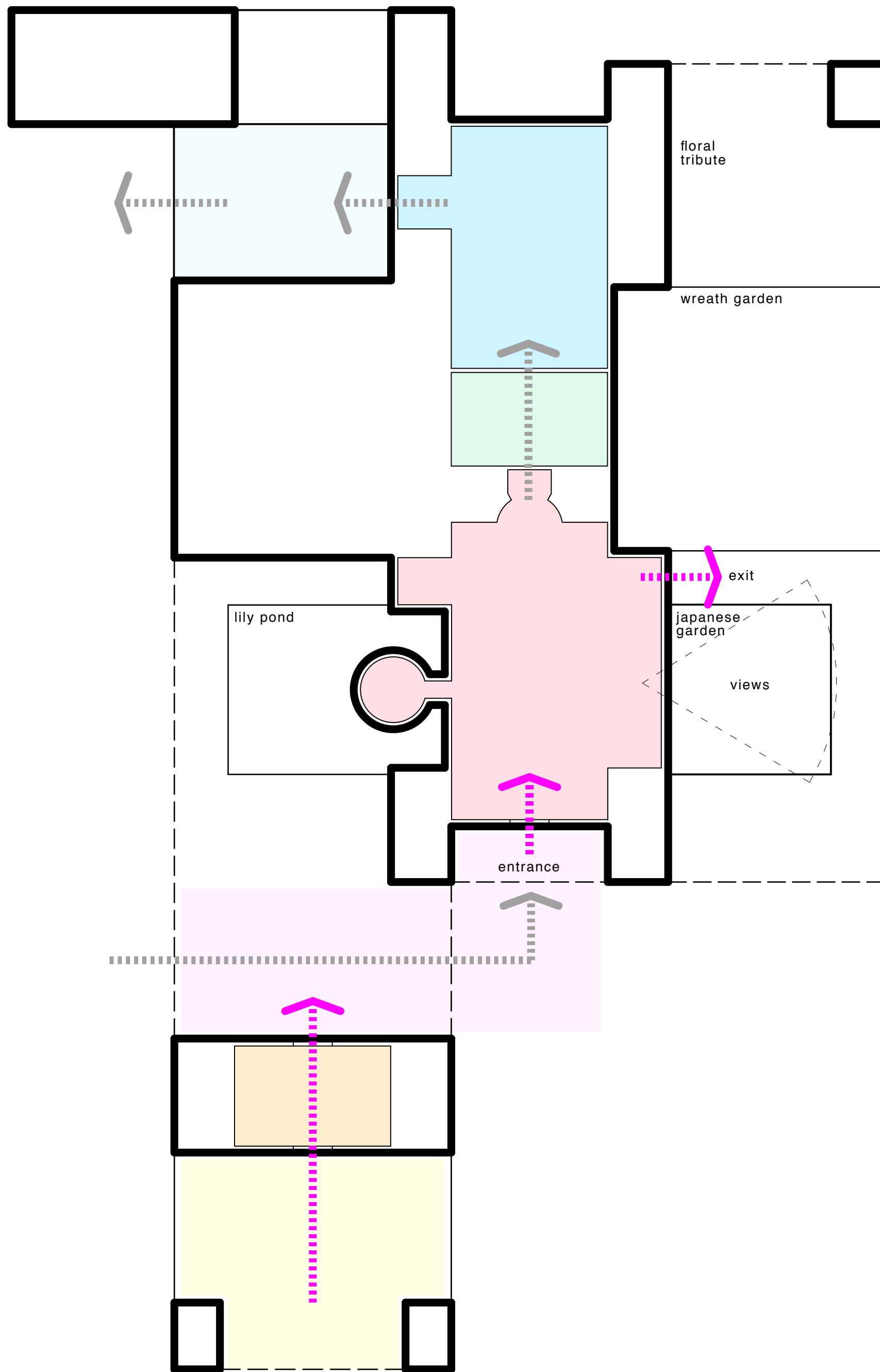


Floor Plan
(as existing)

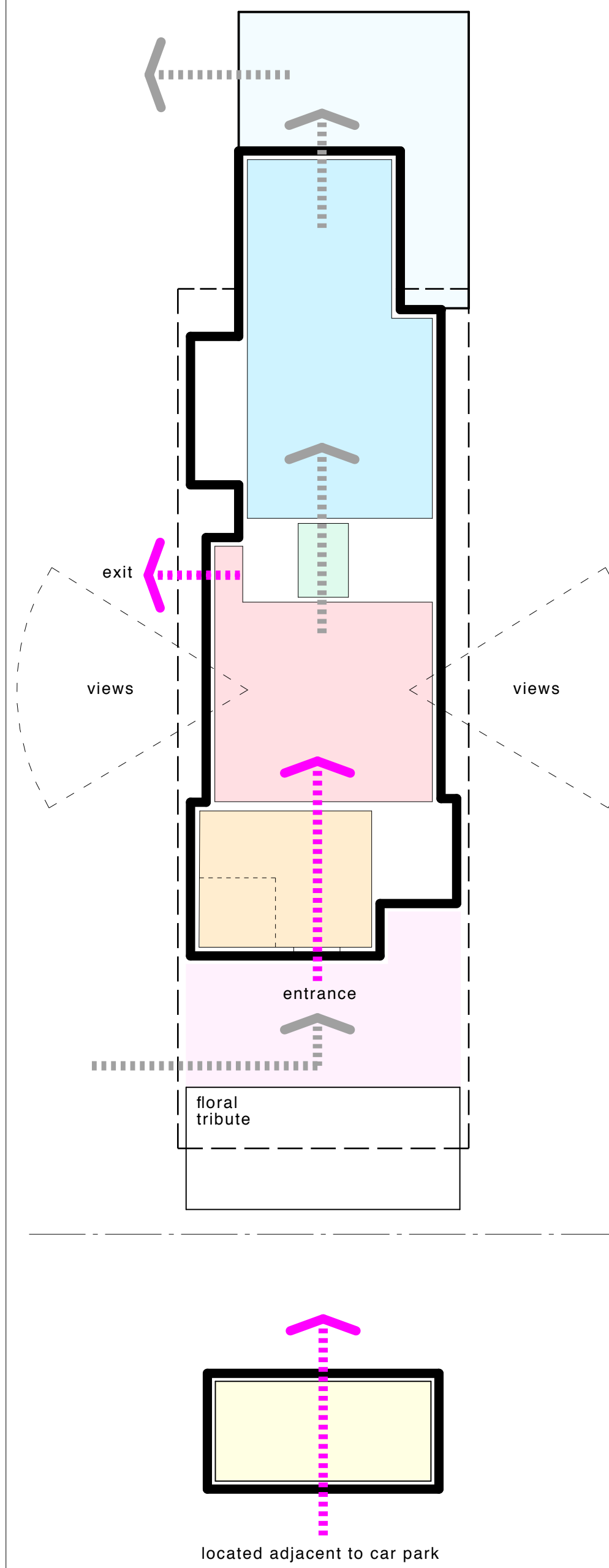
1:200



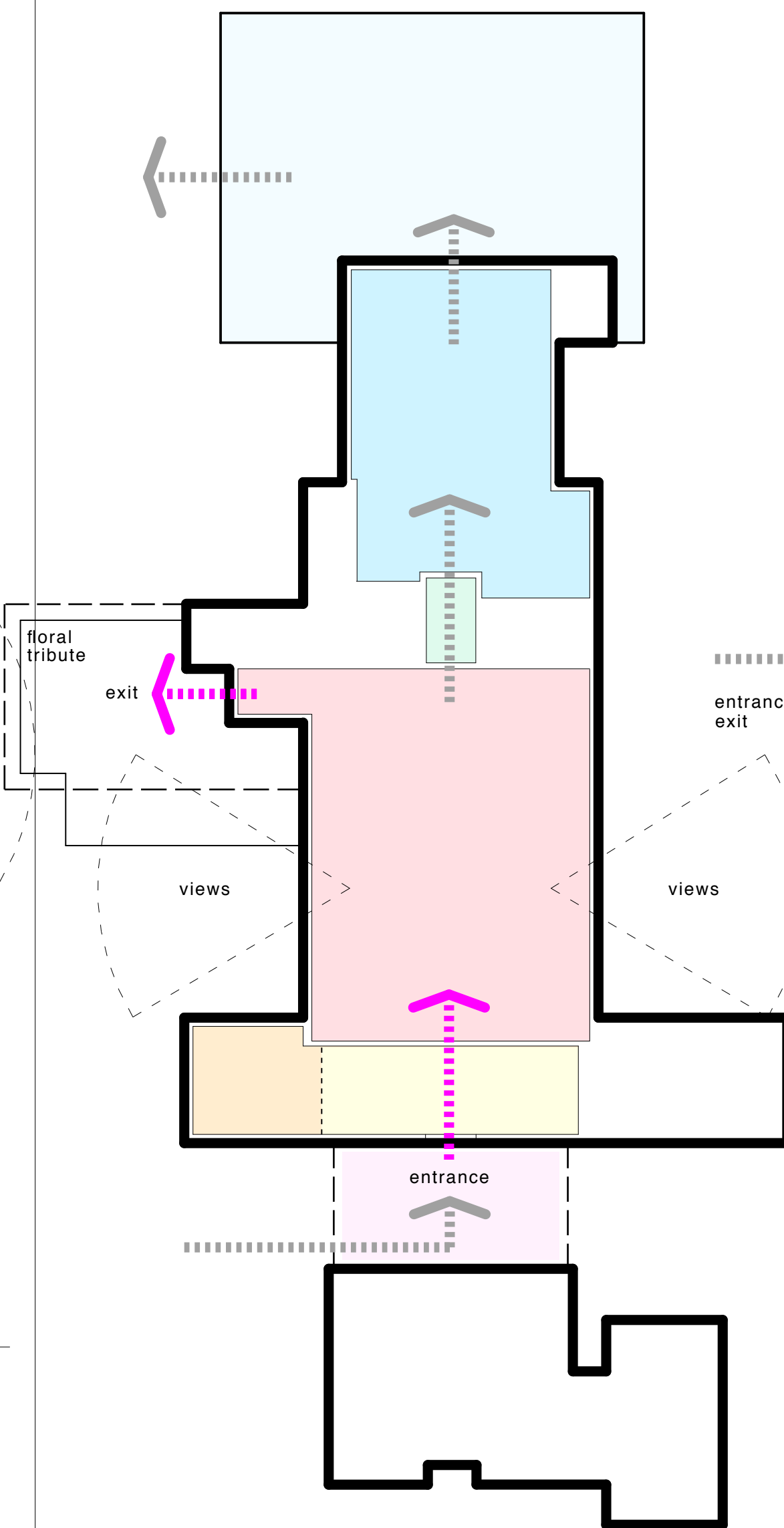
Crownhill
Crematorium



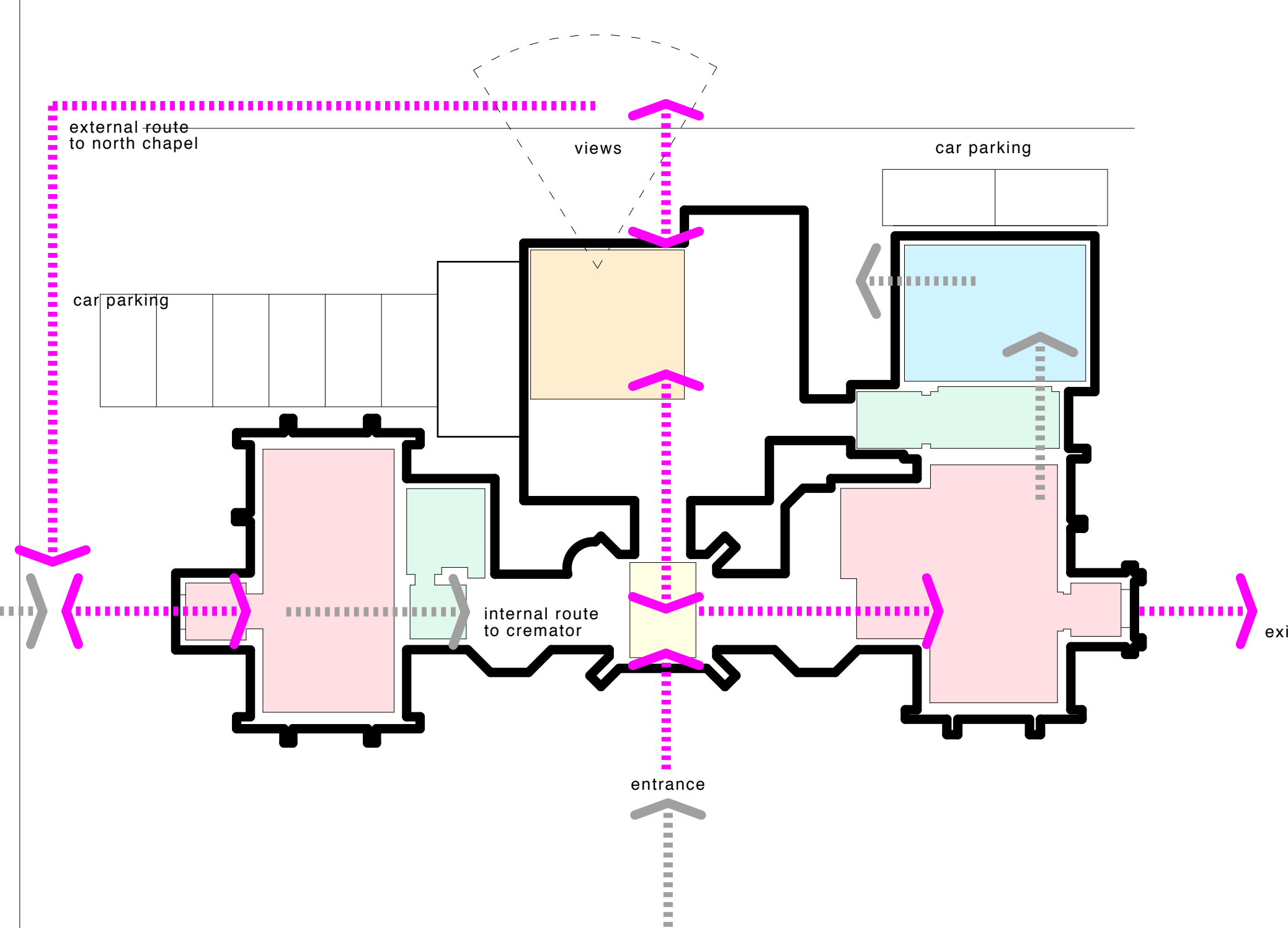
Roucan Loch
Crematorium



Sydes Brae
Crematorium



Cheltenham
Crematorium

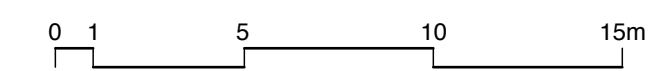


notes:

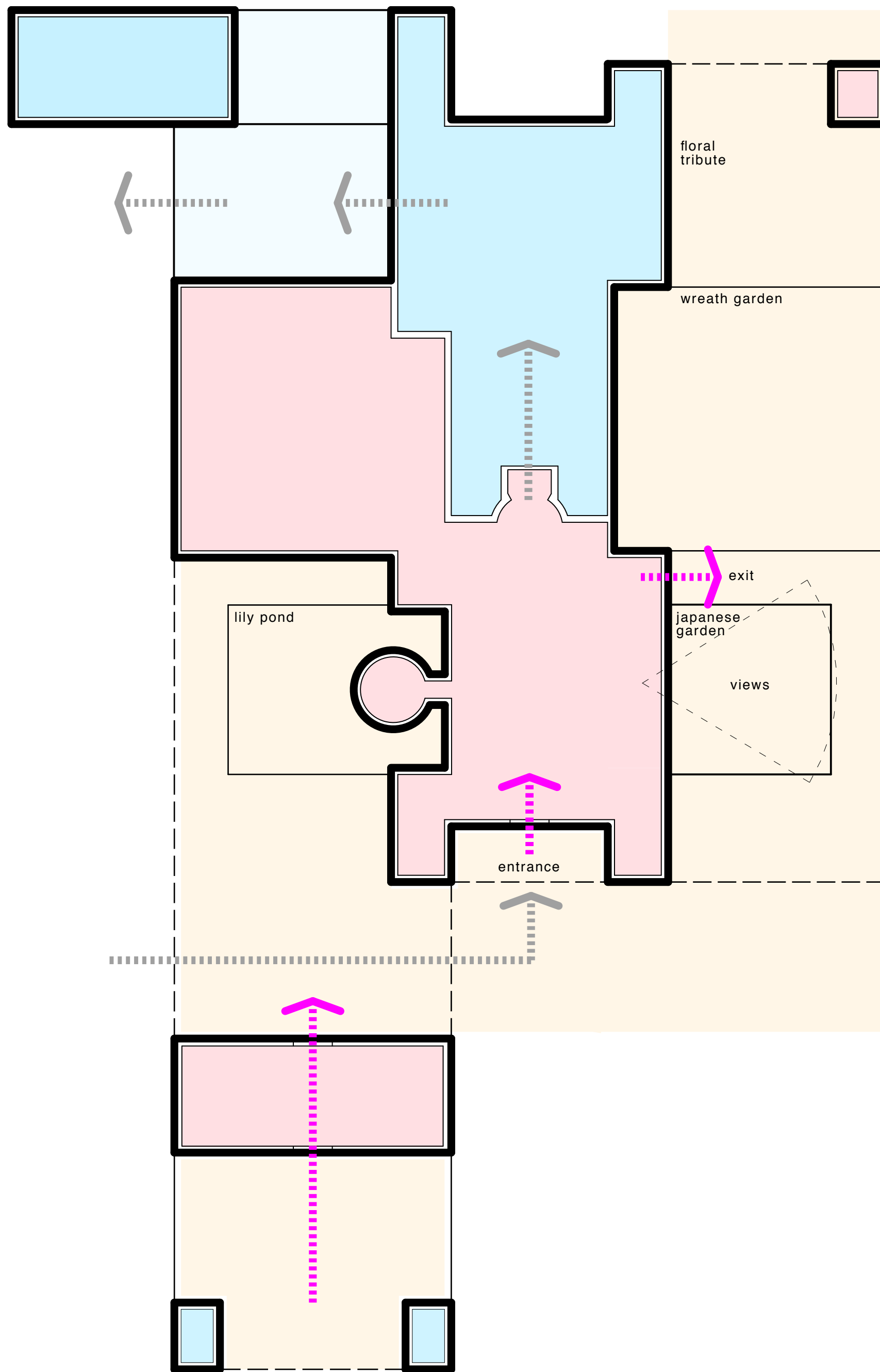
- inefficient and poor circulation flow through building
- inefficient layout and connection between existing accommodation
- layout restricted due to constraints of existing floor plan
- no clear separation of private and visitor use
- insufficient floor areas for existing accommodation
- insufficient floor areas for to provide required accommodation
- insufficient seating provision to chapels
- shared waiting area between chapels
- restricted views from within chapel to catafalque and service area
- limited views from within chapels
- disconnect with facilities outwith the chapel

key:

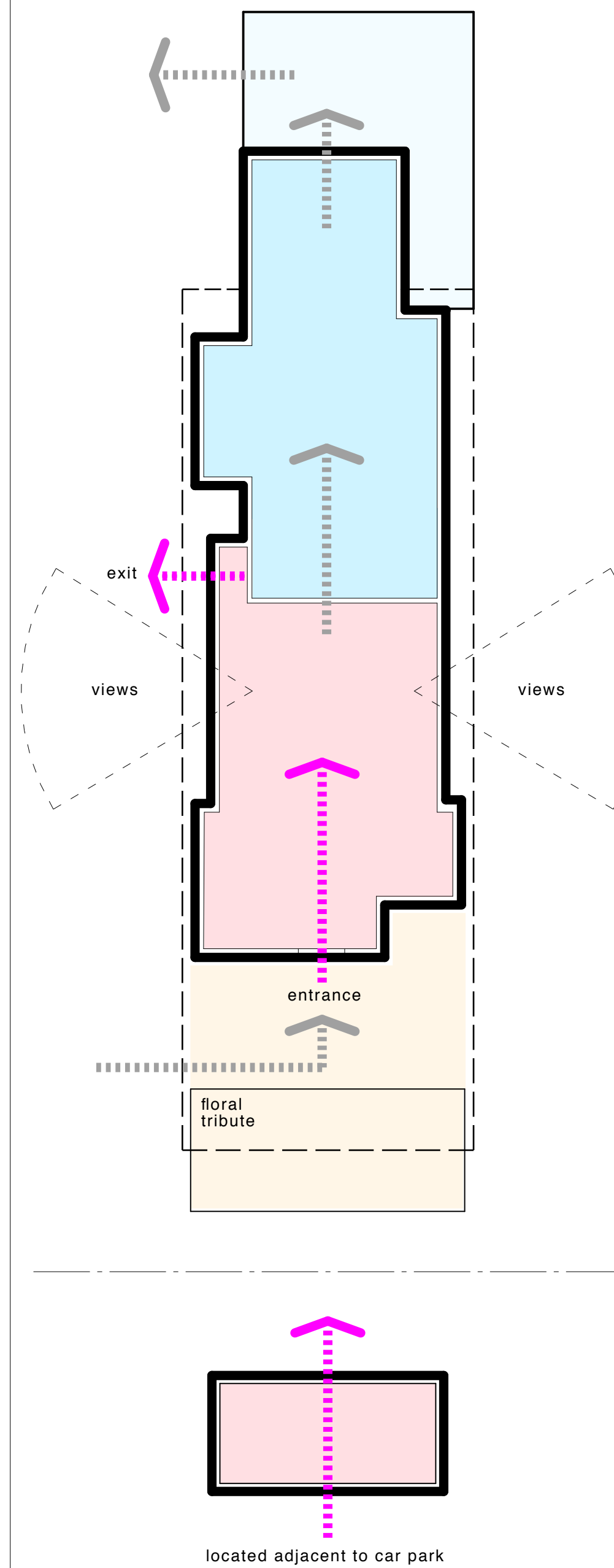
- entrance lobby
- waiting room
- porte cochere
- chapel
- committal room
- cremator plant room
- service yard
- congregation route
- coffin route



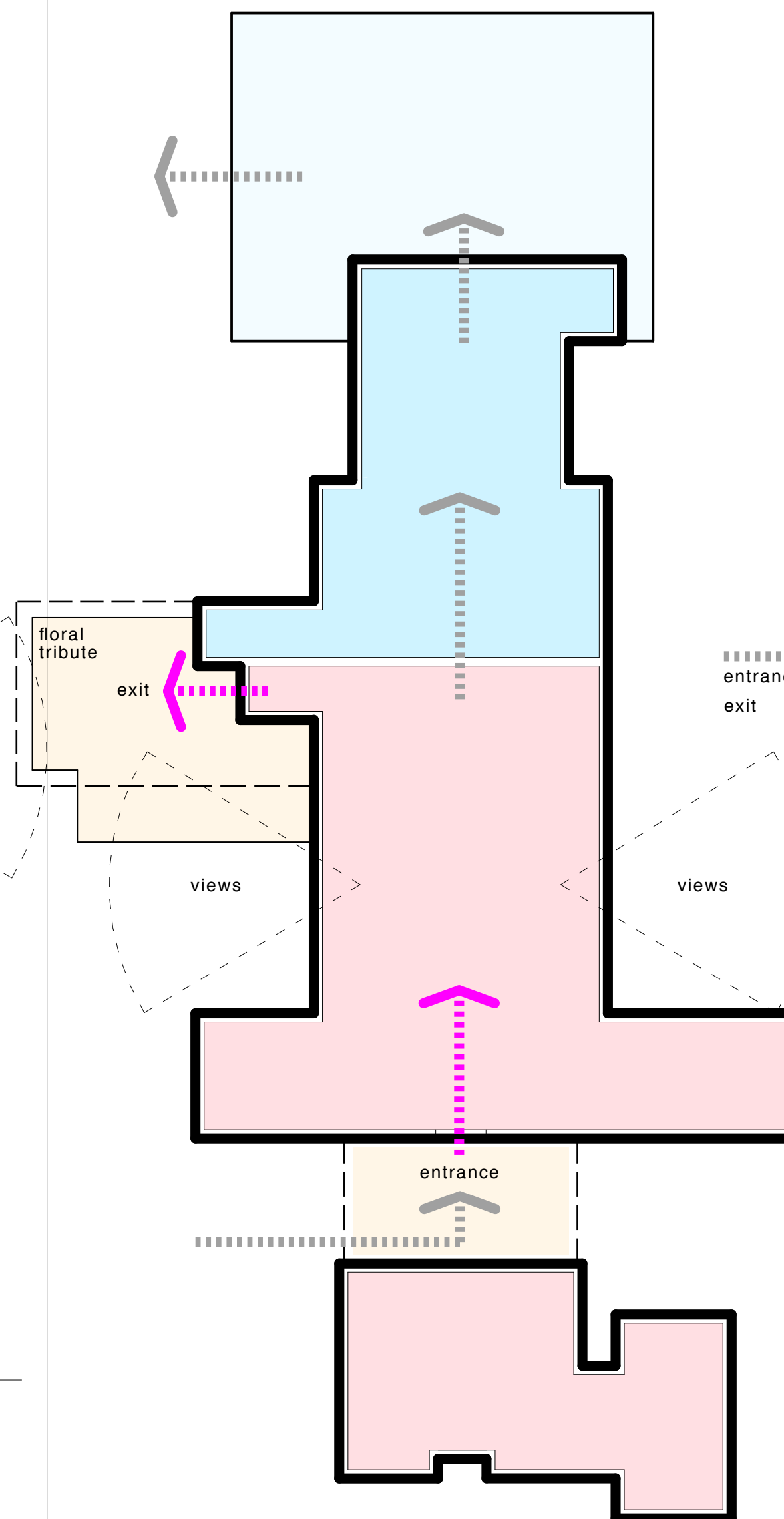
Crownhill
Crematorium



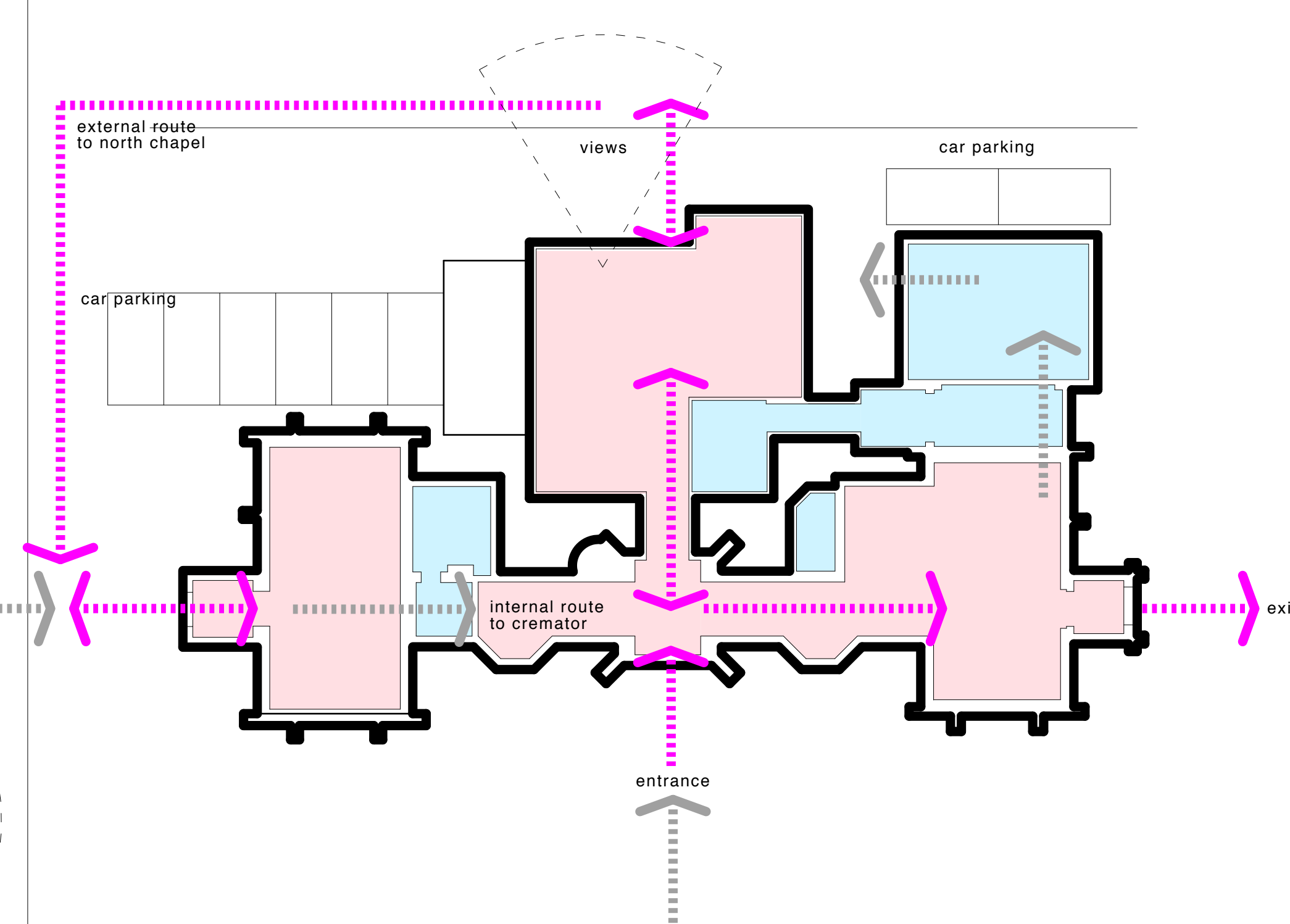
Roucan Loch
Crematorium



Sydes Brae
Crematorium



Cheltenham
Crematorium

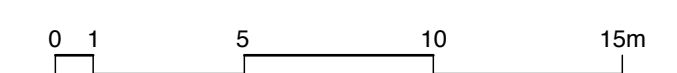


notes:

- inefficient and poor circulation flow through building
- inefficient layout and connection between existing accommodation
- layout restricted due to constraints of existing floor plan
- no clear separation of private and visitor use
- insufficient floor areas for existing accommodation
- insufficient floor areas for to provide required accommodation
- insufficient seating provision to chapels
- shared waiting area between chapels
- restricted views from within chapel to catafalque and service area
- limited views from within chapels
- disconnect with facilities outwith the chapel

key:

- public areas
- visitor areas
- private areas
- congregation route
- coffin route



option 2:

new cremator plant
(replacement of existing cremators)

retain existing chapel

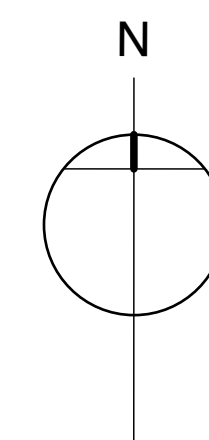
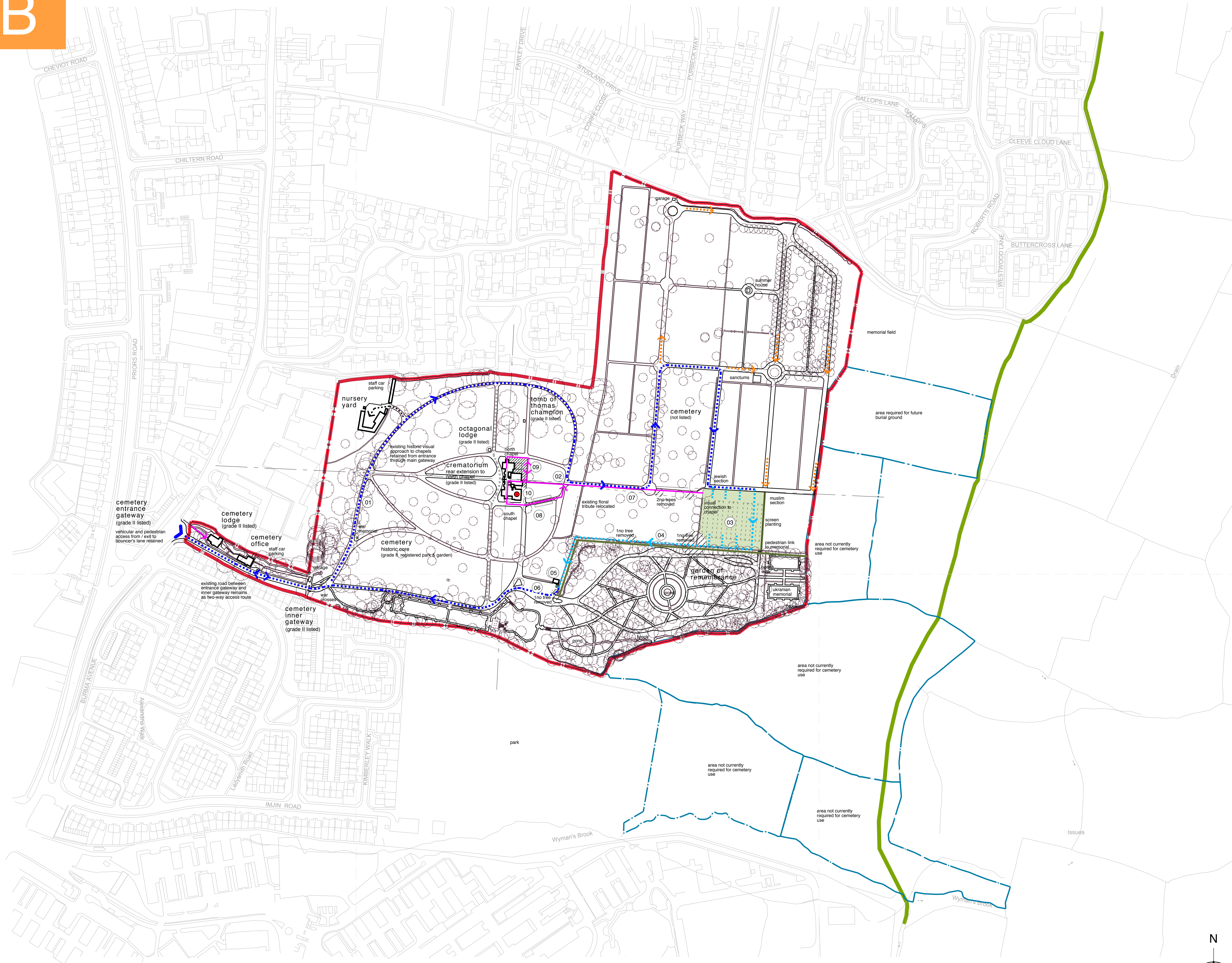
new main car park
(within site area)

new exit road
(within site area)

key:

- site boundary
- CBC land aquisition
- congregation
vehicular route - existing road within site
- cortege
vehicular route - access to porte cochere
- staff
vehicular route - access to nursery
- congregation
pedestrian route
- location of new cremator plant
- boundary of area of outstanding natural beauty
- new pedestrianised areas
existing car access removed

- 01 new one-way access route to main car park using existing road
- 02 drop-off point
- 03 new main car park
120no. spaces and landscaping
- 04 new one-way access road to main car park and screen hedge
- 05 demolish existing outbuilding for new access road
- 06 existing car park
(30no. spaces) for overspill
- 07 new pedestrian footpath from main car park to crematorium
- 08 new pedestrianised route for new covered floral tribute
- 09 new pedestrianised route
- 10 new rear service yard to rear of cremator plant room

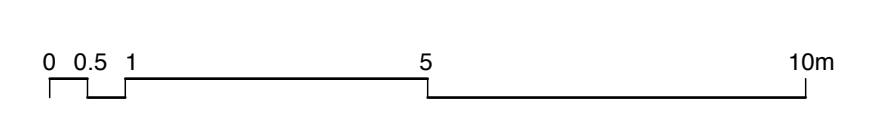




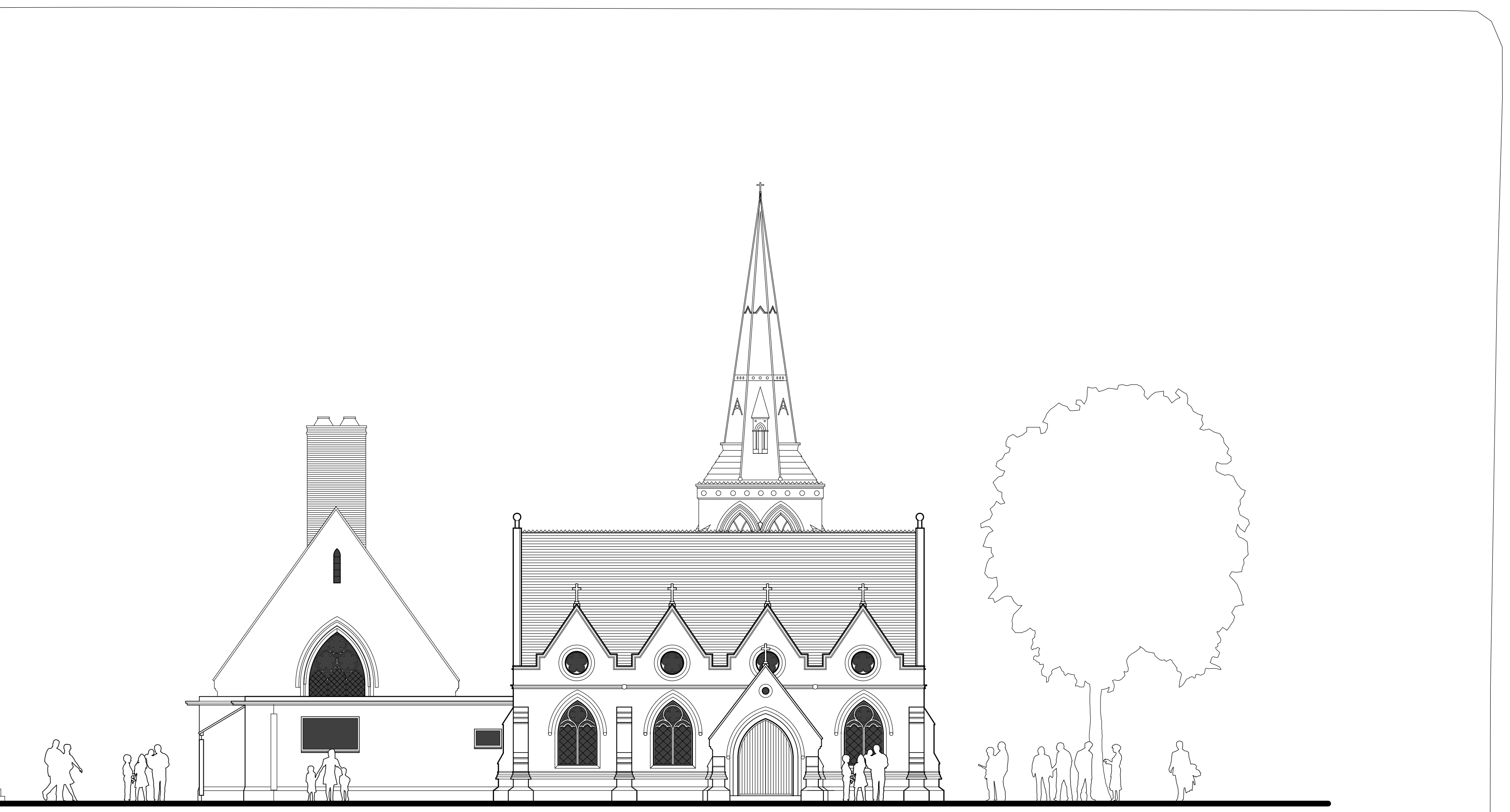
elevation - east 1:100
(as proposed)



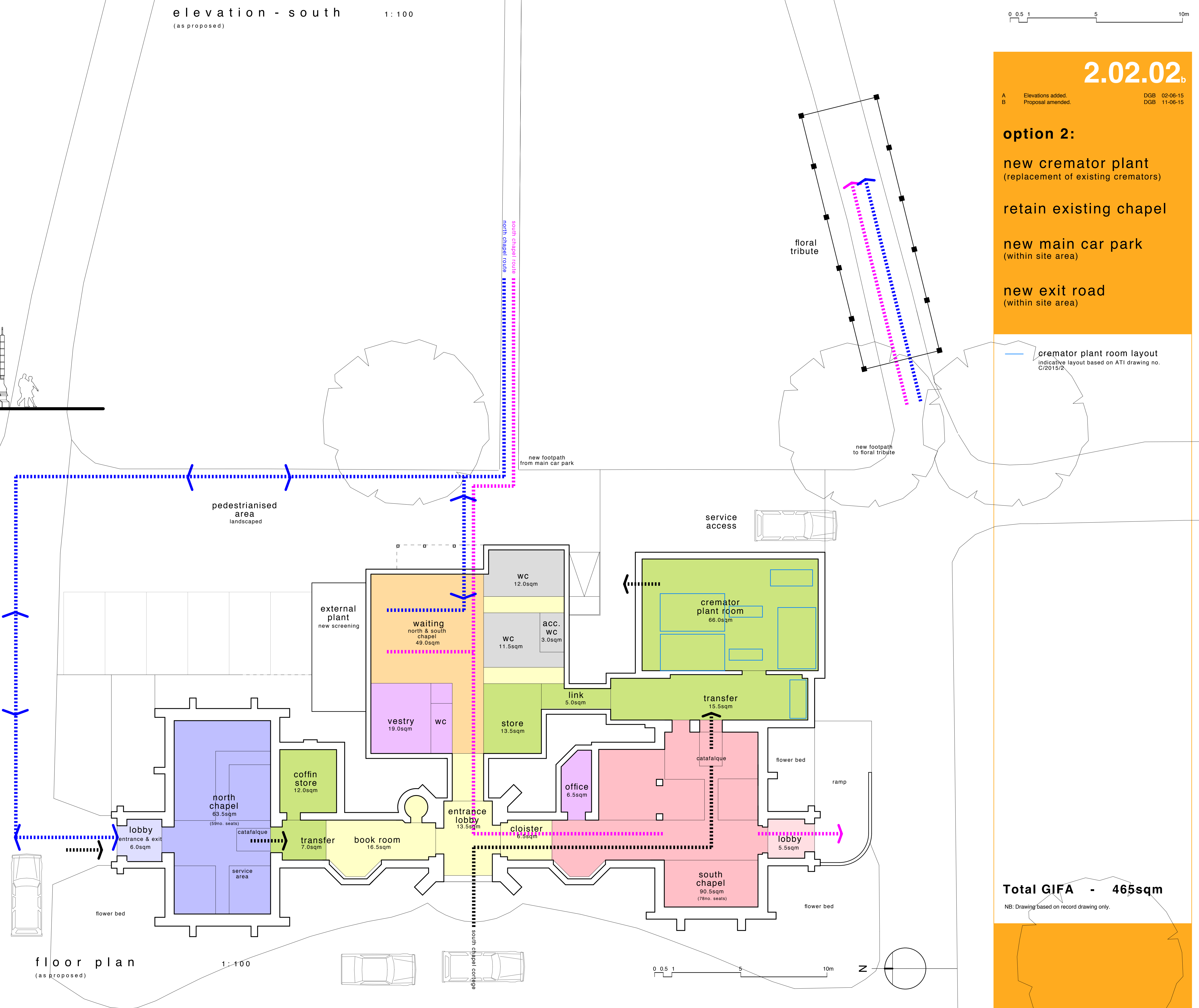
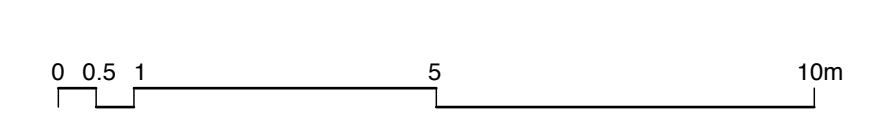
elevation - south 1:100
(as proposed)



elevation - west 1:100
(as proposed)



elevation - north 1:100
(as proposed)



floor plan 1:100
(as proposed)



2.02.02_b

A Elevations added 02-06-15
B Proposal amended DGB 11-06-15

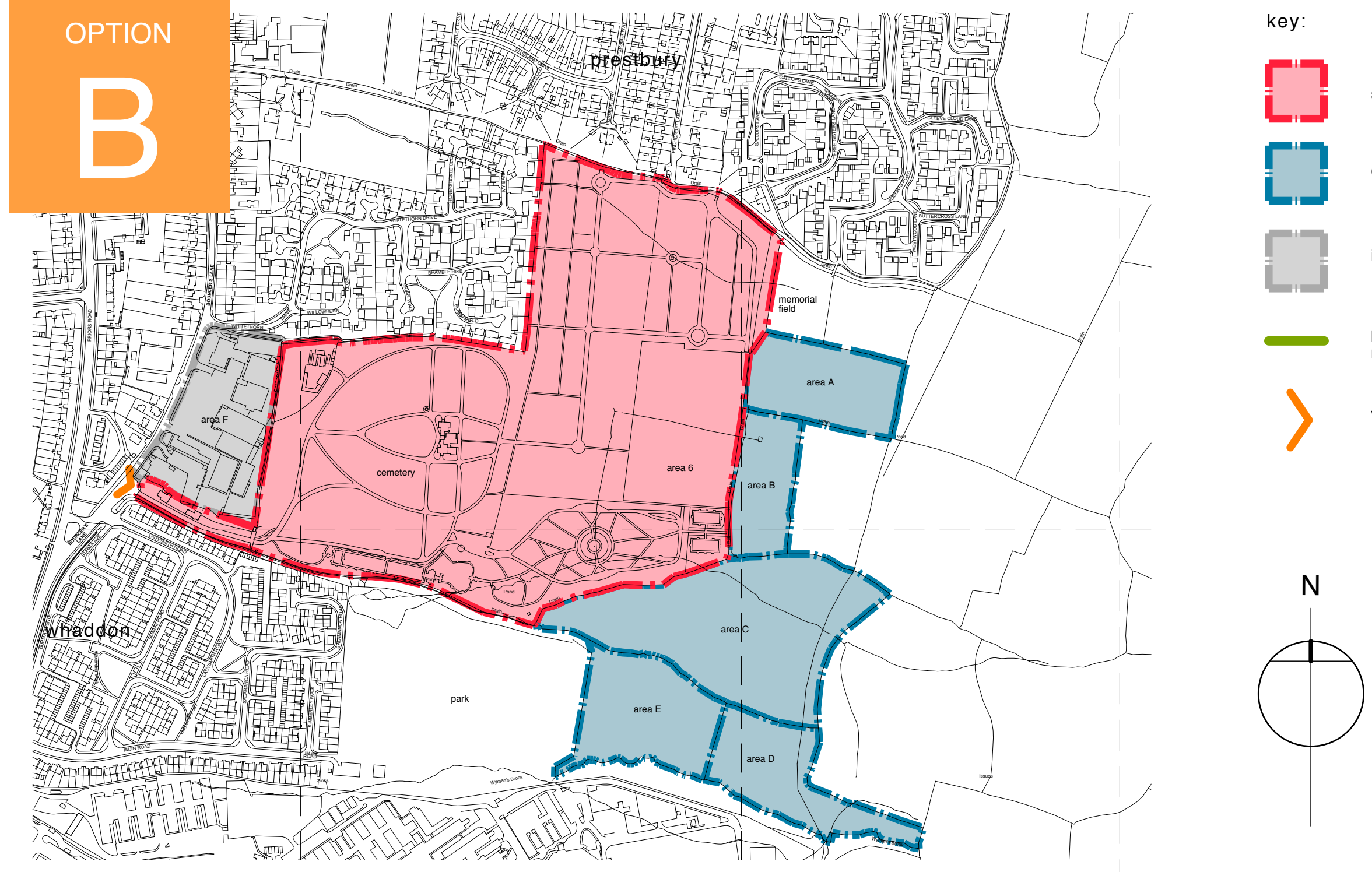
option 2:

- new cremator plant (replacement of existing cremators)
- retain existing chapel
- new main car park (within site area)
- new exit road (within site area)

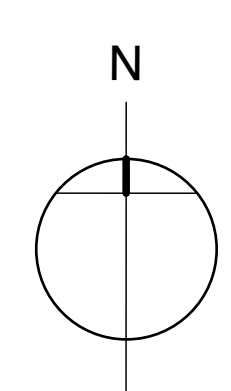
cremator plant room layout indicates layout based on ATI drawing no. C/2015/02

Total GIFA - 465sqm
NB: Drawing based on record drawing only.

Location Plan 1:5000
(as existing)



- key:
- site boundary
 - CBC land acquisition
 - industrial site
 - boundary of area of outstanding natural beauty
 - > vehicular and pedestrian site access

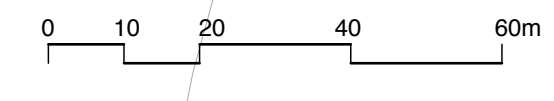
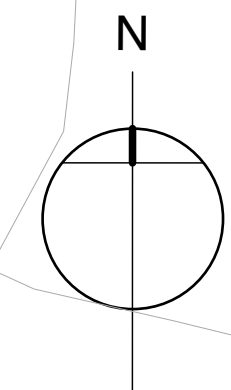


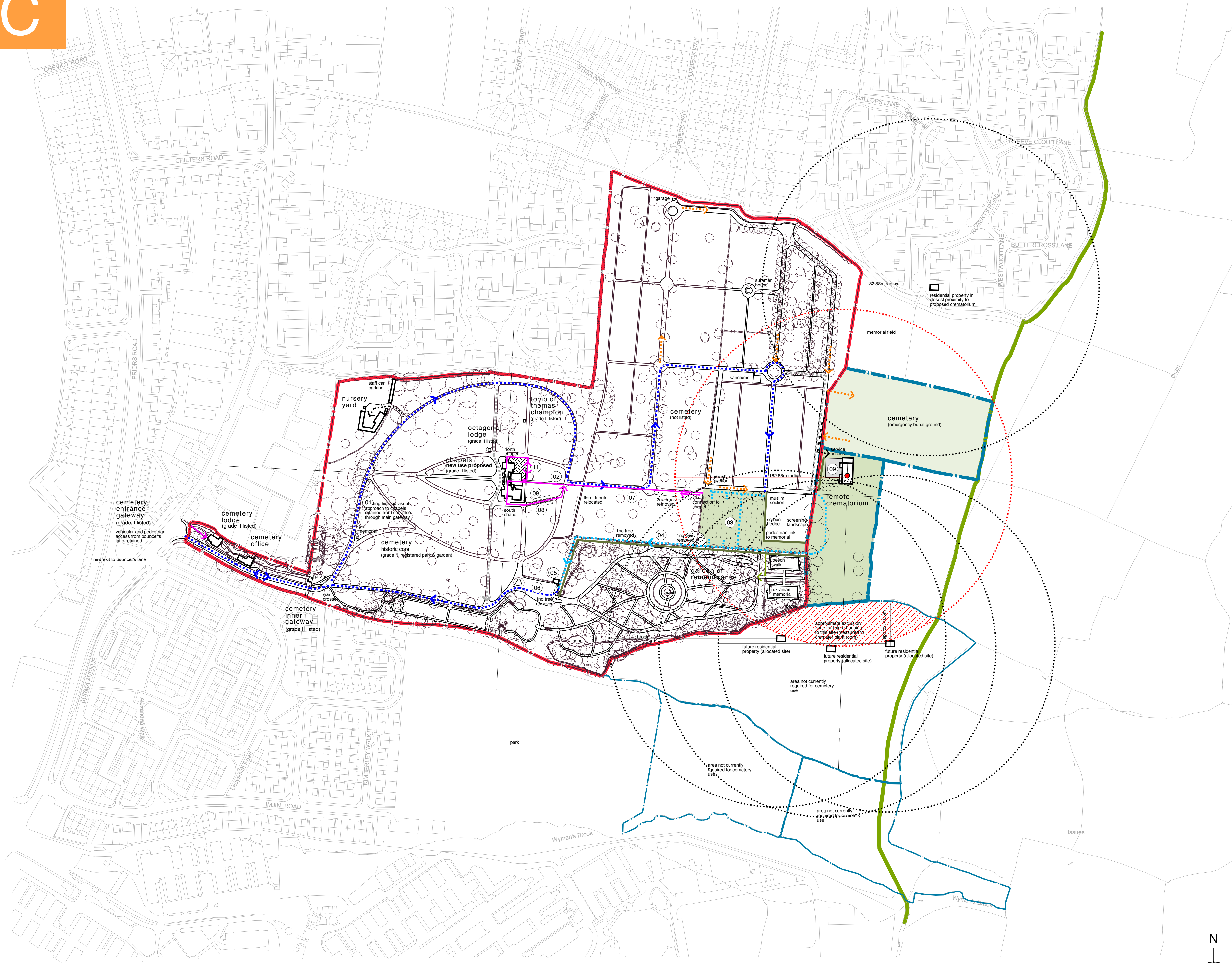
Site Layout Plan 1:1000
(as proposed)



- option 2:**
- new cremator plant
(replacement of existing cremators)
 - retain existing chapel
 - new main car park
(within site area)
 - new exit road
(within site area)

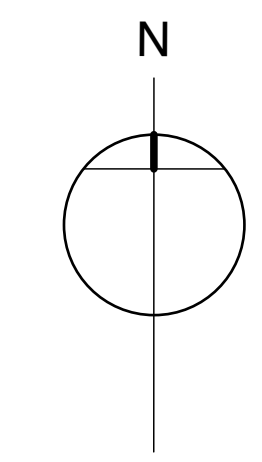
- key:
- site boundary
 - cemetery - historic core grassed areas
 - cemetery - garden of remembrance grassed areas
 - cemetery - expanded grassed areas
 - road network
 - footpath network
 - water
 - hedge
 - tree
 - > vehicular and pedestrian site access
 - location of existing cremator plant



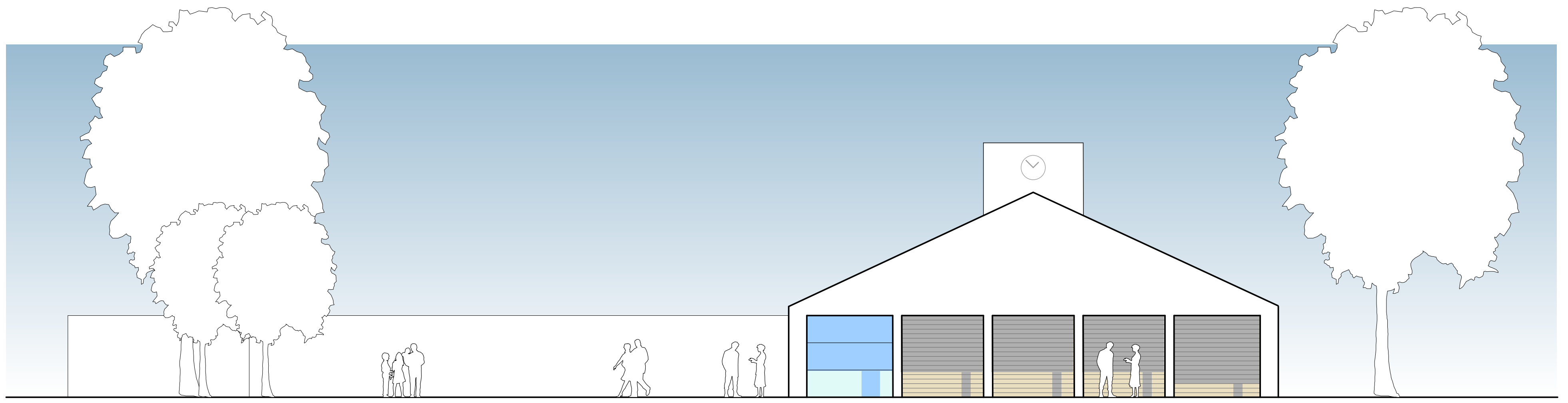


option 3:
 new remote crematorium
 (area B - outwith site area)
 alterations to existing chapel
 (expansion of south chapel)
 new car park
 (within and outwith site area)
 new exit road
 (within site area)

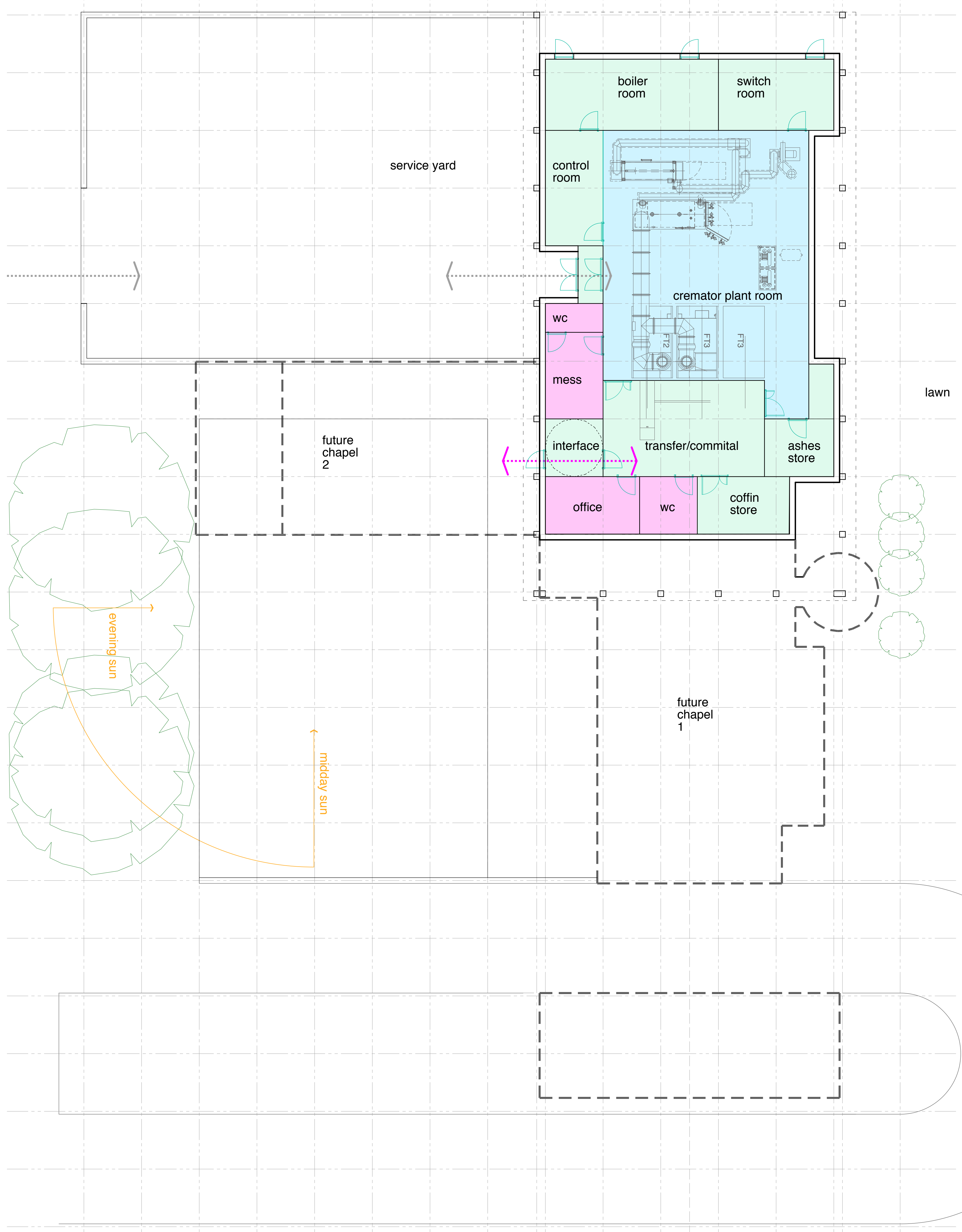
- key:**
- site boundary
 - CBC land aquisition
 - · — · — · congregation vehicular route - existing road within site
 - · — · — · congregation vehicular route - new road within site
 - · — · — · visitor vehicular route - existing road within site
 - - - - - cortege vehicular route - access to porte cochere
 - - - - - staff vehicular route - access to nursery
 - · — · — · congregation pedestrian route
 - location of new cremator plant
 - boundary of area of outstanding natural beauty
 - new pedestrianised areas existing car access removed
 - 01 new one-way access route to main car park using existing road
 - 02 drop-off point
 - 03 new main car park 88no. spaces and landscaping
 - 04 new one-way access road to main car park and screen hedge
 - 05 demolish existing outbuilding for new access road - retain if feasible
 - 06 existing car park (30no. spaces) for new chapel use
 - 07 new pedestrian footpath from main car park to new chapel use
 - 08 new floral tribute from new crematorium
 - 09 new rear service yard to rear of cremator plant room
 - 10 new car park (12no. spaces) to remote crematorium
 - 11 new pedestrianised route



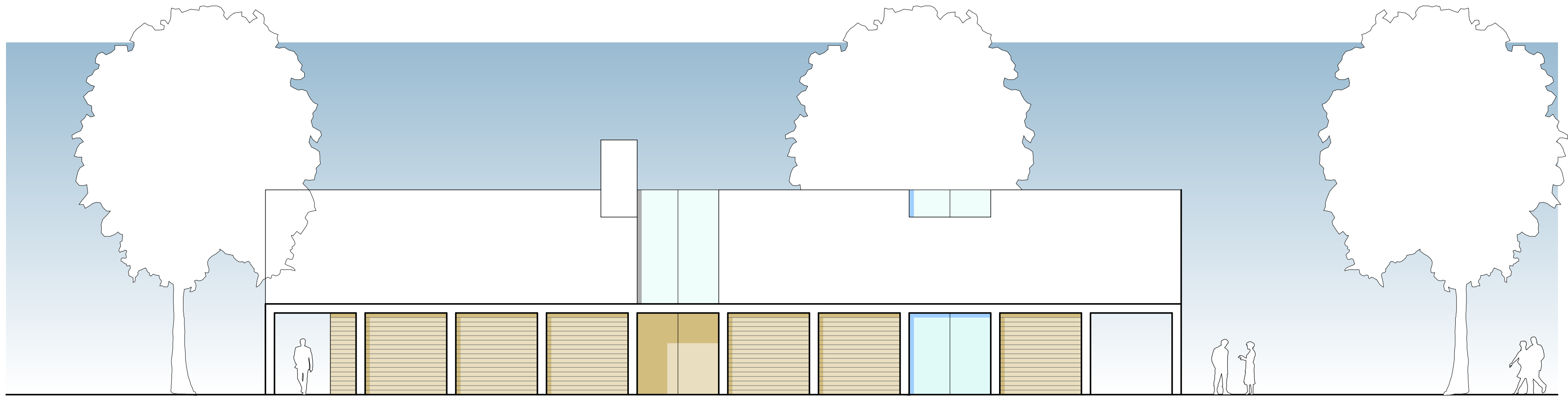
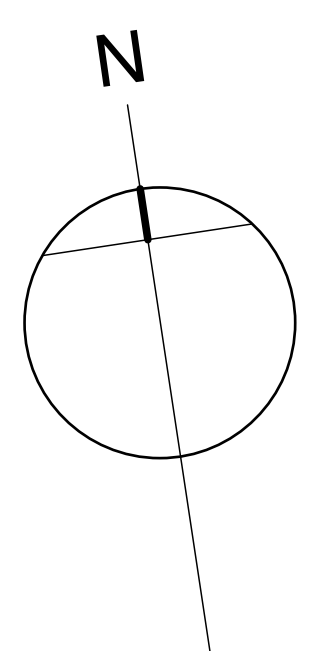
option 3:
new remote crematorium
 (area B - outwith site area)
alterations to existing chapel
 (expansion of south chapel)
new car park
 (within and outwith site area)
new exit road
 (within site area)



elevation - south
(as proposed) 1:100



floor plan 1:100



elevation - west
(as proposed) 1:100

Total GIFA - 342.6sqm



elevation - west 1:100
(as proposed)



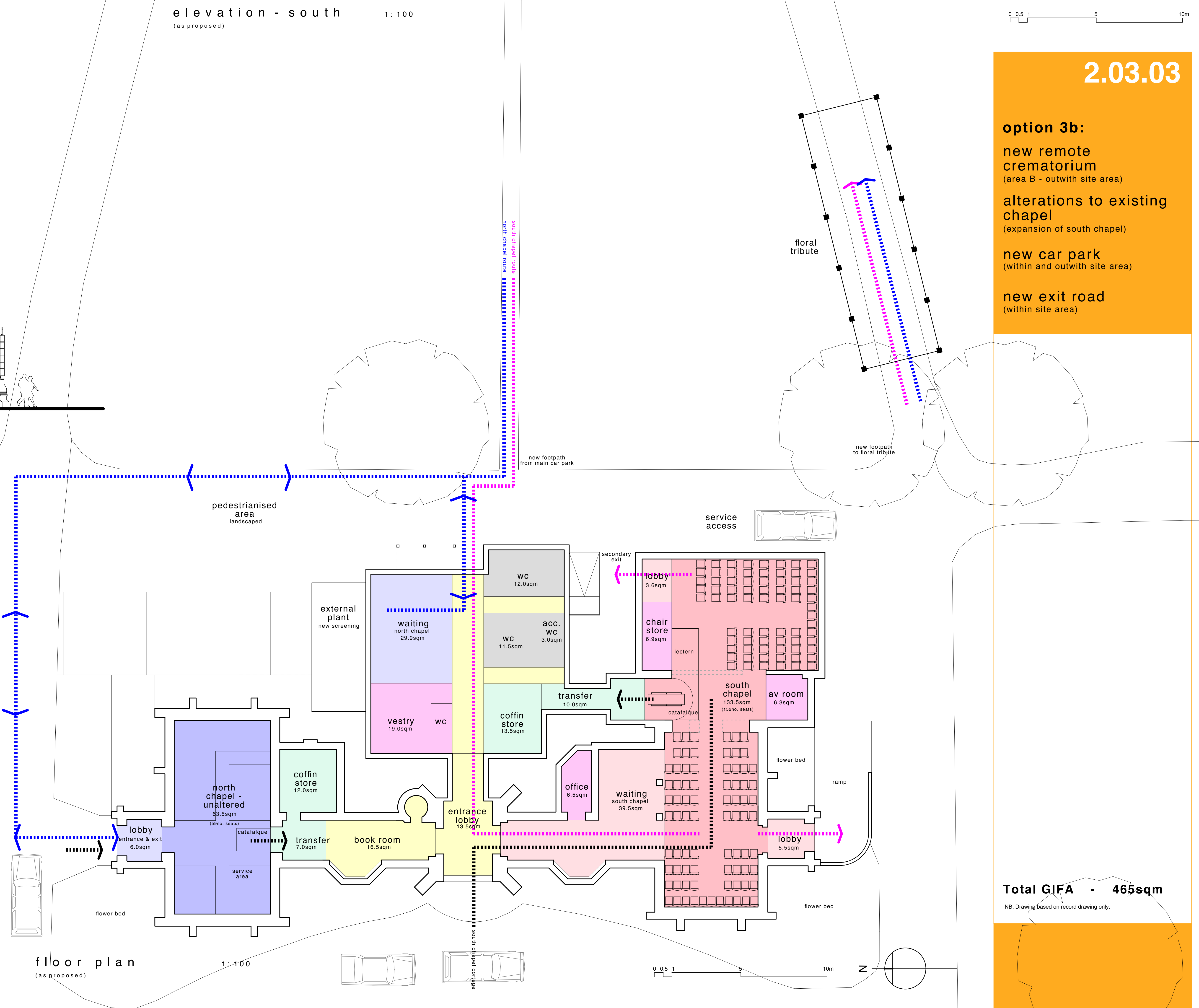
elevation - south 1:100
(as proposed)



elevation - east 1:100
(as proposed)



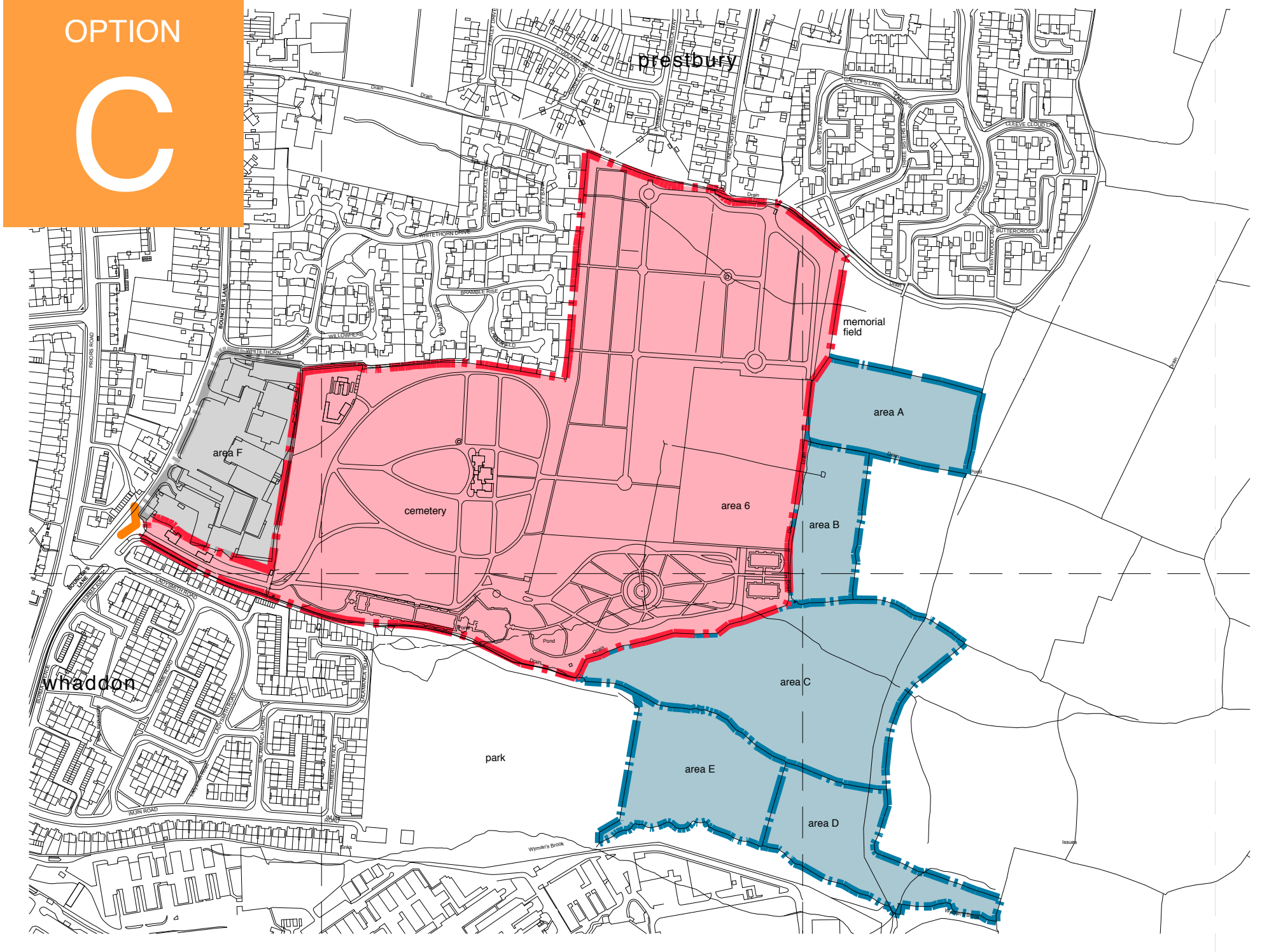
elevation - north 1:100
(as proposed)



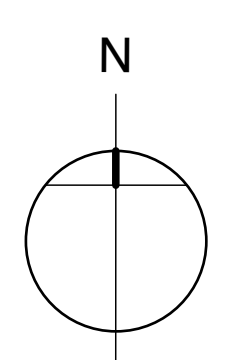
2.03.03

option 3b:
 new remote crematorium
 (area B - outwith site area)
 alterations to existing chapel
 (expansion of south chapel)
 new car park
 (within and outwith site area)
 new exit road
 (within site area)

Total GIFA - 465sqm
 NB: Drawing based on record drawing only.



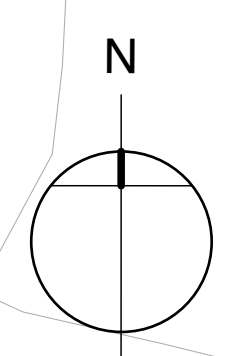
- key:
- site boundary
 - CBC land acquisition
 - industrial site
 - boundary of area of outstanding natural beauty
 - vehicular and pedestrian site access



0 50 100 200 300m

option 3:
 new remote crematorium
 (area B - outwith site area)
 alterations to existing chapel
 (expansion of south chapel)
 new car park
 (within and outwith site area)
 new exit road
 (within site area)

- key:
- site boundary
 - crematory - historic core grassed areas
 - crematory - garden of remembrance grassed areas
 - crematory - expanded grassed areas
 - land acquisition
 - land acquisition grassed areas
 - road network
 - footpath network
 - water
 - hedge
 - tree
 - vehicular and pedestrian site access
 - location of new cremator plant



0 10 20 40 60m

option 6:

new cremator plant room
(rear extension)

alterations to existing chapel
(expansion of north chapel, rear central extension)

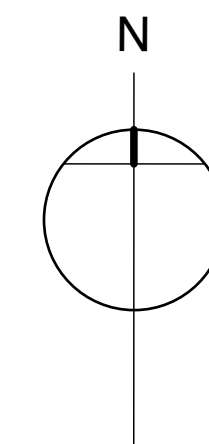
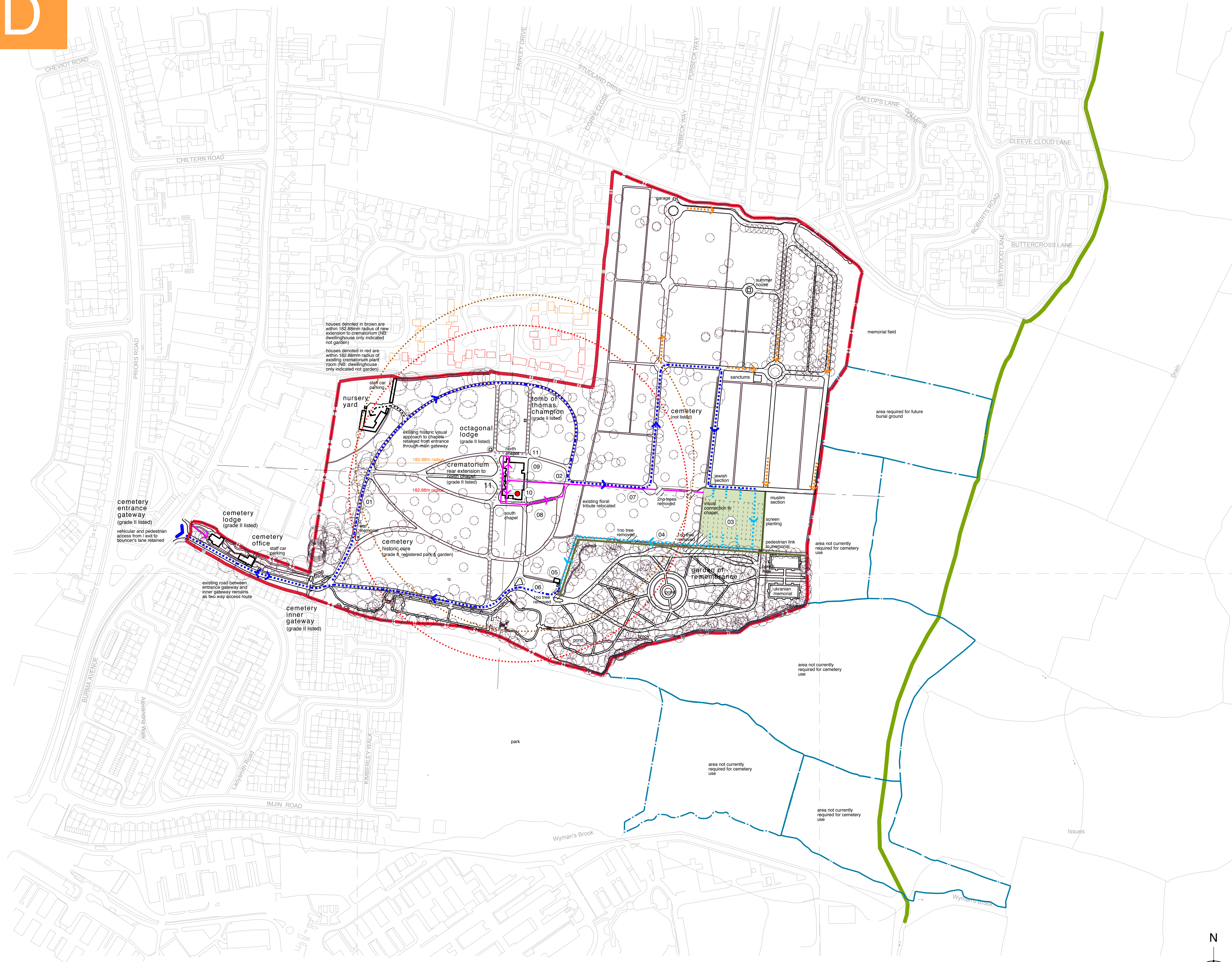
new car park
(within site area)

new access road
(within site area)

key:

- site boundary
- CBC land aquisition
- ⋯ congregation
vehicular route - existing road within site
- ⋯ cortege
vehicular route - access to porte cochere
- ⋯ staff
vehicular route - access to nursery
- congregation
pedestrian route
- location of new cremator plant
- boundary of area of outstanding natural beauty
- new pedestrianised areas
existing car access removed

- 01 new one-way access route to main car park using existing road
- 02 drop-off point
- 03 new main car park
120no. spaces and landscaping
- 04 new one-way access road to main car park and screen hedge
- 05 demolish existing outbuilding for new access road
- 06 existing car park
(30no. spaces) for overspill
- 07 new pedestrian footpath from main car park to crematorium
- 08 new pedestrianised route for new covered floral tribute
- 09 new pedestrianised route
- 10 new rear service yard to rear of cremator plant room
- 11 new port cochere to north chapel





elevation - west 1:100
(as proposed)



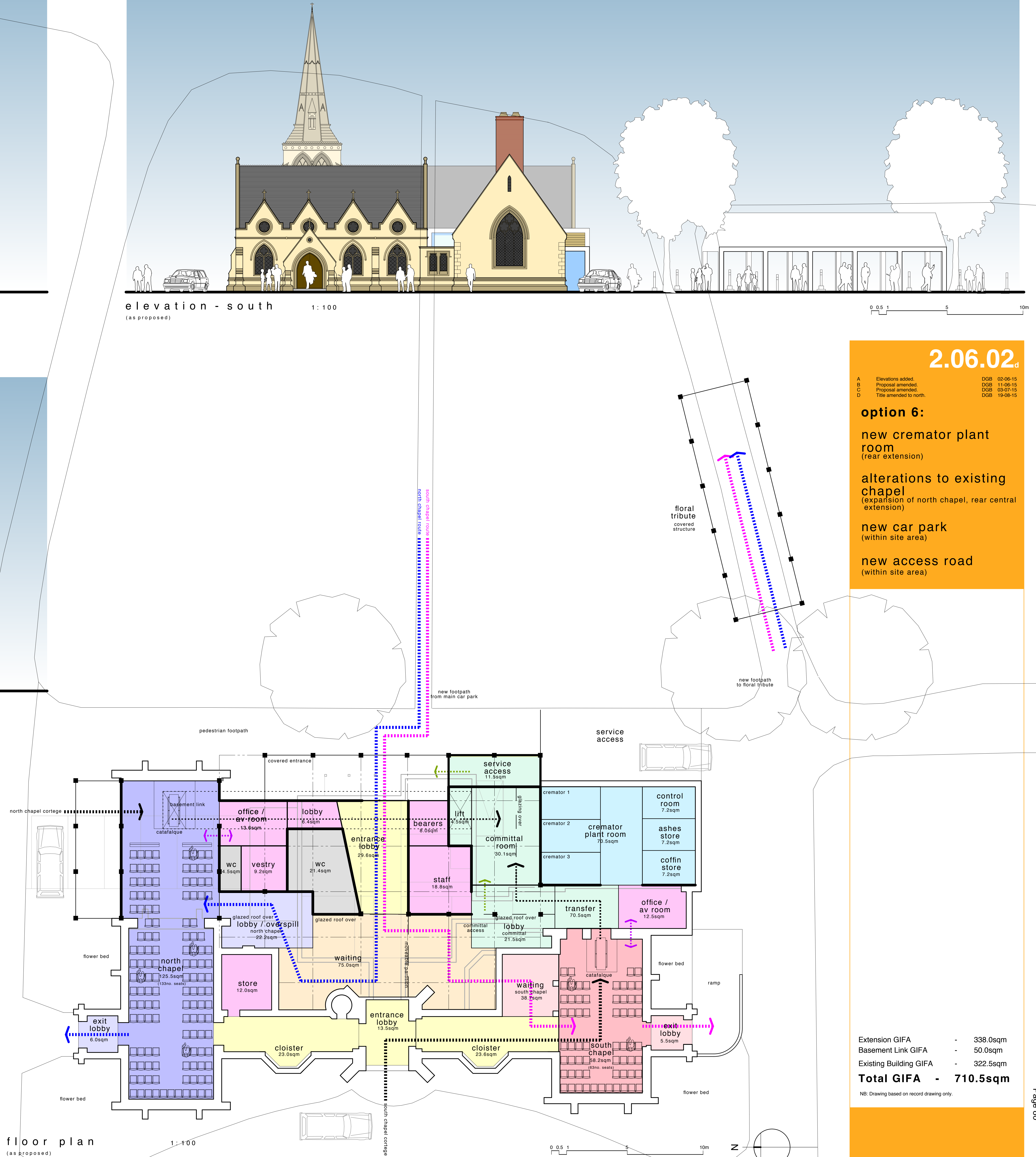
elevation - south 1:100
(as proposed)



elevation - east 1:100
(as proposed)



elevation - north 1:100
(as proposed)



2.06.02^d

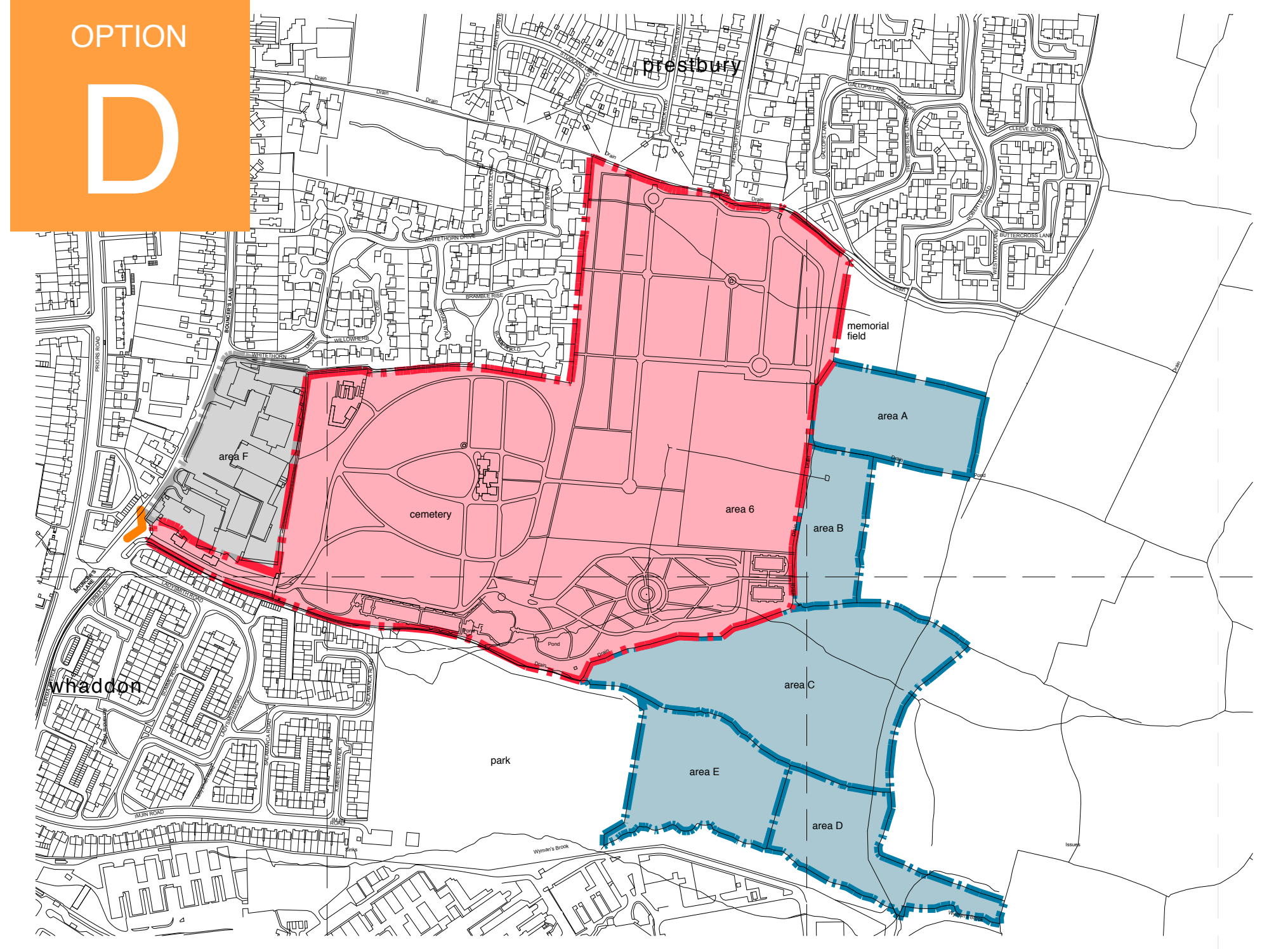
A	Elevations added	DGB	02-06-15
B	Proposal amended	DGB	11-06-15
C	Proposal amended	DGB	03-07-15
D	Title amended to north	DGB	19-08-15

- option 6:**
- new cremator plant room (rear extension)
 - alterations to existing chapel (expansion of north chapel, rear central extension)
 - new car park (within site area)
 - new access road (within site area)

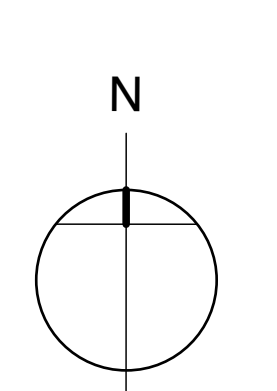
Extension GIFA	-	338.0sqm
Basement Link GIFA	-	50.0sqm
Existing Building GIFA	-	322.5sqm
Total GIFA	-	710.5sqm

NB: Drawing based on record drawing only.

Location Plan 1:5000
(as existing)



- key:
- site boundary
 - CBC land acquisition
 - industrial site
 - boundary of area of outstanding natural beauty
 - > vehicular and pedestrian site access



Site Layout Plan 1:1000
(as proposed)



2.06.04.

A Floral Tribute added. DOB 12-06-15
B Title amended to north chapel. DOB 19-06-15

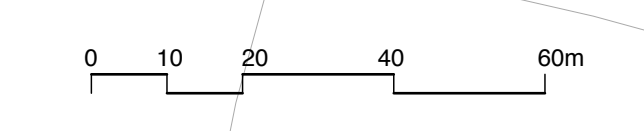
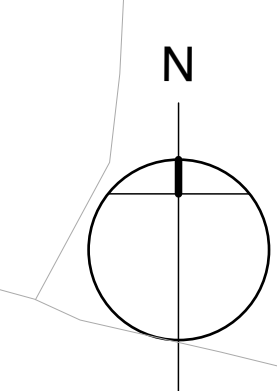
option 6:
new cremator plant room
(rear extension)

alterations to existing chapel
(expansion of north chapel, rear central extension)

new car park
(within site area)

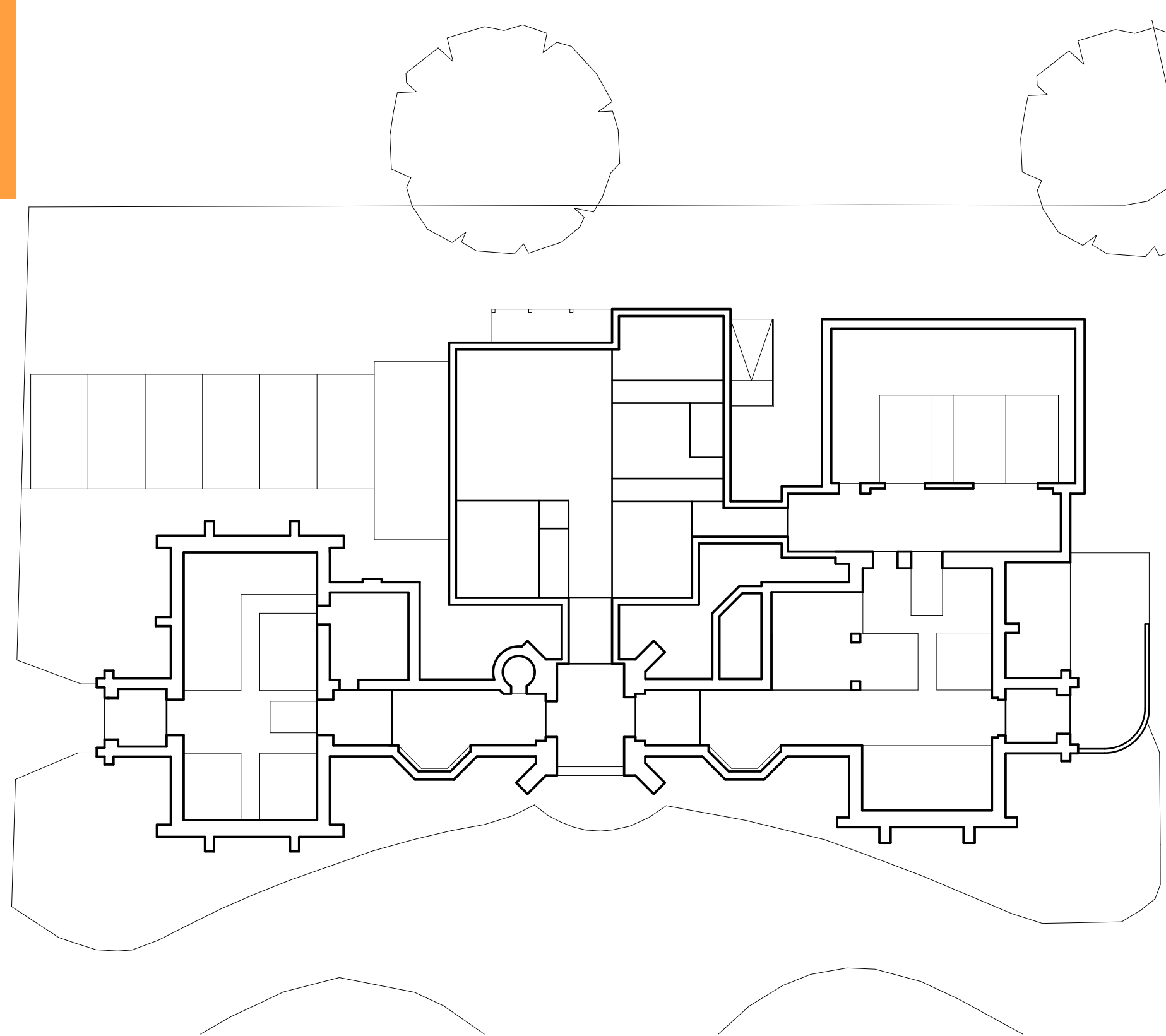
new access road
(within site area)

- key:
- site boundary
 - cemetery - historic core grassed areas
 - cemetery - garden of remembrance grassed areas
 - cemetery - expanded grassed areas
 - road network
 - footpath network
 - water
 - hedge
 - tree
 - > vehicular and pedestrian site access
 - location of new cremator plant

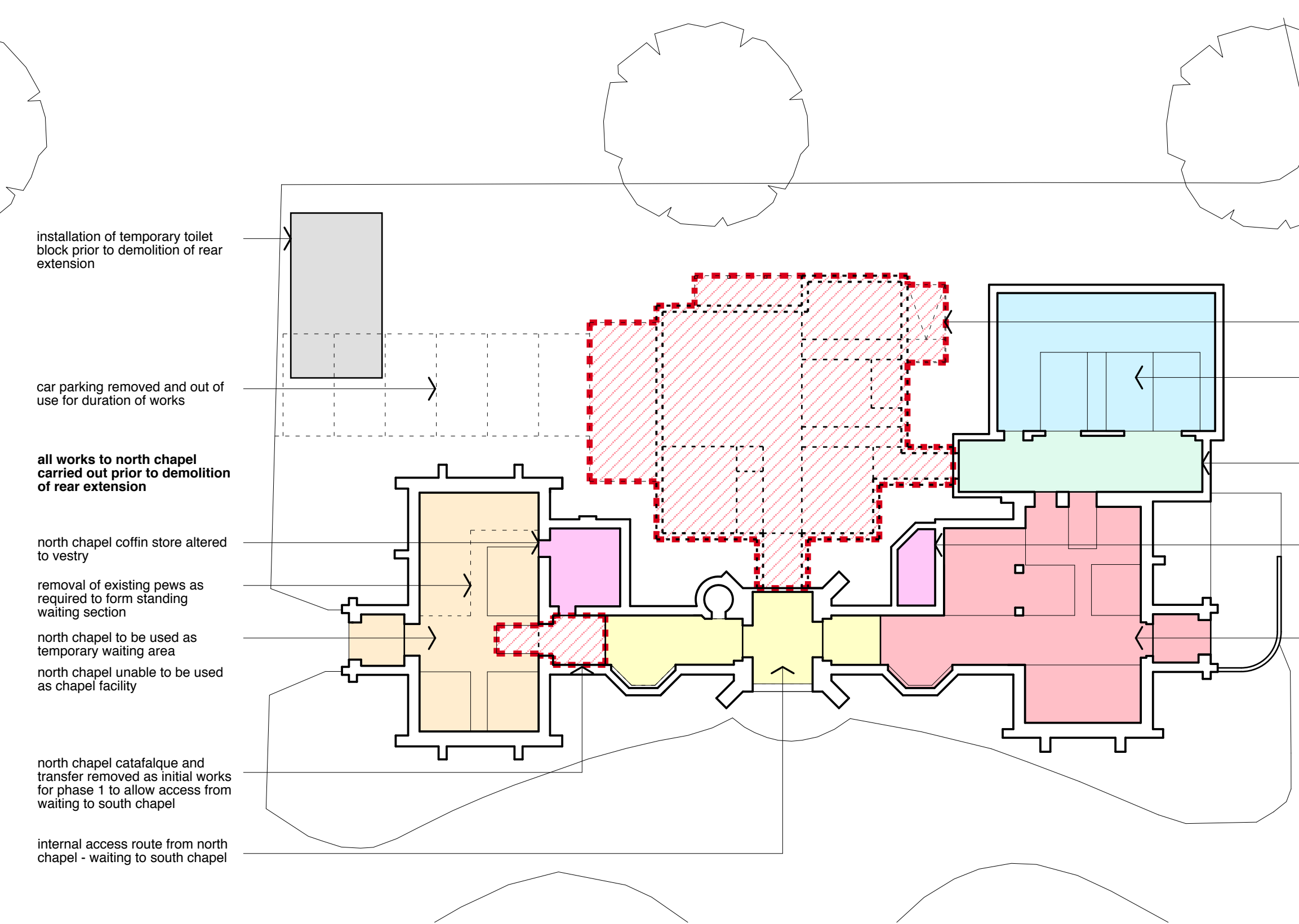


option 6:
new cremator plant room
 (rear extension)
alterations to existing chapel
 (expansion of north chapel, rear central extension)
new car park
 (within site area)
new access road
 (within site area)

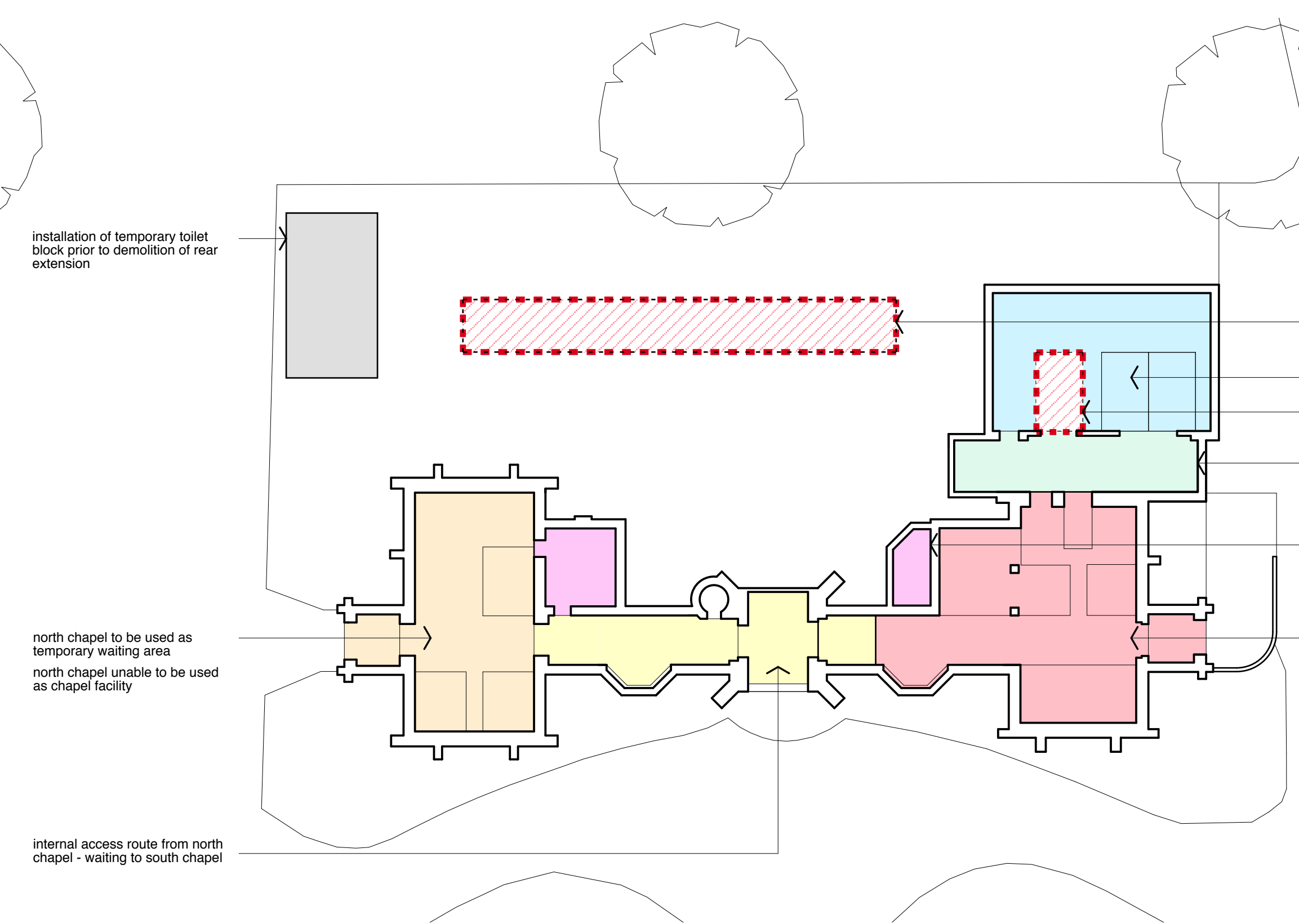
key:
 area of works



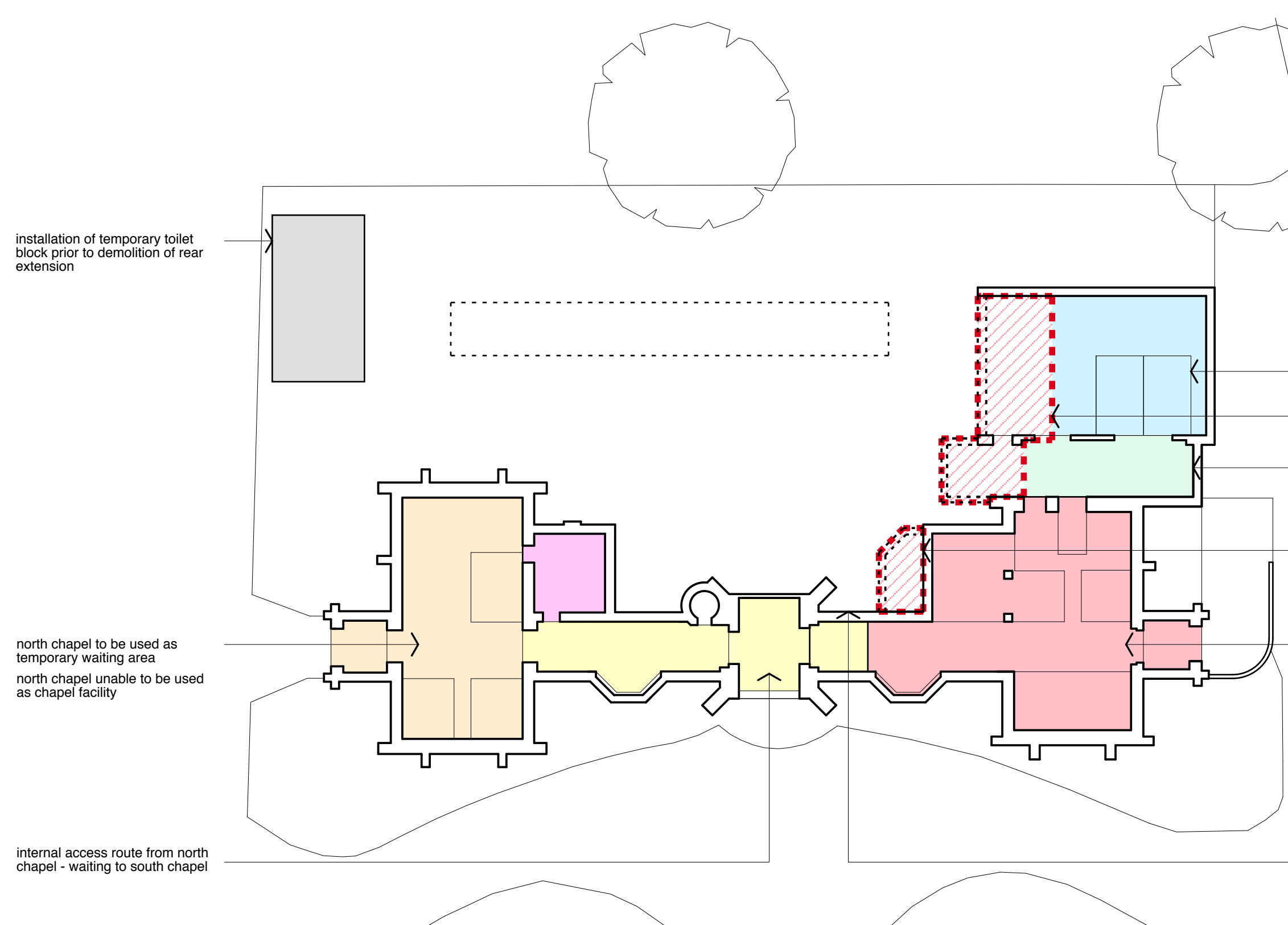
floor plan 1:200
 (as existing)



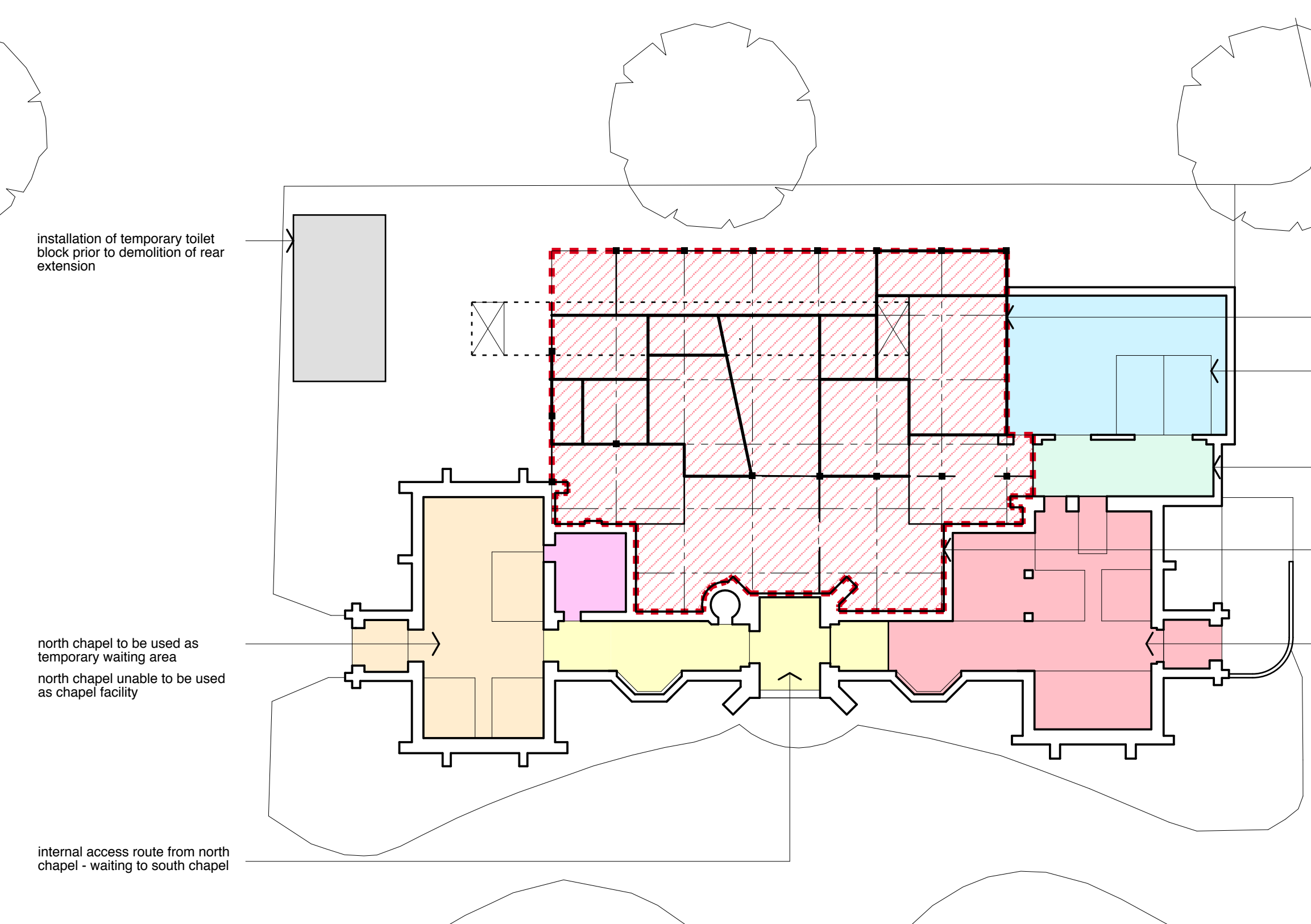
phase 1 1:200
 (as proposed)



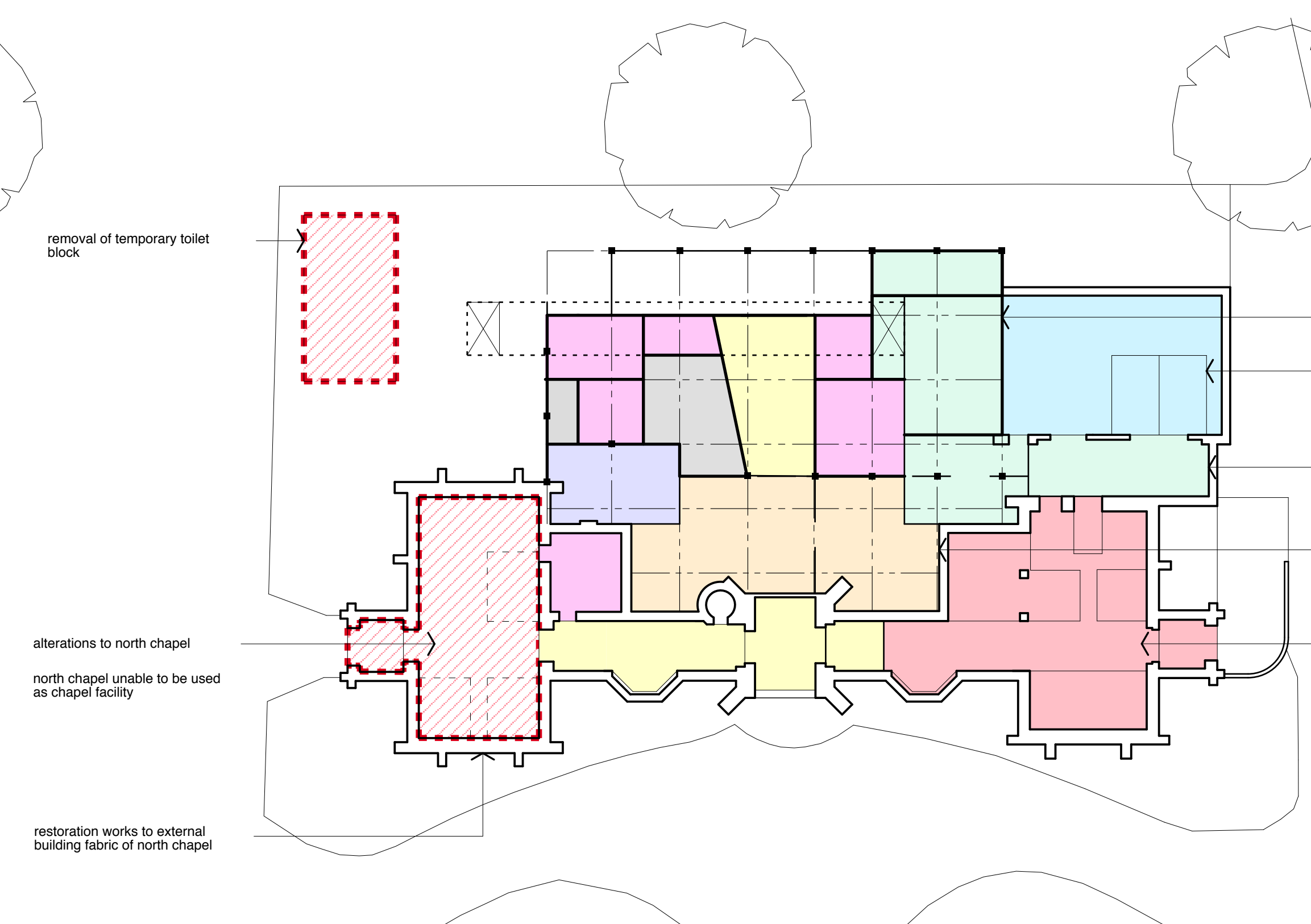
phase 2 1:200
 (as proposed)



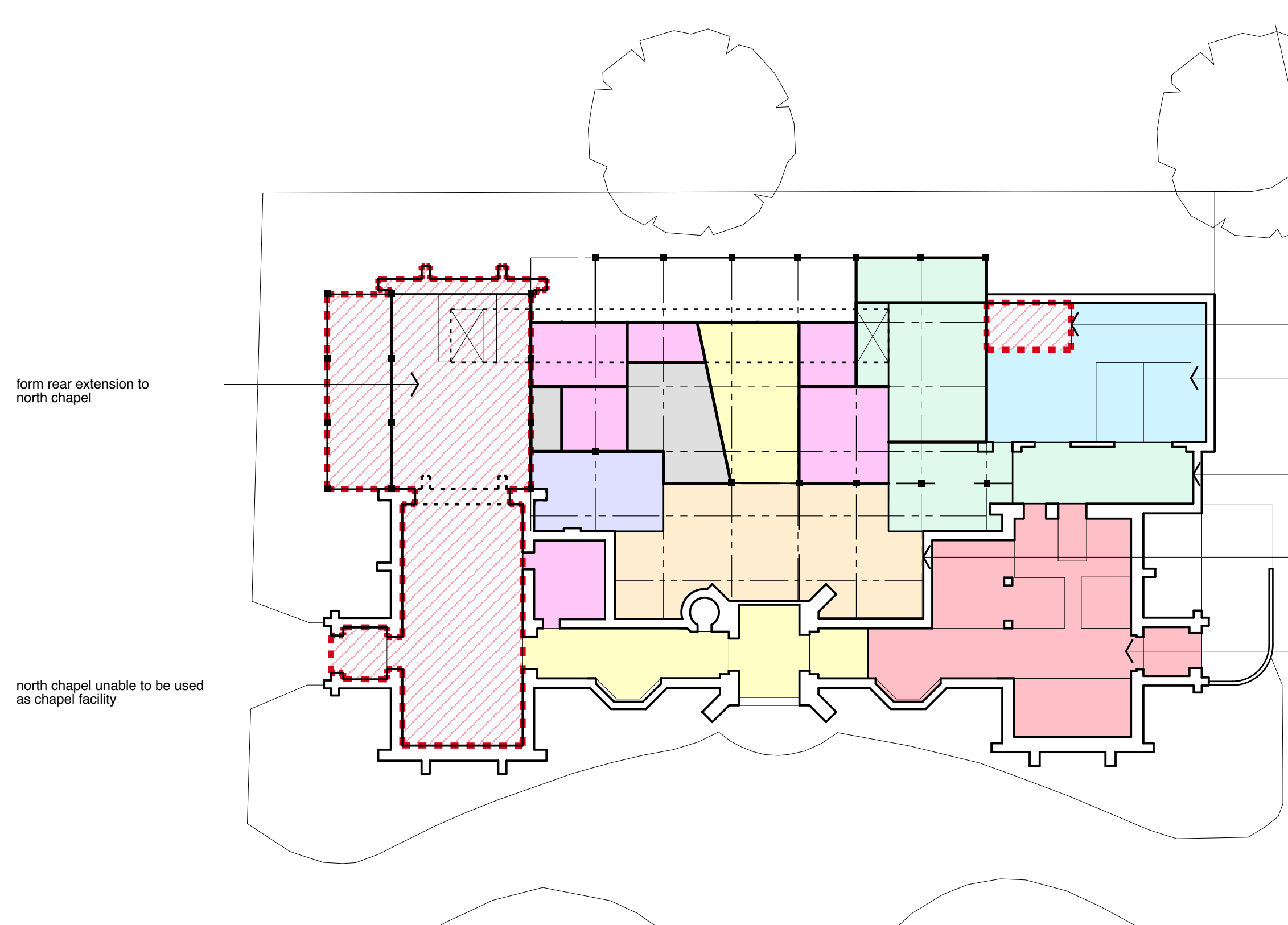
phase 3 1:200
 (as proposed)



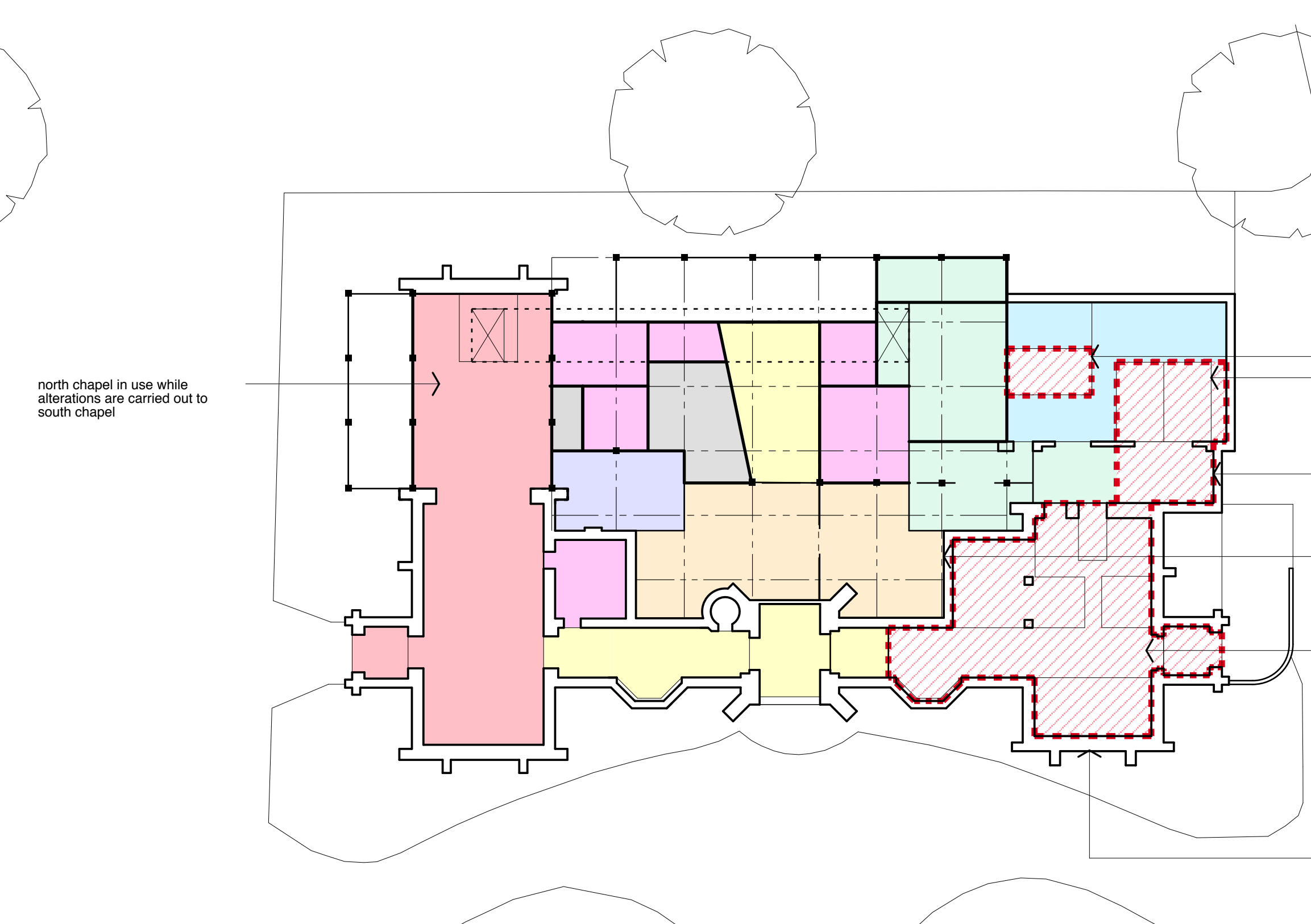
phase 4 1:200
 (as proposed)



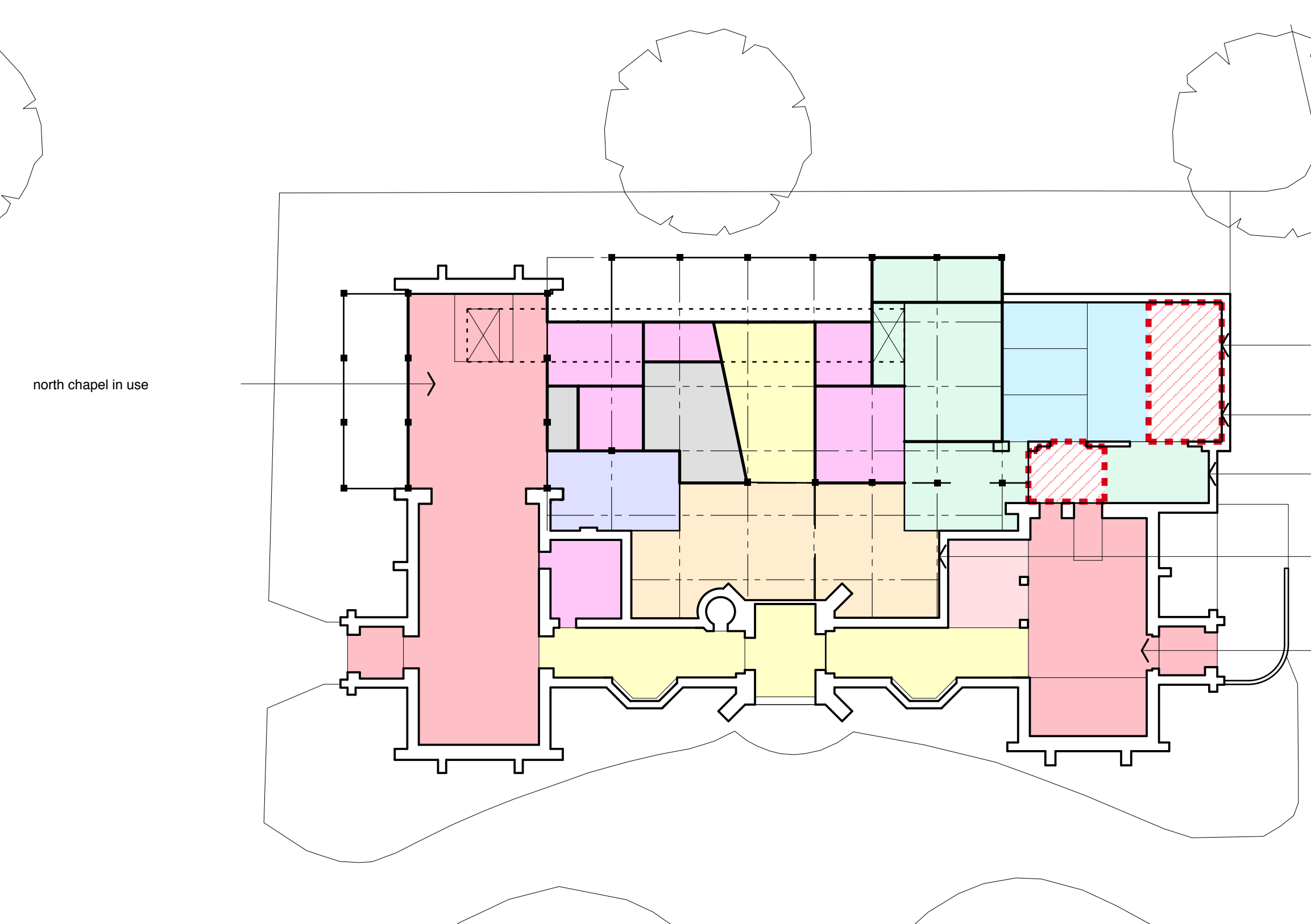
phase 5 1:200
 (as proposed)



phase 6 1:200
 (as proposed)



phase 7 1:200
 (as proposed)



phase 8 1:200
 (as proposed)

0 1 2 5 10m

indicative phasing
 for works

option 8d:

new crematorium
(area B - outwith site area)

new use to existing chapels

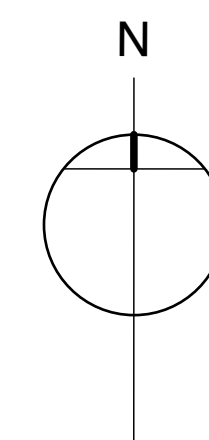
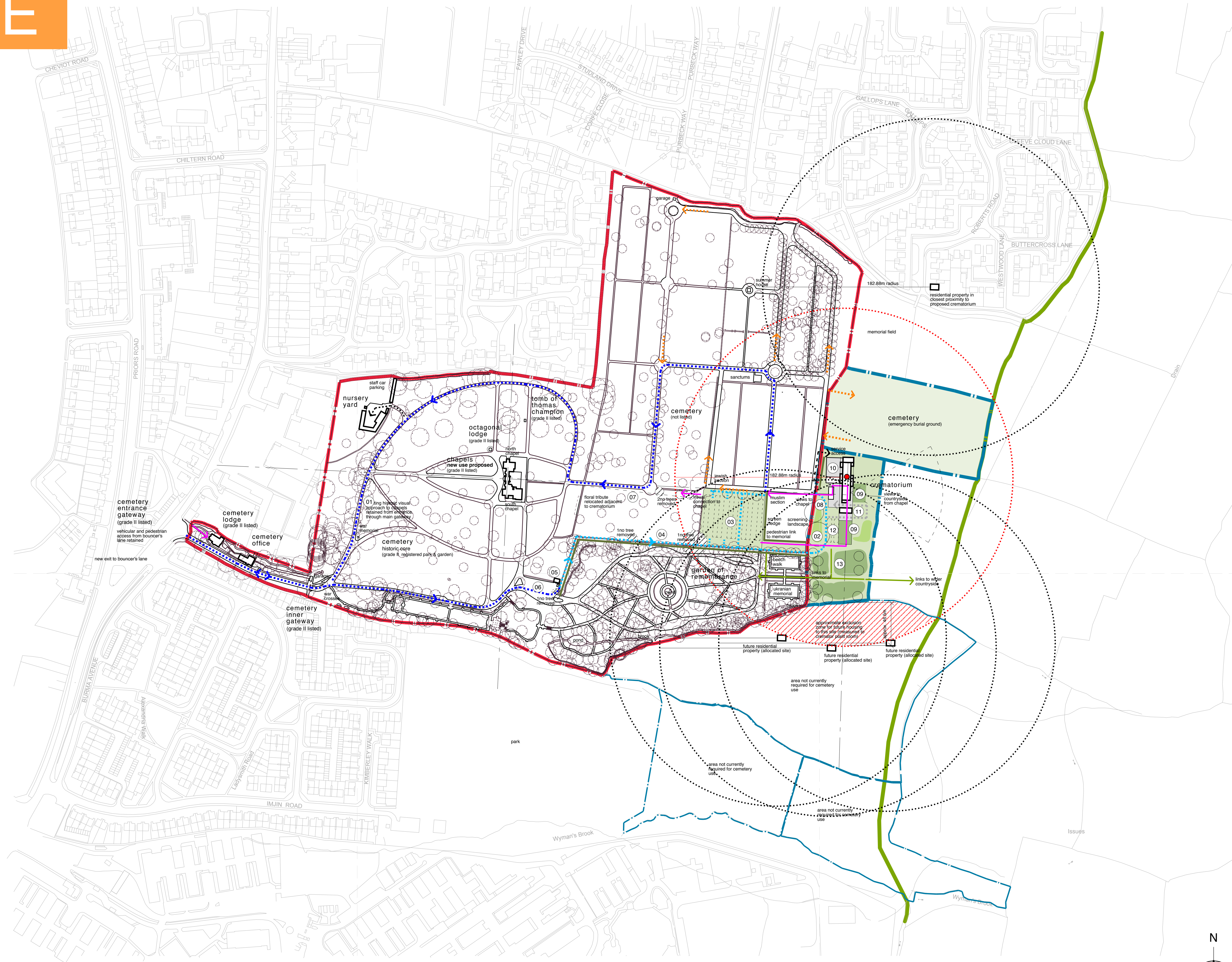
new car park
(within and outwith site area)

new exit road
(within site area)

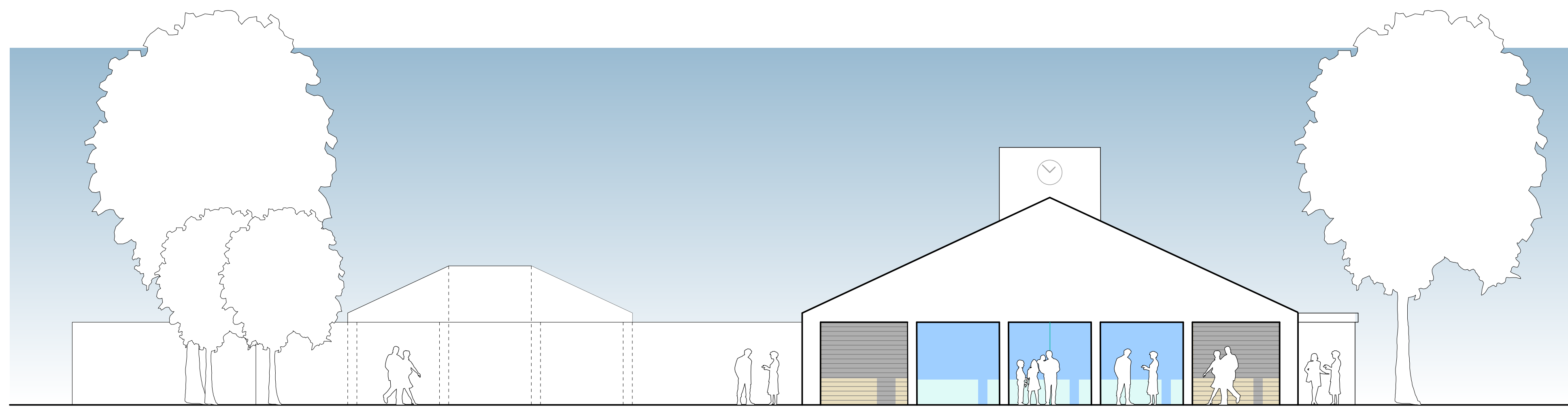
key:

- site boundary
- CBC land aquisition
- ⋯ congregation vehicular route - existing road within site
- ⋯ congregation vehicular route - new road within site
- ⋯ visitor vehicular route - existing road within site
- ⋯ cortege vehicular route - access to porte cochere
- - - staff vehicular route - access to nursery
- ⋯ congregation pedestrian route
- location of new cremator plant
- boundary of area of outstanding natural beauty

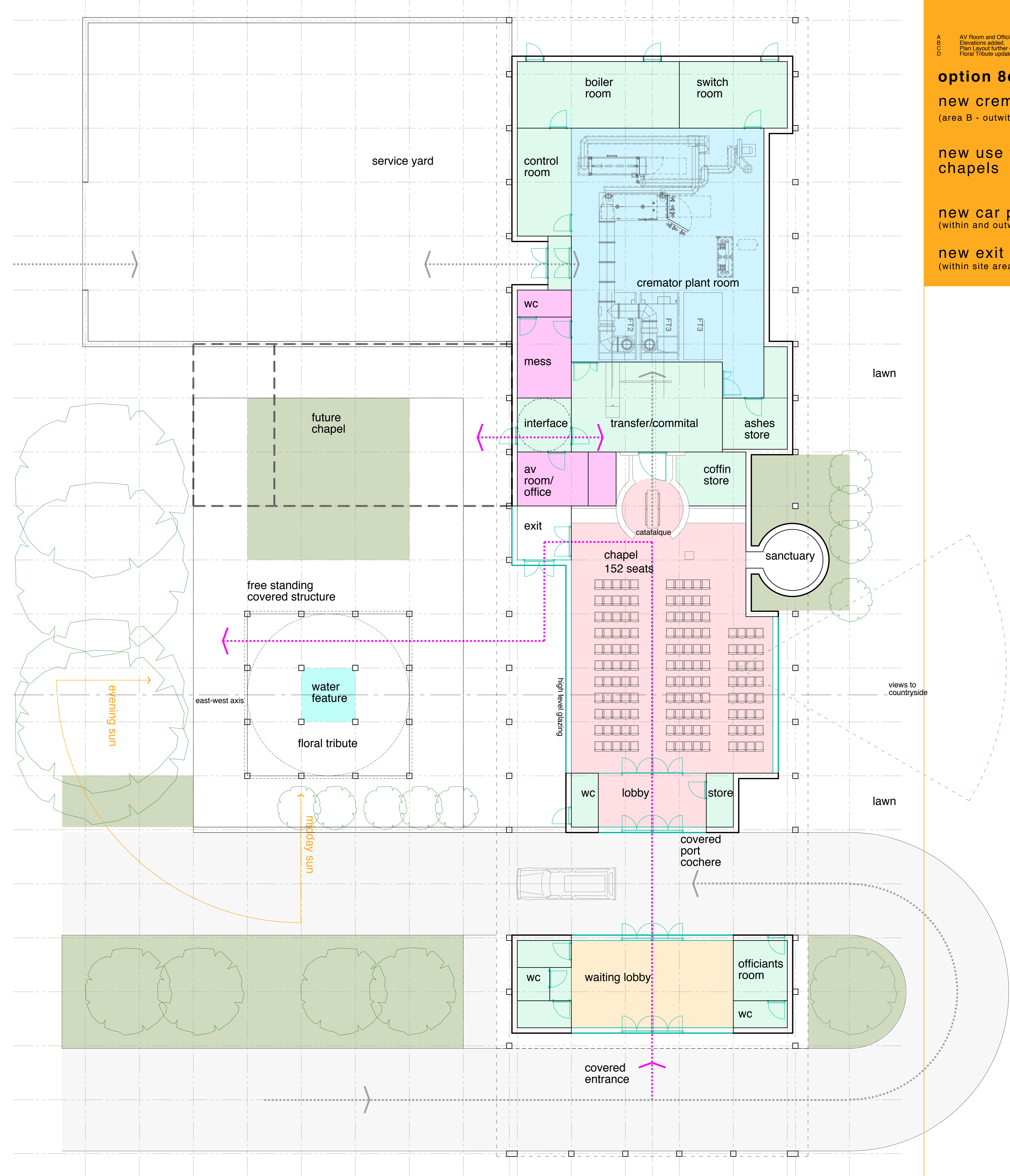
- 01 new one-way access route to main car park using existing road
- 02 drop-off point
- 03 new main car park 100no. spaces and landscaping
- 04 new one-way access road to main car park and screen hedge
- 05 demolish existing outbuilding for new access road
- 06 existing car park (30no. spaces) for new chapel use
- 07 new pedestrian footpath from main car park to new chapel use
- 08 new floral tribute from new crematorium
- 09 new landscaped garden from new crematorium
- 10 new rear service yard to rear of cremator plant room
- 11 new port cochere to main crematorium entrance
- 12 new car park (20no. spaces) to main crematorium entrance
- 13 new garden of remembrance extension of existing



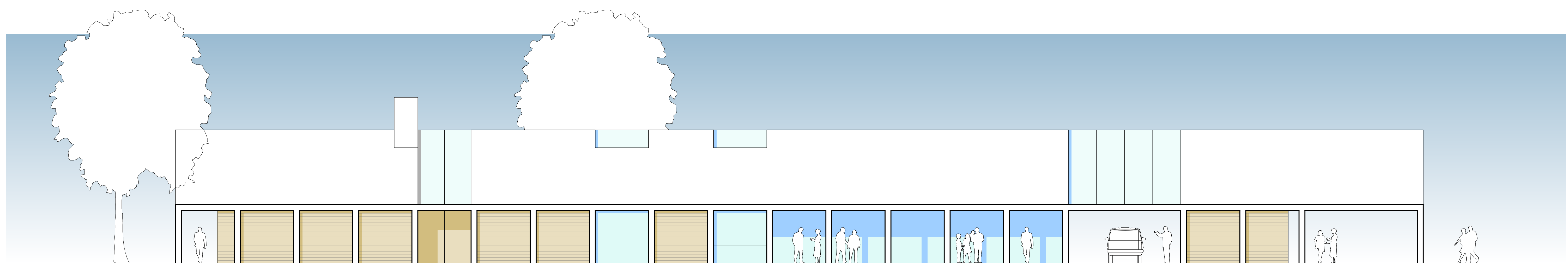
option 8d:
 new crematorium
 (area B - outwith site area)
 new use to existing chapels
 new car park
 (within and outwith site area)
 new exit road
 (within site area)



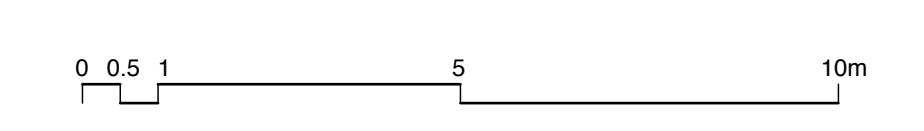
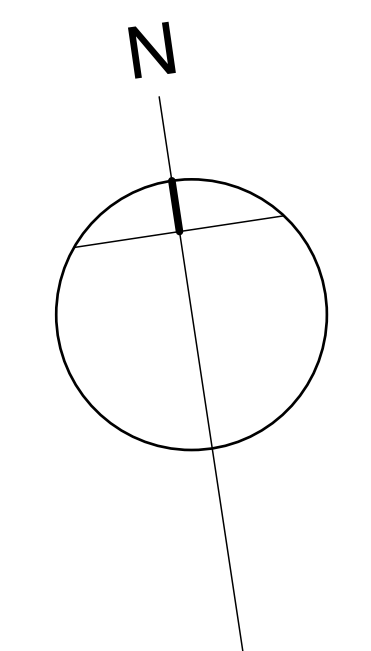
elevation - south
 (as proposed) 1:100



floor plan 1:100



elevation - west
 (as proposed) 1:100



Total GIFA - 620sqm
 Future Expansion GIFA - 100.0sqm

option 8d:

new crematorium
(area B - outwith site area)

new use to existing
chapels

new car park
(within and outwith site area)

new exit road
(within site area)

elevation - west 1:100
(as proposed)

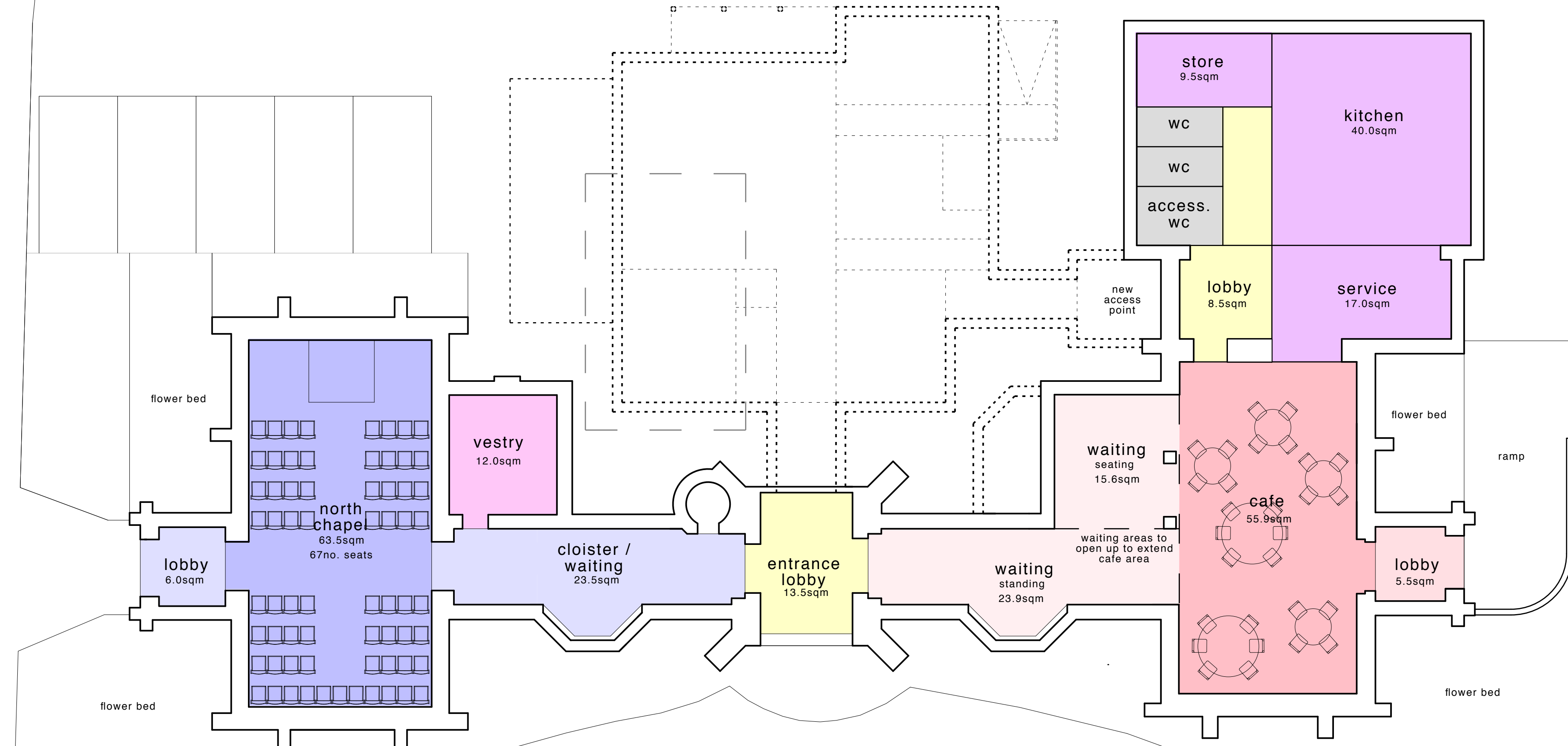
elevation - south 1:100
(as proposed)

elevation - east 1:100
(as proposed)

elevation - north 1:100
(as proposed)

new footpath
to main car park

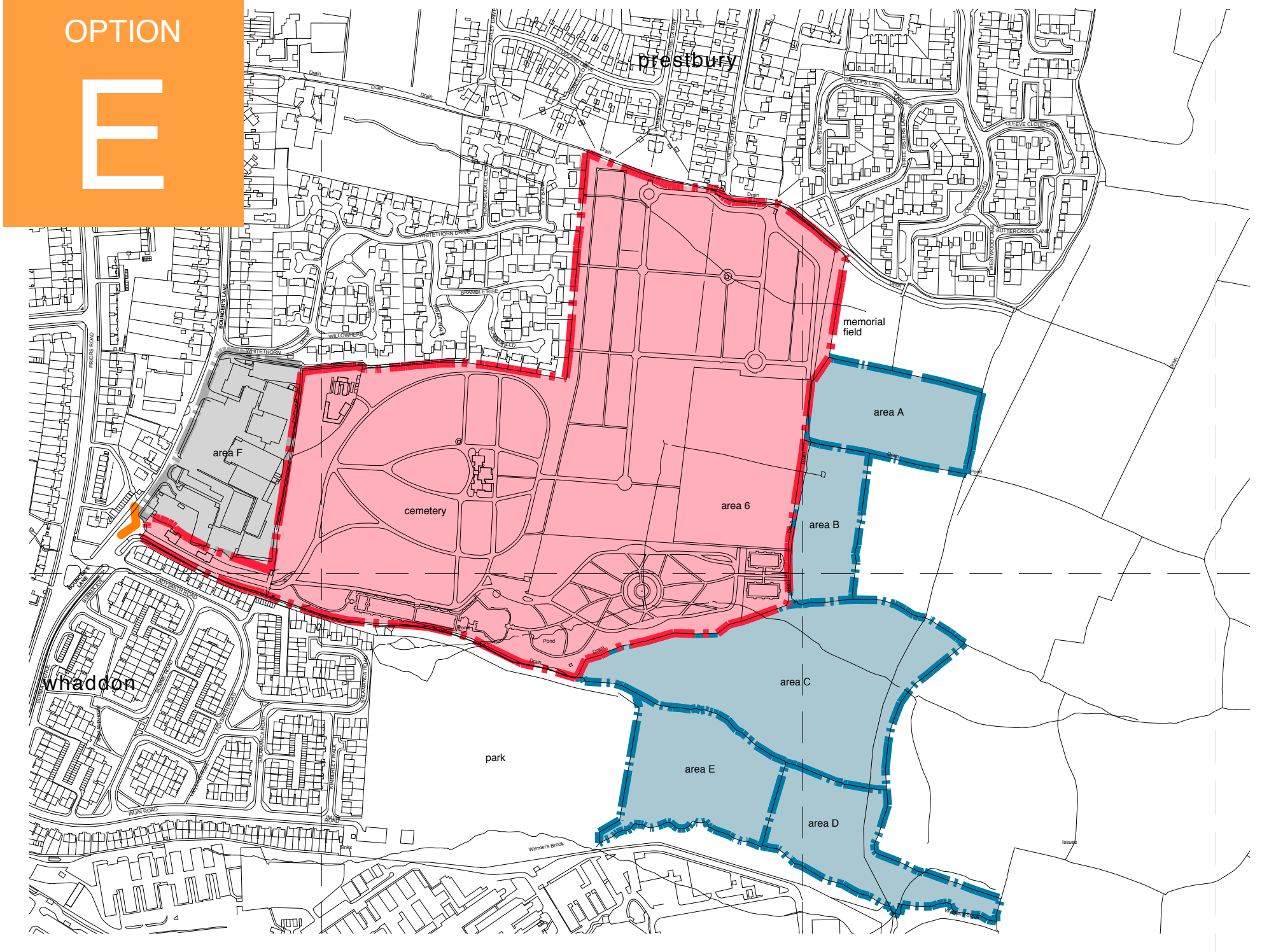
pedestrianised
area
landscaped



floor plan 1:100
(as proposed)

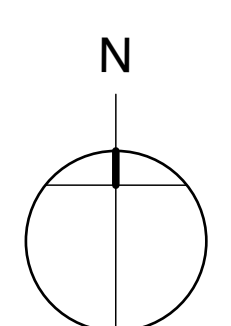
Total GIFA - 322.5sqm

NB: Drawing based on record drawing only.



Location Plan 1:5000
(as existing)

- key:
- site boundary
 - CBC land acquisition
 - industrial site
 - boundary of area of outstanding natural beauty
 - > vehicular and pedestrian site access



Site Layout Plan 1:1000
(as proposed)



2.12.04_b

A Layout updated. DGB 15-08-15
B Crematorium repositioned on east-west axis. DGB 02-07-15

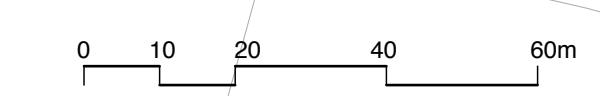
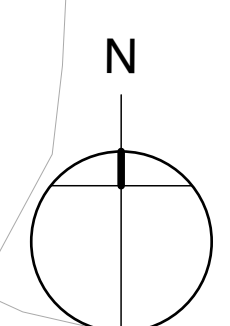
option 8d:
new crematorium
(area B - outwith site area)

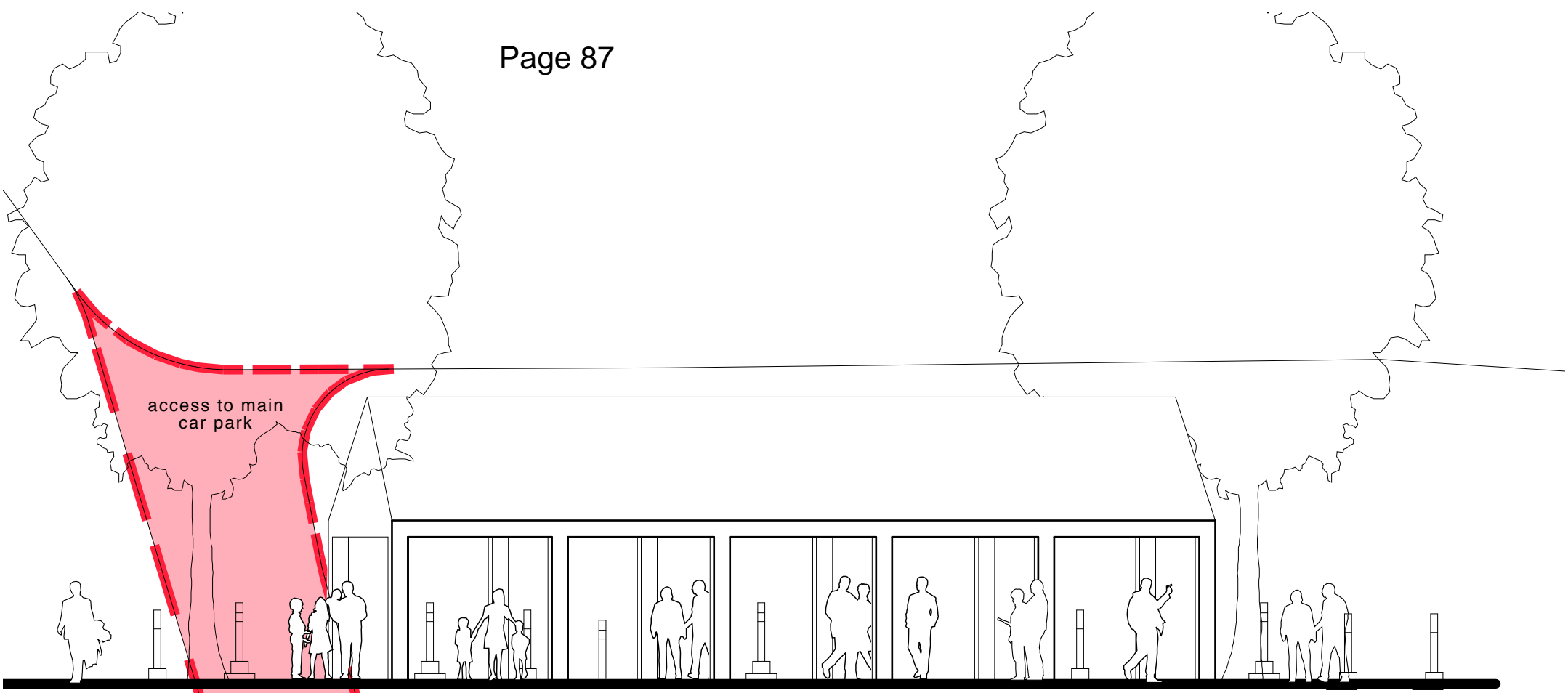
new use to existing chapels

new car park
(within and outwith site area)

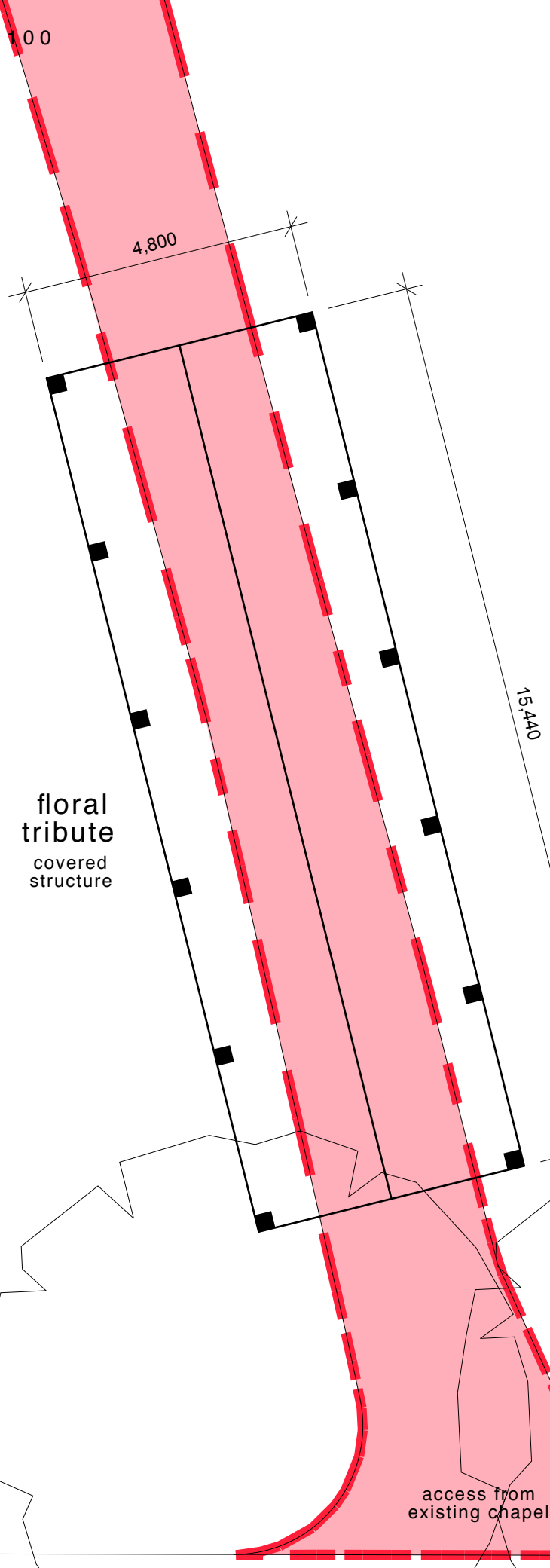
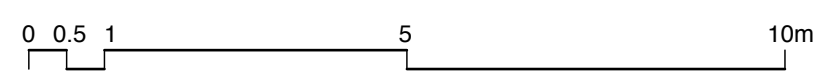
new exit road
(within site area)

- key:
- site boundary
 - cemetery - historic core grassed areas
 - cemetery - garden of remembrance grassed areas
 - cemetery - expanded grassed areas
 - land acquisition
 - land acquisition grassed areas
 - road network
 - footpath network
 - water
 - hedge
 - tree
 - > vehicular and pedestrian site access
 - location of new crematorium plant

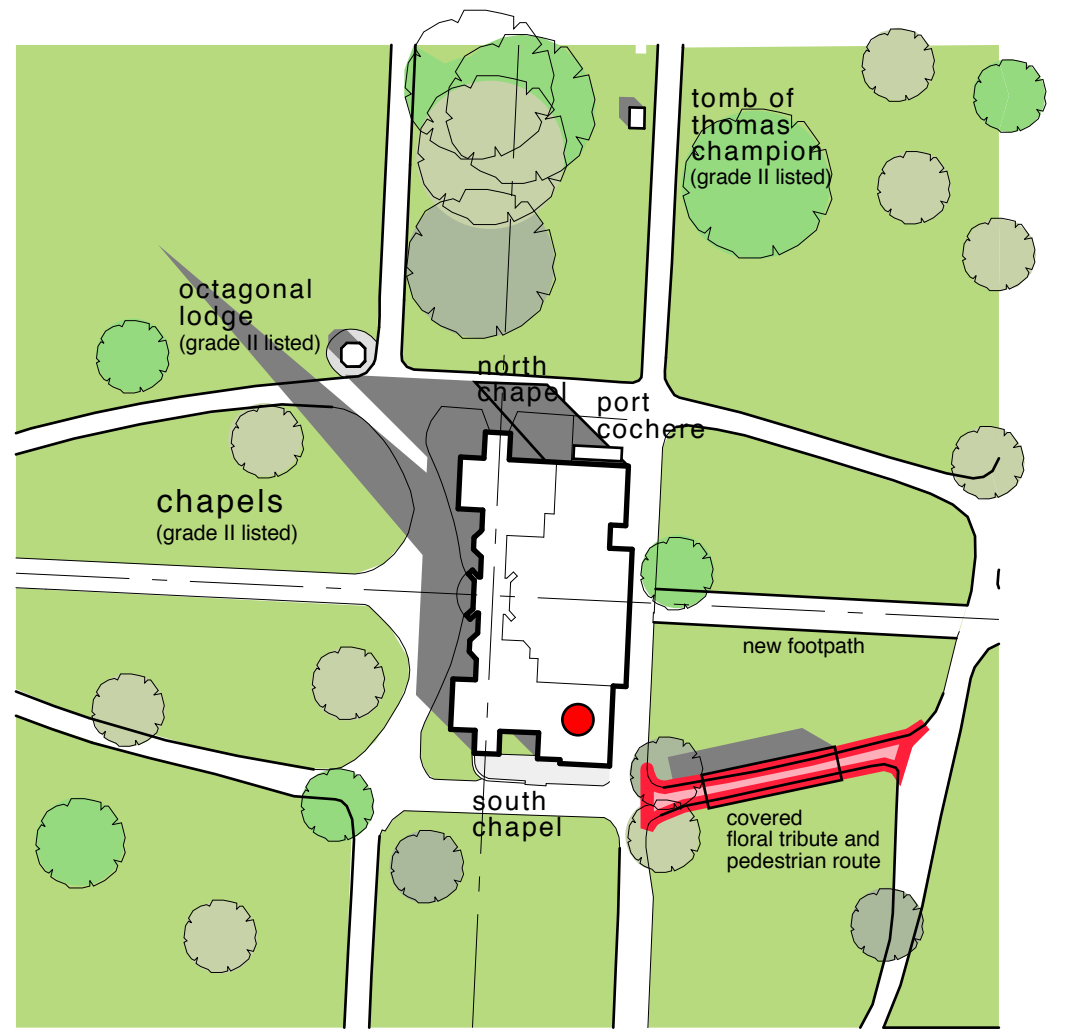
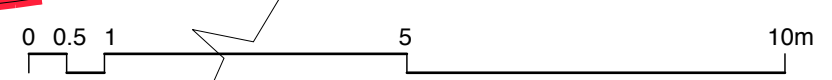




Elevation 1:100



Plan 1:100



Site Plan 1:1000

floral tribute structure to be positioned clear of existing graves and trees

cemetery

section of existing road indicated in red to be pedestrianised

access from existing chapel

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6333 Cheltenham Crematorium

List of Potential Options
 Rev. A - List of Options updated based on development of options.
 Rev. B - Option 3 updated and reinstated as potential option. Option 6 updated
 Rev. C - Presentation option references added.

Option:	Presentation Opti	Proposal - Building:	Proposal - Cremators:	Proposal - Road Network and Car Parking:	Potential Locations:	Historic Significance	Drawing	Pros:	Cons:	Feasibility:
1	A	Retain Crematorium as existing	Retain 2no cremators as existing	Retain road and car parking as existing			2.01	<ul style="list-style-type: none"> No loss or alteration of high and medium significance historic building fabric 	<ul style="list-style-type: none"> Existing cremators are not fit for purpose No improvement to existing problematic circulation flow to the Crematorium No improvement to the lack of facilities, accommodation provision and floor areas required for the Cr No improvement to existing insufficient car parking provision No improvement to the existing road network that is problematic and results in congestion 	Discounted
2	B	Retain Crematorium as existing	Remove 2no cremators from existing cremator plant room Install 2-3no new cremators to existing cremator plant room	Reorganisation of existing road network within cemetery Formation of new main car park (within site area)	Crematorium - existing cremator plant room Car Park - within area 6 land allocated future burial ground	Crematorium - within grade II listed building (high) Crematorium - within grade II cemetery historic core (high) Car Park - within area 6 land allocated future burial ground	2.02 medium	<ul style="list-style-type: none"> Most straightforward solution Provides new fit for purpose cremators Provides improvement to road network within cemetery Provides improvement to car parking by increasing capacity Provides partial solution to existing road congestion and issues with parking No further loss or alteration of high significance historic building fabric 	<ul style="list-style-type: none"> Limited floorspace available within existing cremator plant room to accommodate 2-3no cremators/ancillary facilities Significant disruption to the existing Crematorium during the works Highly intrusive solution with potential loss and alteration of medium significance historic building fabric Compromised design solution to accommodate new modern facilities within the constraints of an existing historic building No improvement to existing problematic circulation flow to the Crematorium No improvement to the lack of facilities, accommodation provision and floor areas required for a modern Crematorium No improvement to prominent location of cremator plant room in view of mourners No improvement to the proximity of required external facilities (floral tribune, wreath garden, service yard) Rear of site is constrained with limited space for potential future expansion 	Potential
3	C	Construct new remote Crematorium facility Alterations to expand South Chapel into former Crematorium	Remove 2no cremators from existing cremator plant room Install 2no new cremators to new remote Crematorium facility	Construct new access road to remote Crematorium facility Reorganisation of existing road network within cemetery Formation of new main car park (within site area)	Crematorium - within area B (outwith site area) Road - along boundary of garden of remembrance (G&R) Car Park - within area 6 land allocated future burial ground	Crematorium - within area B (low) Road - outwith site area (low) Car Park - within area 6 land allocated future burial ground	2.03 medium	<ul style="list-style-type: none"> Provides new fit for purpose cremators Existing Crematorium would remain in use for the duration of the works Retains 2no chapels with South Lodge capacity increased Provides improvement to road network within cemetery Provides improvement to car parking by increasing capacity Provides solution to existing road congestion and issues with parking Provides screened cremator plant and service yard 	<ul style="list-style-type: none"> Requires sensitive working and management procedures to ensure transportation of coffin New cremator location is sensitive due to location of existing burials and allocation of future burial ground New road location is sensitive due to proximity to G&R Increased costs associated with construction of new remote Crematorium facility and road connections Crematorium facility is fragmented and spread over the cemetery No additional floor area to existing building to accommodate new facilities No improvement to existing problematic circulation flow to the Crematorium No improvement to the proximity of required external facilities (floral tribune, wreath garden, service yard) Rear of site is constrained with limited space for potential future expansion 	Potential
4		Construct new cremator plant room extension to rear Alterations to expand South Chapel into former Crematorium Alterations to reconfigure remainder of existing building layout	Install 2no new cremators to new cremator plant room extension Remove 2no cremators from existing cremator plant room	Construct new access road to new main car park (with reorganisation of existing road network within cemetery) Formation of new main car park (within site area)	Crematorium - new extension to rear of North Chapel Road - along boundary of garden of remembrance (G&R) Car Park - within area 6 land allocated future burial ground	Crematorium - within grade II listed building (high) Crematorium - within grade II cemetery historic core (high) Road - within area 4 land (high) Car Park - within area 6 land allocated future burial ground	2.04 medium	<ul style="list-style-type: none"> Provides new fit for purpose cremators Existing Crematorium would remain in use for the duration of the works Retains 2no chapels with South Lodge capacity increased Provides improvement to road network within cemetery Provides improvement to car parking by increasing capacity Provides solution to existing road congestion and issues with parking 	<ul style="list-style-type: none"> New cremator plant room extension would be potentially be located within exclusion zone. New road location is sensitive due to proximity to G&R Retains a two way section of road between main entrance and inner gateway Sensitive design solution required to ensure minimal loss and alteration of high-medium significance historic building fabric Compromised design solution to accommodate new modern facilities within the constraints of an existing historic building Rear of site is constrained with limited space for potential future expansion No significant improvement to existing problematic circulation flow to the Crematorium No improvement to the lack of facilities, accommodation provision and floor areas required for a modern Crematorium No improvement to prominent location of cremator plant room in view of mourners No improvement to the proximity of required external facilities (floral tribune, wreath garden, service yard) Results in the loss of approx. 7no car parking spaces to rear of building 	Discounted
5		Replace cremators and relocate within existing North Chapel Alterations to expand South Chapel into former Crematorium Alterations to reconfigure remainder of existing building layout	Install 2no new cremators to new cremator plant room within existing North Chapel Remove 2no cremators from existing cremator plant room	Reorganisation of existing road network within cemetery Formation of new main car park (within site area)	Crematorium - existing North Chapel Car Park - within area 6 land allocated future burial ground	Crematorium - within grade II listed building (high) Crematorium - within grade II cemetery historic core (high) Car Park - within area 6 land allocated future burial ground	2.05 medium	<ul style="list-style-type: none"> Provides new fit for purpose cremators Existing Crematorium would remain in use for the duration of the works New cremator plant room provided without constructing a new extension Retains 1no chapel with South Lodge capacity increased Provides improvement to road network within cemetery Provides improvement to car parking by increasing capacity Provides solution to existing road congestion and issues with parking 	<ul style="list-style-type: none"> New cremator plant room extension would be potentially be located within exclusion zone. Highly intrusive solution with potential loss and alteration of high significance historic fabric (including new chimney) Results in the loss of the North Chapel Compromised design solution to accommodate new modern facilities within the constraints of an existing historic building Insufficient floor area available to accommodate 3no cremators New use as a cremator plant room will be controversial and detrimental to the history of the North Chapel New cremator plant room detached from South Chapel with no direct link Limited floorspace available within existing cremator plant room to accommodate 3no cremators No improvement to existing problematic circulation flow to the Crematorium No improvement to the lack of facilities, accommodation provision and floor areas required for a modern Crematorium No improvement to prominent location of cremator plant room in view of mourners No improvement to the proximity of required external facilities (floral tribune, wreath garden, service yard) 	Discounted
6	D	Demolish existing rear central extension Construct new cremator plant room extension to rear Construct new rear extension to expand North Chapel Construct new rear extension to accommodate facilities	Install 2no new cremators to new cremator plant room extension Remove 2no cremators from existing cremator plant room	Construct new access road to new main car park (with reorganisation of existing road network within cemetery) Formation of new main car park (within site area)	Crematorium - new extension to rear Road - along boundary of garden of remembrance (G&R) Car Park - within area 6 land allocated future burial ground	Crematorium - within grade II listed building (high) Crematorium - within grade II cemetery historic core (high) Road - within area 4 land (high) Car Park - within area 6 land allocated future burial ground	2.06 medium	<ul style="list-style-type: none"> Provides new fit for purpose cremators Existing Crematorium potentially could remain in use for the duration of the works Retains 2no chapels with North Chapel capacity increased Provides significant improved circulation flow and accommodation Provides improvement to road network within cemetery Provides improvement to car parking by increasing capacity Provides solution to existing road congestion and issues with parking Provides solution for new adjacent floral tribune 	<ul style="list-style-type: none"> New cremator plant room extension would be potentially be located within exclusion zone. Significant disruption to the existing Crematorium during the works. New road location is sensitive due to proximity to G&R. Retains a two way section of road between main entrance and inner gateway Sensitive design solution required to ensure minimal loss and alteration of high-medium significance historic building fabric Compromised design solution to accommodate new modern facilities within the constraints of an existing historic building No improvement to prominent location of cremator plant room in view of mourners Limited options for a service yard. Potential implications for tree and ecological aspects detailed under RPP Diary Note dated 12 May 2015. 	Potential
7		Construct new Crematorium facility (within site boundary) New use to entire former Crematorium	Install 2no new cremators within new Crematorium facility Remove 2no cremators from existing cremator plant room	Construct new road connections to and from new Crematorium facility Reorganisation of existing road network within cemetery Formation of new main car park (outwith site area)				<ul style="list-style-type: none"> Proposed location of Crematorium provides link to existing chapels New Crematorium will be specifically designed to meet the present / future requirements of C&C New Crematorium will be specifically designed to meet the expectations of clients and staff Potential opportunity to restore and enhance the existing chapels Potential opportunity to create additional income from new use of chapels Potential opportunity to restore and enhance landscape to historic core Provides improvement to car parking by increasing capacity Provides solution to existing road congestion and issues with parking Reduces vehicular traffic through the historic core of cemetery Existing Crematorium would remain in use for the duration of the works Provides a route to site for construction traffic outwith cemetery 	<ul style="list-style-type: none"> Most expensive solution 	
7a		Proposal as per option 7	Proposal as per option 7	Proposal as per option 7	Crematorium - within area 6 land allocated future burial ground Road - new exit road along southern site boundary (outwith site area) Car Park - within area B (outwith site area)	Crematorium - within area 6 land allocated future burial ground Car Park - within area B (low)	2.07	<ul style="list-style-type: none"> Proposed location of Crematorium outwith exclusion zone Potential opportunity to expand G&R and provide woodland landscaping for Potential opportunity to create pedestrian links to adjacent A&B Potential opportunity to restore and enhance landscape to historic core Provides improvement to road network within cemetery Proposed location of Crematorium and car park has no statutory designation 	<ul style="list-style-type: none"> New Crematorium location is sensitive due to location of existing burials and allocation of future bur Proposed route of exit road on southern boundary will require acquisition of additional land Proposed location of car park on greenfield site Sensitive design solution required to Crematorium maintain setting of escarpment backdrop to chapels Potential issues associated with service connections 	Discounted
7b		Proposal as per option 7	Proposal as per option 7	Reorganisation of existing road network within cemetery Formation of new main car park (outwith site area)	Crematorium - within nursery yard (within site area) Road - existing road access (within site area) Car Park - within industrial site (outwith site area)	Crematorium - within nursery yard (medium) Car Park - outwith site area (low)	2.08	<ul style="list-style-type: none"> Proximity to bouncer's lane for vehicular and pedestrian access Proposed location of car park on brownfield site Potential opportunity to incorporate a new use for the Crematory Lodge Potential opportunity to develop remainder of industrial site 	<ul style="list-style-type: none"> New Crematorium would be located within exclusion zone Proposed location is insufficient to accommodate both Crematorium and car park. Proposed location on industrial site require acquisition of additional land Loss of the historic approach to chapels via main gateway to access new car park Industrial site is potentially is subject to an application for PPP 	Discounted
8		Construct new Crematorium facility (outwith site boundary) New use to entire former Crematorium	Install 2no new cremators within new Crematorium facility Remove 2no cremators from existing cremator plant room	Construct new road connections to and from new Crematorium facility Reorganisation of existing road network within cemetery Formation of new main car park (within site area)				<ul style="list-style-type: none"> Proposed location of Crematorium provides link to existing chapels New Crematorium will be specifically designed to meet the present / future requirements of C&C New Crematorium will be specifically designed to meet the expectations of clients and staff Potential opportunity to restore and enhance the existing chapels Potential opportunity to create additional income from new use of chapels Potential opportunity to restore and enhance landscape to historic core Provides improvement to car parking by increasing capacity Provides solution to existing road congestion and issues with parking 	<ul style="list-style-type: none"> Most expensive solution Sensitive design solution required to Crematorium maintain setting of escarpment backdrop to chapels Potential issues associated with service connections 	

								<ul style="list-style-type: none"> <input type="checkbox"/> Reduces vehicular traffic through the historic core of cemetery <input type="checkbox"/> Existing Crematorium would remain in use for the duration of the works <input type="checkbox"/> Provides a route to site for construction traffic outwith cemetery <input type="checkbox"/> Proposed location of Crematorium and car park has no statutory designation 			
Ba		Proposal as per option 8	Proposal as per option 8	Proposal as per option 8	Crematorium - within area A (outwith site area) Road - new exit road along southern site boundary (outwith site area) Car Park - within area 6 land allocated future burial ground	Crematorium - within area A (low) Road - outwith site area (low) Car Park - within area 6 land allocated future burial ground (medium)	2.09	<ul style="list-style-type: none"> <input type="checkbox"/> Proposed location of Crematorium outwith exclusion zone <input type="checkbox"/> Proposed location is discreet 	<ul style="list-style-type: none"> <input type="checkbox"/> New Crematorium would be located within exclusion zone <input type="checkbox"/> New car park location is sensitive due to location of existing burials and allocation of future burial ground 	Discounted	
Bb		Proposal as per option 8	Proposal as per option 8	Proposal as per option 8	Crematorium - within area B (outwith site area) Road - new exit road along southern site boundary (outwith site area) Car Park - within area 6 land allocated future burial ground	Crematorium - within area B (low) Road - outwith site area (low) Car Park - within area 6 land allocated future burial ground (medium)	2.10	<ul style="list-style-type: none"> <input type="checkbox"/> Proposed location of Crematorium outwith exclusion zone <input type="checkbox"/> Proposed location is discreet 	<ul style="list-style-type: none"> <input type="checkbox"/> Cost of new exit road along southern boundary <input type="checkbox"/> Proposed route of exit road on southern boundary will require acquisition of additional land 	Discounted	
Bc		Proposal as per option 8	Proposal as per option 8	Proposal as per option 8 Alternative direction from option 8d	Crematorium - within area B (outwith site area) Road - along boundary of garden of remembrance (G&R) Car Park - within area 6 land allocated future burial ground	Crematorium - within area B (low) Road - outwith site area (low) Car Park - within area 6 land allocated future burial ground (medium)	2.11	<ul style="list-style-type: none"> <input type="checkbox"/> Proposed location of Crematorium outwith exclusion zone <input type="checkbox"/> Proposed location is discreet 	<ul style="list-style-type: none"> <input type="checkbox"/> New road location is sensitive due to proximity to G&R. <input type="checkbox"/> Retains a two way section of road between main entrance and inner gateway <input type="checkbox"/> One way route through site not a preferable as option 8d. 	Discounted	
Bd	E	Proposal as per option 8	Proposal as per option 8	Proposal as per option 8 Alternative direction from option 8c	Crematorium - within area B (outwith site area) Road - along boundary of garden of remembrance (G&R) Car Park - within area 6 land allocated future burial ground	Crematorium - within area B (low) Road - outwith site area (low) Car Park - within area 6 land allocated future burial ground (medium)	2.12	<ul style="list-style-type: none"> <input type="checkbox"/> Proposed location of Crematorium outwith exclusion zone <input type="checkbox"/> Proposed location is discreet 	<ul style="list-style-type: none"> <input type="checkbox"/> New road location is sensitive due to proximity to G&R. <input type="checkbox"/> Retains a two way section of road between main entrance and inner gateway <input type="checkbox"/> Potential implications for tree and ecological aspects detailed under RPP Diary Note dated 12 May 2015. 	Potential	
Be		Proposal as per option 8	Proposal as per option 8	Proposal as per option 8	Crematorium - within area C (outwith site area) Road - new exit road along southern site boundary (outwith site area) Car Park - within area C (outwith site area)	Crematorium - within area C (low) Road - outwith site area (low) Car Park - within area B (low)	2.13	<ul style="list-style-type: none"> <input type="checkbox"/> Proposed location of Crematorium outwith exclusion zone <input type="checkbox"/> Proposed location is discreet 	<ul style="list-style-type: none"> <input type="checkbox"/> Site allocated for housing under current planning policy consultation ref: CP023 <input type="checkbox"/> New Crematorium would be located within exclusion zone <input type="checkbox"/> Proposed Crematorium has limited connection with chapels new use 	Discounted	
Bf		Proposal as per option 8	Proposal as per option 8	Proposal as per option 8	Crematorium - within area D (outwith site area) Road - new exit road along southern site boundary (outwith site area) Car Park - within area C (outwith site area)	Crematorium - within area D (low) Road - outwith site area (low) Car Park - within area C (low)	2.14	<ul style="list-style-type: none"> <input type="checkbox"/> Proposed location of Crematorium outwith exclusion zone <input type="checkbox"/> Proposed location is discreet 	<ul style="list-style-type: none"> <input type="checkbox"/> Site allocated for housing under current planning policy consultation ref: CP023 <input type="checkbox"/> New Crematorium would be located within exclusion zone <input type="checkbox"/> Proposed Crematorium has limited connection with chapels new use 	Discounted	
Bg		Proposal as per option 8	Proposal as per option 8	Proposal as per option 8	Crematorium - within area E (outwith site area) Road - new exit road along southern site boundary (outwith site area) Car Park - within area C (outwith site area)	Crematorium - within area E (low) Road - outwith site area (low) Car Park - within area C (low)	2.15	<ul style="list-style-type: none"> <input type="checkbox"/> Proposed location of Crematorium outwith exclusion zone 	<ul style="list-style-type: none"> <input type="checkbox"/> Site allocated for housing under current planning policy consultation ref: CP023 <input type="checkbox"/> New Crematorium would be located within exclusion zone <input type="checkbox"/> Proposed Crematorium has limited connection with chapels new use 	Discounted	
Bh		Proposal as per option 8	Proposal as per option 8	Proposal as per option 8	Crematorium - within area F (outwith site area) New access point from bouncer's lane Car Park - within area F (outwith site area)	Crematorium - within area F (low) Car Park - within area F (low)	2.16	<ul style="list-style-type: none"> <input type="checkbox"/> Pros as detailed under options 7 & 7b 	<ul style="list-style-type: none"> <input type="checkbox"/> New Crematorium would be located within exclusion zone <input type="checkbox"/> Proposed location on industrial site require acquisition of additional land <input type="checkbox"/> Loss of the historic approach to chapels via main gateway to access new car park <input type="checkbox"/> Proposed location on industrial site is overlooked by public areas and not conducive for privacy <input type="checkbox"/> Limited views available from proposed Crematorium chapel <input type="checkbox"/> Proposed Crematorium location has no connection with G&R <input type="checkbox"/> Industrial site is potentially subject to an application for PPP 	Discounted	

retain cremator
plant as
existing

retain chapel
as existing

retain car park
as existing

retain road
network as
existing

retain floral
tribute as
existing

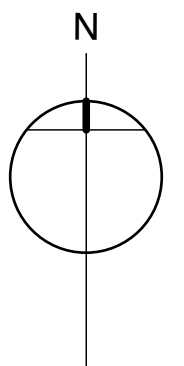


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OPTION

A



0 20 40 80 120m

site layout plan 1:2000
(as proposed)

retain cremator
plant as
existing

retain chapel
as existing

retain car park
as existing

retain road
network as
existing

retain floral
tribute as
existing



elevation - north 1:200
(as existing)

0 1 2 5 10m



elevation - east 1:200
(as existing)

0 1 2 5 10m



floor plan 1:200
(as existing)

0 1 2 5 10m



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OPTION

A

new cremator plant

replacement of existing cremators

retain chapel as existing

new car park
located within cemetery

new road
located within cemetery

new floral tribute
located within cemetery



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OPTION

B

site layout plan 1:2000
(as proposed)

0 20 40 80 120m

new cremator plant

replacement of existing cremators

retain chapel as existing

new car park
located within cemetery

new exit road
located within cemetery

new floral tribute
located within cemetery



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CHELTEMHAM
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OPTION

B

**new build
remote
crematorium**

located outwith cemetery

**alterations to
existing chapel**

internal expansion of south
chapel into former cremator
plant room

new car park

located within cemetery

new road

located within cemetery

new floral tribute

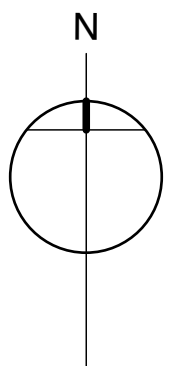
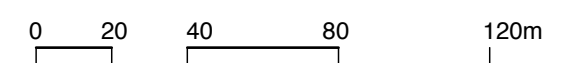
located within cemetery



OPTION

C

site layout plan 1:2000
(as proposed)



**new build
remote
crematorium**

located outwith cemetery

**alterations to
existing chapel**

internal expansion of south
chapel into former cremator
plant room

new car park

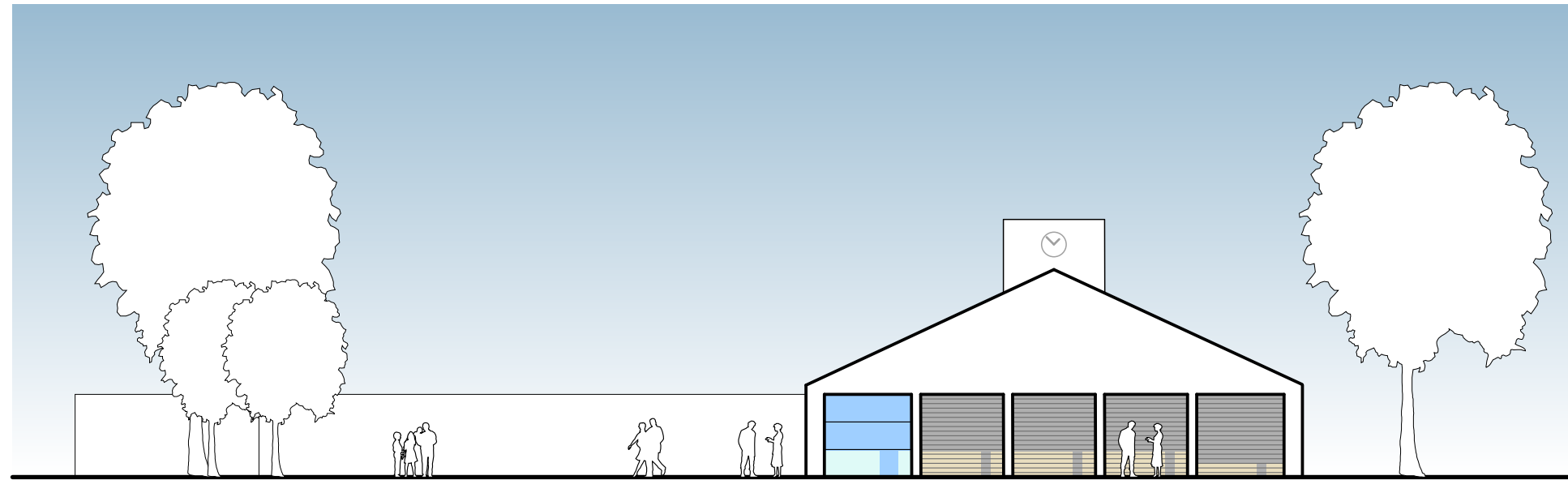
located within cemetery

new exit road

located within cemetery

new floral tribute

located within cemetery



elevation - south 1:200
(as proposed)

0 1 2 5 10m



floor plan
(as proposed)

1:200

0 1 2 5 10m

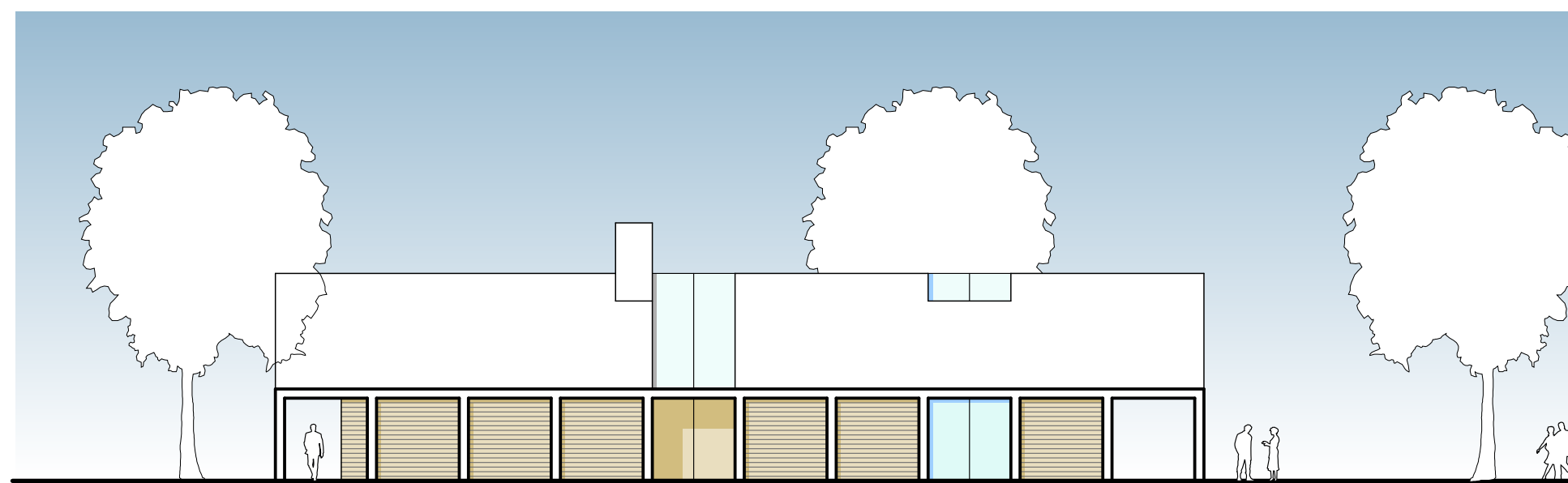


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OPTION

C



elevation - west 1:200
(as proposed)

0 1 2 5 10m

new cremator plant

replacement of existing cremators

alterations to existing chapel

rear central extension demolished and replaced

rear extension to north chapel

new car park

located within cemetery

new road

located within cemetery

new floral tribute

located within cemetery



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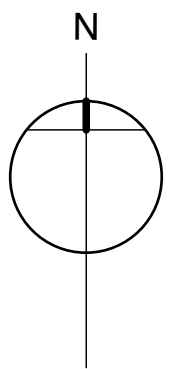


CHELTENHAM
BOROUGH COUNCIL

OPTION

D

site layout plan 1:2000
(as proposed)



new cremator plant

replacement of existing cremators

alterations to existing chapel

rear central extension demolished and replaced

rear extension to north chapel

new car park

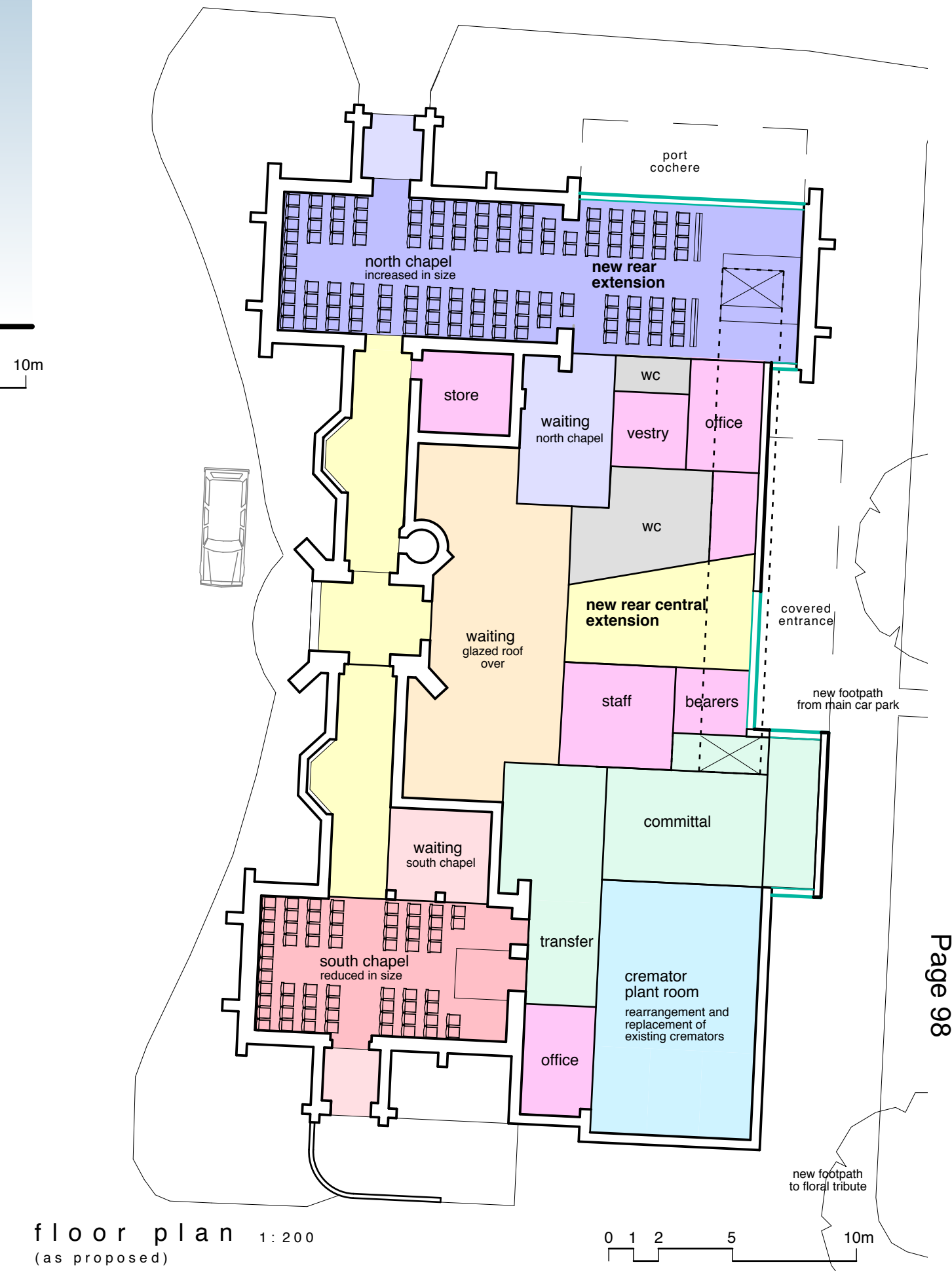
located within cemetery

new exit road

located within cemetery

new floral tribute

located within cemetery



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OPTION

D

- new build crematorium**
located outwith cemetery
- alterations to existing chapel**
existing central rear extension demolished
- new use to former south chapel**
- new car park**
located within cemetery
- new road**
located within cemetery
- new floral tribute**
located outwith cemetery



OPTION

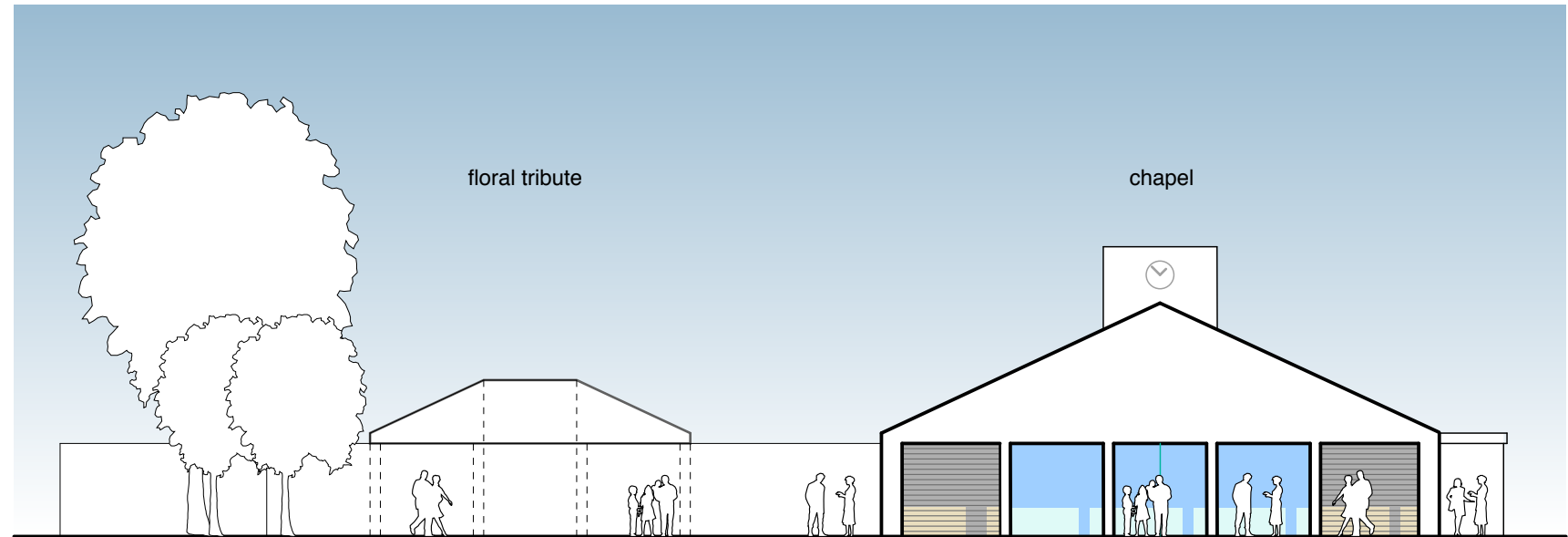
E



site layout plan 1:2000
(as proposed)

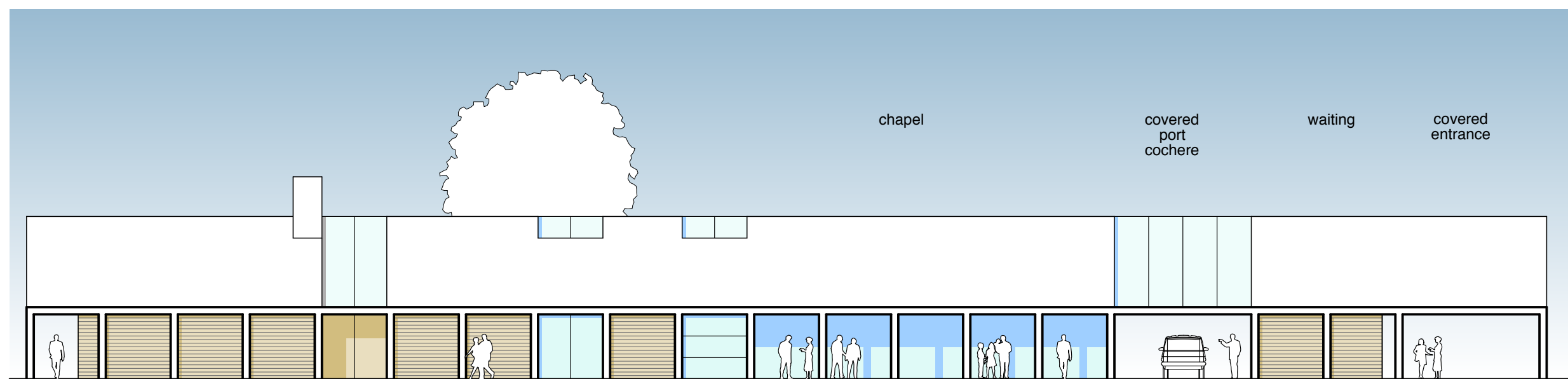
0 20 40 80 120m

- new build crematorium**
located outwith cemetery
- alterations to existing chapel**
existing central rear extension demolished
- new use to former south chapel
- new car park**
located within cemetery
- new exit road**
located within cemetery
- new floral tribute**
located outwith cemetery

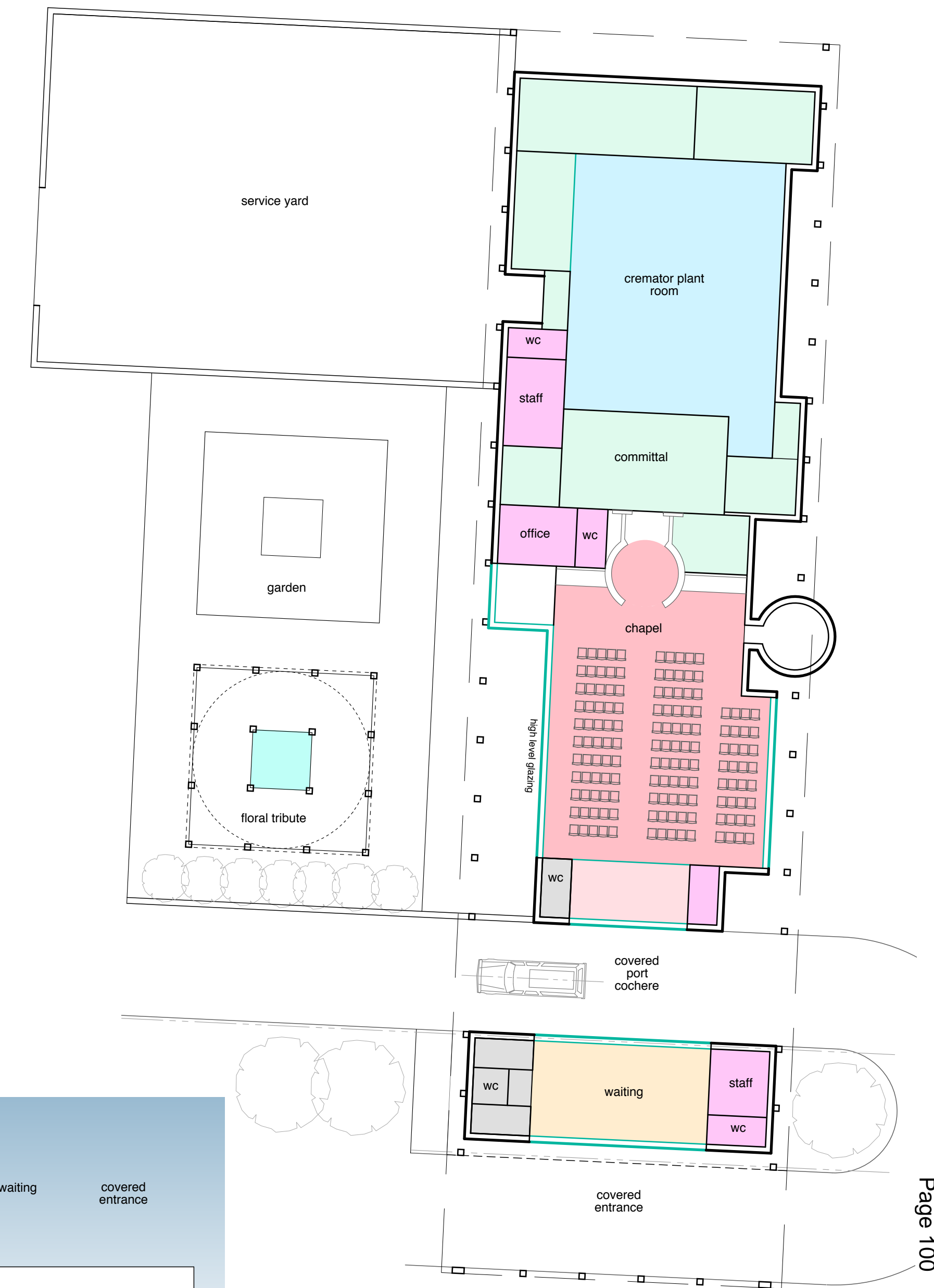


elevation - south 1:200
(as proposed)

0 1 2 5 10m



elevation - west 1:200
(as proposed)



floor plan 1:200
(as proposed)

0 1 2 5 10m



Robert Potter & Partners
Chartered Architects and Project Managers



OPTION

E

**Robert Potter & Partners LLP
Chartered Architects & Town Planning Consultants**

Cheltenham Borough Council

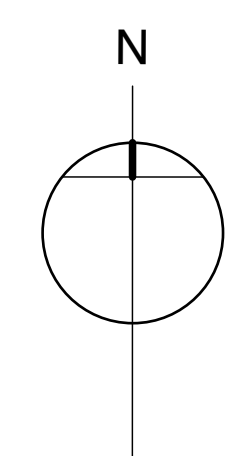
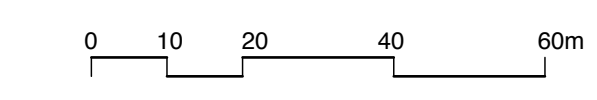
CHELTENHAM CREMATORIUM FEASIBILITY STUDY:

Option Reference Sheet:

The presentation drawings prepared for public consultation have been retitled as follows:

- Option 1 is now Option A
- Option 2 is now Option B
- Option 3 is now Option C
- Option 6 is now Option D
- Option 8d is now Option E

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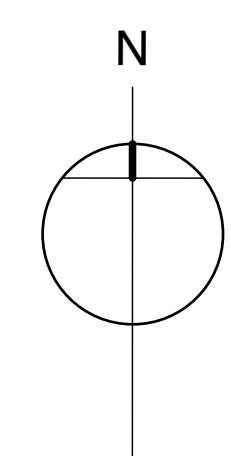
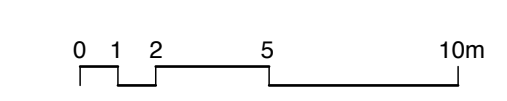
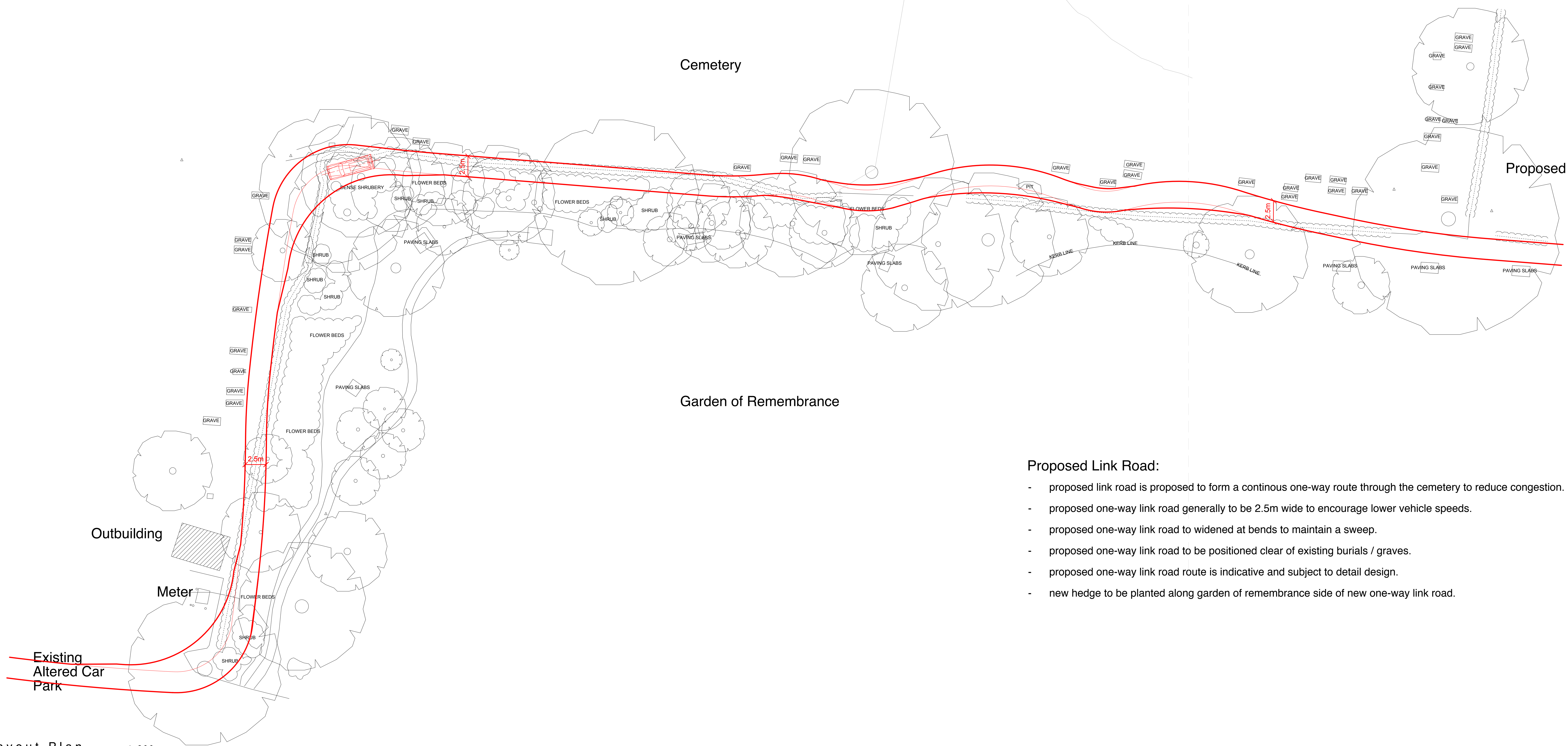


Site Layout Plan
(indicative link road as proposed) 1:1000

Cemetery

Garden of Remembrance

Proposed Main Car Park



Site Layout Plan
(indicative link road as proposed) 1:200

Proposed Link Road:

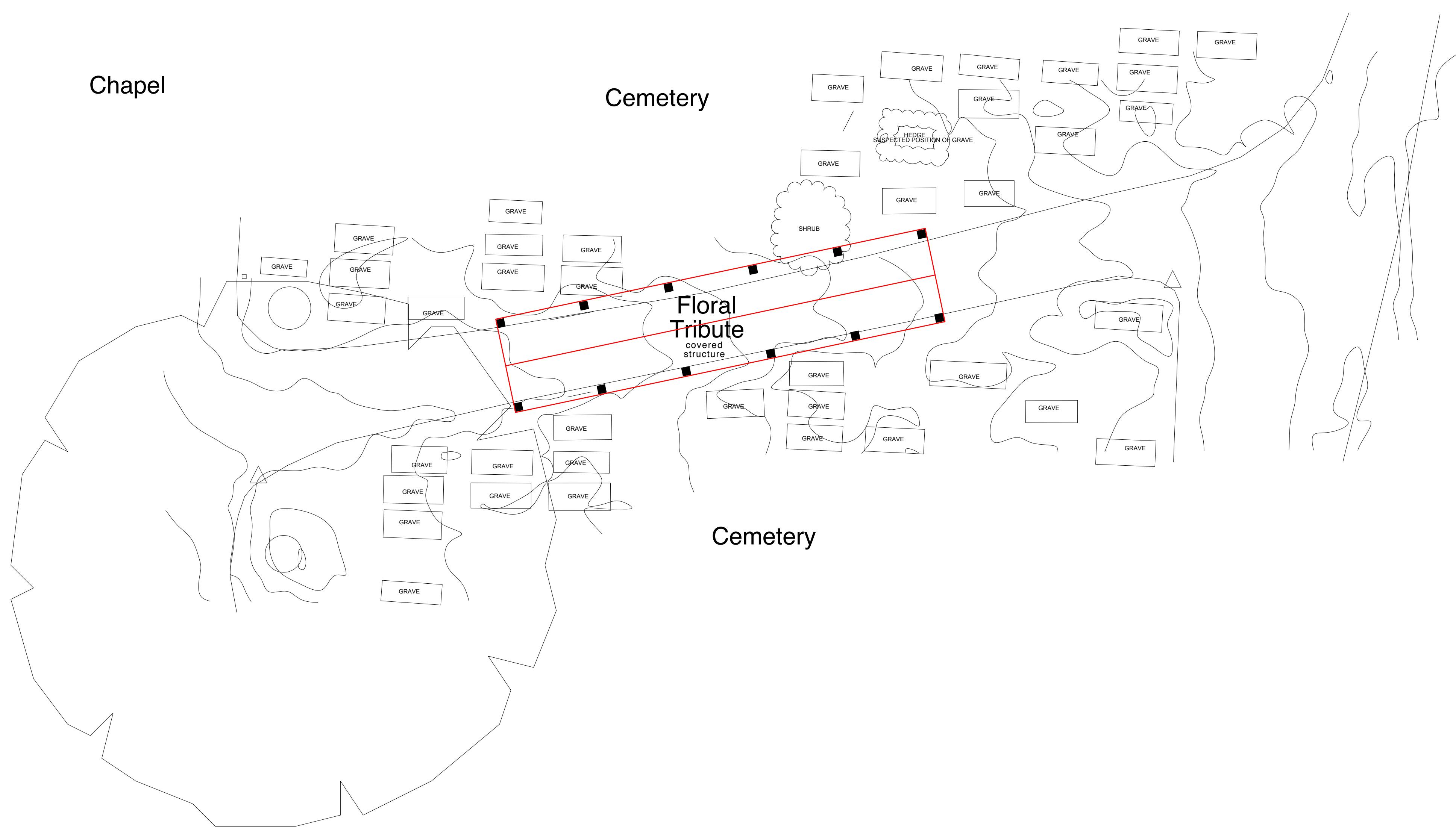
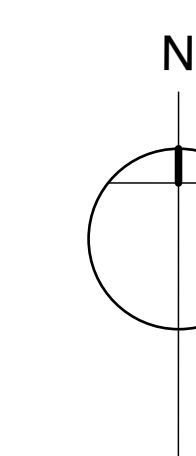
- proposed link road is proposed to form a continuous one-way route through the cemetery to reduce congestion.
- proposed one-way link road generally to be 2.5m wide to encourage lower vehicle speeds.
- proposed one-way link road to be widened at bends to maintain a sweep.
- proposed one-way link road to be positioned clear of existing burials / graves.
- proposed one-way link road route is indicative and subject to detail design.
- new hedge to be planted along garden of remembrance side of new one-way link road.



Site Layout Plan
(indicative floral tribute as proposed)

1:1000

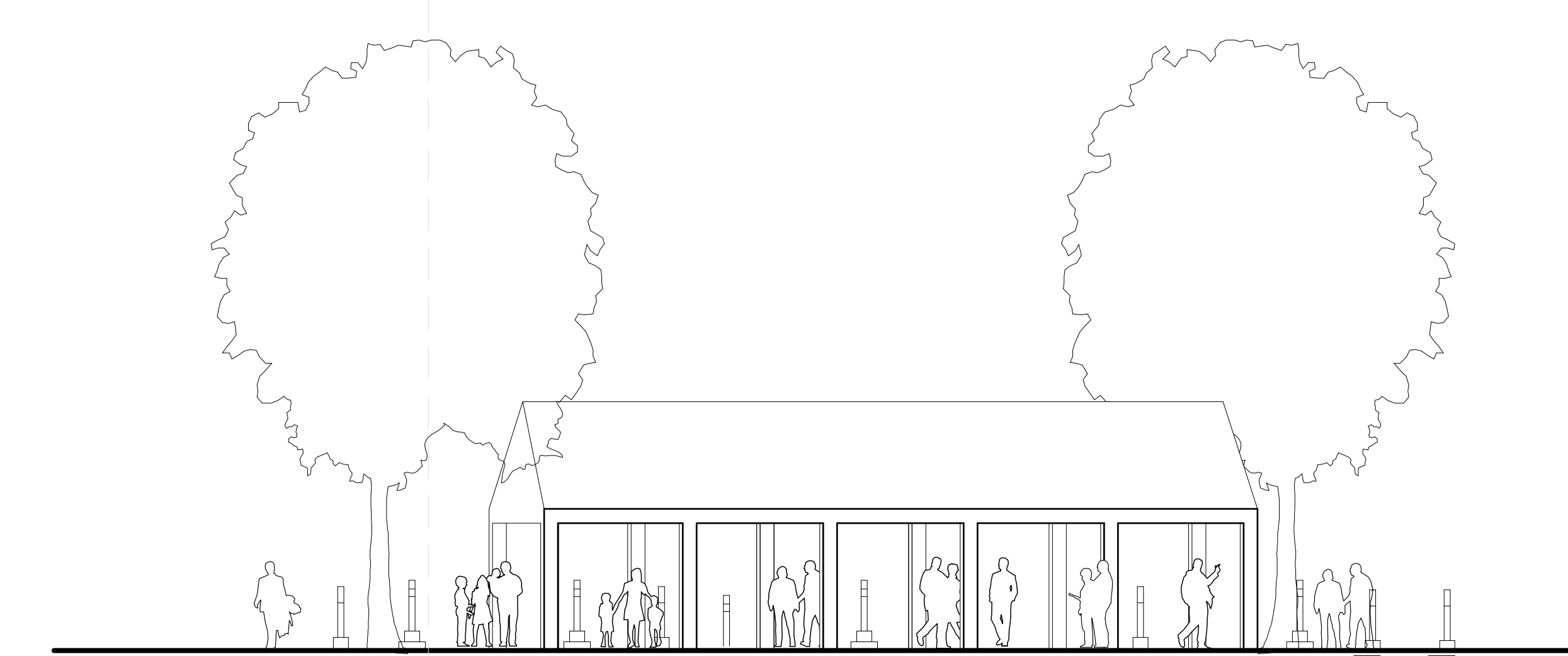
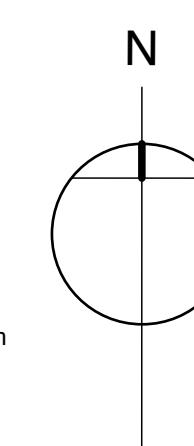
0 10 20 40 60m



Site Layout Plan
(indicative floral tribute as proposed)

1:100

0 0.5 1 5 10m



Proposed Floral Tribute:

- proposed covered floral tribute to be located closer to chapels
- existing road to be pedestrianised.
- floral tribute structure to be carefully design to be positioned clear of existing graves / burials.
- proposed floral tribute is indicative and subject to detail design.

Elevation
(indicative floral tribute as proposed)

1:100

0 0.5 1 5 10m

CEMETERY AND CREMATORIUM FEASIBILITY STUDY – OPTIONS EVALUATION CRITERIA

The table below sets out the criteria to be used by the Cemetery and Crematorium Feasibility Study in assessing options for the development of facilities.

Category	Sub-Category	Criterion	Comments	Pass/Fail Criteria identified below	Scoring Mechanism for criteria where not Pass/Fail is based on 0/5/10 marks			Insert 0/5/10 or Pass/Fail for each option				
					0	5	10	Option 2	Option 3	Option 6	Option 8D	
								Option B	Option C	Option D	Option E	
Financial	Investment Costs	The costs of funding excess investment over £1M should ideally be met by additional income, operational cost savings and / or disposal of cemetery-related assets		Pass/Fail				TBC	TBC	TBC	TBC	
	Net Operating Position	The net operational financial position should ideally not deteriorate			Net financial position predicts deficit	Net financial position no change	Net financial position predicts surplus	10	5	5	0	
								Option B	Option C	Option D	Option E	
Environmental	Mercury Abatement	100% mercury abatement must be put in place			Mercury abatement not achievable	Mercury abatement achievable for two cremators	Mercury abatement achievable for three cremators	5	10	10	10	
	Energy Efficiency	Energy required per cremation must not increase		Pass/Fail				Pass	Pass	Pass	Pass	
		Reduction in CO2 emissions and use of fossil fuels desirable			No reduction in energy use	Reduction in energy use through more efficient cremators	Reduction in energy use through more efficient cremators and reduction in CO2 by use of renewables	5	5	5	10	
	Water Efficiency	Water consumption must not increase	Water costs currently based on rateable value	Pass/Fail				Pass	Pass	Pass	Pass	
	Ecological	Impact upon the local ecology must be acceptable following mitigation.		Pass/Fail				Pass	Pass	Pass	Pass	
	Trees	Impact upon existing trees must be acceptable following mitigation		Pass/Fail				Pass	Pass	Pass	Pass	
								Option B	Option C	Option D	Option E	
Service Quality (bereaved, funeral directors, other users)	Access for cars	Adequate volume and flow			Existing arrangement unchanged	Some improvements but concerns regarding flows/bottlenecks	One way system	10	10	10	10	
	Parking	Adequate volume and location			Existing arrangement unchanged	Parking enhancements but limited disabled parking at crematorium	Parking enhancements and substantial disabled provision at crematorium	5	5	5	10	
	Flow	Meets the needs of all service users (including customers) and reduces conflict between the needs of different groups (including staff)			Existing arrangement unchanged	Improved separation but with some crossovers	Clear flows and separations to minimise conflicts	0	0	5	10	
	Access to floral tributes	Meets the needs of mourners			Existing arrangement unchanged	Improved floral tribute area closer to crematorium	Substantial floral area immediately adjacent to crematorium	5	5	5	10	
	General	Must sustain the current atmosphere of the cemetery and crematorium		Pass/Fail				Pass	Pass	Pass	Pass	
		Adequate space and quality of facilities,	E.g. chapel, waiting areas		Minor improvements	Chapel capacity and waiting area capacities increased by at least 50%	Chapel and waiting areas designed to accommodate large gatherings with 150 seated mourners	0	5	5	10	
		Desirable that potential is created for improvements which benefit the community	E.g. café, function room		No capacity provided	Potential for limited/occasional facility	Potential for dedicated facility	0	0	5	10	
								Option B	Option C	Option D	Option E	

Original Feasibility Suite Reference
Public Consultation Reference

Equalities		Must meet the specific needs of all members of the community	E.g. disabled, religious groups. Equalities impact assessment drafted.	Pass/Fail	Note: Refer to separate equalities impact assessment being prepared by Cheltenham Council			Pass	Pass	Pass	Pass
								Option B	Option C	Option D	Option E
Operational	Facilities	Adequate space and low risk environment for staff			Existing arrangement unchanged	Improved environment but reliance on technical solutions for coffin transfer	Enhanced environment with straightforward coffin transfer	0	5	5	10
	Flow	Meets the needs of staff			Existing retained or remote crematory solution	Improved arrangement but with some unavoidable crossovers between staff/public	Enhanced arrangement with separation of staff and public	0	0	5	10
	Perception	Public perception of cremation			Remote crematory with coffin transfer required by vehicle between chapels and crematory	One integrated chapel and crematory and one separate chapel	Integrated chapels and crematory with no separate vehicle transfer	5	0	10	5
								Option B	Option C	Option D	Option E
Planning	Conservation	Plans must be capable of gaining Listed Building Consent			Pre-application input from conservation officer indicates scheme would not be acceptable	Pre-application input from conservation officer indicates that scheme may be acceptable subject to detailed design development	Pre-application input from conservation officer indicates that Listed Building application unlikely to be controversial	10	10	5	10
		Impact on the registered park and gardens, trees and the Area of Outstanding Natural Beauty must be acceptable following mitigation.		Pass/Fail				Pass	Pass	Pass	Pass
								Option B	Option C	Option D	Option E
Legal		Must fulfil legal requirements, e.g. for distance from dwellings.			Proposals move flue stack closer to existing dwellings	Proposals retain existing flue stack	Proposals locate flue stack outside the exclusion zone	5	10	5	10
								Option B	Option C	Option D	Option E
Land Use	Potential Housing / Flood Alleviation needs	Plans must be compatible with projected needs for housing and/or flood alleviation needs		Pass/Fail				Pass	Pass	Pass	Pass
								Option B	Option C	Option D	Option E
Implementation	Disruption	Level of disruption to day-to-day activity during construction must be acceptable to mourners and staff.			Disruption of activities, with no subsequent improvements to public facilities	Disruption of activities, but with enhanced public facilities at completion	Disruption limited to removal of existing plant outwith normal hours	0	5	5	10
		Any reductions in capacity during implementation must be manageable			Crematorium service out of use for a period	Crematorium function reduced but service still able to be offered	No interruption of service	5	5	5	10
								Option B	Option C	Option D	Option E
Resilience		Must provide a reliable facility and be capable of covering periods of planned maintenance			Space for two cremators only	Space for three cremators with limited physical space for maintenance	Space for three cremators with good space provision for maintenance	0	10	5	10
		Must provide mitigation for a level of unplanned breakdown			Space only available for two cremators	Space available for third cremator	Space available for third cremator and ease of physical replacement	0	10	5	10
								Option B	Option C	Option D	Option E
Future Proofing	Future Demand	Must be capable of meeting expected demands over the next 20 years and of allowing growth to meet greater than anticipated demands or changes in technology.			Ability to undertake up to 2000 cremations per annum	Ability to undertake up to 3000 cremations per annum	Ability to undertake up to 3000 per annum plus medium and long term expansion of facilities	0	10	5	10
	Climate change impact	Plans must be capable of coping with potential climate changes over time – hotter, drier summers, warmer, wetter, winters, more extreme weather events (or at least recognising them)			Existing facility unchanged	Potential for comfort cooling (note: limited in the context of a listed building)	Potential for comfort cooling as part of the heating system strategy (eg: heat pump system)	0	5	5	10
								Option B	Option C	Option D	Option E

Risks	<p>The Risk assessment for the following criteria must be acceptable and manageable.</p> <ul style="list-style-type: none"> • Financial Risk • Employee • Capacity • VFM • H&S • Business continuity • Contractual Governance • Reputation • Customer satisfaction. • Governance • Performance
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Pass/Fail	Note: refer to separate risk assessment being undertaken by Cheltenham Council			Pass	Pass	Pass	Pass
				Option 2	Option 3	Option 6	Option 8D
				Option B	Option C	Option D	Option E
				Total Score	65	115	115
				Any Fail items?	No	No	No

Original Feasibility Suite Reference

Public Consultation Reference

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Activity - RIBA Plan of Work Stages	Action	Status	01-Jul-15	01-Aug-15	01-Sep-15	01-Oct-15	01-Nov-15	01-Dec-15	01-Jan-16	01-Feb-16	01-Mar-16	01-Apr-16	01-May-16	01-Jun-16	01-Jul-16	01-Aug-16	01-Sep-16	01-Oct-16	01-Nov-16	01-Dec-16	01-Jan-17	01-Feb-17	01-Mar-17	01-Apr-17	01-May-17	01-Jun-17	01-Jul-17	01-Aug-17	01-Sep-17	01-Oct-17	01-Nov-17	
FEASIBILITY - Status 0-1-2 Continuation of Preliminary Public Consultation September Cabinet Report Full Council Meeting for Proposed Annual Judicial Review Period (6 months) Annual Internal Project Team Detailed Review of Services for Design Team Consultation and Stakeholder Engagement	Feasibility Study Advance Advanced																															
PRELIMINARY DESIGN - Status 3 Deliver Design Team Procurement Route Design Team Procurement (assumes B05 Schedule) Annotate Design Team - Annotate - Quantity Surveyor - Civil / Structural Engineer - M & E Consultant - Cemetery Specification Specialist Client Instruction to Proceed Flood Risk and Drainage Impact Study Questions for Site Investigation Work (R11) Annotate B1 Contractor Site Investigation: Ground Conditions Site Investigation: Contamination Site Investigation: Gas Monitoring (if required) Planning Application Drawings Sustainable Urban Drainage Scheme ACMS Drainage Modelling Planning Pre-Application Liaison Liaison Planning Application Planning Application Submission Period OB Probable Cost Update Diagrams of Planning Conditions	Framework supported Questions invited																															
BUILDING WARRANT - Status 4 Client Instruction to Proceed Site Investigation: Final Report Building Warrant Pre-Check Building Warrant Drawings Outline Specifications Liaison Building Regulations Application Building Regulations Approval Period OB Pre-Tender Cost Check Crematorium Equipment Procurement Document Crematorium Supplier Procurement POC Selection of Crematorium Suppliers for ITT Tender Period - Crematorium Equipment & Maintenance Assessment of Crematorium Equipment Tenders Selection of Crematorium Equipment Preferred Bidder	Target for lodgement 1st March 2016 Target date 1st August 2016 Target for lodgement 1st June 2016 Target date 1st October 2016																															
TECHNICAL CONTRACT - Status 5 Client Instruction to Proceed Detail Drawings NBS Specification Bills of Materials / Tender Documentation Building Contract Procurement POC Selection of Contractors for ITT Tender Period - Building Works OB Approval and Report on Tenders Client Review and Approval Period																																
CONSTRUCTION - Status 6 Client Instruction to Award Tender Building Contract Let to Period Pre-Start Meeting Meeting Construction Period (12 months assumed) Crematorium Detail Design & Fabrication Crematorium Supplier Supply and Installation Monthly Site Progress Meetings 4 Weekly Material Payments to Contractor Soil Levelling Construction Process Erection Towers and Certification Completion and Handover	Target date 1st November 2016 Target date 1st Nov 2017																															
POST-COMPLETION - Status 6-7 12 Month Rectification Period Initial Payments to Contractor OB Notification of Final Account Final Concurrence Declaration Certificate of Making Good Defects Final Certificate	to Nov 2018																															

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