

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				Original Feasibility Suite Reference Public Consultation Reference
					0	5	10	Option 2	Option 3	Option 6	Option 8D	
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				Option B	Option C	Option D	Option E	
	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	
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	Option B	Option C	Option D	Option E	
	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	
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	Option B	Option C	Option D	Option E	
	Parking	Adequate volume and location			Existing arrangement unchanged	Parking enhancements but limited disabled parking at crematorium	Parking enhancements and substantial disabled provision at crematorium	10	10	10	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	5	5	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	0	0	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	

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
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	Option 2	Option 3	Option 6	Option 8D
	Option B	Option C	Option D	Option E
Total Score	65	115	115	185
Any Fail items?	No	No	No	No

Original Feasibility Suite Reference
Public Consultation Reference