Borough Council of
King's Lynn &
West Norfolk

Environment and Community Panel
Tuesday, 2nd September, 2025 at 4.30 pm
in the **Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ**

Reports marked to follow on the Agenda and/or Supplementary Documents

1. **Item 8: Cabinet Report - Cemeteries - Presentation** (Pages 2 - 17)

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ISDC

Cemeteries & Crematoria

Kings Lynn and West Norfolk Borough Council

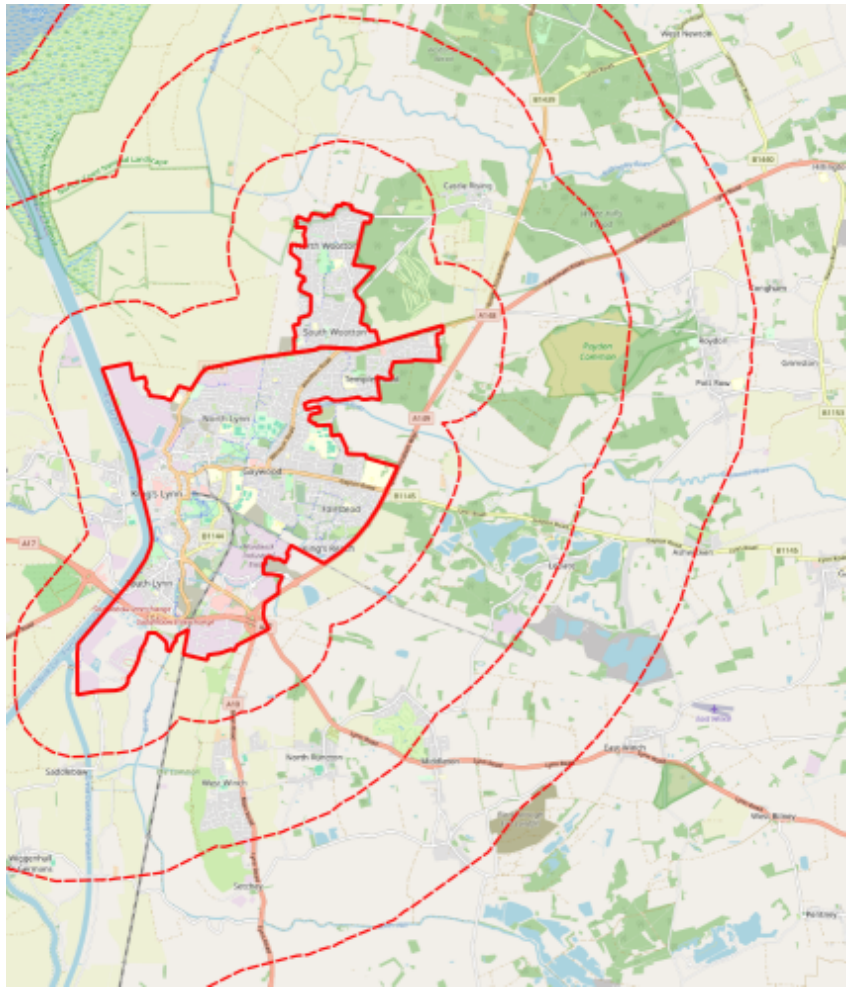
Cemetery Feasibility and Site Search Appraisal Report

July 2025

Site Identification

A ‘pre-screening’ exercise was conducted using a proprietary mapping software. The steps to process sites were as follows:

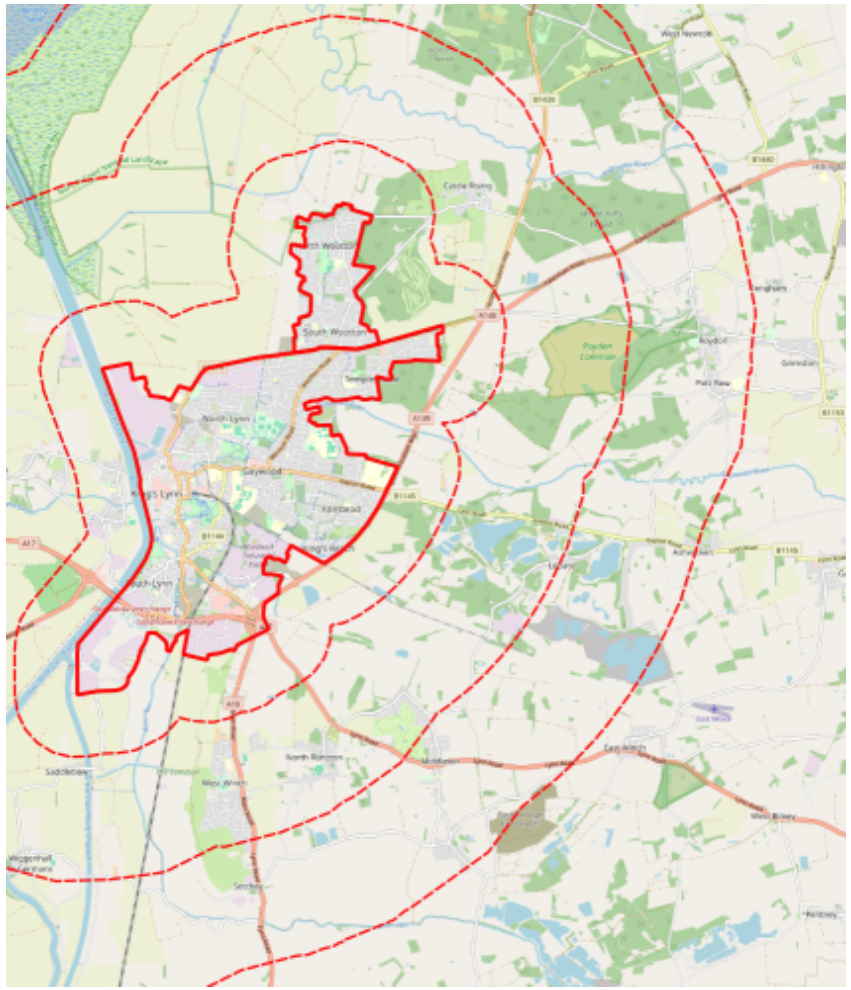
- All roads, buildings and the Land Registry tiles for Kings Lynn and were imported.
- Parcels were assessed according to site size. Sites smaller than three acres were removed from the process.
- A 25m buffer from all double width roads was run. Any sites not within this buffer area were eliminated due to access issues.
- All sites mapped on AONB land, historic landfill, flood zone 2 or 3 or Source Protection areas were eliminated due to complications. If there would be scarce results, then this area would be re-assessed.



Site Identification

- Only one site was identified within the settlement boundary that passed the pre screening. This was the allotment site to the south of the cemetery however this is not a feasible option following a T3 investigation.
- This left 44 cemetery sites across the search area which will be reassessed in the next phase of site searching.

Band	Location	Site Count
0	Within Settlement Boundary	0
1	Within one mile of settlement boundary	6
2	Within two miles of settlement boundary	13
3	Within three miles of settlement boundary	25



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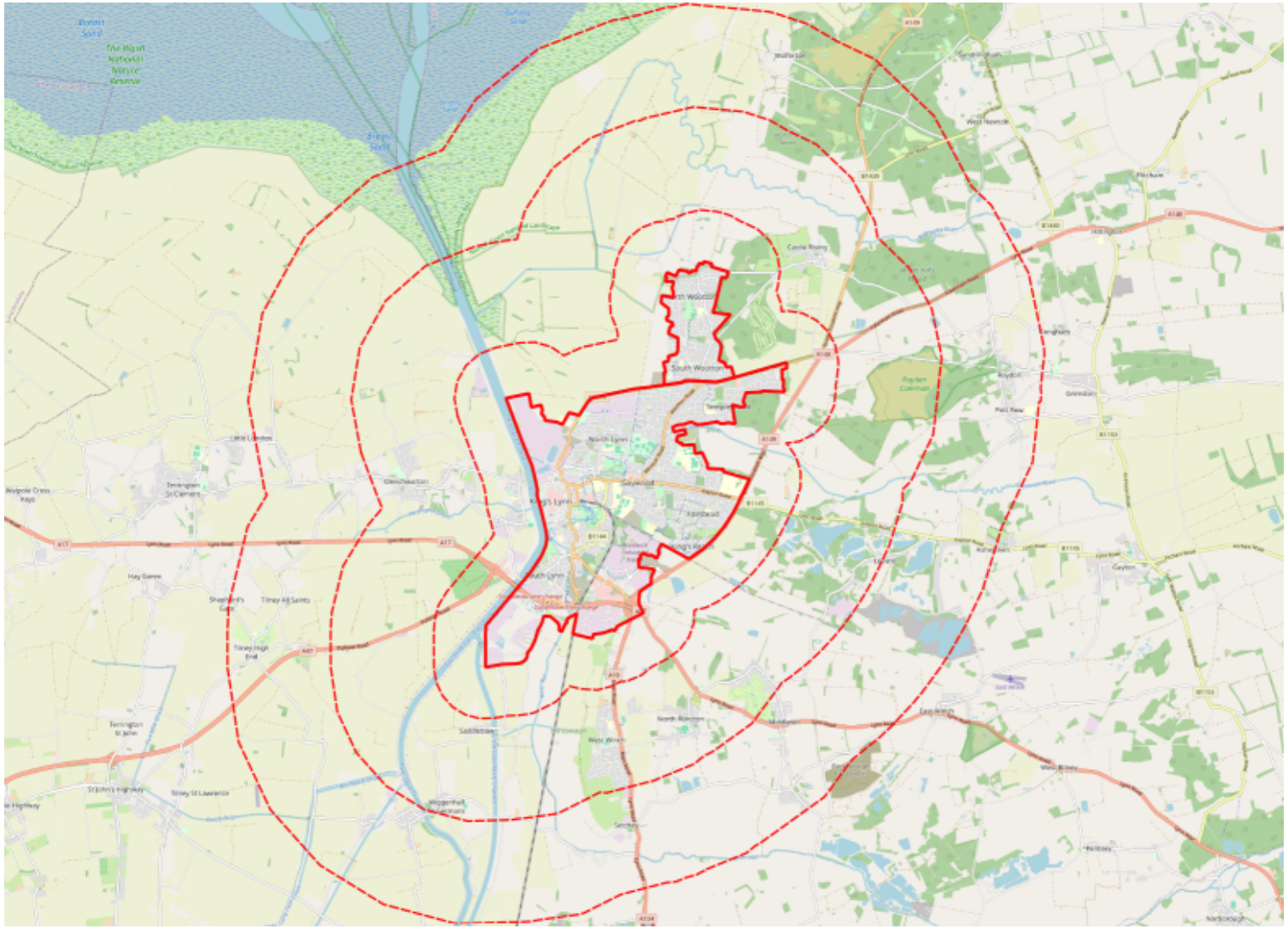

RIBA Stages

CDS operates within the RIBA Plan of Work framework to systematically manage new cemetery developments on behalf of councils. This structured approach ensures the mitigation of client risk and financial exposure at every stage of the project lifecycle. The RIBA (Royal Institute of British Architects) Plan of Work is an industry-recognised framework that standardises the process of design and construction across various types of projects.

Preliminary Feasibility Stage (March - April 2025)

A key milestone during this stage is the Cabinet Meeting, where initial findings are presented, and approval is sought to progress further to identification of a site.

Stage 0 – Strategic Definition (September – December 2025)

From the outset, CDS assists councils in securing a suitable site for the new cemetery. This involves conducting feasibility studies, site assessments, and initial risk analysis. Key considerations include environmental constraints, flood risk, ground conditions, and legal implications. By identifying these factors early, councils can make informed decisions and avoid costly issues later in the project. CDS also works closely with commercial land agencies to secure potential assets on behalf of the council, utilising benchmarked cemetery development acquisition costs.

RIBA Stages

Stage 1 – Preparation and Briefing (January 2026 – April 2026)
This stage focuses on defining the project brief, including project objectives, budget constraints, and initial design parameters. CDS engages with planning authorities and stakeholders to gather pre-application advice and understand potential challenges. Early-stage design work begins, setting a clear foundation for the development.

Stage 2 – Concept Design and Surveys (April 2026 – July 2026)
At this stage, concept design work is undertaken to explore different layouts and configurations that best suit the site and operational needs of the cemetery. Surveys and technical studies continue to define the feasibility and compliance of the project. The pre-application process determined in Stage 1 will form the basis for the documentation and design work required to meet both the validation requirements and the policy stipulations of the Local and National Planning Policy Frameworks.

Stage 3 – Spatial Coordination and Detailed Design (July - October 2026)
At this stage, the design is refined into detailed technical documentation, and further stakeholder engagement is conducted to secure approvals. Public consultation is often carried out at this stage to gather community input and address concerns before planning submission.

Planning Submission (October – December 2026)

RIBA Stages

Stage 4 – Technical Design and Procurement (January 2027- July 2027)
This stage focuses on the technical details necessary for construction and ensuring a robust and detailed tender process in line with the Local Authorities procurement framework to appoint an experienced contractor.

Stage 5 – Construction and Project Management (July - November 2027)
Once construction begins, CDS provides comprehensive project and cost management services by monitoring progress, ensuring quality controls are in place and any issues that may arise are handled promptly and efficiently to ensure delivery of the development

Stage 6 – Completion and Handover (November 2027 - May 2029) – To allow for Defects Period.
The final stage ensures a smooth transition from construction to operational use, conducting performance evaluations and all contractual obligations have been met.

Case Study - Pendle

Project Name: Proposed Burial Ground Development
Dates Undertaken: 2023 - Present
Client: Pendle Borough Council
Project Value: £1.5-2m

The CDS Group prepared a Full Planning Application for Pendle Borough Council. The project was taken from inception, reviewing the site and its constraints in RIBA Stage 0 and we are currently at RIBA Stage 3 ready to submit a planning application. This project was designed to provide a burial ground that caters to the needs of the local community.
The proposed development includes:

- A burial ground accommodating diverse burial practices, such as traditional, Muslim, and ash internment, reflecting the needs of various faith communities.
- Provision for vehicle access and parking, ensuring ease of access for visitors.
- A service yard for operational efficiency.
- Thoughtful landscaping, footpaths and memorial gardens.

Site Overview

The site is a previously undeveloped area of approximately 6.1 hectares (15.07 acres), situated within the settlement boundary of Brierfield, approximately 3 miles east of Burnley. The location provides an ideal setting for community services, with good access via Halifax Road.

Case Study - Pendle

Design Principles

The design strategy was driven by principles aimed at meeting the needs of residents while respecting the environmental context of the site. Key design considerations included:

- Effective Use of Space: Maximising burial provision while accommodating different faith traditions.
- Access and Facilities: Ensuring safe and efficient vehicle access and the inclusion of necessary facilities for cemetery operations.
- Community Consultation: Engaging with various faith communities to ensure the design reflects their requirements and values.
- Environmental Responsibility: Minimising the environmental impact of the scheme and meeting biodiversity net gain requirements through careful site planning and landscaping.
- Peaceful Atmosphere: Using soft landscaping elements, such as trees and hedges, to create a serene environment for cemetery visitors.

Case Study - Pendle

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Case Study - Pendle

Supporting Documentation

The planning application was bolstered by a comprehensive suite of documents all managed by The CDS Group, including:

- Transport Statement
- Preliminary Ecological Appraisal and Biodiversity Net Gain Assessment
- Heritage Impact Assessment
- Landscape and Visual Impact Assessment (LVIA)
- Drainage Plans and Soft and Hard Landscape Plans
- Tree Constraints Plan
- Topographic Survey
- Needs Assessment
- Planning Policy Report
- Public Rights of Access Statement
- Tier 2 Groundwater Risk Assessment

Site Acquisition Cost

It is understood, the client paid in excess of approximately £400,000.00 for the site, the site is approximately 14.8 acres in size, totalling a cost of approximately £27.5k for the site. The site was purchased outright as this was the only mechanism in which the vendor would complete a sale.

Case Study - Peterborough

Project Name: Proposed Burial Ground Development
Dates Undertaken: January 2022 - Present
Client: Confidential – Location Peterborough
Value: £3.5m

The CDS Group developed a design plan for the transformation of adjacent grazing fields into a lawn cemetery to accommodate 8,000 new burials and cremation plots. Environment Agency (EA) Tier 2 investigations showed that the site sat on clay with flints over sand and gravel over chalk. This allowed the site to drain into the gravels soil.

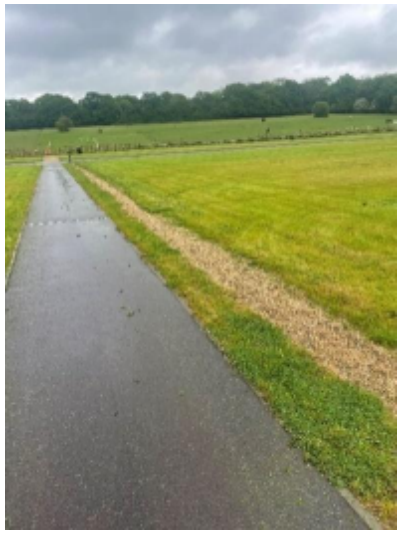
The CDS Group ran a competitive tender process to find a contractor with the expertise, equipment, and experience to overcome the water table issue, able to install drainage compliant with EA regulations, and conduct the cemetery extension works to The CDS Group's designs.

Whitehorse Contractors were the winning bidder based on experience scoring and works commenced in 2021. A complex surface water drainage scheme was installed for both the hard standing and grassland areas. The site had undulating ground that needed grading to enable water to move into the surface drainage and catchment areas.

Case Study - Peterborough

Due to the clayey surface conditions, CDS specified 25mm of an 80-20 rootzone apply over the burial area enabling free water movement to the surface drainage scheme, whilst giving the perception to the public of a dry surface. The SUDS design incorporated a series of swales leading to a large detention basin, which in turn fed into a first defence chamber and then into a hydro break before finally discharging into a series of bore hole soakaways.

This proved challenging in its construction, but the outcome and performance was successful. Due to the low water pressure in the area, CDS utilised the drainage scheme to incorporate a series of sumps and pumps for water points for public use for watering flowers.



Case Study - Peterborough

To ensure comprehensive project planning and management, an additional 10-12.5% of the total cost should be allocated for professional fees, including architects, engineers, QS, project manager, planning fees and surveyors. Furthermore, it is recommended that the client holds a 15-20% contingency fund at the project outset to cover unforeseen costs such as regulatory changes, unexpected ground conditions, additional planning surveys or design requirements.

Most council clients finance cemetery development through a Public Works Loan, spreading costs over 20-35 years, depending on projected revenue. To support this decision, CDS can provide a business case, including cost projections and profit and loss assessments, tailored to burial demand forecasts.

Key Cost Components

Site Preparation
- Clearing and topsoil removal: £238,000
- Bulk earthworks: £12,500

Roads and Parking
- Macadam roadways: £422,880
- Footpaths: £135,575
- Parking bays: £112,800
- Concrete slab service yard: £10,000
- Kerbs and edgings: £144,000

Soft Landscaping
- Grass seeding and tree planting: £95,000
- Ornamental planting: £17,500
- 12-month maintenance: £12,000

Fencing and Fixtures
- Perimeter fencing: £21,890
- Memorial walls and niches: £34,750
- Benches and litter bins: £25,750

Drainage and Utilities
- Attenuation basin: £72,560
- Car park drainage: £33,400
- Site drainage for paved roads: £156,240
- Standpipes and taps: £12,500

Associated Fees
- Professional Fees: 15%
- Contingency: 15%
- Contractor OH+P: 8-12%

Summary

Suitable Area Identified:

- Located south and east of Kings Lynn settlement boundary.
- 19 initial sites identified within 2 miles of the settlement boundary.
- 25 additional sites considered within 3 miles if initial 19 are unsuitable.

Next Phase of Site Analysis (Phase C & D):

- Further desktop screening of all 19 initial sites.
- Assessment against criteria set out within report.
- Ranking of sites based on suitability for cemetery development.
- High level cost estimates.

Future work (Phase E & F):

- Final Feasibility Report.
- Landowner contact.