

**Code****Insight**

- A Citizens find the process of laying their loved one to rest complicated and confusing, at an already difficult time. There is a lack of clarity over what choices a family has, who does what and when. Relatives call sites as they don't trust the accuracy of the information on the website, but note our website page view analysis does demonstrate that citizens are visiting the BCC web site pages for the bereavement service guidance and information on the service offerings.
- B Wildlife can have a negative impact on grave sites, which can be distressing for the family.
- C Some grave sites are not well maintained over time.
- D Documentation is often paper based and time consuming to manage for bereavement staff and partners. There is often duplication of forms, missing information and the need to scan in documents or manually input details.
- E Burials are complex and have many variations, so bookings need to be taken via phone currently. This is time consuming for bereavement staff and funeral directors, and limits when bookings can be made.

F	In some cultures back filling graves (i.e. by hand) after the burial is a tradition and a sign of respect. Often a back fill is a lengthy process, and requires a staff member to stay on site at the grave whilst this is being done. Currently relatives can only choose to back fill themselves or have a manual fill using a digger, and are not always aware that they can change their minds part way through.
G	Some funerals run over time, which has a knock on impact for later bookings and for staff.
H	Some burials are well attended by mourners. This can mean that graves already in use in the vicinity are stood on by mourners. This is viewed as disrespectful by some.
I	The current system is unable to notify funeral directors of updates and changes to their bookings.
J	The current system has no high-level view of all bookings a particular funeral director has with BCC. Currently in order to get this view, the funeral director needs to click through to 'cancel' all bookings.
K	The process for delivering a burial or cremation differs across BCC's bereavement sites. This creates additional confusion for funeral directors and staff that may work across multiple sites.
L	Some funeral directors give incorrect information to citizens about BCC's availability to conduct funerals.
M	The process of reassigning ownership of a grave is complicated, lengthy, and requires a lot of time from staff to support customers through this process. Often customers lose copies of deeds.

- N There is some disconnection between the various bodies that need to be made aware of a death, both within BCC and across the system. This results in citizens having to tell multiple agencies that someone has died and repeat information to different parts of the same organisation.
- O The process of applying for a permit for a headstone is lengthy and time consuming for bereavement staff, stone masons and relatives.
- P Stone masons are often posted invoices from BCC for each individual permit, which creates a lot of manual paperwork for both parties.
- Q Some sites are confusing to get around, for example finding appropriate parking and the right location for ceremonies. Some locations have names that are similar to other local sites, meaning citizens go to the wrong site. All of this adds to the stress on the day of a funeral.
- R The service generally operates during core hours (Monday – Friday 8:30am – 4:30pm). Sutton New Hall does operate seven days a week. In some cases, partners need to contact Bereavement services outside of these hours, but are unable to (e.g. Muslim burials over the weekend in other areas of the city).
- S The COVID-19 pandemic has exacerbated the local staffing issue. Some of the staff working in the service long term are agency staff, which carries a higher cost than permanent staff.

T	There are a number of phone numbers and email addresses that the service must manage
U	No key performance indicators available
V	Citizens make general enquires about the condition of cemeteries and ask for help in completing deed replacements and transfers. Some of these calls can take a long time and can result in repeated calls from the same citizens.
W	User feedback is not available – this was suspended during the pandemic to enable the service to prioritise core services (funerals and memorials).
X	<p>The complaints data shows the most common root cause problems to be:</p> <ul style="list-style-type: none"> <li>'Not the quality or standard expected</li> <li>'Failure to deliver a service</li> <li>'Disagree with policy or procedure'</li> </ul>
Y	The complaints data shows the response target for stage 1 citizen complaints was 73% in 2019, 69% in 2020 and 41% in 2021. This shows a gradual decline in responses provided to citizens within 14 working days and could be attributed to the level of demand experienced during the Covid-19 pandemic. It could also be down to the complaint leads prioritising waste management complaints.

Z

Additional income generation opportunities

### **Recommendation summary**

Create clear guidance taking relatives through each step in the process and their options

Communicate with relatives that wildlife can be an issue in graveyards

Communicate with relatives their responsibility of maintaining a grave

Eliminate as much of the physical paperwork as possible as part of the new system

Review the process for booking burials to understand how we could simplify the service

Offer a partial back fill/ partial manual fill option for relatives

Communicate to citizens the overrun charge, ensure they are aware of where responsibility lies

Clearly demarcate graves , ask ministers to request mourners are mindful of where they stand

Ensure the new digital system has the capability to keep funeral directors updated

Ensure the new system can provide funeral directors with a view of all current bookings

Consider which sites are most streamlined and effective and how to standardise across all sites

Have online view of ceremony availability across all sites for citizens

Review the current process of reassigning grave ownership

Explore how we can better join up and share information internally between Bereavement and Registrars

Review the process and timelines of putting a headstone on a grave and how requests are currently prioritised

Explore possibility of sending invoices to stone masons via BCC's current finance system

Consider how to make sites easier to navigate around, including signage and site maps

Consider establishing an out of hours process to enable Muslim burials to proceed at pace

Consider how we could bring some of the long-term agency staff into the service as permanent staff



Consider moving to one main service contact number and mailbox with a triage team handling general enquiries - opportunity to use the Corporate Contact Centre

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Look at ways to promote the creation of Cemetery Friends groups to help provide general information and news relating to local cemeteries

Consider restarting service customer feedback (make available in online and offline) - opportunity to use corporate solution to measure satisfaction levels already in place

Regularly review the complaints data to identify repeat complaints and common trends

Monitor the dates between complaints being submitted and the bereavement team receiving notification by the complaint leads to ensure there are no internal delays.

- a. Review fees of core services to understand where the service makes the most revenue
- b. Review possible package options to encourage relatives to buy additional services

## Recommendation detail

Create clear guidance taking relatives through each step in the process and their options, detailing who is involved and who is responsible for what, approximate timelines and costs (including BCC service fees and what is/not included), documentation requirements, what to expect and what to do if these expectations are not met. Consider including recommended suppliers. This guidance should start from the point of death and include registering a death. It should include the process if relatives are not using a funeral director. Conduct an audit of the current guidance available online and understand how we can tailor/expand this. This guidance should be available both online and in paper format. Distribute to partners to reach customers as soon as they need that information. Ensure it is available in a range of formats and languages.

***Status Update 17 Jan :*** *Clear online guidance has now been developed and published: 'What to do after someone dies', A guidance booklet has been produced and is awaiting sign off. From April 2023, a medical examiner will investigate and authorise all Medical Certificates of Cause of Death. This will result in a further change to the documentation being required which will impact all services. Hold print run until after update*  
Communicate with relatives that this can be an issue and recommend particular plants and flowers that wildlife will not disturb (e.g. deer and rabbit resistant herbaceous plants)

***Status Update 17 Jan :*** *Damage caused by wildlife is an on-going issue across a number of sites and is being managed by the service - adding information to information boards and signage with QR codes (linking to webpage information on wildlife); community meeting in Yardley Chapel to involve local Cllrs to educate public regarding badger activity. Online content around types of wildlife and impact on the sites - Content Manager to pick up requirements with Activities Manager and capture positive aspects of the wildlife (e.g.*  
Communicate with relatives their responsibility of maintaining a grave, including the rules/requirements around plastic flowers. Recommend ways of establishing a low maintenance grave and the grave maintenance service offering.

***Status Update 17 Jan :*** *Work in progress to articulate clear guidelines for people, eg; plastic fading flowers, look at signage in the graveyards etc. Activities Manager reviewed signage at all sites to prioritise replacements and noticeboard - website needs to be aligned, Content Manager to work with Activities*  
Eliminate as much of the physical paperwork as possible by ensuring the new bereavement system has capability to upload, share and view documentation for all partners, as well as input data via forms directly and make use of digital signatures. Ensure this is possible for all types of funerals. Offer support to those partners that need it to adopt new system.

Note: Can only build online forms for non-statutory docs, all statutory docs need to remain on paper with the new system having ability to upload a scanned version / attachment to support digital record.

***Status Update 17 Jan :*** *Need to establish the timeline for this BACAS replacement and full digitised applications. Soft market testing is underway to produce an analysis of options for new system. A lot of paperwork printing has already been eliminated but manual entry still being carried out where necessary. Digitisation of Bereavement forms in progress (a true copy of signature that complies with the e-signature requirements is needed).*

*This activity may link to Register Office digitisation of records (DRS) Limited trials are in place in another*  
Review the process for booking burials (including statutory and non-statutory requirements) to understand how we could simplify the service. Ensure the new bereavement system has the capability to take bookings for burials online. There is an opportunity to learn from Solihull Council about their system that allows for this.

***Status Update 17 Jan :*** *Process for booking burials, looking at putting this all online. Research with Solihull MBC to review their system for burials (parameters that control bookings), links to BACAS replacement and potential RPA options and ensure scope to include faith/religious burials can be accommodated. Requires*

Offer a partial back fill/ partial manual fill option for relatives, so they can honour their loved ones in this way, but relieve the burden of time spent by the staff overseeing the process. Consider different charging options to accommodate these traditions. Ensure relatives are aware of what their choice entails before the funeral (e.g. the average time it takes for 2 people to fill an adult grave).

***Status Update 17 Jan:*** *The service has always provided a manual backfill option but some bereaved families wish to have a partial backfill option. A partial backfill has risks associated with it relating to potential accidents on site with both mourners and heavy plant machinery operating in close proximity, which is increased where there are large numbers of mourners. The service has now overcome this by offering barriers for crowd control, but this is time intensive and requires additional resources to provide this level of service, which may impact upon scheduling of other funerals if partial backfill is required and the machines are requested (H&S and timing issues). Where resources are available this service will be available upon*  
Communicate to citizens the overrun charge and ensure they are aware of where responsibility for this penalty lies (i.e. funeral directors)

***Status Update 17 Jan:*** *All Funeral Directors are advised when an additional charge for the overrunning of the funeral is being applied, which has been in place for many years.*

Clearly demarcate where graves are, create narrow paths between rows of graves to help show where citizens should stand. Ask ministers to request that mourners are mindful of where they are standing at the start of graveside ceremonies.

***Status Update 17 Jan:*** *Graves that are being opened are demarcated by boarding and matting around the grave. Traditional type graves, with kerb sets, are also demarcated when a memorial is placed. Grave owners are permitted to lay slabs between the graves if they wish. It is not feasible to demarcate a lawn type section*  
Ensure the new bereavement system has the capability to keep funeral directors updated without having to make manual checks on the system.

***Status Update 17 Jan:*** *as rows - E, H, J & L. Soft market testing underway and feature to be incorporated into functionality of new system. FDs will have access to own bookings*

Ensure the new bereavement system has the capability to provide funeral directors with a view of all current bookings with the council.

***Status Update 17 Jan:*** *as rows - E, H, I & L. Soft market testing underway and feature to be incorporated into functionality of new system. FDs will have access to own bookings*

Consider which sites are most streamlined and effective. Consider how to standardise the process across all sites based on best practice.

***Status Update 17 Jan:*** *The service has merged teams in response to business continuity issues. There will always be some differences as not every site offers the same services as another. There are standardised processes, based upon best practice, in place across all sites. There are also individual standardised processes for particular sites which are based upon the specific needs of the site.*

Host an online view of ceremony availability across all sites so citizens are able to book the slot that works best for them. Ensure this view reflects when sites are expected to be temporarily closed down due to short staffing, due to annual leave for example. Ideally this would be additional functionality as part of the new bereavement system.

***Status Update 17 Jan:*** *as rows - E, H, I & L. Soft market testing underway and feature to be incorporated*

Review the current process of reassigning grave ownership. Consider how to better inform citizens about the process and what is needed at each stage - this could be written guidance, or something more interactive like a video.

***Status Update 17 Jan:*** *Process has been streamlined and information will be developed to provide more details relating to the process on the BCC website as part of the work currently being carried out by the web*

Explore how we can better join up and share information internally between Bereavement and Registrars. Consider the 'Tell us once' scheme and how we can bolster existing information, advice and guidance. Establish an open dialogue between other partners across the system (e.g. coroner, funeral directors etc) to explore opportunities to become more joined up.

***Status Update 17 Jan:*** National 'Tell us once' function, the service is also in the process of appointing a HOS for both Bereavement and Registrars which will join the process up better. Some information may not be

Review the current process and timelines of putting a headstone on a grave and how requests are currently prioritised. Provide access to the new bereavement system for stone masons and use that portal for all documentation. Provide guidance on the process and timelines to relatives.

***Status Update 17 Jan:*** Process and timelines have improved since new recruits have started within the service. Further improvements will include considering an automated checking process and improved information on website as part of the work being carried out with the web content team and Bereavement Services. Customers need to know what to deal with, what to do and when - support users through the

Explore the possibility of sending invoices to stone masons via BCC's current finance system or using the new finance system for this. Investigate if an integration can be added between the current / new finance system and the new Bereavement system to output the invoice.

***Status Update 17 Jan:*** Service is raising invoices via Oracle and will process in batches instead of individual invoices. Full integration of automated invoices will be included in specification for new system. Also investigating option for online payment at point of request for service.

Consider how to make sites easier to navigate around, including signage and site maps. Consider how we could name sites in a way that removes confusion for visitors. Consider including all site information on the BCC service web site pages and new system. Could it be included as part of the booking confirmation for funeral directors that they could send on to relatives, or could relatives view this information on the system.

***Status Update 17 Jan:*** Agreed that website is useful but signage could be better, so reviewing all signage across sites and also including better information for users on the website as part of the review that is currently taking place by the web content team and Bereavement Services. Dependency of the new

Where there is appropriate lighting, services could be conducted into the early evening in the winter.

Consider if there is demand to establish an out of hours process to enable Muslim burials to proceed at pace across the whole of Birmingham, for example could we offer an out of hours service for Muslim burials that cannot wait at a premium charge?

***Status Update 17 Jan:*** The service already provides a very successful out of hours emergency burial service at Sutton New Hall Cemetery. Floodlighting has also been introduced to enable later burials up to 6pm through the darker winter months, which has been welcomed by the communities that utilise the later burial times. A planning restriction restricts the use of lighting after 8pm. When Kings Norton Cemetery extension is developed this will increase the options and a similar approach may be adopted at that site too. The booking

Consider how we could bring some of the long-term agency staff into the service as permanent members of staff, reducing costs and the negative impact of short notice periods on the service. Consider how to make the service (and wider council) attractive as a career path. Update and improve guidance documentation for new staff, ensure staff have online access to remain connected to their colleagues across sites.

***Status Update 17 Jan:*** Three new office staff and three cemetery operatives have been recruited to vacant posts and more cemetery operatives interviews are taking place from 1st Feb. If the required amount of new starters are not identified in this round of interviews, then the post will be readvertised for a third time. There are another four vacancies that have occurred since the previous update. Following a wider advertising campaign, more interest has been shown following the more recent job advertisement. Staff have access to e-

Move to one main service contact number and mailbox. There is an opportunity in the Customer Services Programme for this service to use the corporate contact centre to help log, triage, track and report all enquires received, in one place. This would help to reduce the volume of enquiries the Bereavement service receive via the triage process, leveraging best practice technologies for voice, IVR, routing of calls & omni handling of non-voice contacts like email, chat, social media all managed via a single process & technology. This would support the single phone number/email strategy.

***Status Update 17 Jan :*** *Bereavement Services now has one published telephone number and e-mail address. Further programme work is required in the background, but the customer now has one point of contact. Customer also has an online contact form that they can complete for enquiries. The forms are directed* Identify key service operational and financial KPIs so that the service can get an overview of how the service is performing on a regular basis. Consider using power BI to report from BACAS data to create visual, dynamic dashboards. The dashboards can also be used to setup service KPIs.

***Status Update 17 Jan :*** *Service is using Outlook and not omni-mail, so some work remains outstanding for the IT to be developed by the team to support the service to produce BI data. In addition, the programme team is working with Bereavement Services to review and re-introduce the Service User Questionnaire that was in place prior to the pandemic and sent to every service user following a funeral. The responses were used to shape service improvements within the service to meet customer needs.*

Look at ways to promote the creation of Cemetery Friends groups to help provide general information and news relating to local cemeteries. Work with existing Friends groups to spread awareness including the benefits of having a Friends group can make by raising funds or applying for government funding to improve the condition of cemeteries.

***Status Update 17 Jan :*** *Agreed - work already ongoing - Bereavement Services Activities Manager working with numerous volunteer groups to organise activities across cemeteries. Since working with the service in July, a number of attempts have been made to gain interest in developing a Friends group at Handsworth* Restart capturing customer feedback in both online and offline formats. There is an opportunity to work with the Customer Service Programme to repurpose the corporate solution for customer satisfaction to log, monitor, review and report. Signposting to service feedback, could also be added to the existing service web pages and form part of a service request in the new Bereavement system. This will ensure we have a consistent measure of satisfaction and will allow us to benchmark/measure at intervals of the end-to-end journey.

***Status Update 17 Jan :*** *Agreed - Linked with item U. Assistance needed from the programme on what the service can do - need to scope activity and identify points at which customer gives feedback end2end and build in satisfaction form based on corporate model. Questionnaire under review, customer complaints through corporate system being monitored. Customer contact form now available on website to enable* Regularly review the complaints data to identify repeat complaints and common trends. Work with the complaints leads to see how they can be avoided through service improvement plans.

***Status Update 17 Jan :*** *Agreed - work started/ongoing. The service area has no access to complaint data. Programme supporting the service with obtaining raw data and providing a summary report to inform the service's action plan.*

Monitor the dates between complaints being submitted and the bereavement team receiving notification by the complaint leads to ensure there are no internal delays. This will ensure the team have enough time to investigate complaints and provide a response within the set number of working days. Request regular reports from the complaint leads to check for the team is improving their stage 1 response times.

***Status Update 17 Jan :*** *Agreed - work started/ongoing using root cause analysis to improve, complaint volumes very low. All complaints are to be sent to Bereavement.Services@birmingham.gov.uk and not to individual officers to remove the risk of them not being picked up when the person is away from the office.*

Review fees of core services to understand where the service makes the most revenue, to understand how the service can maximise income

**Status Update 17 Jan** : *Agreed - work already ongoing to review income generation opportunities . There is a review of fees, charges and usage conducted with Finance when reviewing fees and charges each year -*

Review possible package options to encourage relatives to buy additional services, e.g. maintenance or borders for graves

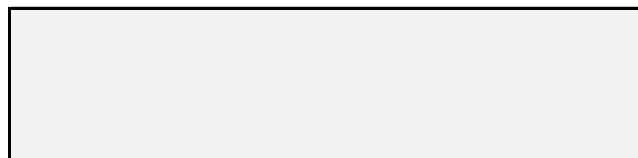
**Status Update 17 Jan** : *Subject to Rules and Regulations. An increase in current staffing levels will be needed through recruitment to vacant posts ahead of any new packages being considered. A grave maintenance scheme was introduced many years ago but has not been popular and is very resource intensive. The service Offer longer lease lengths or renewal options for grave leases to generate additional income*

**Status Update 17 Jan** : *The option to extend a lease from 75 years up to 99 years has been available for a number of years but there has been very limited demand for this. The wording on the fees and charges document is: Exclusive Right of Burial (ERB). NB. An extended lease of 99 years is available upon request -*

Priority rating	Delivery Accountability
Medium priority	Programme - in progress
Medium priority	Service: work in progress with support from programme
Low priority	Service: work in progress with support from programme
High priority	Programme - work in progress
High priority	Service: work in progress with support from programme



Medium priority	Service: completed but work in progress to increase availability as resources permit.
Medium priority	Service: Already in place - complete
Low priority	Service: Already in place - complete
High priority	Service: work in progress with support from programme
High priority	Service: work in progress with support from programme
Low priority	Service: completed
High priority	Service: work in progress with support from programme
Low priority	Service: work in progress with support from programme



Medium priority	Service: work in progress with support from programme
High priority	Service: work in progress with support from programme
Medium priority	Service: work in progress with support from programme
Low priority	Service: work in progress with support from programme
Medium priority	Service: work in progress
Medium priority	Service: work in progress

High priority	Service: work in progress with support from programme
High priority	Service: work in progress with support from programme
Low priority	Service: work in progress
High priority	Service: work in progress with support from programme
Medium priority	Service: work in progress with support from programme
Medium priority	Service: work in progress with support from programme

Medium priority	Service: work in progress
High priority	Service: work in progress with support from programme
Medium priority	Service: Already in place - completed

Based on our analysis and recommendations we have identified a high-level set of user stories for the identifying the Minimum Viable Product (MVP, release 1 for private – public beta) and post MVP (rele

#	Type	As a....	I need.....
1	Functional	Member of staff	I need to give relatives a view of what ceremony slots we have
2	Functional	Member of staff	I need to track burial events taking place in real-time and confirm the completion time
3	Functional	Member of staff	I need to view all bookings made online
4	Functional	Member of staff	I need all the required forms for submission in a digital format available on the system for customers to complete
5	Functional	Member of staff	I need to have access to a live dashboard & management information reports
6	Functional	Member of staff	I need to log all service requests received for the service
7	Functional	Member of staff	I need all business customers to receive a digital invoices or output invoice files through software integration
8	Functional	Member of staff	I need to have the ability to add and amend available services and costings as and when necessary
9	Functional	Member of staff	I need to issue work instructions for staff against each booking
10	Functional	Member of staff	I need customers to have access to support and guidance tools
11	Functional	Member of staff	I need to plan, track and carry out activities based on stages of the services we provide (bookings, permits, service requests)

12 Functional	Member of staff	I need to be able to upload and store various file formats
13 Functional	Member of staff	I need to take a payment for services requested
14 Functional	Member of staff	I need to be able to a confirmation of the payment taken
15 Functional	Member of staff	I will need to share a payment reference number with a customer
16 Functional	Member of staff	I need to see the service requested and the payment made
17 Functional	Member of staff	I would like to see the payments taken going to the correct service ledger
18 Functional	As a relative	I need an accurate view of time slots for ceremonies
19 Functional	As a relative	I want to create and manage my account profile
20 Functional	As a relative	I want to provide feedback on the ceremonies arranged by myself or on my behalf
21 Functional	As a funeral director	I need to book everything quickly online
22 Functional	As a funeral director	I need to quickly amend bookings online
23 Functional	As a funeral director	I need to cancel a booking online
24 Functional	As a funeral director	I need to receive a notification email confirmation of my bookings with site location and date/ time details
25 Functional	As a funeral director	I need to see a dashboard of all ceremonies I've booked, including costs
26 Functional	As a funeral director	I need to be updated if there are any changes to a booking
27 Functional	As a funeral director	I want to receive notifications & reminders e.g. missing forms, ceremonies due to take place
28 Functional	As a funeral director	I want to see funeral options available & the equivalent live calculations
29 Functional	As a funeral director	I want to create and manage my account profile

30 Functional	As a funeral director	I want to provide feedback on completed ceremonies & the system
31 Functional	As a funeral director	I need to contact the service on the system
32 Functional	As a funeral director	I need to be able to upload and store various file formats
33 Functional	As a stone mason	I need a standard online process to apply for a permit
34 Functional	As a stone mason	I need a simple, consistent way to be billed for my work
35 Functional	As a stone mason	I need to contact the service on the system
36 Functional	As a stone mason	I need to be able to upload and store various file formats
37 Functional	As a stone mason	I need to receive notifications & reminders
38 Functional	As a stone mason	I need to see all my permit requests on a dashboard including tracking/status of each request submitted
39 Functional	As a stone mason	I need to provide feedback for each completed memorial request on the system
40 Functional	As a stone mason	I need to create and manage my account profile
41 Non-functional	As a member of staff	I need a stable connection on my device to access the new application
42 Non-functional	As a member of staff	I need to login to the application securely using modern authentication (SSO - AAD)
43 Non-functional	As a member of staff	I need the application to record user actions
44 Non-functional	As a member of staff	I need the new application to be scalable to accommodate as a minimum of ~9K bookings per year
45 Non-functional	As a member of staff	I need the application live environment to be supported every working day
46 Non-functional	As a member of staff	I need the planned maintenance of the application to be scheduled over the weekend or when demand on the system is low
47 Non-functional	As a member of staff	I need the data to be stored securely, (encrypted at rest)
48 Non-functional	As a senior member of staff	I need the new application to have an archiving capability

49 Non-functional	As a member of staff	I need google analytics to monitor website usage and page views
50 Non-functional	As a member of staff	I need the new application to support BCC branding
51 Non-functional	As a member of staff	I need the new application to be able to integrate easily with other BCC LOB applications e.g. the register death application
52 Non-functional	As IT&D	I need to proactively monitor the performance of the new application
53 Non-functional	All users	I need to ensure the new application meets the web content accessibility guidelines, WCAG 2.1 level AA
54 Non-functional	All users	I need my applications to be available during my working hours
55 Non-functional	As a funeral director & stone mason	I need to login to the systems securely using modern authentication and RBAC
56 Non-functional	As a relative	I need to login to the systems securely using modern authentication and RBAC (SSO - Brum account)
57 Non-functional	All users	I need the application to be useable across different mobile devices
58 Non-functional	All users	I need the application to work across different browsers



soft market test delivery team to take into considerations when phase 2, 3 etc) product roadmap.

So that.....	Initial priority recommendation
So that I can reduce calls from families double checking slots	MVP
So that I can monitor the duration and identify those that have overrun	MVP
So that I can manage bookings and resources appropriately	MVP
So that customers can save & complete the required forms online, with checks before submission	MVP
So that I can monitor operational & financial performance of the service	MVP
So that I can log, track, manage and report on all service requests received by the service	MVP
So that I can have all invoices generated through the corporate finance system	Post MVP
So that I can easily keep our service offering up to date	MVP
So that staff have a clear set of actions they need to complete that is auditable within the system	MVP
So that the system provides tailored self-service support first	MVP
So that I can have a clear view of the activities to be carried out based on the stages of the request	MVP

So that I can submit supporting documents digitally	MVP
So that I can confirm the request has been paid for with the customer	MVP
So that the customer has proof of the payment made	MVP
So that I can confirm the payment has been processed successfully	MVP
So that I can confirm that the service request has been delivered and paid for	MVP
So that we can reconcile service requests and income taken	MVP
So that I can get the most convenient time for me and my family	MVP
So that I can keep my account up to date	Post MVP
So that I can share my experience to help improve the service & system functionality	Post MVP
So that I can get arrangements booked to give the family certainty	MVP
So that I can meet families changing needs whilst not having to call the council	MVP
So that I can meet families changing needs whilst not having to call the council	MVP
So that I can pass on the ceremony details to the family	MVP
So that I can have a quick view of what funerals are taking place, at what time	MVP
So that I can quickly make any amendments to all other arrangements	MVP
So that I can avoid form submission delays and deliver any booked ceremonies	Post MVP
So that I when I meet with families, we can review the options available and total costs	MVP
So that I can keep my account up to date	MVP

So that my feedback is reviewed to help with ongoing service & system improvements	MVP
So that I can submit enquiries & receive responses in one place	Post MVP
So that I can submit supporting documents digitally	MVP
So that I manage my workload and my relationship with families	MVP
So that I can accurately make payments as easily as possible	MVP
So that I can submit enquiries & receive responses in one place	MVP
So that I can submit supporting documents digitally when it's convenient to me	MVP
So that I can see a status of permit submissions and receive reminders should any online forms be missing	Post MVP
So that I can see what permits have been approved and the current stage of those still being processed	MVP
So that my feedback is reviewed to help with ongoing service & system improvements	Post MVP
So that I can keep my account up to date	MVP
So that I can carry out my tasks efficiently	MVP
So that I access systems securely	MVP
So that I have visibility of audit history on the new system	MVP
So that it is capable of meeting increased demand on the service	MVP
So that users have support available to help capture & resolve system or service-related issues	MVP
So that it does not impact system availability to our users	MVP
So that we can prevent any potential data breaches	MVP
So that it meets the BCC corporate & service specific retention schedules	Post MVP

So that I can analyse how citizens navigate and use the information available on website to see if it meets their needs	MVP
So that users have confidence that they are accessing a BCC service	MVP
So that Citizen data can be consistent across BCC and to increase automation efforts	MVP
So that I am aware of application performance issues and I'm able to make continuous improvements	MVP
So that the new application (web site/app/mobile version) is accessible to all users, including users with impairments to their vision, hearing, mobility, thinking & understanding\	MVP
So that I can carry out my tasks efficiently	MVP
So that I access systems securely	MVP
So that I access systems securely	Post MVP
So that I am not restricted to my device type and can work on the move	Post MVP
So that I can carry out my tasks from any secure device	MVP

## Notes

Can only digitise non-statutory forms, statutory forms have to remain in paper format that can be scanned/uploaded to the new system

\*\*Further user research would need to be undertaken if this user type was given access to the new application to view bookings made on their behalf and manage bookings directly rather than via a funeral director