



PlotBox Pro

G-Cloud 15 - Service Definition Document

Status: Commercial in Confidence

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1.0 Introduction

This document outlines some of the key features and service points of the PlotBox solution and is not intended to be an exhaustive list of all features/functionality.

Should you have any queries, please contact us via the details on the Service Listing, or via info@plotbox.com.

Demonstrations (online and onsite) available on request.

2.0 PlotBox Functional Specification

2.1 Overview

PlotBox provides UK Local Authorities with a single operational view of all records relating to cemetery and crematorium operations, including

- Burial and Cremation Administration
- Scheduling and Diary Management
- Generation and Storage of statutory and non-statutory documentation
- Compliance tracking - including configurable checklists to ensure compliance
- Digital Cemetery Mapping - showing interactive and live plot availability (with options for both 2D and 3D models)
- Plot Management - including permits, and memorial safety inspections
- Deed Management - including transfers, renewals, successors
- Memorial Management - including permits, safety testing, orders and renewals
- Document storage - support paperless working with uploaded paperwork available remotely
- Financial Management - fee tracking, invoicing, receipting, and integration with corporate finance systems.
- Work Orders - assign, track and manage tasks relating to cemetery and crematorium operations
- Customer Relations Management - sector-specific module to manage contacts, tasks, quotations, etc.
- Contracts - enabling pre-need sales and payment plans

From a self-service perspective, PlotBox include dedicated online portals for:

- **Public Portal** - enabling burial searches, walk-to-grave directions and online service listings
- **Funeral Directors** - 24/7 requests for cremations, services, burials (if enabled), with the ability to transfer required documentation electronically.
- **Memorial Masons** - online permit applications, and submission of required documentation, e.g. drawings, proof of consent

PlotBox is an entirely web-based platform, hosted in the Cloud. No plugins or additional configuration are required to access the service.

2.2 Interactive, Digital Mapping with spatial searches

Produced by drone flights, which will be undertaken by CAA-qualified commercial drone pilots who are PlotBox employees.

Existing data and maps will be overlaid onto the drone imagery, offering a visual representation of all cemetery data within PlotBox's specifically designed GIS solution.

From there, we enable interactivity by linking each plot location to the data we migrate from your source system. Immediate details of the record include the name of any interments and an immediate view of the headstone photograph (if available).

The completed maps provide immediate, visual access to cemetery records and can be accessed on any device to show real-time inventory status and link all record data to a true location.

Plots displayed on the map are colour-coded by status, for example, showing all available plots or reserved plots.

Users can then search and retrieve records, with a wide range of search fields available. Search results will be highlighted on the digital map, allowing the user to query each result by clicking on the interactive point.

2.3 Diary and Schedule Management

PlotBox offers a single schedule view, via which you may configure multiple diaries. This offers the Customer a consolidated view of all operations, on one screen, meaning the Customer can configure diaries for events such as Burials, Cremations, Ash Internments, Services, Scatterings and other bookings/appointments.

2.4 Burial Management

Burial records can be added via a number of methods. Initial bookings may be added via the Diary, or requested via the Funeral Director Portal.

PlotBox allows the Council to record:

- Booking details
- Deceased details
- Applicant details
- Associated Deed (or create a new record)
- Selected Plot
- Burial instructions
- Associated Work Orders
- Associated Fees

Authorised users can upload scanned documents and paperwork. Alternatively, these can be transferred via the Funeral Director portal.

The system allows for the generation of required documentation and certificates e.g. Burial Instructions, Deed Certificates etc.

The system allows the Customer to view the required Burial Registers and to manage the exhumation process.

2.5 Cremation Management

The Cremation module allows the Customer to manage the cremation process from request through to memorial.

A new cremation record can be created from the Diary, (or via the Funeral Director Portal), and offers the user the ability to record:

- Booking details
- Deceased details
- Medical contact details
- Applicant details and preferences
- Service details (options for integration with Media Services)
- Disposal details
- Associated Work Orders
- Associated Fees

Authorised users can upload scanned documents and paperwork. Alternatively, these can be transferred via the Funeral Director portal.

The system allows for the management of cremation-specific processes including the management of stored remains, remains from away, and the generation of required documentation and certificates, e.g. Authority to Cremate, Floral Tributes, and Identity labels.

PlotBox allows the Customer to generate the required Cremation Registers, along with associated reporting, including CMA Returns, Cremation Society Returns

2.6 Memorial Management

PlotBox includes the ability to manage leased memorials and memorial permits. For leased memorials, this includes the option to generate memorial agreements, order forms, and installation notices.

For permits, users can record the details of the permit application, store associated documentation (e.g. drawings of proposal memorials, proof of owner consent), and easily approve/reject the permit application.

Again all information will be linked so if you search for a deceased record, you will be able to see any linked memorials relating to this record.

If you use the mapping module you can also link memorials to a location and this can be linked to a plot and deceased record and owner.

2.7 Records, Deeds, Plots

The core modules of PlotBox focus on one place to keep all records related to a plot, intuitively linked to each other.

Records

Authorised Users can manage deceased records in the “Records” module. Users can configure which fields are visible/required.

Records can be retrieved using an extensive search facility. Search results can be displayed to the user in either a list format or on a map. Results can be exported.

When viewing a record on the map, all associated information is directly available, including any linked images.

Deeds

Authorised users can manage a list of Deeds in the system. When adding a new deed the user can record the following information:

- Associated Facility and Plot(s)

- Deed Owner(s)
- Payments
- Beneficiaries

Related documents can be uploaded, and stored against the record.

The Deeds module manages all legal transactions, such as transfers, assignments, and relinquishments. All changes are recorded with an audit trail and immediately update the status of the Deed and the associated Plot Record, ensuring the system always reflects the current legal owner whilst maintaining a history of previous owners.

Documents can be generated to support these processes, including Deed Certificates and Statutory Declarations.

Plots

Comprehensive information about interment locations can be managed.

Plots are linked to mapping to provide spatial awareness of their location within the cemetery.

Information about ownership of interment rights, interments, and memorials can be accessed from the Plot record.

Authorised users can also access and record Risk Assessments against the Plot record - see *Memorial Safety Inspections*

2.8 Finance

PlotBox allows for the configuration of Fee Types linked to each record area, for example, Deed Purchase, Burial, Cremation, Memorial, etc.

The platform allows authorised Users to create, edit, and manage invoices.

The system also offers management of credit notes, bulk updates of fees and charges, and integration with a range of commonly used Corporate Finance systems.

2.9 Document Generation

PlotBox includes an embedded tool to support document generation, offering both access to a library of existing templates which we have defined for our customer base, along with the option to create new and custom templates as required.

The list of pre-defined templates includes Burial and Cremation documents, Deed Certificates, Memorial agreements and reminder letters, identity labels and floral tribute labels.

Templates can be amended by authorised users, without support from PlotBox.

2.10 Work Orders and Memorial Permits

PlotBox uses Work Orders to assign tasks within your cemeteries or crematorium. Work Orders can be generated to accommodate common tasks, and attached to a variety of entities (e.g. burials, cremations, memorials, deeds, plots).

The status of Work Orders can be tracked and managed to ensure compliance with service level agreements and so that customers' expectations are met.

Work items can be updated in the field, using mobile devices. Users may also attach a photograph of completed works.

Similar functionality exists for Work Permits, allowing the Customer to better manage works undertaken by third parties e.g. Memorial Masons.

2.11 Memorial Safety Inspections

Authorised users can carry out a risk assessment on a plot. Users can record the required information against a plot, either while on-site or in the office, including the resulting risk level, and any remedial actions.

Users can also add notes, and attach images of the plot/memorial.

To allow for forward planning of memorial safety inspections, the Next Inspection Date can be set in bulk, or based on the results of each inspection.

2.12 Funeral Director Portal - Online Bookings

PlotBox offers the ability for Funeral Directors to request bookings online, available on a 24/7 basis. Our portal presents a live feed of availability, based both on current bookings and the Customer's own rulesets.

Our Funeral Director Portal also allows Funeral Directors to upload and transfer documentation electronically to the Customer. All files received are stored immediately against the associated system record.

2.13 Memorial Mason Portal

A similar portal can also be provided to allow Memorial Masons to submit permit applications online, with the ability to complete application forms, provide details of the work to be undertaken, and attach relevant documentation e.g. drawings / proof of owner consent.

2.14 Mobile Access

As a cloud system, PlotBox is accessible remotely and in the field. The platform has been built using Responsive Design, ensuring that the layout of the interface will change to the available screen size.

2.15 Reporting

PlotBox includes a detailed reporting module, which enables the Customer to meet both performance and statutory reporting functions.

Users can configure the columns which are included, and the sort order of results. Results can be filtered in the application and exported to a range of formats, including PDF and XLS.

2.16 Public Access - EverAfter

The PlotBox platform includes a public access facility to allow members of the public and genealogists to search for deceased records online.

This includes options for headstone photographs, descriptions for people of interest, walk-to-grave directions.

EverAfter includes additional functionality such as a public services listing, people of interest searches.

To ensure accessibility, the Public Access portal is compliant with WCAG 2.1.

2.17 Finance Integration

Through our experience in the UK Local Government market, PlotBox now offers a range of integrations to the most commonly used Finance packages.

This is proven to reduce the administration of invoices and payment records, for both Bereavement Services and Finance teams.

2.18 Flexible Configuration

PlotBox is highly configurable, designed to allow Administration users to make configuration changes without support.

There is a settings area which can be permission based so that not all users have access and this allows configuration of over 40 various areas such as diary times, document templates, fees, users, funeral directors, workflows, work orders, religions, facilities, sections and more.

3.0 Methodology and Service Delivery

3.1 Onboarding & Ancillary Services

The Onboarding process will vary depending on the size of customer, the modules they choose to start with and the services they want us to provide (e.g data migration, mapping etc). Each new customer will be allocated a dedicated Project Manager (PM) as well as team leads from other departments as required such as a Technical Consultant for data migration, a GIS expert for mapping, a Training Consultant and a Customer Success representative.

Each project will have a Statement of Work (SOW) detailing the agreed scope of the project and a project plan. There are a few key milestones within the project such as Discovery, Data Acceptance Testing, Training and Go-live. We tailor training plans to include online and onsite training.

The Implementation project will be formally scheduled within PlotBox based on completion of Final Contract and receipt of Initial Payment. Once both of these are achieved the Project Planning phase can proceed.

During the Project Initiation phase, the project plan will be discussed, updated and agreed based on resource availability for both Plotbox and Client, assignments to project tasks with dependencies and timeframes for both parties agreed, so our approach is very much a partnership model. As these tasks are critical factors in project success, we will work closely with you to confirm the project timeframe. The project timeline has significant dependency on delivery of client prerequisites, so it is important to provide these at the earliest convenience.

The following sections outline the Ancillary Services which can be provided to support our customers' onboarding and ongoing needs.

3.1.1 Data Migration

PlotBox has a team of Technical Consultants with proven experience of data migration from the most common cemetery and crematoria management platforms.

Our team uses best practice methodologies for data migration. Details of our migration and transformation process are available on request.

3.1.2 Digital Cemetery Mapping

PlotBox is a pioneer of advanced GIS mapping for cemeteries. We provide an integrated digital mapping tool built into our own product, designed specifically for cemetery management.

Firstly, we will capture high-resolution images of the Council's facilities. The images are produced by drone flights, which will be undertaken by CAA-qualified drone pilots who are PlotBox employees.

Using the prepared drone imagery, the PlotBox Mapping team will create an interactive digital map for each of the Council's facilities by overlaying your existing cemetery maps. This includes creating an overlay of existing plots, accurate to 1-3 inches, achieved using our proven mapping process and experience.

We can also produce 3D digital twins of your cemeteries.

PlotBox can also accommodate the mapping of memorials, vertical structures (including niche walls, wall plaques, remembrance halls, etc.), and other physical locations.

3.1.3 System Configuration and Process Alignment

PlotBox configures the system to align directly with the Council's existing policies, operational processes, and statutory requirements, minimising disruption while enabling improved efficiency.

During implementation, workflows, user roles, permissions, fees, lease structures, diaries, and reporting outputs are configured to reflect local practices across burial, cremation, memorial, and finance operations. Configuration is undertaken using standard system tools, avoiding unnecessary customisation and ensuring future upgrades are not constrained.

Where appropriate, PlotBox works with the Council to refine and streamline processes, aligning them with best practice while retaining local control and flexibility. All configuration is validated through user acceptance testing prior to go-live, ensuring the system supports day-to-day operations from first use.

3.1.4 Project Management

PlotBox delivers projects using a structured, phased project management approach designed to minimise operational risk, ensure statutory continuity, and achieve timely system adoption.

Each project is assigned a dedicated Project Manager who acts as the single point of contact and is responsible for governance, planning, and delivery. Implementation follows clearly defined phases:

- Initiation & Planning - confirmation of scope, success criteria, governance structure, risk register, and implementation timetable.

- Discovery & Configuration - detailed requirements validation, system configuration aligned to local policies, workflows, fees, and user roles.
- Data Migration - controlled migration from legacy systems, incorporating data analysis, quality assurance, data acceptance testing, and formal sign-off.
- Training - role-based training for users, with options for onsite/online and Train-the-Trainer delivery.
- Go-Live & Stabilisation – managed transition to live operation, hypercare support, and issue resolution.
- Handover to Support – formal transition to business-as-usual support with agreed service levels.

Progress is managed through regular status reporting, risk and dependency tracking, and structured change control.

3.1.5 Training

We will provide adequate training to support a successful implementation, leveraging our experience of UK cemetery and cremation processes. Training is typically delivered as a blended approach between familiarisation sessions, self-guided learning, and tailored instructor-led sessions (with both online and onsite options available) the system and provide training using onsite and remote training methods.

Our training plan will also include training of administrative users in areas such as system configuration, setup, user management, document templates, reporting etc.

All training sessions will be recorded and made available to watch back on demand.

In addition, after go-live users will have access to an embedded knowledgebase which provides detailed instructions and “how-to” guides. This is provided alongside the live chat feature, and provides suggestions based on the content of the user's conversation with our support team. User documentation is maintained by PlotBox.

3.1.6 On-site Audit

Stemming from a Survey and Engineering background, PlotBox offers unique, unrivalled technology functionality and associated services to enable on-site verification of graves, identifying any discrepancies for remedial action.

This can be undertaken by PlotBox employees or by Customer staff and includes the ability to carry out audits on a mobile device, attaching headstone photographs as they progress.

3.2 Offboarding

At the end of the contract process, on request, we will provide you with a flat table structure of your data. And documents/images uploaded into PlotBox will be zipped and returned. We will provision a secure file transfer to ensure the security of your data during the transition period.

If the data is required in a bespoke structure, our appropriate day rate will apply.

PlotBox will then delete all Customer Data and confirm deletion from our infrastructure.

3.3 Service Delivery

3.3.1 User Support

Provided by a UK-based team, and offered to authorised users directly within the application, with an average 5-minute response time. All support is provided by qualified PlotBox employees, with no support boundaries within the product.

Support Tickets can be raised using an embedded Live Chat tool, or via the Online Service Desk. Users will also have access to an external Support Portal which can still be accessed in the unlikely situation that the PlotBox application is unavailable.

Where necessary, the PlotBox Support team will offer Phone/Teams/Zoom support calls to discuss tickets. Direct Phone Support for ticket logging is reserved as a last-resort.

3.3.2 Service Levels

Standard Service Hours are 9am to 5pm, Monday-Friday, excluding UK bank holidays. As we are a global organisation, extended hours are available, subject to additional cost.

Our cloud infrastructure is continuously monitored and reported on using Application Performance Monitoring (APM) software, allowing us to proactively manage SLAs and immediately react to service reduction.

We will provide a clear designation of support request types, priority levels and target resolution times within our Service Level Agreement (SLA)

Priority	Classification	Target Response time
Critical	System is not usable for any purpose	1 hour
Severe	Malfunction impacting critical piece of functionality	3 hours
Serious	Malfunction impacting non-critical piece of functionality	6 hours
Minor/Query	Routine advice and guidance request, Documentation deficiency or usability suggestion	24 hours

3.3.3 Target Uptime

Our target uptime is 99.5% within Service Hours. Our system is designed to ensure a high level of resilience, and historic performance suggests our system will be available well within this target.

3.3.3 Product Roadmap and Updates

We are fully committed to on-going development of PlotBox to meet the needs of a changing industry. We will continue to improve PlotBox by using the latest in modern technology and we will continue to innovate within this industry. In addition to technological changes we will also react to legislative changes and industry best practice guidance from guidance bodies such as the ICCM.

Under the Software as a Service (SaaS) model, PlotBox releases new product features on average every 6 weeks. Within the agreement, the Customer will always have access to the latest version of the product. This means no upgrade projects are required, and therefore no cost for upgrades.

Unless absolutely necessary, releases will be deployed outside of service hours.

3.3.3 Customer Success Management

At contract award, the Customer will be allocated a Customer Success Manager, who is responsible for ensuring that the Customer continues to gain value from their PlotBox implementation.

The assigned Customer Success Manager will provide comprehensive support and expertise to ensure the success and satisfaction of our customers throughout the entire contract lifecycle.

4.0 PlotBox Technical Specification

In this section, we have provided an overview of our Technical approach and requirements. If you require additional clarification, or if you would like to see details of our approach to meeting the National Cyber Security Centre's Cloud Security Principles, please ask.

4.1 Hosting

The platform is hosted on Microsoft Azure, our chosen Infrastructure as a Service (IaaS) provider. Azure runs in geographically distributed Microsoft facilities, where each facility is designed to run 24x7x365 and employs various industry-standard measures to help protect operations from power failure, physical intrusion, and network outages.

These data centres comply with industry standards (such as ISO/IEC 27001:2022) for physical security and availability.

For UK Customers, we will only use UK data centres, both for production and backup environments - ensuring all UK Customer Data remains within the UK.

4.2 Data Centre Security

By selecting Azure as our infrastructure partner, we have access to the tools and techniques Microsoft has access to.

Azure provides a trusted foundation that allows us to design, build and maintain a secure Cloud-based application that respects and protects your data. Some of the security-focused services and capabilities provided by Azure include:

- **24-hour monitored physical security.** Data centres are physically constructed, managed and monitored to shelter data and services from unauthorised access as well as environmental threats.
- **Monitoring and logging.** Security is monitored with the aid of centralised monitoring, correlation and analysis systems that manage generated information and provide timely alerts.
- **Patching.** Integrated deployment systems manage the distribution and installation of security patches.
- **Intrusion detection and DDoS.** Intrusion detection and prevention systems, denial of service attack prevention, regular penetration testing and forensic tools help identify and mitigate threats from both outside and inside of Azure.

- **Zero standing privileges.** Access to customer data by Microsoft operations and support personnel is denied by default. When granted, access is carefully managed and logged.
- **Isolation.** Azure uses network isolation to prevent unwanted communications between deployments and access controls block unauthorised users. Virtual Machines do not receive inbound traffic from the Internet unless specifically configured to do so.
- **Azure Virtual Networks.** Multiple deployments can be deployed to an isolated Virtual Network and allow those deployments to communicate with each other through private IP addresses.
- **Encrypted communications.** Built-in SSL and TLS cryptography enables customers to encrypt communications within and between deployments, from Azure to on-premises data centres and from Azure to administrators and users.
- **Data encryption.** Azure offers a wide range of encryption capabilities up to AES-256.
- **Identity and access.** Azure Active Directory is available and Multi-Factor Authentication and access monitoring offer enhanced security.

4.3 Data Location and Sovereignty

PlotBox customers' data will be stored in Azure's UK Data Centres. PlotBox's Cloud Architecture may transfer Customer Data within a geo (e.g. within UK) for data redundancy. For example, we replicate images and backup data between two regions within the same geo for enhanced data durability in case of a major data centre disaster. PlotBox will not move Customer Data outside of the Region.

The advantages of the hosting solution include:

- Maximum scalability and performance, whereby a lower grade server can be deployed (thereby at reduced costs) but upscaled as volume and performance demands.
- Load-balanced servers can be deployed if volume becomes a further issue that is not solved by raising the specification of the server (e.g. an increase in memory).
- Disaster recovery becomes almost trivial with a cloud provider such as Azure as an image of the failing server can be spun up within minutes to get the application going again.
- Server performance and monitoring tools are deployed as standard.

4.4 Data Segregation

Your data will be stored in a separate relational database, not a multi-tenanted one. Uploaded documents, templates and images are stored in a separate container for each customer.

4.5 Data Ownership

The customer explicitly retains ownership of customer data. PlotBox will not use any data managed by the service, including meta-data, reference, and/or transactional data, without the customer's explicit permission.

4.6 Data Integrity and Audit

PlotBox provides an embedded audit log which captures details of data changes, including the date/time, the user involved, and the field values before and after the change.

A Security Program Implementation stream forms part of our roadmap and is managed by our product team as an integral part of our ongoing product development lifecycle.

4.7 User Authentication

PlotBox provides authentication and access via a unique username and password combination. We optionally support SAML 2.0-based SSO to allow authentication to Azure Active Directory (Microsoft Entra ID) and Google SSO. Native MFA is also available for external users (Funeral Directors, Memorial Masons)

4.8 Vulnerability Scanning and Penetration Testing

PlotBox engages a third-party independent security company to undertake an annual security review of our Cloud infrastructure and a yearly penetration test. This organisation is CREST accredited, and registered under the UK National Cyber Security Centre's CHECK assurance scheme.

Vulnerability management is performed by the internal Platform. Automated assessments identify vulnerabilities, which are prioritised and remediated based on risk (if not resolved automatically). Remediation is applied through controlled change management processes.

4.9 Data Backups and Protection

PlotBox implements a robust and automated data backup policy to ensure the safety and integrity of your data. Our architecture uses geo-redundant cloud storage to ensure that multiple copies of your data and artefacts are maintained and protected against Operating System, Software, Hardware or Data Centre issues.

All customer data is stored in databases running within Azure's data centres, offering point-in-time recovery, as standard. Additionally, we perform daily automated backups, ensuring all customer databases have multiple recovery sources at any one time. Weekly and monthly backups are also captured. Monthly backups are kept for 8 months and made on the first of the month.

Customer data is encrypted at rest within the Microsoft Azure data centres. Microsoft Azure provides built-in TLS (2.1+) cryptography, which supports encrypted communications within and between deployments, from Azure to on-premises data centres and from Azure to administrators and users.

4.10 Disaster Recovery and Business Continuity Plan

Our infrastructure supports several disaster recovery scenarios, enabling us to avail of methods including geo-replication of Azure Storage to secondary regions, or Zone redundancy (i.e. data is copied to multiple data centres (availability zones) within a single region).

Azure virtual machines are replicated to a secondary region as part of the Azure Disaster Recovery configuration.

PlotBox also maintains an active Disaster Recovery Plan (DRP), the purpose of which is to provide guidance and the steps required to ensure the PlotBox customer-facing applications are functioning as expected when there is an event that is impacting its use.

The DRP details strategies and actions to enable PlotBox to respond in a timely and structured manner to any event which has disrupted BAU for the customer-facing applications

4.11 Assessment and Certification

We are certified under Cyber Essentials, ISO27001:2022, and ISO9001:2015. All business functions are included in scope.

Formal Scope for ISO is: "The development, implementation, support, and continued enhancement of cloud-based bereavement management software for Cemeteries,

Crematoria and Funeral Homes across the globe run through HQ at The ECOS Centre, Kernohans Lane, Ballymena.”

4.12 Technical Requirements

With this hosted solution there are no server or hardware specifications required to be met by the Customer, the only software specification is that internet access will be required and the following browsers will be supported:

- Chrome version 21 and above
- Safari version 5 and above
- Firefox version 14 and above

We can confirm that a test and a live environment will be configured and made available to the Client. PlotBox in the cloud only requires a browser; eliminating any software or hardware incompatibilities. Obviously, for a cloud solution there are no installation and configuration requirements placed on the Customer.

5.0 Social Value

PlotBox delivers social value in line with the PPN 06/20 Social Value Model through fair and inclusive employment practices, ongoing investment in digital skills and early-career development, and inclusive recruitment that reduces barriers to employment.

We invest continuously in staff development across software engineering, data migration, cyber security, and public-sector service delivery. We actively support graduate and early-career pathways into digital and technology roles. We are a certified Great Place to Work.

We are proud of the impact our platform, products and services have on enabling Local Government services and supporting the bereaved.

We promote employee wellbeing through flexible working, mental health awareness, and supportive management practices, contributing to a stable and productive workforce supporting public-sector clients.

PlotBox actively contributes to the bereavement and public-services sector through knowledge sharing, training support, and engagement with professional bodies, helping to raise digital capability across local authorities.

Our cloud-based, paperless solution reduces environmental impact by minimising travel, printing, and physical storage associated with legacy systems.

In addition, our software actively helps customers deliver their own social value objectives by enabling accessible public self-service, improved transparency, efficient income recovery, and safer cemetery and memorial management, supporting inclusive access to services and better outcomes for local communities alongside sustainable contract delivery.