1 Purpose of report

The board of Wellingborough Bereavement Services (WBS) Ltd has submitted its annual report to its sole shareholder (the council), and this is attached as Appendix 1.

2 Executive summary

Nene Valley Crematorium (NVC) has been trading since September 2016 and its report to the council as shareholder demonstrates the approach taken by directors and sets out the proposed fees for the coming year.

3 Appendices

Appendix 1 - Annual Report of Wellingborough Bereavement Services Ltd.

4 Proposed action:

Council is invited to RESOLVE to:

4.1 NOTE the annual report of Wellingborough Bereavement Services Ltd.

4.2 APPROVE that the council sets the fees for 2020-21 as follows:

a) core fee for cremation remains at £899.00;
b) Increase the extended service fee from £200 to £450; and
c) Increase the memorial fee from £200 to £450.

5 Background

5.1 Nene Valley Crematorium was built in 2015-16, and the keys were handed to the council on 31 May 2016. The building was then staffed and set up for business, with the first cremation taking place on 19 September 2016.

5.2 The council agreed the creation of a wholly owned company to operate the crematorium in September 2015. This would be governed by a board comprising two members and two senior managers.
5.3 The contract included provision of a limited amount of landscaping around the building and subsequent capital funding has have been made available by the council to further develop the site and grow the business.

5.4 The board first met in June 2016 and now meets bi-monthly.

6 Discussion

6.1 Since its opening in 2016, NVC has consistently performed better than expected with this year continuing that trend. This not only reflects the hard work, commitment and dedication of the manager and registrar, Tracy Lawrence, and her team but also the ongoing investment by the council in developing the business and the site.

6.2 The business has produced it’s an annual report for the major (and only) shareholder, the Borough Council of Wellingborough, and proposes the fees for the coming year, that are required to be set by the council.

6.3 The proposed fees for the year keep them competitive against other providers. As the company enters its fifth operating year it was felt prudent to review cremation capacity and associated fees in more detail. A benchmarking exercise, primarily against the private sector, has taken place, which revealed that the memorial fee and extended service fees were far too cheap.

6.4 Consideration has also been given to the transition to North Northants Council and the facilities provided by Kettering.

6.5 The future – transformation

Looking ahead and to ensure the company continues to be fit for purpose, it is proposed to refresh the business plan and associated documents, (such as the operations and marketing plans) to identify next steps for further developing the business and the future operating model. Considerations include:

- Landscaping options
- Memorial Garden developments
- Memorials marketing opportunities
- Future proofing for business growth and new initiatives in the sector
- Dedicated office space and associated facilities to accommodate staff and visitors
- Refurbishment of existing areas
- Exploring Pet Cremations
- Bereavement Support opportunities
- Green Burials
- Opportunities within North Northants at overall bereavement services

7 Legal powers

7.1 Section 111 of The Local Government Act 1972 gives the Council power to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions.
Section 2 of the Local Government Act 2000 gives the Council the power (subject to certain exceptions which do not apply here) to do anything which they consider is likely to achieve the promotion or improvement of the economic, social or environmental well-being of the Borough.

8 Financial and value for money implications

8.1 At its meeting on 13 June 2018, Resources Committee approved for capital funding for investment in the site that will in turn generate additional income for the business and its shareholder.

8.2 The projected death rate (provided by Public Health) as a result of the pandemic in 2020 did not materialise and this has impacted on the projected end of year outturn. Despite this, however, the business has remained to generate an increased profit against the previous year.

9 Risk analysis

9.1 The operation of the business continues to work well in partnership with all its users, noticeably going from strength to strength in its fourth year of trading, having listened and acted upon customer feedback. Feedback is still received but there are no significant risks to the reputation or operation of the company. A risk register is in place which has been approved by the board and is reviewed twice a year.

9.2 The unresolved remedial works with the design and build contractor relating to the cooling of the building and contractual landscaping are in hand and council officers are working with NVC and Wates to pursue and resolve this. It is possible, however, that capital funding may be required to support the resolution.

9.3 Challenges, such as the prison re-build and the unitary transition are included in the risk register and remain under review by the board.

9.4 The pandemic naturally created a concern for the business in meeting projected demand but also in terms of protecting the staff to enable business continuity. The leadership and arrangements put in the place by the Manager have enabled the business to continue operating in a safe a compliant manner.

10 Implications for resources

The primary implication for resources is the officer time needed to make this project a success. Senior management involvement has gradually reduced but there continues a supportive relationship in the interests of the business and the Council. Time spent by officers on crematorium business is recharged to the company.

11 Implications for stronger and safer communities and equalities

The business strives to meet the needs of the diverse community and strategically adapts the services on offer to achieve this.
12 **Author and contact officer**

Karen Denton, Assistant Director

13 **Consultees**

Board Directors  
Manager and Registrar

14 **Background papers**

Minutes of project team meetings and member advisory groups  
Correspondence with officers and relevant internal/external contacts.
Chairman’s message

On behalf of the Board, I would like to celebrate a successful year of business at Nene Valley Crematorium.

Whilst bereavement is a sad time it is something that sadly happens to us all and our business is intended to be respectful and supportive to the bereaved. The number of cremations increased again and consistent positive feedback about the facilities and our important team running the services, who continue to have the priorities of bereaved families and friends at the forefront of their minds.

Client feedback continues to be positive and represents the compassion and care given to the bereaved by the team – who are an absolute credit to the business.

We have retained the professional gold level standard accreditation from the ICCM (Institute of Cemetery and Crematorium Management).

This year has also seen a repeat (virtually) of the incredibly popular candlelit service in December that provided the opportunity to remember loved ones lost this year.

My ambitions for the coming year are to see the crematorium continue to strengthen, develop and build on its existing popularity and support the business to thrive.

Paul Bell
Chairman
Introduction

This is the fourth annual report of Wellingborough Bereavement Services Ltd.

The company was formed on 30 December 2015.

Registered number: 09932293

Registered Office: Swanspool House, Doddington Road, Wellingborough NN8 1BP

Operational address: Nene Valley Crematorium, 305 Doddington Road, Wellingborough NN8 2NX

Board: Paul Bell (Chairman), Tim Maguire, Karen Denton (Operations Director) and Adrian Piper (previously Liz Elliott to 31 December 2020).

Its first (and currently sole) venture – Nene Valley Crematorium – was opened for business on 19 September 2016. This report looks back on the fourth year of trading.

Vision

“A tranquil setting that respects and accommodates the wishes and needs of all our community.”

The crematorium is a modern building with modern facilities and technology which recognises the need for flexibility and good service.

The Guiding Principles of the Institute of Cemetery and Crematorium Management are observed.

Performance

In its first year of business the crematorium undertook 694 cremations, and in the second year this increased to 734, rising from an average of 12 cremations each week to just over 14. The feasibility study undertaken before opening forecast 700 cremations in year three. The busiest month in 2017-18 was January 2018, when 78 cremations took place. This number was exceeded by the first three months of 2018-19 when the number of cremations reached over 80 for each of those months, performing higher than the key performance indicator (KPI) set that was increased by 10% on the KPI for 2017-18. Cremation activity for the following months of 2018-19 continued to meet and/or exceed the KPI, with the busiest months in this year being April, May and January. There was a total of 899 cremations for this year, increasing to 1023 for 2019-20, which equates to a year-on-year increase of 14%.
There was an increase to 44% from last year’s 42% of the deceased having been resident in the borough - Northampton’s deceased remain in second position at 28%, which is a slight decrease from 30% last year – there is no change to the East Northants area (including Rushden) with 19% being represented third (from 2018-2019’s second position). It remains clear that the facility is serving a wide area covering Northamptonshire, Bedfordshire and Cambridgeshire and beyond, which was 3% for 2019-20.

Given the continued success year on year, where the KPI was either met or exceeded it was agreed to increase it further for 2019-2020 by another 10%.

To date, reduced cost “out of core hours” cremations have increased from 71 in 2017-18 to 88 for 2018-19, with a slight increase to 91 for 2019-20. Such cremations are available earlier in the morning and during late afternoon when people do not generally have work commitments. Cremations can also be booked during the evening, on Saturdays, Sundays and on bank holidays at the standard rate, with no enhancement in fees for these periods of day and night. This flexible service offering has not been and continues to currently not be used to the potential that it could be, primarily because services are driven by the funeral director rather than bereaved people.

A new category of direct cremation was introduced on 1 April 2018, which allowed a reduced cost for a cremation which did not require use of the ceremony hall/chapel or related services. This new category was utilised 38 times during 2018-19, increasing to 52 for 2019-20, and to date 94 times in the current financial year. The latter is indicative of the current pandemic situation (the covid-19 outbreak) from March 2020.

Another new category of “simple service” was introduced on a trial basis during the summer of 2019, following a request from a funeral director working in partnership with a local ceremony leader, which was used 27 times to 31.03.2020, and has been used 75 times to date – similarly, the increase in this type of service and the ‘direct cremation’ service (referred to above) is indicative of the current pandemic - both service offerings continue to receive positive feedback. The “simple service” service is time bound to 10 minutes and is generally managed by a ceremony leader that now naturally acts as a control measure with the company’s risk assessment for the pandemic – meaning that persons present inside a building, are there for a minimum amount of time. This type of service continues to offer further choice for the community, particularly for those who prefer a simplified service and/or are on a budget.

As the company enters its fifth operating year it was agreed that it is prudent to review cremation capacity and associated fees in more detail.

The Board

The Board meets every two months, which follows an operational management team meeting between the two officer directors of the board and the crematorium manager, with invites for other council managers occurring for subject specific items.
The Board receives regular operational reports from the crematorium manager and monitors finance, health and safety, and performance. Key performance indicators were introduced for 2017-18, and a risk register reviewed before approval. The crematorium has operational manuals, which encompasses internal procedures and business continuity plans to ensure as far as is possible the smooth running of the business.

To allow for the business manager to focus on the day-to-day operations of the crematorium, (including the sales/purchase ledger) element of finance, with effect from 1 December 2020 the company’s firm of accountants became responsible for monthly management reporting of the overall budget. This includes a fully reconciled set of accounts each month rather than annually, and a 3 year budget plan to identify where the business needs to be, meaning that: A rolling 12 month 3 way forecast of profit and loss, cashflow, and a balance sheet to provide knowledge on financial performance. This brings the future into the present so that any essential action can be taken, sooner rather than later. The appointed accountant is tasked with liaising with the crematorium manager regularly to receive her contribution, and bi-monthly to attend a pre-meet (to board meetings) with the manager and officer directors, with attendance at subsequent board meetings.

A business plan is in place and the subsequent formally approved two-year action plan is being worked through to conclusion by 31.03.2021. The simplified marketing plan, including improvements to the company’s website as well as use of social media has progressed, and it is anticipated for the website updates to be completed by the current financial year end.

**Staffing**

The initial operational team of five people at the crematorium, headed by Tracy Lawrence – Manager and Registrar, has grown over recent years and has become a team of twelve for an enhanced service offering. The role of a business (customer care) type apprentice was introduced on 1 April 2019, shortly after adding two part time caretaker/cleaner roles to the team.

The apprenticeship resulted in a successful NVQ Level 2 Customer Service Practitioner qualification for this apprentice; and the caretake/cleaner (custodian) roles have proved successful in providing a fit for purpose response to meet immediate needs. Opportunities were also taken to bring ‘in-house’ the external window cleaning contract, which removed company costs and enhanced job satisfaction for postholders.
As a result of the company’s success, the Board agreed for the manager to reinvest company profit from 2018-19 into increasing staffing levels to support business growth and develop new areas for focus during the remaining time in the current financial year, and for 2020-2021. As a result of increasing staffing levels, salaries were also reviewed as part of a benchmarking exercise to ensure competitive rates of pay for all team members, existing and new. The overall new team will consist of 12 team members (within 11 posts) to include three new posts of Head Gardener, Gardener/Relief Cremator Technician and Memorial Consultant, to provide bereaved people with a dedicated person to guide and support them in reaching informed choices.

The above referred to posts were successfully recruited to in December 2019, with subsequent start dates of January and February 2020. Given that the pandemic was upon the team shortly afterwards the manager arranged for fast tracked mentoring and training to include cremating for two of these postholders, namely the head gardener and gardener/relief cremator technician. The manager had recently achieved cremating mentor status through the Institute of Cemetery and Crematorium Management, (ICCM) and worked in partnership with the ICCM to reach a successful outcome for these postholders to achieve their qualification in the Cremator Training Technician Scheme, (CTTS) which has subsequently supported the extra cremation activity because of the pandemic.

The memorial consultant has yet to materialise their full potential in this role because of the restrictions surrounding the pandemic but has risen to a challenge to support the ceremony hall/chapel and office with increased essential associated tasks, launched a social media presence, and continues to plan marketing tasks for a time when restrictions are lifted.

(The Coronavirus Act 2020 required that from 26 March 2020 “crematoria should be closed for anything other than funeral services, as amended from 25.11.2020 to “The Crematorium will be closed except for funerals, commemorative events and those wishing to pay their respects at a memorial within the Garden of Remembrance”).

Two additional two-year apprenticeships were made available during December 2020, for Bereavement Services Support posts. The aim to provide opportunities for young people to learn and gain qualifications, with an aspiration for them to remain within the bereavement services care profession of ‘cems and crems’. One of these posts in placed on the business side and the other is allocated to operations, with former encompassing a ‘gateway’ to management.

The company has and continues to take opportunities to review its current contractual arrangements further for maintenance and grounds work. A proposal for pest control services to be brought ‘in-house’ to aid flexibility and provide cover, was agreed and this service was brought ‘in-house’ during early 2020. This has proved successful with the post holders and has further reduced company cost.
Following on from her predecessor Karen Denton, an officer director for the company continues to work in partnership with Tracy Lawrence to maintain and enhance service provision to include planning for the transition of the business ownership to North Northamptonshire Council.

The project work continues to be carried out by the council’s property and projects team who work closely with Tracy Lawrence on this. The primary focus has been to implement the pathway infrastructure, memorial gardens and enhance the aesthetics of the grounds. This work has been pushed back several times due to the pandemic but is now progressing and will be completed during 2021. This project work supports the company’s vision for their grounds to become a Garden of Remembrance, (the site) with individual themed memorial gardens within it – a garden within a garden concept.

**Environmental issues**

The crematorium was granted a permit to operate under the Pollution, Prevention and Control Act 1999 and The Environmental Permitting (England and Wales) Regulations 2010 as amended. Emissions are tested in accordance with the requirements of the permit. The permit was renewed in 2018, and a successful review between the environmental protection officer and the manager. A further review for 2020 is pending, which was pushed back due reduced staffing levels in the Environment team, and the subsequent pandemic restrictions.

A policy remains in place in relation to the recycling of metals and pacemakers, which has proved very successful – the manager nominated a bereavement/death related charity (Marie Curie) to the ICCM for receipt of funds from their scheme, which resulted in the crematorium being selected. £10,000 was subsequently gifted by the company to the charity.

**Feedback**

The crematorium staff have been collecting feedback from users since it opened, and one formal survey has been carried out to establish the key issues, which have been addressed by the Board. This includes an agreement by the board to reinvest an element of the operating profit into improving customer experience by acting on their previous feedback and to improve benefits and working conditions for the team.

The crematorium facilities continue to be well received, and has embedded the established good reputation locally, with positive comments continuing to be received about the staff, the views over the lake towards the river, and the tranquility, as well as the modern look and approach. During 2020 and beyond these positive comments continue, particularly about how well the team have reacted to the needs of the pandemic. Decisions reached have always been from a bereavement-led, balanced with a risk-based approach to ensure that a funeral experience remains as normal, as normal can be, given current restrictions. This is widely known within the profession locally that sets Nene Valley Crematorium apart from the county’s and neighboring counties crematoria.
Several further improvements have been made over the past year and some projects are still ongoing; these are outlined below. Comments will be reviewed by the Board and potential changes considered as part of business planning.

In addition to the feedback from users of the crematorium, the company and the council have been jointly addressing issues following its completion and handover by the contractor; these now focus on two issues: air cooling and contractual planting. Discussions will continue until a resolution is found to all outstanding issues. Despite officer’s best endeavours both issues continue to exist but have progressed.

There was a need by the manager to resolve an element of the contractual planting issue, which related to turfing the banks adjacent to the car parks. Except for the receipt of a financial contributory reimbursement from the original contractor, and some minor planting to one of the focal beds, the works have been completed. These works were funded by the council as part of the capital bid process during 2019-20.

Achievements

‘Unsung Heroes’ - the team were beyond honoured in December 2020 to be nominated to receive a Rose of Northamptonshire Award in recognition of their contribution to the pandemic.

This prestigious award has been created in order to recognise and celebrate the contributions of those who live or work in Northamptonshire to the County’s response to the Coronavirus Pandemic. The Lord-Lieutenant of Northamptonshire, The High Sheriff of Northamptonshire and Northamptonshire County Council have jointly launched the ‘Unsung Heroes of Northamptonshire’ initiative – their extended congratulations and delight to convey that Nene Valley Crematorium had been awarded a ‘Rose of Northamptonshire Award’ evident. A recognition of the hard work and determination that the team had shown when faced with the unprecedented threat from the Coronavirus outbreak - keeping our communities together and those most at risk safe. It was noted by The Lord Lieutenant of Northamptonshire: “That it has been an immensely challenging period for everyone and that there is still much ahead of us. However, we feel it right to take this opportunity to display our admiration and appreciation for the work you have done and continue to do”.

Gold maintained and position enhanced - the team were delighted in the autumn of 2020 to receive the gold award certificate for the third consecutive year from their professions (ICCM) Charter for the Bereaved “standards” scheme. Maintaining and improving a place within gold position is an excellent achievement - this year the increased position within ‘gold’ is primarily because of the installation of the new Wendelburie Garden, the 24-hour online funeral booking system, staff being available at weekends, and further information within leaflets made available.
Pandemic – an approved policy and subsequent plan that was immediately created by the manager in response to the knowledge in March 2020 that an excess deaths management protocol was likely to be needed. The team subsequently and continues to rise to any challenge that this pandemic brings to ensure that funerals happen with the best care deliverable.

Chamber of Commerce – the team were thrilled to be shortlisted as a finalist for the Chamber of Commerce Business Awards. 2019 being the first year the team have entered for the Chamber Community Award and Service Business of the Year categories. A breakfast ceremony took place on the 29 November 2019, which the team attended with the council’s leader, Councillor Martin Griffiths. The team were not winners this time, and due to the pandemic the 2020 awards were not held. It is yet to be decided if the 2021 awards will go-ahead in November. If this happens the manager plans to enter the service for an award.

Events

In recent years two candlelit memorial services have been held in December primarily to remember all those who had died during the preceding 12 months, but also for anyone wishing to remember loved ones. If a third service is required to meet future demand this would have happened. In no small way, the commitment from board members, ceremony leaders and team members made this much needed remembrance service happen in a virtual manner for December 2020, which received many compliments. Even though attendance was not permitted, just that it happened meant so much to so many bereaved people that time was taken for this event to go-ahead for their loved ones. Going forward this annual event will form a permanent place in the annual calendar. Ideas are being developed for other events to mark poignant occasions, such as Mother’s Day, Easter, Father’s Day, Armistice Day and the like. This coupled with reaching out further to the local community (once the environment allows for this) to invite them in for bulb, shrub and tree planting type events, will also be considered.

A third Open Day is being planned. Due to the pandemic restrictions this biannual event may not occur for 2021. The most recent held was on 14 September 2019, which was well received by those who attended and supported by a range of companies who supply goods or services to the crematorium, and wider profession. We continue to recognise the importance of being visible and accessible, dispelling some of the worries and concerns about the cremation process – demystifying myths. This event was well attended with positive comments received, particularly around how such an event helps those planning decisions for their end of life journey to reach informed choices. This included potential new ways about how this journey could happen, like resomation for example, which is an alternative to a fire-based cremation, described as a water-based cremation that is ‘environmentally friendly’.
Legislation directly related to the pandemic created a negative impact on the leasing of memorials. This said, there continues to be interest in them, and this will be followed up at a time when restrictions are lifted. These memorial offerings currently include:

- Benches
- Communal planters
- Niches - for the placing of ashes and/or memorabilia

The team would like local people to view the crematorium as a safe community space for those bereft, and look forward to introducing new services, and building on recent successful events. Plans for the new events linked with special dates will be revisited and continue to be in the planning stages, (because of the pandemic) together with an offering of regular bereavement support type services.

Memorials

The memorial gardens will take some time to develop completely because this is a huge site with many constraints and challenges: there are underground pipes and cables crisscrossing the site which limit what can be done, and it is flanked by a prison and a field full of solar panels. It will take some time to cultivate the kind of peaceful garden environment we aspire to provide. We will therefore aim to address this in a phased approach so that we are able to offer additional final resting places for ashes and replacement memorial options for those types that have been leased as soon as possible – but a wider range in the longer term.

The Anniversary Garden, which encompasses a scattering lawn for laying to rest ashes of the deceased – was opened on 19 September 2017. The following memorials installed within the Anniversary Garden have been made available via a phased approach, which have been available for lease, with the roses and trees being the most popular. The memorials in this garden are:

- Roses – always popular, which will become available in future gardens.
- Trees – always popular, which will become available in future gardens and strategically planted around the site.
- Pillars with plaques – a slow start experienced, with target marketing of this option happening.
- Interring spaces – shown to be popular, and alternative choices of interment plots within the imminent installation of the next memorial garden is planned for.
- Seats – always popular and further benches and seats for positioning within the new memorial gardens and strategically around the site is planned for.
- Seat with internal space for ashes – acting as a central feature within the Anniversary Garden, which is now leased and attracted a first candlelit Witnessed* interring of ashes.

*Meaning that family (including their dog) were present)
The company also displays and sells remembrance jewellery, urns and other memorable items as keepsakes.

The Wendleburie Garden - opened on 19 September 2019, which is the home to a memorial niche wall. The niches act as a resting place for the deceased’s ashes. Other memorials will be installed in this garden via a phased approach, with a current available offering of:

- Benches
- Communal planters
- Niches

The next stages in the development of the site will consist of staged infrastructure, funded by the Borough Council of Wellingborough’s capital programme and includes the installation of pathways, boundary landscaping to screen the adjacent prison and solar panels that flank the site, installation of three memorial garden projects. Encompassed within this staged infrastructure are the installation of standpipes, two were installed during 2019 to support the team with watering the top of the site and others are planned for - to be strategically placed near memorial gardens during the installation of these gardens during the current calendar year.

The manager and the councils project team will continue to review the best way forward to achieve the intended outcome of the capital project and provide proposals.

The site

Because of the topography of the site the car parks are on a slope. To assist disabled drivers and passengers a wheelchair is available, which staff are happy to use to collect any passengers who need assistance. There are two unmarked parking spaces adjacent to the building specifically for the use of drivers with restricted mobility.

In January 2018 the council approved a capital bid for a roof to cover the area outside the waiting room. This canopy was installed during the summer of 2019 and has been positively received by various users of the crematorium.

In 2018 an agreement was reached with the Ministry of Justice in relation to the rebuild of Wellingborough Prison in respect of the temporary use of some of the crematorium’s land to accommodate a temporary car park and portakabins to enable the works to go-ahead. On returning the land, the MoJ will make good the loaned area and negotiations will soon be undertaken in relation to this and the associated planting.

As part of the prison project, a roundabout will be constructed on Doddington Road near to the crematorium. Engagement with funeral directors occurs regularly so they aware of the impact.
Looking to the future the company is monitoring performance and business growth in general, but particularly so that an optimum time can be identified for the installation of a second cremator and construction of a second chapel. Neither may be required for some time, but forward planning will identify whether and when the already installed infrastructure will be needed.

In addition to the immediate projects outlined above the company continues to investigate ways in which it can extend its support for bereaved families by providing additional facilities and relevant services.

**Financial performance**

The company’s accounts have been produced, presented to the board, signed off and the final document is attached as an appendix.

The fourth year’s performance is encouraging and reflects the fact that the target of cremations in the fourth year has been surpassed, for four consecutive years.

The manager has reviewed fees via a benchmarking exercise for 2021-22 and recommends for the core cremation fee to remain at £899, but for an increase to some of the other cremation fees, (except for delegated memorial fees, which any proposed changes will be taken to the board for consideration) to prepare for the unitary transition. It is proposed to:

- Increase the extended service fee from £200 to £450.
- Increase the memorial fee from £200 to £450.
- Remain with the company’s unique selling point to charge no additional fees for evening, weekend or bank holiday funeral and memorial services.

**The future – transformation**

Looking ahead and to ensure the company continues to be fit for purpose, it is proposed to refresh the business plan and associated documents, (such as the operations and marketing plans) to identify next steps for further developing the business and the future operating model. Considerations include:

- Landscaping options
- Memorial Garden developments
- Memorials marketing opportunities
- Future proofing for business growth and new initiatives in the sector
- Dedicated office space and associated facilities to accommodate staff and visitors
- Refurbishment of existing areas
- Exploring Pet Cremations
- Bereavement Support opportunities
- Green Burials
- Opportunities within North Northants at overall bereavement services