

Report to Scottish Ministers on the introduction of a regulatory model including Progressive Licensing scheme for Funeral Directors in Scotland

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of a regulatory model including Progressive
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Scotland**

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Introduction

1. The Burial and Cremation (Scotland) Act 2016 is a potent platform for change, with significant and fundamental opportunities for public reassurance and calibration of the operating landscape of the work of Funeral Directors in Scotland. In setting out provisions for the introduction of three independently appointed Inspectors for Cremation, Burial and Funeral Directors, Scottish Ministers set a direction for proportionate scrutiny and accountability in areas of work which are less well understood or visible to the wider public and consumers of these services.
2. The work of the Inspector of Crematoria has allowed greater understanding of operational practices in Scotland, improved practice in relation to infant cremation such that the recovery of ashes is consistently reported to National Committee for Burial and Cremation at 100% and a greater opportunity for sharing of good practice. In taking account of this excellent work, the focus for the programme of activity for the Inspector of Funeral Directors in this first eighteen months has initially been to gain an understanding of the granular operational activity across Scotland, to understand the nature and scale of the work, the business models and investment approaches, the culture and leadership within businesses, transformation programmes and the areas of good and less desirable practice. In addition, the Inspector has gained insight from wider stakeholder engagement, complaint investigation and responses to whistle-blowing reports.
3. It is also recognised that this has been a period of significant introspection for those working in this area, coupled with unprecedented external public and political scrutiny with business leaders and key stakeholders managing within an environment of considerable uncertainty. It is recognised also that collaborative and cross sectoral work to develop appropriate responses to funeral poverty and affordability challenges is on-going, service design for the devolved Social Security Funeral Expenses Assistance and formal reviews by the Competition and Markets Authority (CMA) and HM Treasury have been announced and are in the early stages of development, with a recent [interim report](#) from the CMA published on 29th November 2018.
4. These competing and often complimentary agendas necessitate a considerable and concerted response from the sector which should be recognised and acknowledged. In developing the approach to quality standards through the introduction of a statutory Code of Practice, a regulatory framework through inspection and enforcement, and dialogue as to the challenges, opportunities, risks and outcomes from a licensing framework, the consistency and quality of participation and engagement from the sector is to be commended.

Assessment of current picture

5. Information held by the Scottish Government indicates that there are approximately 700 funeral director businesses and company branches in Scotland. There are a number of funeral director businesses that, in addition to their main business, operate one or multiple branches. Of the 700 businesses and company branches initial information indicates that there are approximately 450 individual funeral director businesses and approximately 250 funeral director branches. Large businesses, such as Co-operative Funeralcare and Dignity, operate the majority of these branches across Scotland. It is however recognised by many that the dynamics of the business network in Scotland is evolving more rapidly in the last few years more so than in the last twenty, reportedly due to the uncertainty of the future, and also with active expansion and acquisition programmes being evident.
6. It is expected that numbers of funerals in Scotland will increase from the approximately 57,000 base line and response to this demand and the changing face of customer expectations will determine the future and nature of the work. In addition, many Funeral Director businesses are considering the way in which they engage with the bereaved through pre and at need channels, such as on-line funeral booking tools and concerted marketing and media campaigns. This creates a new arena in which businesses are delivering their services, and has either the potential to improve customer choice empowering the bereaved to achieve a respectful funeral tailored to their requirements, or if done poorly creating confusion and consequential distress.
7. It is recognised that significant efforts are being made to ensure clarity of service descriptors, however it is the view of the Inspector that those efforts need to continue throughout this period of significant change to protect the public and to ensure customer choice is delivered without compromising quality and standards of service.

Delivering quality standards

Code of Practice

8. The existing programme of activity in the past 18 months encompasses development work and collaboration with the sector to define and calibrate a set of accepted, proportionate and applicable standards for operational practice for the work of Funeral Directors in delivering good quality funeral services. This is articulated in a refined working draft of the statutory Code of Practice for Funeral Directors as allowed for in section 97 of the primary legislation.
9. Contributions and position papers from a wide range of key stakeholders have helped inform and shape the Code of Practice. This includes the two main trade organisations the National Association of Funeral Directors ([NAFD](#)) and The National Society of Allied and Independent Funeral Directors ([SAIF](#)), and both independent and corporate representation. These contributions have aimed to ensure that the Code of Practice represents modern and good practice expectations for service in Scotland, befitting of the needs and expectations of customers and the communities they serve. A draft of the statutory Code will be subject to formal governmental consultation in the coming months, with the overall aim to produce a Code which is understood and readily applied by businesses in Scotland, thus delivering public reassurance of good standards of service, a fair and equitable trading environment and a platform for further consumer understanding of quality and service outcomes.

Inspection Regulations

10. Sections 90-92 of the 2016 Act also set out provision for a regulatory framework through inspection and enforcement to be developed. This approach is a principal and underpinning tenet of many other regulatory regimes such as Health and Safety legislation, environmental compliance regulations and is one which is already familiar to those operating Funeral Director businesses in Scotland. Work is currently underway to collectively consider and determine the intended outcomes, what an appropriate interface should look like, how these functions would be discharged by an inspector or inspectors, frequency and nature of inspections, consequences and sanctions in both a public and non-public way.
11. In addition, and entirely legitimately, considerations of the need for transparency of decision making, consistency of approach and implementation, appeals and due process through suitable governance have been raised by representatives of the sector to ensure a proportionate and fair application of any inspection programme. It is anticipated that this work will continue into early 2019 through the Scottish Government Inspection Regulation Working Group, and will result in a defined process and governance arrangement such that the regulations made by Parliament will benefit from cross stakeholder buy in and ownership.
12. It is expected that these two key areas of delivery – the Code of Practice and Inspection Regulations – will provide an operating environment in Scotland where a defined set of quality standards will be applied and embedded with appropriate determination of compliance. As a result consumer confidence in those areas of service which are less accessible to them by nature of the work being provided, and emotional impacts of the customer interaction with the business, should be improved. There is a recognition amongst many of the key stakeholders and leaders within Scotland that these elements are appropriate in modern times, with the need to ensure intended outcomes are achieved, but that the increasingly understood expectation from the public being such that many believe that these checks and balances are already in place.

Trade associations and wider business

13. It is also important to recognise the existing and on-going work from within parts of the sector to provide a basis of reassurance to the public, making use of well-defined and implemented internal compliance vehicles such as internal audits and trade body membership requirements and inspections. The work to develop independent channels of regulatory interaction by formal regulation, should therefore recognise and value these elements. In order to design an efficient and effective model each system should recognise the intended outcomes, limitations and benefits of the other. It is interesting to note and should be acknowledged that dialogue to this effect has been initiated with exploration of complaint management processes, delivery of inspection programmes and data sharing between trade bodies, the Government and the Inspector under active consideration. In addition, the focus and emphasis of the work of the trade organisations is being examined, such that in the future it could provide members with preparatory input in advance of an independent government inspection.

14. That being said, it is also recognised that the work of the sector is also represented by businesses who provide services to the bereaved who are not members of any recognised trade organisation, or who have engaged in any formal capacity with the government or Inspector. Whilst the work outlined in the [Inspector of Funeral Directors Annual Report](#) – published August 2018, sets out initial activity to better understand the profile of business activity in Scotland, this does not represent a definitive understanding of which businesses provide services to the bereaved.
15. Limitations of the current formal evidence base are clear at a time when there is a need to understand the activities, locations and business relationships which exist and there is lack of evidential clarity as to the level of competence and experience of the leaders, individuals and teams who provide support and care. That being said, it is not the view of the Inspector that this is a sector which is wholly or substantially non-compliant, findings from inspections and engagement activity demonstrates good and improving practice in many areas, along with some areas for improvement being identified. However, there is a clear requirement for an improved, legislatively based and dynamic understanding of the business and activity profile in Scotland. This will allow for an effective regulatory framework to be developed which enables an appropriately defined threshold for quality standards, a resource intelligent and risk based inspection and enforcement interface, and a public reassurance mechanism for matters of significant concern to be raised and addressed by improved practice.
16. The inspection and enforcement of a Code of Practice provisions set out in the Act allow for elements of these necessary outcomes to be delivered, but do not allow for a business to notify the Inspector or government as to their business activity or operational location. In order for accountability and calibration of standards through inspection and enforcement, a provision requiring, as a minimum, formal notification of business trading and operational activity is required. The full implementation of all provisions within the Burial and Cremation (Scotland) Act 2016, will allow for this notification process to be commenced.

Customer Expectations

17. Recent evidence has been developed by a number of key businesses and stakeholders in the funeral sector to understand the expectations of the public and the bereaved in relation to the current controls and compliance measures. Dignity commissioned the report 'Time to talk about quality and standards', the Competition and Markets Authority issued the aforementioned 'Funerals market study: Interim report and consultation' and the NAFD has surveyed their members to help shape their policy direction with questions related to raising standards in the funeral industry (Annex A).
18. The participant responses in Dignity's commissioned report demonstrates an expectation from those who have accessed the services of a Funeral Director that there are already common standards of operational practice, and that businesses are subject to quality and standards regulation. In the piece of qualitative research published by Dignity, the realisation that this was not the case evoked a very strong reaction from participants in the survey group. This reaction is met by a strong desire from a number of stakeholders and businesses within Scotland who deliver these services to introduce a proportionate and appropriate form of regulation – "a level playing field for all".

Engagement with Stakeholders

19. To ensure a fair and accurate understanding of the strategic approach and operational practice of the sector, and to aid understanding of the intended outcomes from a legislative perspective, significant resource and capacity on all sides has been focussed on ensuring open and transparent dialogue between the Inspector, Government and those working in funeral business or trade bodies. This has taken the form of formal deliberative processes, conference attendance and presentations, presentations to Executive meetings for trade organisations, Short Life Working Group participation and collaboration, and a variety of formal and informal meetings and discussions. The Inspector has also undertaken a series of Inspection visits over the course of the last 18 months to better understand the operational reality of funeral businesses in different parts of the country.
20. There has also been a number of focussed meetings in later months with the specific intent to engage with colleagues and practitioners as to the potential impacts, opportunities and challenges which the introduction of a licensing provision might produce.
21. Details of these formal sessions are set out for reference:
 - September 2018** - SAIF Charter Annual General Meeting/Golden Charter
 - October 2018** - meeting with the Chief Executive of National SAIF Terry Tennes, along with colleagues from the Executive of Scottish SAIF
 - October 2018** - NAFD Scottish Executive meeting (open to SAIF members) inaugural UK meeting for new Chief Executive Officer for NAFD
 - November 2018** - meeting with the newly incumbent Chief Executive of NAFD, Jon Levette and team at NAFD offices
 - November 2018** - Scottish SAIF Executive meeting (open to NAFD members)
 - November 2018** - Westminster Roundtable: 'Opportunities to improve funeral director standards for consumers'
22. Lengthy and informal meetings were also held in November 2018 with senior managers with two of the largest company providers in Scotland to understand existing controls, views and potential consequences of different licensing models to be recommended to Ministers. A further meeting was held with a medium sized Co-operative in December 2018 to discuss opportunities and challenges of a licensing provision being introduced. A further meeting with a larger established urban independent was also held in December 2018 to discuss regulation and licensing impacts. As the Inspector is cognisant of operational consequences of any recommendations, and the need for any implementation to be accommodated by services providers, these have been valuable opportunities to gain insight and to test thinking. The Inspector acknowledges and thanks all those who have participated in these sessions.

23. As a result of these discussions, it is clear that many stakeholders in the sector accept and support an additional mechanism for compliance and application of standards. Many accept that it is understandable and necessary for the Scottish Government and the Inspector to seek to better understand who is operating in Scotland and in order to inform an appropriate and proportionate risk based model for inspection and enforcement, that greater visibility and information on business activity is required.
24. Further, a position paper from one of the main trade organisations Scottish SAIF has been presented and is provided as an annex to this report for information and reference (Annex B). The aforementioned NAFD member survey (Annex A) seeks to understand members views on the introduction of a regulatory framework and the results from this will likely be used to determine a formal position by the newly appointed Chief Executive and its Board.
25. Mapping of controls and risks and a SWOT (Strength, Weakness, Opportunities and Threats) analysis helpfully informed discussions with colleagues from Co-operative Funeralcare as the practical application of a model of licensing was considered. In addition, details of corporate internal personnel control requirements with regard to 'fit and proper checks' were shared to inform thinking and to allow understanding of cost implications. Similarly, descriptions of impacts, risks and opportunities were provided by senior colleagues within Dignity, and interesting case studies explored as to the practical application and consequences of any model of checks and balances being introduced.
26. As the introduction of any licensing provision, if determined to be necessary by Scottish Ministers, would be subject to a super affirmative Parliamentary process, it is understood that a series of formal dialogue and political and public scrutiny would take place. Cognisant of that, the Inspector was however keen to form initial recommendations to be presented to Ministers which were based on a detailed understanding of strategic and operational consequences.

Regulation Considerations

27. The Burial and Cremation (Scotland) Act 2016 relating to Funeral Directors in summary provides for the appointment of an Inspector, an inspection and enforcement framework, a specific statutory Code of Practice and for the introduction of a scheme of licensing. The need for a base level of information of who is providing services for the deceased and bereaved is of paramount importance, not only to allow for effective inspection and enforcement, but also to protect the public from possible risk and to ensure the fundamental principles of public health are maintained.
28. In thinking about the regulation of funeral business, a parallel can be drawn with the need for crematoria to adhere to environmental notification and compliance processes in advance of providing operational services to the public. This is discharged through the statutory relationships with the Scottish Environmental Protection Agency and the Inspector of Crematoria. There are also a number of similar parallels in the wider context of regulations and public experience – for example requirements that a letting agent or food business will register with, and be subject to inspection by, a local authority or government agency.

29. It is considered a reasonable expectation therefore for **businesses** who provide funeral services to engage with a provision which requires, as a minimum:
- a description of the legal business entity/ies,
 - leadership arrangements and identification of controlling parties,
 - location of premises and **activities** provided,
 - a description of who is involved in providing those services, for example setting out the composition and numbers of the team, or a description of the formal and informal business relationships used to deliver the range of services or aspects of journey of care, and
 - numbers of funerals delivered to the bereaved.
30. Information gained from this requirement would allow for a risk based inspection programme to be developed, an enforcement policy to be pursued where necessary and a basis for better overall engagement with the sector to ensure compliance and adherence with quality standards and good practice.
31. In determining whether this requirement is necessary and proportionate however, it is important to consider what the Act allows for in relation to the definition of a Funeral Director in this capacity, and whether this allows for a mechanism for this information to be sought. The view of the Inspector is that to understand fully the detail of the work of the sector and the extent of relationships and service activity, particularly at a time of significant change, it is necessary to design a minimum licensing requirement which allows not only the physical premises of the business to be licenced, but also the activity of the business to be accommodated within the definition and model. Clarification as to this definition is being sought by colleagues in the relevant Scottish Government team.
32. It is also understood that a number of businesses who have physical locations out-with Scotland in terms of head office or branches will still carry out activities of support for the bereaved or care of the deceased within a Scottish geographical context such as collection, care and transport. In the view of the Inspector it is appropriate for levels of care and quality standards to be consistent, irrespective of the choice of the business headquarters as to where they are physically located, and any activity carried out within Scotland must meet the standards expected within Scotland. The Scottish public would no doubt have the same expectation, and this should be satisfied through the design of the licensing model.
33. This view has been formed as a number of business models, which are in some cases more linear, and less reliant on traditional premises-based services operate in Scotland. In exploring other models of licensing, there are similar aspects of business and activities which have been considered elsewhere for example the Civic Government (Scotland) Act 1982, and subsequent Order allows for the licensing of tattooist in Scotland by Local Authorities. This Order provides a useful basis for consideration in this case as it allows for a range of flexible service models to be licensed. (For reference, see [Royal Environmental Health Institute of Scotland and Health Protection Scotland guidance](#)).
34. It is acknowledged that the introduction of a licensing requirement and the subsequent design of the requisite model is a significant step, and whilst this could afford Ministers greater understanding and accountability from the sector, it may also have consequential impacts on businesses already located in the communities of Scotland, providing services at a time of great need. It is therefore the view of the Inspector that the concerted and committed programme of engagement is continued as this approach is developed further.

35. This on-going engagement should also afford Ministers reassurance that any decision with this regard is taken from a fully informed perspective as to the potential opportunities and challenges. It is also acknowledged that there is rightly an active debate in Scotland around the costs of funerals for those who access them both pre and at need, and any determination with respect to the introduction of a licensing requirement will have a consequential cost implication. It is therefore an imperative of any engagement to ensure that this is consciously part of the discussion, and the recommendations of the Inspector take account of this consequence.
36. In order to assess whether a licensing provision should be recommended and to understand the possible benefits, consequences and risks and also responding to information provided by colleagues in the sector, an assessment of licensing provision in Scotland and other countries has been undertaken with a summary table of information provided here for reference (Annex C).

Regulation and Licensing

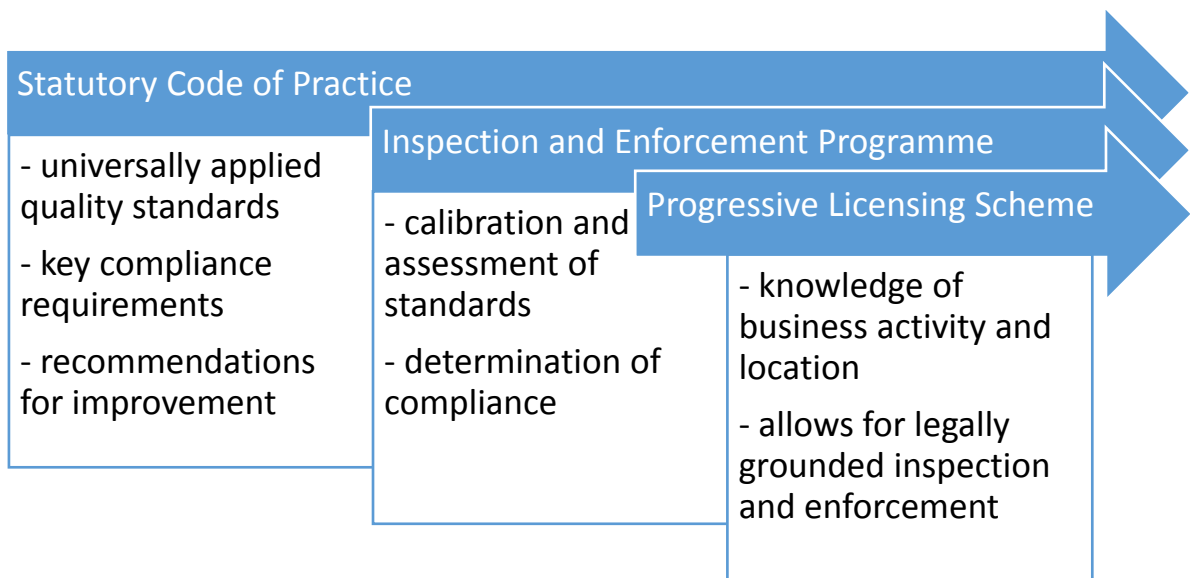
37. In order for the bereaved public to be reassured that those who provide funeral services are doing so to an agreed quality standard, that they have a channel to raise significant concerns and that there is appropriate oversight and accountability for these significant care and business responsibilities within communities throughout Scotland, it is the view of the Inspector that a national scheme of licensing for Funeral Directors should be introduced. As set out in paragraph 29 of this report, a baseline of information is required to fulfil these public expectations, coupled with other provisions contained within the primary Act such as a statutory Code of Practice and a programme of inspection and enforcement.
38. The relationship between the component parts of the legislation is critical to ensuring an appropriate and proportionate regulatory model is implemented. As such the remit for the Inspector to report on whether licensing provisions should be recommended by December 2018, being a significant lever for compliance, comes at the end of a period of exploration of the quality standards set out in the Code of Practice and dialogue on the Inspection interface.
39. In practice however, in order to design and implement an effective inspection and enforcement programme, it is the view of the Inspector that a legal provision of notification of business trading (including all locations) and activities being provided is required. As such, the Inspector has highlighted a programming and assimilation risk of the overall approach. In order to address this risk, it is proposed that the early introduction of a scheme of Progressive Licensing would allow for a minimum base level of information as described to be formally requested. A progressive licensing scheme allows for a phased regulatory intervention over a defined period, with the phasing allowing for sectoral support and business, individual and team understanding of expectations. As a consequence also therefore allowing the Inspectorate to design and implement a resource intelligent and cost effective risk based inspection model making the best use of all available resources within government, the sector and trade organisations. It would also allow any legally prescribed enforcement powers to be enacted as necessary, in the event of significantly poor practice being identified.

40. This business and activity Progressive Licensing scheme could be implemented alongside the introduction of a statutory Code of Practice for Funeral Directors and regulation to allow for inspection and enforcement under the principal Act. It is anticipated that these three compliance and legislative elements could be developed, consulted upon, designed and implemented in 2019-2020 thus establishing an equal and uniformly applied baseline of regulation.
41. It is therefore the view of the Inspector that this formal scheme of licensing as set out in the Burial and Cremation (Scotland) Act 2016 is required to ensure not only a detailed understanding of the business entities (including trading locations) and activities of funeral providers in Scotland, but also details of the individuals and companies who provide the service, particularly given the extent and significance of change in the sector.
42. It is recognised however that implementing a licensing scheme is a significant step and requires appropriate consideration of intended outcomes and impacts both in relation to service delivery but also cost. If this recommendation is accepted and approved by Ministers, that this would require a super affirmative Parliamentary process that also would provide an opportunity for further engagement and consultation. The formal scheme of Progressive Licensing would therefore build on and learn from existing models of licensing in Scotland, and would require formal knowledge of the business and activities of the Funeral Director as set out in section 94 of the Burial and Cremation (Scotland) Act 2016.
43. It is the view of the Inspector that Ministers may wish to consider a Licensing Authority set within the oversight, governance, controls and indemnity of the Scottish Government. Similar examples can be seen with that of the Fish Health Inspectorate and Marine Licensing whereby the Operations Teams within the relevant Scottish Government Directorate oversee the application, grant and management of all applicable licences within defined timescales. Consideration must also be given to Appeals and overall governance, with models elsewhere channelling appeals through the Sheriff Court system. Interestingly, a proposal to set up a Panel or Committee of peer experts to consider matters of professional competence or appeal has been provided by Scottish SAIF. Greater consideration of the benefits and risks of this model would be required, but this does demonstrate a continued desire from the sector to support successful outcomes for the bereaved in Scotland.
44. It is important to also consider the parameters and extent of any scheme of licensing, with respect to applicability and outcomes. As such an integral part of the formal scheme of licensing must be a provision for a business and activity based licence to be linked to a competent person who is the controlling and accountable party. For example in other models of licensing, a designated 'competent person' may be required to provide evidence of suitability of professional competence through proven experience or formally required qualifications, designated business management accountabilities, no criminal or corporate concerns e.g. disqualified Directors or convictions for dishonesty, fraud or crimes of a nature incompatible with these services.
45. It is further considered necessary that the competent person should ensure that all employees who work for them either through formal or flexible contractual arrangements are subject to a basic disclosure check, given their access to arguably vulnerable individuals in their homes, in relation to transaction of a monetary or very sensitive nature, such as taking a loved one into their care or being responsible for the personal effects of a deceased individual.

46. In order to inform the public and for the bereaved to make choices which are appropriate for them and their loved ones at a time often of significant distress, it is the view of the Inspector that consideration be given to setting up a publicly accessible register of licensed Funeral Directors. This would have a dual role in highlighting those legitimate businesses which were subject to formal and independent inspection and enforcement, but also could be a source to cross reference where services are being provided which are not licensed and are out-with regulatory parameters therefore allowing appropriate action to be taken.
47. As the work to calibrate operational practice for funeral services in Scotland is in its early stages, it is not considered appropriate at this time to recommend to Ministers to introduce a formal scheme of licensing for individual practitioners – in the first instance licensing should be of businesses and activities. It is rather felt that a period of implementation is required for the statutory Code of Practice, the inspection and enforcement programme and one cycle of the licensing scheme (for example a three year period). A subsequent evaluation of these three interventions should thereafter be made to inform further decisions to be made as to whether this further stage of individual licensing is necessary. In addition, this evaluation phase will allow for consideration of the impacts of the statutory Code of Practice and the outcomes from the inspection programme to be reviewed and whether any offences under section 96 of the Act have been proven.
48. This evaluation phase will also allow for detailed consideration as to whether aspects of the statutory Code of Practice need to be ‘harnessed’ to the scheme of licensing by way of a condition of licence. A clear example of where this might be helpful would be in relation to training, where currently it is intended that a threshold of competence is set out by way of a recommendation in the statutory Code of Practice to achieve a defined qualification.
49. As this is an area which would require significant investment from the sector to achieve and the development of a newly accredited supply chain, it is not considered appropriate to require this compliance at this stage through a licensing condition. However it is recognised that in the future, and in order to continue to reinforce the need for good operational practice, it may be appropriate and proportionate to create that licensing requirement. Similarly, an evaluation phase will allow a detailed review of inspection outcomes, enforcement requirements and where there is evidence of consistent or repeated poor practice, it may be possible to link these outcomes with the management of a licence through condition of grant.
50. It is recognised that the administration and management of a scheme of licensing is a quasi-judicial function with discretionary powers being afforded to the Licensing Authority, therefore it is imperative that as with other areas of regulatory compliance, a clear articulation of expectations and requirements is set out. This will necessitate internal service design processes being concluded, a clear line of accountability and governance being agreed, and robust, fair and transparent appeals mechanisms in place prior to the launch of any Progressive Licensing scheme.
51. As such it is helpful at this time to consider internal timescales and resources for implementation of a scheme of licensing. These considerations will then inform the ability to deliver a scheme which robustly meets the expectations of Ministers, if agreed through Parliament, but also for the public to be reassured that the impact on provision of funerals in Scotland will be minimised and for the sector to be comfortable that a fair and transparent process is available to them to ensure they fulfil their statutory obligations. The timescales and sequencing for the recommendations which are set out in this report are based on existing levels of internal and Inspectorate resources.

52. Summary models of the recommendations and scheme is set out below:

**PHASE 1 – Introduction of a Regulatory Model for Funeral Directors in Scotland
Timeline for implementation of all three strands 2019-20**



**PHASE 2 – Integrated Regulatory Model including Progressive Licensing Scheme
for Funeral Directors in Scotland
Time line January 2021-onward**



53. As the initial phase of the model of regulation for Funeral Directors will take an anticipated two year period to implement up to 2020, this should allow for initiation, service design, governance and management structures to be developed and agreed for the internal governmental provision of a Licensing scheme. As this proposed model is based on a higher level of trust with those operating in the sector, this time will also concurrently allow a previously unregulated sector to orientate its activity to ensure on-going compliance and meeting the expectations of the Scottish Government and Inspector through compliance with the statutory Code, responses to the inspection programme and where appropriate trade body support.
54. Phasing the introduction of the licensing scheme under the Burial and Cremation (Scotland) Act 2016 will also allow for further intelligence gathering and lessons learned to be captured therefore informing and allowing for an intelligent and effective scheme to be introduced minimising the impacts on the bereaved of Scotland. It will also allow a period to determine appropriate levels of cost recovery, and further identification and analysis of the efficient use of collective resources.

Recommendations

55. It is the view of the Inspector of Funeral Directors that Ministers should introduce and launch a scheme of Progressive Licensing for funeral directors in Scotland.
56. The licensing scheme should be introduced by legislative means set out in the Burial and Cremation (Scotland) Act 2016 by December 2020, to provide reassurance to the bereaved in Scotland and to ensure good standards of care for the deceased and support for the bereaved.
57. This scheme should be **business** (including all locations) and **activity** focussed initially, but Ministers may want to review the value of individual licenses, conditions of licence such as mandatory training requirements, in the future following an evaluation of the initial licensing scheme.
58. In taking forward work to implement a scheme of licensing, the Government and Inspector should continue to engage with the funeral sector to build on the good engagement that has occurred to date.

Respectfully submitted by the Inspector of Funeral Directors, Natalie McKail,

December 2018

Annexes

Annex A: *'Shaping NAFD policy direction, for 2019 and beyond, in Scotland'* – a National Association of Funeral Directors internal survey of its members

Annex B: *'Position of Scottish SAIF on Registration/Licensing of the Funeral Sector in Scotland'*

Annex C: Summary table of licensing schemes

Annex D: Sections 94 and 95 of the Burial and Cremation (Scotland) Act 2016



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