

HOW COVID-19 HAS MADE THE INDEPENDENT FUNERAL SECTOR STRONGER

Create the independent future you want.

While SAIF represents you on the issues that matter.

We know how much you value your independence.

The funeral industry may have changed but our passion for supporting our members. has remained the same. We represent you on the issues that matter, from improving understanding of funeral pricing to influencing the legislation which affects your future. Let us take care of the big picture so you can focus locally on what you do best.

For over 20 years SAIF has been promoting and protecting the interests and values of independent funeral directors. Supporting our members is at the heart of everything we do, listening, responding and engaging to secure your independent future.

Join SAIF now: visit saif.org.uk or call us on 0345 230 6777 or 01279 726 777







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KEEP UPDATED

The COVID-19 situation is changing rapidly across the UK, and quidance to funeral directors is developing in response. Below are links to some of the best sources to help you keep up to date with the latest news. guidance and support.

gov.uk The UK Government's website contains advice for funeral directors and, following the Chancellor's statements on to find support you may be eligible for

gov.scot The Scottish Government has released COVID-19 guidance for funeral services.

northernireland.gov Information available includes a daily update from the Executive

DMAG2020.org The Deceased Management Advisory Group is formed of associations across the funeral and death care professions. The site has a section specifically aimed at funeral directors, giving regularly updated news and advice.

SAIF.org.uk SAIF's homepage and news section allows you to check for the most important information at a glance, SAIF has used the site to get various messages out to Independents, from messages for funeral directors in specific areas of the country, to providing a questionnaire on PPE to help press for action on shortages.

SAIF Support SAIF provides counselling for you and your staff at this difficult time on 0800 077 8578 or saifsupport@ professionalhelp orquk

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Investigations continue

On behalf of our members, SAIF has written to Government and the CMA to set out our concerns of damages to the funeral sector

ou are no doubt aware that the Competition & Markets Authority (CMA) investigation had been paused due to the coronavirus pandemic and the investigation extended to March 2021; this six-month extension being the maximum allowed by legislation.

However, in late May 2020, SAIF received a request by the CMA Investigations Team for a conference call, which Joseph Murren (SAIF Scotland) and I attended. During the meeting we were alarmed to hear that not only was the CMA investigation restarting during the latter peak of the pandemic, but that responses to working papers were sought by June 12 and June 19.

SAIF's CMA Taskgroup delivered these responses, including a brief to the CMA about how COVID-19 had structurally impacted the funeral market in a significant manner. We strongly recommended the CMA should revisit its investigations to measure the impact of COVID-19 in 2020, and that it should acquaint itself with the impact of restricted funeral services – from simple funerals to direct cremations during the pandemic – and acknowledge that these restrictions continue. For instance, due to the social distancing measures, there are limited mourners permitted at funeral services across the UK.

While the volume of deaths sadly increased due to COVID-19, the revenue on each funeral is down by approximately

QWE STRONGLY
RECOMMENDED
THAT THE CMA
REVISIT ITS
INVESTIGATIONS

Terry Tennens

£500. This is largely the result of limousine usage being banned and the choice of coffin, additional services and the funeral event all being curtailed.

Coupled with the loss of income, there has been extra expenditure incurred by funeral directors throughout the crisis. We have seen increased supplies of personal protection equipment, often at inflated prices, plus staff costs for out of hours overtime, new equipment and temporary mortuary spaces to manage the influx of deceased in our funeral homes.

SAIF has compiled data, using evidence taken from a broad selection of member firms, to reveal the extra expenditure and the limited customer choice because of restrictions. This will illustrate to the CMA that the business model for funeral homes has been drastically impacted by COVID-19.

Historically, the consequences of previous pandemics resulted in the death rate being impacted over the following

five to ten years. Therefore, we should see volumes diminished in this period post COVID-19.

We do not know what the longterm impact of customer choices over funerals will be. Will customers choose the simple funeral, or direct cremation, as their preference going forward? Will limousines be required in the same measure in future?

On behalf of our members, SAIF has written to the Minister for BEIS (Business, Enterprise and Industrial Strategy), as well as the CMA, setting out our deepest concerns that any draconian regulatory regime, such as price capping and profitability limits will damage the funeral sector. We also highlighted that the regulatory regime fails to understand the nature of independent funeral directors, who are embedded in their local communities, and their ability to offer best service alongside best value, due to fair fees to their clients.

The Funeral Services Consumer Standards Review (FSCSR) Group is meeting on July 30, with Paul Allcock (SAIF Government Liaison) and myself in attendance. We will be discussing a unified Code of Practice and continuing effective voluntary regulation to 75-80% of the funeral homes.

We await the CMA's provisional recommendations for regulating the funeral services market which is due in early August. We will keep you informed through the SAIF bulletin email.

The IFD College, training and developments in C-19

"Owners and directors who prioritise training during uncertain times will reap the rewards," says the Harvard Business Review's 2010 assessment of business performance over three recessions. The report highlighted that the firms most likely to emerge strongly from economic downturns were those that struck the right balance between judicious costcutting in the short term and investment for the long term.

I suggest that one such long-term investment should be in training and development. The business advantages seem obvious, especially when skills shortages are consistently near the top of the list of UK employers' concerns. A 2018 survey by LinkedIn found that 94 per cent of employees would stay at a company longer if it invested in their careers, for instance.

Firms which enable their workers to enrich their skills during this crisis stand to benefit significantly once it ends. Yet only 15% of the British workforce participated in work-based learning in the last three months of 2019. Why? Because too many leaders don't see the point.

The IFD College is trialling online, virtual training during the COVID-19 environment for firms, and the early indications are that this is working well.

SAIF's Technology Group has been exploring the development of digital technology for business operations, and we have a number of able and effective Associate members who can advise on these matters for your consideration.

SAIF are looking to develop new training in finance for non-financial managers, for emerging leaders and the next generation who have entered the family business. We are going to look at effective skills in managing teams as well.

We in the SAIF Business Centre are rightly proud in the way the funeral sector stood the test and pressures of the pandemic.

Thank you for your marvellous creativity and care during the restrictions and seeking to bring something memorable to your families in these extreme times.

Best wishes,



terry@saif.org.uk

REMEMBERING GWILYM

Tributes have poured in for Gwilym Price, a founding member of SAIF

How sad to hear of one of our own passing. What great memories we all have of Gwilym – his long journey by bus, train and taxi to get to our meetings at Clive's chapel of rest, or the famous cellar at the Greek restaurant, he used to stay with his sister in north London you know...

His sense of fun and his total belief in what we stood for. He believed in total loyalty to each other. He was The King of Wales, spreading the SAIF word and representing his nation. He was so proud when we had our first AGM there, leading us all in song, the second time he and his daughter re-wrote the words to Bread of Heaven to reflect Charlie's life... Westy swapping his red wine with blackcurrant juice, his American guests never knew the difference. Gary Neill

So very sad to hear this. Gwilym was an outstanding member of the SAIF family. We all learned much from Gwilym including all the words to *Bread of Heaven* and exactly how many miles it is from Lampeter to Sawbridgeworth. Rest in peace Gwilym.

Chris Parker

Another sad loss to the SAIF family, and of course his own. He was such a great character and a very proud founder member. He was so pleased that we held one executive meeting at the London Welsh Centre near Kings Cross. Sometimes I found it difficult to follow exactly what he was saying, but as he always spoke in such a forceful and eloquent manner, he earned great respect. Clive Leverton

Sad news indeed, Gwilym and Phyllis had been friends of my parents for as many years as I can remember. I vividly recall Gwilym conducting the SAIF 'choir' at my first banquet in Cardiff, proudly wearing his top hat. He was everpresent when we held the Wales Independent Days in Aberavon. Chris has taken my words on his '600 miles round trip' at every Executive meeting. Rest In peace Gwilvm.

Alun Tucker

How very sad, especially at this difficult time. Gwilym was a superb ambassador for SAIF particularly in the early days of SAIF, a great character and a lovely man.

There are so many funny stories we will always treasure, especially his regular comment under A.O.B. I don't know if I will be able continue on the Executive Committee as it's a 595-mile round trip, see you all at the next meeting!

Jeremy West

Sad news as you say. Gwilym was so loyal to SAIF. With much respect.

Chas Nethercott

Gwilym was such a committed member of SAIF and a great friend to all. The likes of Gwilym and Paul are impossible to replace, true gentleman and loyal to the cause.

Another sad day for SAIF.

John Harris



'hank you

The DMAG (Deceased Management Advisory Group) has produced a lessons learned document and other resources available at www.dmag2O2O. org. Of note has been the faithful work of Miriam Deacon, chief executive of The Cremation Society who has sent to DMAG colleagues, including SAIF, daily ONS (Office for National Statistics) figures for the death rate for COVID-19. This has been invaluable in plotting the regions of prevalence across the UK. Thank you Miriam!

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People are saying YES to funeral plans

The message is clear - people want to hear from you.

That's the key finding from independent research carried out in June, where 100 people were asked if they were open to hearing from funeral directors about funeral plans.*

Not one person surveyed felt it was inappropriate to promote plans at this time. This echoes earlier research which found a growing interest in funeral plans. It's really positive news. And shows that now is a great time to reconnect with your community.

Start talking to customers again today - with confidence

With brand new marketing materials based on these and other valuable customer insights, you can book your Golden Charter funeral plan activity with full confidence.

To get started, contact your Golden Charter Business Manager or email our Marketing Team: marketingsupport@goldencharter.co.uk



Brand new materials for effortless integration

Recent results highlight the importance of using more than one route to market and integrating your Facebook advertising, leaflet drops and point of sale. With a consistent look and feel, our brand new marketing and digital toolkits have been specially developed to make integration easy for you.

*Independent research by James Law Associates, June 2020





That's where a company's culture comes into business planning, and our ability to evolve is a good sign that Independents

developments in our stride.

Culture

any conditions.

and Golden Charter are building a successful culture. Think tank the McKinsey Global

Institute has a lot to say on why culture is important. It says a healthy culture is one that adapts automatically to changing conditions to find new ways to succeed: that is what it calls "the ultimate competitive advantage". Change is hard, and culture is fundamental to getting it right – or wrong. McKinsev quotes research showing that 70% of company transformations fail, and that 70% of those failures relate to culture.

this I've been heartened to find

granular look at the future with the ability

to adapt to change. In the last issue I

described the impact COVID-19 has had

on the way we view families and their

use of digital options; when planning the

future direction of a business like Golden

Charter, somewhat paradoxically, we have

to be aware of the potential for those kinds

of rapid changes to impact on our plans.

decision a company makes, so it's vital

we set out goals and objectives while still

being flexible enough to take even major

Business planning informs every

In the latest Partnership Podcast, SAIF President Mark Porteous singles out the strengths of your culture as a profession: "The Government and the CMA should look at how we've coped [with COVID-19]. And everybody in the profession and



SUZANNE GRAHAME GOLDEN CHARTER, CHIEF EXECUTIVE OFFICER

Changing for families

By marrying an agile culture to customer insight, we can keep evolving to meet families' needs

> particularly SAIF members should be very, very proud of what they've achieved during this period.

> "Within our membership, we have a huge amount of experience, innovators, and people skills that [can bel called upon.

Those skills and that innovation come from your culture, and led to real success when the pandemic hit.

And I think we all proved ourselves agile when it counts even in advance of the pandemic, and hit that successful 30% that McKinsey refers to, when together we grew localfuneral.co.uk to become the UK's leading find-a-funeral website, an evolving area of the funeral profession that wasn't short on challengers.

An agile culture is about quickly establishing what families need, then being in a position to provide it. As Mark says, that's what Independents have done.

Regulation provides an important example of that customer-first attitude. The goal of regulators, from the Competition & Markets Authority to the Funeral Planning Authority (FPA), is to protect the customer. We are currently adapting to the FPA's rules and code of practice, and as its CEO tells us this month (see page 26), families are at the heart of the changes it introduced.

A recent release from America's Federal Trade Commission (FTC) similarly made that clear. It said: "[The rules give] consumers important rights when making funeral arrangements [and enable] consumers to compare prices and buy only the goods and services they want." Its wording, and its focus on transparency for the customer, echo the UK's statements.

The reasons for change within the funeral profession are clear, and Independents can welcome the fact that families are at their heart - it plays to your strengths as experts in meeting families' needs when you deal with them day after day.

Ideal business planning marries culture to data and insight. As we look to serve families' future needs I believe we are succeeding in taking both seriously.

In this SAIFInsight you will be introduced to Howard Barber, Golden Charter's Director of Data Analytics & Insight (see page 28). His growing team helps us maintain evidence-based decision making, and we want those insights to benefit independent funeral directors too.

In this issue he will share some recent findings that have helped us pick our way through the difficulties of COVID-19; going forward we want to continue keeping you informed on all the latest research that impacts your profession, as well as hearing from you about insights you are finding or would like to see.

Once more, serving families is the end goal of all of this work. By bringing together an agile culture, a deep understanding of data, and the familyfocused expertise of Independents across the UK, we aim to react in the way that best serves you and your families, whatever the future brings.



suzanne.grahame@goldencharter.co.uk

COVID-19 WORLD FIGURES + WATER CREMATION BREAKTHROUGH + A TEAM FOR THE FUTURE + SAIF TAKES ON LOCAL AUTHORITY



SAIF Past President Paul Bowley tells of his pride at delivering the funeral of a great British icon

hen Dame Vera Lynn died at the age of 103 on June 18, the nation mourned the passing of a great British icon. The forces' sweetheart, loved by so many, needed a funeral to match the outpouring of affection and that responsibility fell to SAIF Past President Paul Bowley.

"It was a honour and privilege to look after, arrange and conduct Dame Vera Lynn's funeral. Dame Vera was a special lady, she was the forces' sweetheart who helped the country through World War Two," says Paul.

Dame Vera's cortege was accompanied by the Battle of Britain flypast as it travelled through Ditchling in East Sussex at midday, and hundreds of people had gathered to await the arrival of the cortege on its 20-minute drive to the crematorium.

"Due to COVID-19 the family could not use the local church so they ended up having a private service at Woodvale crematorium, Brighton. Dame Vera's daughter Virginia and son-in-law Tom were absolutely

wonderful people and made my job seem effortless, although now looking back I realise just how much time and effort went into making sure all went well on the day."

Paul worked alongside members of the military to make a day befitting the occasion. "The military were great to work with," he says. "And, of course, they did everything to perfection just like we as funeral directors have done for many years.

"My 42 years of experience in the funeral profession helped me immensely and, as I looked after the family, my experienced staff and my partner Davina looked after me. Never try to do something like this on your own!"

There are official books of condolence in Paul's offices at Bowley Funeral Service, P&S Gallagher and Bowley & Gallagher. If you would like to be added, email your message to funerals@ bowleyfuneralservice.co.uk









COVID-19 **WORLD FIGURES**

While countries around the world are experiencing surges in cases, and will likely overtake the UK, the country is grimly holding on to its lead in deaths per million of the population.

For a full timeline of the crisis and what steps were taken in the UK, go to www.dmag2020.org

Source: www.worldometers.info These figures were correct as SAIFInsight went to press.

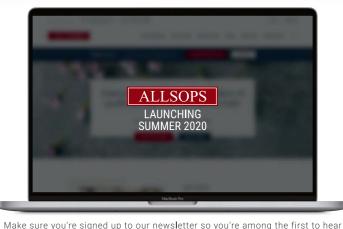
Country		Total cases	Total deaths	Deaths per million population
1	USA	3,961,805	145,864	434
2	Brazil	2,121,645	80,251	377
3	India	1,156,189	28,099	20
4	Russia	783,328	12,580	86
5	South Africa	373,628	5,173	87
6	Peru	357,681	13,384	406
7	Mexico	349,396	39,485	306
8	Chile	333,029	8,633	451
9	Spain	311,916	28,422	608
10	UK	295,372	45,312	667

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about the launch of our new, fully redesigned website.













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A team built for the future

Mark Moran introduces an expanded role for Golden Charter's remote representatives

s the expectations of families continue to shift along with digital and regulatory realities, many funeral directors will recently have heard from Golden Charter about changes to their business managers.

Among those changes, centralised support from a dedicated office-based team has moved to the fore for some funeral directors. Mark Moran, Golden Charter's Director of Sales, explained their role to SAIFInsight.

He said: "In recent months we have all seen how effective remote support through video calls and telephone contact can be, and that has meant our Centralised Business Team has been in the spotlight.

"That centralised approach has been in place for a small number of funeral directors since late 2018 and we were delighted with the results – having a single point of contact available over the phone has seen many funeral directors becoming more engaged with our work, valuing the flexibility this approach provides. Ongoing

restrictions on movement and social distancing only further proved their value, making this the ideal time to expand the team.

"The remote team approach has many advantages. The recent reduction in time spent travelling between appointments that COVID-19 has enforced will continue to be a positive for our office-based team going forward, and they can put that time into actively supporting you as well as being more available to you.

"Growing the team means each individual will support a select number of funeral directors, affording them more time to provide assistance to you. Beyond COVID-19, these business managers are an environmentally

tent and social friendly, time efficient, flexible group.
The proved their "We will keep providing ideal time to Independents with the most comprehensive support package,

Mark Moran

comprehensive support package, beyond simply helping with your prepaid plan enquiries. This expanded team will continue to work alongside our team of field-based managers

across the UK so we can provide the right approach to everyone. This reflects our changing reality, as we bolster our existing structure with this additional support to further help funeral directors looking to engage more online and over the telephone.

"The key is that we can be more flexible, and react in the ways that best suit you."

Members of the new Centralised Business Team can be found on the new-look contacts page (see page 38).





CORRECTION

Apologies to Silletts Funeral Services in Manchester as we mistakenly printed the wrong images and captions accompanying their story.

This is how the family team actually look... brothers Paul and Pete and their sons Matthew, Adam and Joe. We would also like to congratulate Joe on the birth of his baby daughter!





New format for faith week

Event in November will have a strong online focus this year as a result of COVID-19 restrictions

his year's Inter
Faith Week will
have a strong
virtual component
in light of the COVID-19
restrictions. The event, led
by the Inter Faith Network for
the UK and supported by the
Government, will take place
from 8-15 November.

As COVID-19 has had a disproportionate impact on BAME communities, where there is a strong overlap with a number of faith communities, it may have particular benefit to funeral

directors this year. It's also an opportunity for funeral directors to strengthen their links with local groups, or for training or refresher training about how different faiths and beliefs may impact their needs.

The week will feature the following online events:

- A video about how they serve local communities in our religiously diverse society
- An online discussion about COVID-19 and provision of appropriate

funeral services, with reflections about the multi faith and BAME dimension of that – perhaps with contributions from local people of different faiths and beliefs

An online resource about different faiths and beliefs - perhaps in association with their local inter faith group (you can find groups listed at www.interfaith.org.uk/ involved/groups)

Interested funeral directors can find more information about the week at **www.interfaithweek.org**, where you will find the Inter Faith Week Toolkit, activity ideas and publicity and branding pages.

If you do arrange activities to support the week, send your information to: www.interfaithweek.org/

submit so the organisers can add their activity to an interactive map of events happening across the country.





CALL FOR PARTICIPANTS FOR MAJOR FUNERALS SURVEY

In 2019, Full Circle Funerals completed the first phase of a major research project supported by the University of York and funeral industry representatives (including Terry Tennens from SAIF, Fran Hall from The Good Funeral Guide and Julie Dunk from the ICCM).

This study identified five 'funeral factors' which bereaved people consistently reported were important to them when arranging or attending a funeral. The report is available for everyone to read and the findings have been presented at professional conferences (such as the ICCM, NAFD and Humanists UK conferences).

"During the research, some people shared their opinions about how people are physically looked after once the funeral director has been called," says Sarah Jones who is conducting the research. "This has raised additional important questions. For the next phase of the research project, the survey team is exploring this further."

In this second phase of the Funeral Experts by Experience project, volunteers are asked to share their experiences and recommendations about how funeral directors physically care for people who have died. In addition, the team is also asking funeral directors to share their

views and practice regarding care for people who have died.

"The aim is to understand practice and experiences before the 2020 coronavirus pandemic," says Sarah. "The belief is that understanding what bereaved people want means the sector can all collectively continue to improve the quality of funeral care services. One of the best ways to gain this insight is by making sure that there is more and more robust research into funeral care. Then we need to make sure that good evidence is used to inform standards, regulation and training.

"We would be grateful if funeral directors would complete our short online questionnaire and are looking for members of the public who might be interested in volunteering to share their experience and views with us - this will involve a short interview over the telephone, or by videocall."

The survey link can be found at: www.surveymonkey.co.uk/r/5KVY7QL

More information about the study (and the report) can be found at: www.fullcircle funerals.co.uk/ learning-together/ research/

A short video asking for volunteers to take part can be found at: www.youtube.com/ watch?v=YaT kuskAPQU

EY

o asking rs to take found at: **be.com/** a**T** The Netherlands to consider resomation as an end of life option

he Health Council of the Netherlands has just published an advisory report to its Government proposing that alkaline hydrolysis is acceptable to be introduced, meaning water cremation could very soon be offered as an end of life option in the country.

According to the committee, which reports on public health research, alkaline hydrolysis met the conditions within the assessment framework for assessing new techniques of disposing of the dead - safety. dignity and sustainability. Its report reads: "In principle, this new technique for the disposal of the dead compares favourably to burial and cremation with respect to sustainability. However, the technical specifications would have to be further assessed before this technique could potentially be authorised."

Human composting, however, was not given the green light: "The committee concludes that the available information on human composting is, as yet, insufficient to facilitate an assessment based on the conditions specified within the assessment framework."

CREMATION
COULD BE
INTRODUCED
SOON IN THE
COUNTRY

This follows
a report in May
detailing a green light
from Yorkshire Water
for resomation
in the UK

Water cremation
gets green light

Uit's first vestewater
discharge consent granted for
discharge for the second for the second

THE ASSESSMENT FRAMEWORK

SAFET

Guaranteed technical safety

The techniques used must be sound and must pose no risk to operators or to others in the immediate vicinity.

No emission of high-risk agents

The decomposition process must not involve the release of any agents in concentrations that are harmful to people and the environment.

DIGNITY

Guaranteed decomposition of the body

The decomposition of the body must be effective, leaving no more than the skeleton.

No unintentional mixing of bodies and their remains

- When disposing of the dead, it must be possible to link bodies and their remains to a specific individual.
- The decomposition process must be shielded from public perception
- The decomposition of the body must not generate any unpleasant odours, nor should it be visible to anyone in the vicinity.

Guaranteed integrity

of bodies and their remains

Steps must be taken to prevent the misappropriation – or other improper use – of the deceased individual's body and bodily remains.

SUSTAINABILITY

Reduced use of finite resources

The procedure's technical features and implementation must consume smaller amounts of finite resources than would be the case with burial and cremation.

Fewer harmful emissions

The technical implementation of this procedure must emit lower levels of harmful substances than burial and cremation.

Reduced use of available space

The procedure for disposing of the dead should take up less space than burial.



To read the full report, go to healthcouncil.nl. To find out more information about water cremation in the UK, go to resomation.com

SAIF counters local authority

WORDS: MARK BINNERSLEY



Becky Horton, of Hortons Funeral Directors in Hull, continues to battle for a level playing field in the city

ollowing concerns raised by independent funeral directors in the Hull area about a series of new attended and unattended council cremation services, SAIF National Office has written to the local authority to voice opposition towards any activity that might be considered anti-competitive.



During the height of the coronavirus peak in April and May, Hull City Council launched an attended service costing £800 and an unattended service at a cost of £700 at its Chanterlands Crematorium.

Titled Affordable Cremations, the aforementioned packages prompted particular concern due to the fact that they both included the provision of a coffin, transport from the mortuary and doctors' fees, along with other elements.

Hull Council's standard adult cremation fee is £799, which means all aspects of the above services beyond the cremation itself equated to a mere £1. Additionally, the discounted service was only being offered for early morning slots, but this was not made clear in associated marketing literature, potentially luring bereaved families into opting for a time they perhaps wouldn't want.

Upon questioning by SAIF, the council argued, in a written reply from its chief executive Matt Jukes, that it had



established the new services as part of a local response to the coronavirus pandemic.

Unsatisfied, SAIF is now making contact with members in the Hull area as we have good reason to believe

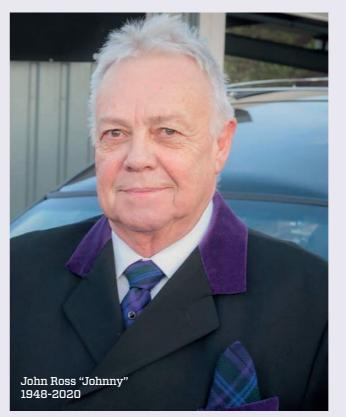
that low-cost and DWP funeral provision is already being met by SAIF members and other firms in the private sector.

Indeed, credit must go
here to Becky Horton who,
as SAIF's local representative
with the Local Resilience
Forum, has worked extremely

hard liaising with Hull area funeral directors on this matter.

Our next steps, with Becky's support, are to compile local market price data and present this to Hull City Council, preferably in a meeting with relevant representatives of the council, with a view to ensuring that families have a choice of provider and that funeral directors in Hull are operating on a level playing field.

SAIF has stressed that it is keen to work with the council to ensure local bereaved people who might struggle with the costs of a funeral are able to arrange a dignified send-off within their means, particularly at this time of economic hardship brought about by the COVID-19 pandemic.





A SAD GOODBYE

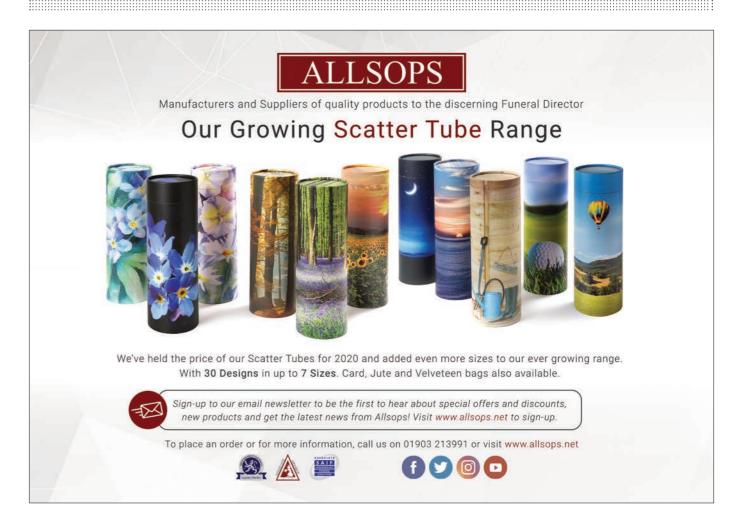
It is with great sadness that *SAIFInsight* announces the death of Grantown on Spey Funeral Director John Johnny' Ross who passed away on June 11 at his home in the Scottish Highlands, surrounded by his family.

For more than five decades he ran the family business of John Ross Funeral Directors which was founded by his great grandfather in 1889, serving the communities of Badenoch and Strathspey.

Johnny was an immensely popular and

much respected figure in the community, which was borne out on the day of his funeral. The High Street was lined by hundreds of people who came out to pay their respects as the cortege passed by on route to the local cemetery where Johnny was laid to rest.

Johnny is survived by his long-term partner Elaine, daughter Nikki and son Calum. The family business will continue to operate under the guidance of Nikki.







WHAT DOES YOUR BRAND SAY ABOUT YOU? AND WHAT SHOULD IT SAY ABOUT YOU?

hat does your brand say about you? And what should it say about you? These are two questions that are often answered the same way but, from a marketing perspective, they are two questions that are not asked frequently enough.

In an ever-changing world, particularly with 2020 bringing huge business and lifestyle challenges, there are many articles demanding that businesses change their practices to progress into a more digital era. Although this is of fundamental importance, Trident Marketing recognises that it is possible to evolve rather than drastically change.

Trident Marketing is a family-run business celebrating its 30th year. Originally started by Richard Pearce and his wife Yvette, the business now employs 15 staff and has just moved into a beautiful purpose-built office on the family land in Suffolk. After working in the family business for 10 years, Richard and Yvette's daughter Victoria became Managing Director in 2014. Her husband Carl became Sales Director in March after serving 17 years with the Royal Air Force Regiment.

To celebrate Trident Marketing's 30th year in business, the couple have taken a step back to look at their own brand, and decided that it was time for a refresh.

"This was a somewhat daunting prospect," says Victoria. "Firstly, as a marketing company, we really do need to get it right. Secondly, as the next generation of the business taking it forward, it is very important that we remain true to our roots and do not detract from the business and brand my parents had worked so hard to build over the years.

"We wanted a cleaner, memorable, | love of Manchester United played a factor more modern look, with a nod to the past. And a brand that instils trust in the service we pride ourselves on offering."

While the brand has seen some small amendments over the years, this was to be the company's first complete rebrand with a new-look website.

When Richard and Yvette developed Trident Marketing's logo 30 years ago, they chose red, not only because it was their favourite colour, but it represented a strong and vibrant company - and their

CASE STUDY

Trident have been proud associate members of SAIF for four years and have been honoured to recently work with funeral directors such as Ross Hickton of TEW Hickton to develop his new brand and website.

"I contracted Carl and the team to initially put together a new branding and website package for the business. I was more than impressed with the ideas and proposals put together - very modern and slick designs but still in keeping with our company image. The feedback we have had from staff and the general public has been fantastic with regards to the new logo, branding and websites. No pressure sales, and no technical lingo too hard to understand. The new websites developed have been well put together, and the content management system (CMS) was very easy to use after handover." Ross Hickton, TEW Hickton

too! They also they wanted the 'T' of the logo to stand out.

"After hours of designing and deliberation, we found a logo that all of the family loved," says Carl. "We also wanted a short, catchy byline and felt the use of alliteration worked well in summing up our business values - Creative, Collaborative, Comprehensive. We are delighted to unveil our new brand in this publication.

"It is very easy to get stuck in the mindset that a brand has worked for a number of years, so why change it? While this has some merit, it is important to look at it from the perspective of a new customer and how a brand could be updated to be more appealing without changing the fundamental values of the business."

There is no getting away from the fact that the way consumers buy has dramatically changed over a short period of time.

"The age of the smartphone and internet has certainly taken over," says Carl. "Now more web directories guide consumers to their desired locations, and large co-operatives spend huge amounts of money on marketing and web presence. For the Independent, a user-friendly and appealing website and digital presence has never been more important. According to the Office of National Statistics, 91% of adults in the UK were recent internet users, with the percentage of internet users aged 44-75 growing year on year."

We understand the importance of respecting tradition but appreciate the need to help businesses move into the future. We can offer a range of marketing services and would be delighted to arrange a no-obligation chat with Carl on 01473 823 700.



TRIDENT MARKETING - PROVIDING MARKETING SERVICES FOR OVER 30 YEARS

We are a family business offering a fully integrated marketing service including: Design and Artwork, Print, Rebranding, Signage, Advertising, Website Design and Promotional Items.

Call our Sales Director Carl on: 01473 823700 www.tridentmarketinguk.com



Politics

THE LATEST POLITICAL NEWS AND VIEWS SURROUNDING THE FUNERAL PROFESSION

Funeral attendance rules eased

The UK Government has eased restrictions on funeral attendance in England, upping the permitted number of mourners from 10 to 30

number of mourners from 10 to 30.

At the height of the coronavirus pandemic, the Government restricted funeral attendance to no more than 10 mourners, with priority given to members of the deceased's household.

Under the updated guidelines, the Government permits a wider circle of friends and family to attend burial or cremation services, including individuals within vulnerable categories, as long all attendees strictly adhere to social distancing rules.

A parallel announcement, made by Scotland's First Minister Nicola Sturgeon, permits up to 20 mourners to attend a burial or cremation service north of the border, with social distancing rules similarly applicable.

Northern Ireland to match parental bereavement

Following the recent introduction of new bereavement leave and pay legislation for parents of children under 18 in England, Scotland, and Wales, the Stormont Executive has launched a consultation on proposals to introduce similar rights for parents in Northern Ireland.

Launching the consultation, Economy Minister Diane Dodds said: "Employment law should be compassionate and supportive of parents who find themselves facing this distressing situation. I am therefore launching this twomonth consultation to inform how we can best introduce measures in Northern Ireland to meet the needs of bereaved parents here."

Interested parties now have until 10 August to respond to the consultation. Thereafter, any new legislation will require the approval of the Stormont Assembly.

REGULATORY ACTIVITY RAMPS UP POST-COVID PEAK

Advancements sought after suspension of investigations

s the UK moves past the peak of the coronavirus outbreak, the funeral profession is preparing for a period of intense regulatory activity.

While the pandemic saw both the Competition and Markets Authority (CMA) and the Funeral Service Consumer Standards Review (FSCSR) suspend their respective regulatory workstreams to allow funeral directors to focus on funeral delivery during a critical period, both are now looking to make advancements.

The CMA published its Provisional Decision Report at the end of July,

with three months then earmarked for hearings and consultation. Likewise, the FSCSR Steering Committee was due to meet on 30 July to advance its proposals for enhancing transparency and standards in the funeral sector.

In the pre-paid market, the UK Government has outlined its intention to lay the secondary legislation before parliament in autumn 2020. Assuming the government secures parliamentary support for its legislation, an 18-month interim period will follow, and thereafter the sector can expect mandatory FCA regulation to commence in spring 2022.

Scotland retains 'flexible' disposal approach

Scotland's Public Health Minister Joe Fitzpatrick has confirmed that Scotland's 'flexible' legislative framework permits the Scottish Government to licence alternative burial and cremation methods. Mr Fitzpatrick was responding to a written question submitted by Lothian Conservative MSP Jeremy Balfour, who chairs the funerals and bereavement cross-party group, on additional environmentally sustainable end of life options.

In March, Yorkshire Water

granted the UK's first "wastewater consent to discharge", permitting five alkaline hydrolyses, or "water cremations", as part of a Middlesex University study, with the water authority subsequently granting consent for water cremation to Leeds-based LBBC Ltd, the parent company of Resomation Ltd.

Mr Fitzpatrick has said that the Scottish Government will assess the benefits of licensing alternative methods to flame cremation, as such methods "become more established".

Belfast Council investigates crematorium lockdown inconsistency

Belfast City Council has voted in favour of holding an independent inquiry into the application of lockdown restrictions at the city's crematoria, following accusations that the council has not applied the rules consistently during the pandemic period.

The decision came after reports that up to 60 mourners attended the committal service of former senior IRA member Bobby Storey at council-run Roselawn Crematorium, while eight other families were unable to hold services at the crematorium during the same period.

The DUP has called for Deputy First Minister Michelle O'Neill to resign for being among the mourners at the service. Responding, Ms O'Neill said she is sorry if the incident has caused grieving families "to experience more hurt", but that she believes she stuck to the coronavirus lockdown guidelines.



MY CHARITY: WINSTON'S WISH

SAIF's National President, Mark Porteous, on why he wants you to take a walk

irstly, a quick update on what I have been up to! Regrettably the coronavirus has stopped face-to-face contact, of course, but I have still managed to catch up with several members during our online regional meetings. I would like to thank those members and associates who have taken the time to participate in these sessions. I will be continuing with these throughout the coming months so please register with the SAIF Business Centre if you are interested in participating.

I would also like to thank Malcolm Flanders of Golden Charter for inviting me to hold my first ever podcast (goldencharter.buzzsprout.com), where we discussed several matters relating to COVID-19 and how our profession has been coping. I found the experience extremely beneficial and hope to do more in the future.

This month, though, I really want to tell you all about my chosen charity, Winston's Wish.

The idea of the charity took root when clinical psychologist, Julie Stokes, visited the USA and Canada on a Winston Churchill Travelling Fellowship. Inspired by the services she saw there, she returned to the UK and set up Winston's Wish and they have been supporting bereaved children since 1992. Surprisingly, that made them the UK's first childhood bereavement charity.

The charity's message is very clear – every bereaved child should receive the help they need to cope with the death of someone important in their lives.

The charity continues to lead the way in providing specialist child bereavement support services across the UK. This includes in-depth therapeutic support in individual, group, and residential settings, as well as a freephone national helpline, plus training for professionals and a range of specialist publications.

There is no doubt that during the last four months the charity has been very busy in supporting children and young adults, but it has also seen an increase in older adults wishing to access the services.

Winston's Wish is an excellent and worthwhile charity and I hope SAIF members will help me in trying to raise



WINSTON'S WISH WW

as much money as I can for them over the next 18 months. If you would like to donate, please send your donations to the SAIF Business Centre, or contact them directly for further information. Alternatively, why not arrange a sponsored walk, run, or cycle with your own staff and sponsor each other? There will also be details about the President's Challenge in future *SAIFInsight* magazines.

I have been so proud of all SAIF's members over the last four months. You have all had to endure a great deal of pressure during this difficult and challenging period. We all know we cannot be complacent, but I have no doubt your hard work, support for your local community and willingness to go the extra mile will not go unnoticed by your families.

Best wishes,





> "WE KNEW WE HAD TO HOLD EACH OTHERS' HANDS JUMPING INTO THIS"

DECLAN MAGUIRE Anderson Maguire Funeral Directors, Glasgow

Declan has represented 130 Scottish Independents during the pandemic and is SAIF Scotland's Treasurer

"Throughout the crisis, the Scottish Government has worked well with SAIF and the NAFD. And we have all worked well together. There has been no holding back in information sharing and ideas and I think it has been significantly easier to get info and feedback here than in the rest of the UK. Now, moving into a potential second wave, SAIF Scotland has everything it needs in place and firms across the country are more prepared for what is coming.

In Scotland we have Regional Resilience Partnerships (RRPs), that's the top level - the additional deaths planning group which has partners from Police Scotland, NHS, the Scottish Government and the funeral profession. These feed into the Local Resilience Partnerships (LRPs) in the North, East and West regions. SAIF Scotland was involved from the start, meeting weekly online to plan for additional deaths. While the initial numbers were, thankfully, not realised, we planned for the worst-case scenario figures, which were very high.

SAIF Scotland is proactively working to keep online communications channels open to keep our members updated. If the Scottish Government communicates changes to national policy or legislation, it goes directly to the funeral sector on SAIF Scotland's app. That way any changes are delivered direct to members' phones.

It has been a busy time, of course. As a company director of Anderson Maguire, I had stepped back a bit from my day-to-day role as a funeral director. That gave me time to volunteer as Treasurer and Membership Manager of SAIF Scotland, then the pandemic happened, so time was taken up with meetings and information sharing. I haven't had time to reflect

on what we have learned, but I know we had to hold each others' hands jumping into this.

Irrespective of the size of firm, we have all been presented with the same challenges. I've spoken with more than half of the membership during the crisis and we also all share the same challenges with regulation. Now we are closer

Scotland's three Regional Resilience Partnership areas

and we are stronger for it - that will see us in good stead moving forwards.

Connectivity is so important when you have a shared goal. Our first SAIF Scotland Zoom meeting was in early July and a third of the membership attended. That means these meetings are actually more accessible to our membership. Technology bridges the gap, increases knowledge and strengthens our network. The competitive aspects have been defeated. It's amazing how some members are never off Slack. Whereas before some might have communicated once a quarter, now they're sharing information just about every day. The level of information and support has shot up.

To that end, I began our SAIF Tech Talk live webinars a month ago to share skills with our members. I did one on productivity apps - Slack and Typeform - and one on using cloud systems for accounting and management. They are now available to all members on the SAIF members' site.

We have to be flexible as we face a number of challenges ahead. What does modelling include and how will a second spike affect that? In terms of resource, we will always plan for the worst-case scenario.

We're in a wait-and-see period at the moment. While we hope we have come out on the other side, the possibility of a second wave is there. Staffing and resource planning will be key for members as we approach the winter months.

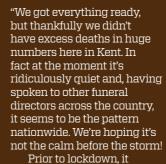
Regulation is also a significant issue facing us, but one which we can assist members with. Of course, many, many years of work have already gone into this, but there is a role to play for everyone to manage this.

We are all stronger as a membership and I'm pleased to see that so many members are offering support to others. Now we have to keep our heads down and push on together to do what we can."



"WE REALLY STRUGGLED GETTING MODELLING FIGURES FROM THE GOVERNMENT"

JO PARKER Abbey Funeral Services, Tonbridge



was difficult to work out what the Government guidelines meant for funeral directors because they were ever-changing and open to interpretation in different ways. So I arranged a meeting at our local crematorium with other funeral directors, crematorium and cemetery staff and our registrar to create a clear game plan that meant we could collectively offer a uniform service and prevent public confusion.

It was at that meeting that I was asked to represent SAIF on the Kent Local Resilience Forum (LRF) and I have done so since its inception in late March - in the early stages it was each day, seven days a week, but we meet every other week now.

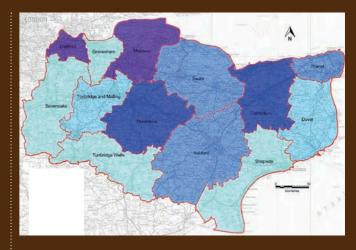
Our LRF has been top notch and I found that the funeral directors' questions and concerns were logged and escalated as needed, but we have struggled with getting clear modelling figures from the Government,

which made it difficult at the beginning. I just don't think the Government listened. Right at the start we were not even on the supply chain for PPE – it took until mid-April for us to be told we could access supplies through the LRFs. The Government just didn't acknowledge that managing a pandemic doesn't work without funeral directors. There's no point having new mortuaries built and NHS trusts on board if the funeral directors can't operate.

It has been a privilege to represent the funeral directors in my area and be their point of contact. Kent is a big county with 23 towns and during the peak of the crisis, all the regular competition between funeral directors seemed to go out the window. If we needed to help each other, we did.

Funeral directors are working well now, supplies are good and we have everything in place - it's just the fear of what's around the corner, which I think is probably how everyone feels at the moment. It's difficult to prepare for the unknown.

As a member of the Death Management Group, a cell of the Kent LRF, our role is to make sure the death pathway is clear during times of excess deaths, this includes helping to apply Government guidelines, such



The Kent Local Resilience Forum's reach

as keeping the numbers of mourners down at funerals.

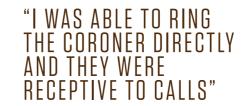
I think the problem that we noted during the preparation for the first peak was that the Government did not place proper importance on the funeral directors' role in this crisis.

Independents account for 70% of all funerals in the UK, so we are the biggest institution and the one that holds our communities together. As an integral spoke in the wheel, we are frontline workers, so the Government needs to listen to a profession that knows what it's doing.

I think our next hurdle may be the Test and Trace system. What if someone at a funeral is taken poorly? The guidance has not been

clear on how that affects our work. My bearers all have masks and gloves on at funerals and therefore should be exempt from isolating if they are instructed to in a Test and Trace scenario. As a one-branch business we would have to close if we all self-isolated. I know that Terry Tennens, SAIF's CEO, has worked hard pushing this question and many others that are funeral director specific, but the responses have been slow and vague.

It's also a concern that. if COVID-19. a flu epidemic and Norovirus all hit at once, we're going to have a really busy winter. If Test and Trace becomes mandatory we could find a lot of funeral directors struggling."



ARRAN BRUDENELL

Managing Director & Funeral Director. Anstev and District Funeral Services, Leicestershire

Arran is a member of the SAIFCharter Executive and sat on the Leicestershire Local Resilience Forum, representing Independents in not one but two lockdowns

"We are based just outside Leicester and we had around 15-20% extra deaths as a result of COVID-19.

We have been part of the community for 29 years, so we have been trying to keep our long-term families happy while complying with

guidance. That meant doing more by phone to support families who aren't touched by COVID-19 but are still affected.

We have had two lockdowns here, although in the second lockdown it seems to have been younger people who contracted the disease, so they have recovered quicker, thankfully. That outbreak sadly affected a few of our funerals which were due to take place in local churches,

but we were unable to carry out those

arrangements because of the extension to lockdown. But by that stage, we were used to that, so we knew how to do the best for the families.

> I have been sitting on our LRF since week two of the crisis and we still meet fortnightly. We have

two-hour conference calls for the main group which deals with excess deaths, and two 45-minute meetings for two of the sub-committees I also sit on. The difference in our LRF is that the police very quickly took charge so all local authorities report to them and we have police representatives on our sub-

committees too.

Throughout the crisis I've been making regular phone calls to funeral directors





across the area and the country. At the start there were grumblings because there was no clear guidance and that caused confusion. Our main crematorium wasn't set up to stipulate exact numbers, which caused more confusion, and funeral directors were having to report on their local mortuary capacity twice a week.

To alleviate this problem, we were having to ring around funeral directors to get their numbers of deaths, but quickly established a Google form for people to fill in, which saved a lot of time. That had good uptake by funeral directors to begin with, but gradually the numbers filling the form in dwindled – perhaps they were too busy, or maybe they thought 'what's the point?', I don't know.

We were lucky, though. Instead of building a temporary mortuary, a permanent 460-capacity mortuary was put in place within three weeks. That meant we weren't pushed for space and that funeral directors' own individual capacities were not an issue.

The main thing that struck me in my time in the LRF was the openness of all of the agencies involved. There were no secrets and it was all fairly blunt and direct. If you needed something done, you asked for it.



Take the PPE situation – the LRF ran with it, sorted it, did it. It was a case of get on the phone quickly to ask for an opinion on what was needed where and get the wheels rolling. Nothing was too much trouble for anyone involved.

Approaching the Easter weekend, when capacity issues began to appear, that openness meant that I was able to ring the coroner or LRF chairman directly and they were receptive to the calls. It was a two-way thing and everyone was willing – and wanting – to help.

We had a few hiccups, naturally, but nothing that couldn't be sorted out. The LRF documents were cloud-based, which was great, but because we were private enterprises, we were not allowed access. So they would be referring to 'paper two' and we'd have no idea what they meant. We got that cleared up so we were allowed access to key documents, but the issue would rear its head again if someone was off ill or on holiday and the instruction hadn't been passed on.

On the whole, though, it has been a very interesting experience. As an independent you don't always deal with decision-making on that scale. You make decisions all day, every day, but being able to connect with a wider group of people was really illuminating.

If we see a second wave, I think we are ready. All of our staff are on board with all of the changes and all of our risk assessments are in place.

We will be stronger and wiser as a result of this crisis. On a personal level, I think I have learned that it's important to take some time to yourself whenever you can. I have spent the past five months working flat-out. That's five months without a proper day off and working 15-hour days, seven days a week. Once the staff have had some time off, I'm hoping to head to the Isle of Arran, my namesake, in Scotland to recharge a little."



TASTEFUL MEMORIALS FOR FAMILIES



As restrictions are lifted and families can again gather for life's celebrations and commemorations, many will wish to give thoughtful and personal send-offs to loved ones who passed away during lockdown.

The funeral has already taken place and there is no coffin, but the deceased can still be beautifully

and tastefully represented, and be a focus for friends and family, at this celebration of their life in one of our lovely Photo Memorial Urns.

FramePod urns discreetly contain the ashes behind a photo frame with the urn pod acting as a stand. Tribute Frames hold ashes invisibly, with the ashes container concealed in the frame itself. However your families plan to hold their memorial services, our Photo Urns are a perfect way to help them say their longawaited goodbyes.

To see the full range, go to www.tributes.ltd.uk or call 0345 388 8742.





A NEW REGULATORY LANDSCAPE FOR THE PRE-PAID MARKET



The funeral profession has shown high standards of care during the COVID-19

crisis. Now it must prepare for a new Code of Practice, says FPA Chief Executive Graeme McAusland...

Recent events

Reflecting on the funeral profession's national response to the COVID-19 pandemic, I'm humbled by its collective act of public service: caring for those who have died from, or with symptoms of, COVID-19, supporting bereaved families unable to hold traditional funeral services, and easing the burden placed on grieving families at the most difficult of times.

This ethos of public service has brought sector leaders together, it's spurred solutions where problems lay, and it's ensured that, through it all, the funeral profession continued to deliver a vital public service to communities in villages, towns, and cities across the UK, as it has done for generations.

As the UK moves past the peak of the outbreak, the emerging funeral market will look different from the one left behind. Communities are collectively mourning, and mortality is at the fore of public discussions, so it's only natural that life arrangements and financial provisions more so than they may have otherwise.

A new regulatory landscape

Alongside a possible growth in funeral planning, the pre-paid market must also prepare for the new regulatory landscape. While statutory Financial Conduct Authority (FCA) regulation is on the horizon, currently expected by mid-2022, the Funeral Planning Authority's (FPA) new Rules and Code of Practice are with us now, offering consumers, plan providers, funeral directors, and other third-party sellers the only form of voluntary regulation currently available. I want to share with you the FPA's rationale for introducing its new Code of Practice, and provide an overview of what the new Code means for plan providers and funeral directors alike.

The need for a new code

The rules that govern any society, organisation or profession, whether codified in constitutions, standing orders or codes of practice, work best when they are living organisms, evolving to meet emerging needs. The deliberate, measured changes to the FPA Rules and Code of Practice, introduced in January, reflect the growing professionalisation of the funeral plan sector and its evolution towards a consumer-focused, statutory regulated industry.

Since joining the FPA in late 2014, I've seen improvements in complaints handling, sales practices, and the oversight of intermediaries; more firms are engaging families will reflect on their own end of constructively with the FPA, and improved

access to information has enhanced the Authority's ability to hold providers accountable. At the same time the world does not stand still and we have seen consumers embrace digital channels at pace, a growing desire for personalisation. and a maturing understanding of consumer vulnerabilities. As consumer behaviour evolves and we deepen our understanding of their vulnerabilities, the pre-need market is evolving to meet consumer needs, and regulation needs to recognise this.

Vulnerable consumers

At the heart of the new FPA Code of Practice is a desire to enhance consumer protection, security, and certainty, particularly for vulnerable consumers.

A vulnerable consumer is a person who, due to their personal, financial or health circumstances, is especially susceptible to detriment, particularly when an organisation is not acting with appropriate levels of care. Under the new Code, the FPA requires all registered plan providers to develop, monitor, and deliver on a Vulnerable Customers policy. This is more than a paper exercise: plan providers must train all employees, agents, and representatives, including their partnering funeral directors, in their vulnerable customer policy, and must ensure all employees, funeral directors, and third-party sellers adhere to that policy, throughout the sale and administration of funeral plans, through robust compliance oversight and, where necessary, enforcement.

While customers in the pre-need market are most often rational consumers, without limits on time and, often, with recent experience of arranging a funeral, it is important to remember that, alongside longer-term vulnerabilities arising for example from physical disability or protracted periods of poor mental health, we can all be vulnerable in certain contexts.

Many of us will experience vulnerability during difficult periods of our lives - for example, a period of financial hardship. Equally, customers looking to purchase a funeral plan immediately after a bereavement may still be grieving and it's important that plan providers, funeral directors, and third-party sellers are able to recognise such vulnerabilities. So a vulnerable consumer policy is required for the common good, protecting all of us in times of need. The FPA asks plan providers, funeral directors, and third-party sellers to wholly embrace the policy, both in ethos and in practice.

A funeral director agreement

The responsibility placed on the registered provider is at the heart of the new Code. When a plan provider and funeral director choose to work together, I expect both parties to contractually agree, in writing, the terms of that relationship. The FPA will, ultimately, hold plan providers responsible for the behaviours of funeral directors and third-party sellers - both in

their actions and omissions – and for this reason, it is essential that both providers and their partners are clear on their roles and responsibilities to customers.

Consequently, plan providers must have procedures in place to ensure that funeral directors are operating in line with our Code and Rules. In practice, this means the FPA expects plan providers to carry out due diligence checks on firms' ownership and financial stability before entering into new arrangements. It means that the FPA requires plan providers to develop systems of oversight that are robust enough to provide assurances on third party compliance. It also means that, where plan providers identify serious breaches, we at the FPA require plan providers to remediate matters, which may mean the termination of relationships, in the interest of consumers.

The new Code and Rules also bind plan providers with a duty to provide funeral directors with written guidance on sales practices, as well as specific training on vulnerable consumers. The FPA also requires plan providers to provide funeral directors with Key Features Documents, Payment Information Sheets, and Terms and Conditions, which funeral directors must, in turn, provide to potential customers as part of pre-contractual brochure packs. Moreover, upon receiving consumer funds

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for a pre-paid funeral product, the Rules and Code make clear that it is the plan provider's responsibility to transfer the funds, as soon as is practical, to either a Trust or a whole life insurance policy.

So you will see that, while plan providers are ultimately accountable, the new regulatory framework promotes a culture encouraging both plan providers and funeral directors to work together in the interest of consumers.

The years ahead

The tragedy of the COVID-19 pandemic is unprecedented in modern times, with the funeral profession a key element of our national response. As we emerge from that tragedy, the funeral profession has little time for reflection, with regulatory change on the horizon, both at-need and pre-need, from the ongoing CMA investigation and the Government's statutory funeral plan proposals respectively.

While adapting to new operating environments is often challenging for small and micro-businesses, those who acclimatise now to the new FPA Code and Rules will not only evidence their commitment to the highest of consumer standards today, they will be more ready to adapt to the anticipated world of statutory FCA regulation.

Finally, as a committed regulator, I ask readers to remember this: good regulation gives consumers the protection and security to purchase with confidence; consequently, good regulation is also good for those businesses that do the right thing. Keep this in mind, and know that there are brighter days ahead for the funeral profession.

CKNOW THAT THERE ARE BRIGHTER DAYS AHEAD FOR THE FUNERAL PROFESSION



TIME FOR CHANGE?



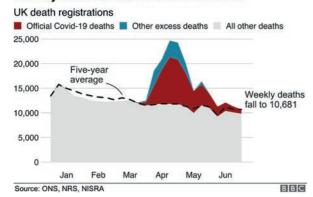
Howard Barber, Director of Data Analytics & Insight at Golden Charter, on how data reveals the impact of COVID-19 on funerals and funeral planning

there a more important question to answer right now? The impact of COVID-19 on our lives is without a doubt transformational and now more than ever the profession needs to be close to its customers. Customer research allows us to do just that, and here at Golden Charter we've been keeping close to our customers' market sentiment, intentions and attitudes during the pandemic.

Is it a time for change in consumers' sentiment and intentions with regard to funerals and funeral planning?

What has definitely changed has been the UK population's visibility and experience of life-threatening illness and death. As of June 19, there have been 65,132 extra deaths in the UK* than would have been expected by this time of year. The positive news is that it is returning to normal levels after the highs in spring.

Weekly deaths return to normal levels

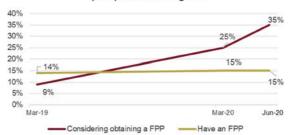


The impact has been unprecedented and it is truly testament to the funeral director community how everyone has risen to the challenge.

Golden Charter has been independently tracking over 55s' intentions with regard to funeral planning products for several years. We also have a dedicated team of research, analytical and insight specialists working to track and improve our understanding of our market and customers. We commissioned two tracking studies through March and June** this year, and have found that COVID-19, and the increased experience of death as well as the topic itself, is causing change within the market.

Consideration of funeral planning products*** has grown dramatically since the start of the pandemic. In March, an estimated 5 million adults (25%) over the age of 55 claimed to be considering a funeral planning product, representing a 178% increase from the level recorded in April 2019. The key question is: is this a permanent shift? Our tracking study in June shows these levels show no sign of changing, with a further estimated 800,000 over-

Consideration for Funeral Planning Products (FPP) continue to grow



Funeral Planning Products: ownership and consideration levels, UK adults aged 55 or older

55s now saying they are considering a funeral planning product, taking the number to 5.8 million (35%).

Two key questions emerge: is it appropriate to be promoting funeral and funeral planning services, given the sensitivity associated with the pandemic but knowing that consideration levels for funeral planning products are at such a high? And if we do promote, are consumers happy to use remote channels to seek information, and to go on to arrange a funeral plan? Our survey work shows the answer to both questions is yes.

Our March and June surveys showed for those claiming to be considering a funeral plan:

- Three-quarters, 75%, **agreed** that it is important that companies such as funeral directors continue to promote their services at this time up from 71% in March
- 56% **disagreed** that it would reflect poorly on a funeral director to be seen to be promoting pre-paid plans at this time, up from 43% in March
- 82% said greater effort should be made by funeral directors to provide information via leaflets, online and other non-face to face contact methods
- 72% agreed it is appropriate to **purchase a funeral plan online**, via a local funeral director

For all these measures, there was no significant difference by age or social-demographic group, with the over-70s consistent in their level of agreement.

These are and have been unprecedented, challenging times. Our independent research shows that through this adversity, consideration levels for funeral planning products are at a high, and for those considering them, there is very little resistance to promoting or purchasing funeral plans remotely.

Time for change, time to act.





Considering selling your business?
Received an offer and would like a view on it?
Need help with a start up or acquisition?

Guy Turner

If you would like to contact me in complete confidence to discuss your business or plans piecest call on **67817 221 467**

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Presentation Folders for Funeral Directors

Polders are printed on the outside cover with distinctive metallic print. A4 Lincoln and A5 Oxford styles hold approx 15 sheets of paper. A4 Chester and A5 Mindsor styles hold approx 50 sheets of paper. A variety of colours are available to suit Company branding.



www.challengesupply.com

^{*} Source: ONS, NRS, NISRA

^{**} Source: Independent Consumer Attitude & Intention Tracker, commissioned by Golden Charter. March 2020 (sample 2,027 UK adults aged 55 or over, conducted March 27 to April 2), June 2020 (sample 541 UK adults aged 55 or over, conducted May 27th to June 1st). Survey conducted by James Law Associates.

Business Matters

TRACK AND TRACE + THIS YEAR'S SAIF EVENTS +
HEALTH AND SAFETY FOR WOMEN IN THE WORKPLACE + SAIF LOGO



Track and Trace: your responsibilities as an employer

If an employee receives notification that they are required to stay at home and isolate for 14 days do you have to pay them?

If the employee is able to undertake their normal duties at home whilst self-isolating then they are entitled to receive full pay.

However, if they are unable to carry out their duties then the employee can be paid SSP (even if they do not have any symptoms), which if there are less then 250 employees can be reclaimed from HMRC – see www.gov. uk/employers-sick-pay.

As the service is currently voluntary, you may end up having employees wanting to return to work, so they do not lose any money.

You could encourage compliance by explaining that they have a civic duty to comply and that the wellbeing of other employees has to be taken into consideration. There is also the option of offering the employee the chance to use their holiday allocation, so their pay is not impacted.

It may be that the employee continues to be paid their full salary whilst self-isolating, with this only changing to SSP if symptoms arise. This is at the company's discretion - however this needs to be applied for all cases and not cherry picked. If this option was taken and it is discovered that an employee has lied about being contacted to get two weeks at home on full pay or sick pay, there would be grounds for disciplinary action.

Further information can be found at www.gov. uk/guidance/nhs-testand-trace-workplaceguidance#guidance-foremployers

SAIF EVENTS

The COVID-19 restrictions may have severely disrupted our calendar, but there's still lots to look forward to

onsidering the current COVID-19 restrictions, SAIF has made changes to the events planned for 2020/2021. The decision to cancel some of our events has not been taken lightly. This is due to the preparation and administration of these and the potential for a second wave towards the end of the year. We understand the impact that this may have on the funeral profession and the safety and health of our staff and members is our number one priority.

Regional meetings

Until further notice, these will all be virtual. If you wish to join a meeting in your area, details of any upcoming meetings will be emailed to you or you can find the information on the events page on the SAIF website. These online meetings are a great way to keep updated on what is happening in the funeral profession, and also provide valuable opportunities to catch up with fellow colleagues without having to leave home. We are keeping up to date with Government advice for when we can restart 'physical' regional meetings.

Education Day

This has been cancelled for 2020, but we are looking to hold specialist webinars by the speakers who would have presented. Further details will follow on this. We are hoping, all being well, that Education Day will now be scheduled for autumn 2021 at Leicester Tigers' stadium in Leicester. Further information will be available next year.

AGM & Banquet Weekend 2021

The Banquet Weekend scheduled for March 2021 at the Dalmahoy Hotel and Country Club, Edinburgh, has been cancelled. This will now be held on 17-20 March 2022, commencing with a golfing event on the Thursday. However, we are looking to hold the Annual General Meeting that was originally scheduled for 20 March 2021 in the second quarter of 2021 and will keep you updated on this.

National Funeral Exhibition (NFE) 11-13 June. 2021

We are pleased to advise that we will be exhibiting at the NFE in June 2021 and we look forward to welcoming current members to visit us for beverages and a catch-up.

TAKE A LOOK AT SAIF's LOGO

Displaying the SAIF logo on websites and stationery provides the public reassurance that members adhere to a Code of Practice, which is a requirement of membership.

When using the logo please ensure that the correct logo is being used. As a member there are only two types: Associate and Member.

Please take time to check websites and paperwork to ensure that the correct one is being used. If you need the updated version or a copy of the branding guidelines, you can download them from the members' area at www. saif.org.uk/marketing. You can also contact the SAIF Business Centre on 01279 726777 or email

info@saif.org.uk and we

will send them to you.



ssociate



Member

BUSINESSES MISBEHAVING

Have you found that some companies have increased their costs, especially in relation to PPE?

These companies can be reported to The Competition and Markets Authority (CMA) at www.

coronavirus-business-complaint.service.gov. uk, which has an online service that can be used to report businesses you believe are behaving unfairly during the coronavirus pandemic.

The types of behaviour which can be reported are as follows:

- Unfair prices for products or services
- Misleading information about the products or services
 Problems with
- cancellations, refunds, or exchanges
- Other practices that you deem are unfair The information can be submitted by companies or individuals and once received the CMA's dedicated task force will investigate.

Please be aware
that this is not an
anonymous process and
the information reported
will be shared with other
bodies which address
and monitor business
behaviour.

SCOTTISH MEMBERS -CHANGE OF EMAIL ADDRESS

Please be advised that when contacting a member of the Scottish executive for any quality issues you should email qualitycomply@ saifscotland.org and for Government, CMA and FSCSR use govliaise@

saifscotland.org



t's a fact that 42% of the workforce in the EU are women. Unfortunately, their working conditions, the jobs they do, and how society treats them can affect the working hazards and the way these need to be controlled.

Not only are there the obvious risks of PPE not fitting women correctly due to them being the same design as for men only smaller, there are issues with oversized gloves and badly fitting boots. There are also the different risks when it comes to men and women's reproductive health.

The Women's Engineering Society (WES) considers women, and their needs as a group separate from male workers. They have, over many years, conducted extensive research on safety footwear and clothing for women.

WES has worked with manufacturers to design a range of comfortable safety boots for women to raise awareness of the suitability of PPE for women.

Transport for London has recently launched a range of safety clothing for women to support their diverse workforce. These include trousers, gloves, high-visibility jackets and adjustable eye protection.

Greggs is another example of an employer considering the health and safety of female workers in the ergonomics sphere. They wanted to ensure the standards of equipment and machinery were consistent and aimed to reduce the risk of upper limb disorders by using a female mannequin to approximate the average stature of a women. As a result, they now report they have very minimal issues with

repetitive strain injuries in their bakeries.

It is interesting to note that large infrastructure projects have also been keen to make sure health and safety reflects all genders. Although it

occurred some time ago, the Olympic Delivery Authority's approach is worth noting. It wanted to create a woman-friendly site by providing toilets for women along with suitable sanitary disposal units. The provision of male and female toilet facilities is a positive step in workplace health and safety gender sensitivity.

The TUC, as you would have guessed, is also involved in moving things forward, and has published information in support of women and the menopause. This information outlines how bad working conditions can be, such as inadequate rest or toilet facilities and lack of drinking water.

The HSE has also published a whole range of information on safeguarding new and expectant mothers in the workplace, including risk assessments for this group.

Understanding the impact of differences between men and women can only force improvements in occupational health and safety and reduce inequality in the workplace.

So what does this mean to you and the funeral profession? Well, it should be quite simple. As with all matters relating to staff, fairness and equality needs to be at the forefront of our thinking. Health and safety is no different. We all need to consider risk and its impact on gender and our controls that we put in place must be constantly reviewed to ensure that they do not unfairly impact any employees.

If you still want support then don't worry,

help is at hand! As a member of SAIF you can talk to a safety professional at Safety for Business simply by calling 08456 344164. You are also entitled to a discount on our fees when we help you with your health and safety needs

We can visit you to see how you are doing when it comes to compliance. This is free of charge apart from travel costs. So, what have you got to lose?



WHEN SHOULD YOU CONSIDER A REPAYMENT AGREEMENT AND WHAT SHOULD IT CONTAIN?

outstanding debts is one of the least pleasant aspects of business at the best of times, but even more so when those customers are likely to be grieving for a loved one.

It is also, of course, a timeconsuming and frustrating process. Unfortunately, problems in relation to paying for funerals are only likely to increase, with over 12 million people in the UK having no savings whatsoever to rely on.

Prevention is always better than a cure, and in any event it is always good practice to draw up a standard set of terms and conditions and give each customer a copy before you provide your service. You will probably wish to refer to your terms on your invoices. Terms and conditions should cover how and when you expect payment. Unless you include a specific payment date on your invoice, the customer must pay you within 30 days of receiving the invoice, otherwise you can take action against them to recover the debt. It may be wise to also include a debt recovery clause. This will not only inform your customers of the potential consequences of nonpayment, but will hopefully also act as a deterrent. For example, such a clause could provide that interest will be added to the

ursuing customers over amount owing and if you have to commence court proceedings that you will seek to recover from them the court fee for doing so (although there is no guarantee that the court will order this). At the time of writing, the average cost of a funeral is anywhere between £3,000 and £5,000 and the current court fee for a judgment in relation to this level of debt is £205.

When a customer accepts that the money is owed, agrees on the amount owing and is unable yet willing to pay their debt, you may wish to offer to enter into a repayment agreement with them rather than immediately resorting to debt collection or court proceedings. A repayment agreement should provide the customer with a degree of reassurance, as where regular payments are being made the courts are highly unlikely to consider any application for a County Court Judgment (CCJ).

Drawing up a repayment agreement can be something of a balancing act. Things to consider include the amount of money outstanding, the customer's ability to pay, and the specific circumstances which are creating difficulties with repayment. What you must also bear in mind however, is the ultimate goal of recovering the money owed to you in as short a time frame as possible.

Once you have agreed to accept a payment plan under terms both parties are comfortable with, it is a good idea to set these out clearly in writing along with the agreed repayment schedule, reminding your customer that if they renege on the agreement you will be left with no other alternative but to commence court proceedings without further notice.

Interest - credit agreements vs repayment agreements

A mutually agreed repayment schedule does not constitute a credit agreement. To arrange a credit agreement you must be authorised by the Financial Conduct Authority (FCA) to carry out regulated activities. It is very important that you do not fall foul of the rules where regulated activities are concerned - carrying out an unauthorised regulated activity is a criminal offence.

While businesses are permitted to charge a daily interest rate on their original unpaid bill, unless you are authorised by the FCA you are unable to charge interest as part of a repayment plan. This presents another advantage to vour customer, because for as long as they stick to the agreed schedule any daily interest is effectively frozen.

The fact that a repayment agreement is not a credit agreement has no bearing on the terms you and your customer agree on. There is no reason why you would be prohibited from agreeing to accept more than four payments within a 12-month period, and nothing to stop you from settling on regular weekly or monthly instalments until the debt is paid in full.

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Peter Stafford is Managing Director and Head of Business Services at Cartmell Shepherd Solicitors. He is the University of Cumbria.

Peter has over 27 years experience in managing large and complex

legal disputes of all types. He is a full member of ACTAPS (The Association of Contentious Trust and leads a team of four solicitors at Cartmell Shepherd's, who

disputes involving wills, trusts, of attorney and issues relating

by the Legal 500 (which provides an in-depth analysis See www.cartmells.co.ul



Perfect Memorial Service Urns TRIBUTES for memories to cherish

As restrictions are lifted, and families can again gather for life's celebrations and commemorations, thoughts turn to holding memorial services for loved ones who passed away during lockdown. The deceased can be beautifully and tastefully represented, and be a focus for friends and family, with their ashes discreetly contained in one of our lovely Photo Memorial Urns.



THE TIMES THEY ARE A-CHANGIN'

Circumstances have caused a shift in the way we see our world

WORDS: DR BILL WEBSTER

his classic song containing words considered prophetic by many, both then and now: "Then you better start swimmin' or you'll sink like a stone, for the times they are a-changin'."

The events surrounding the pandemic have threatened so many things we care about and that give our lives meaning. The loss of loved ones to the virus, or risks to our own health; the loss of a job or financial security; or the loss of travel plans to visit family or opportunities to go places and do things.

The situation has triggered an outbreak of emotions and reactions, not merely around those who have been infected or died, but as a result of how our entire lives have been affected and perhaps changed forever. We are grieving life as we knew it, feeling our world has changed and struggling to come to terms with this new reality.

But has the world changed, or is it that the way we see it has changed?

Certainly the funeral profession has been complicated by rules, regulations and restrictions. Families found themselves facing limited numbers at the service, choosing who could and could not attend. Funeral professionals understood these restrictions had to be followed even though it was hard for families. My funeral director friend Jay commented: "We had to tell families that if the rules weren't followed, the funeral could be cancelled. I am not a law enforcement officer and it is not how I want to serve people."

All this has left many lamenting:

1964, Bob Dylan penned i "It felt incomplete. This is not what I wanted for my loved one." Everyone has been discovering that the times they are a-changing.

But some things have not changed. As with other crises throughout our lifetimes, (Bob Dylan wrote his song after the assassination of JFK) I am not convinced life has necessarily changed forever. What I do see is that attitudes have altered, some perhaps for the better:

- Many people have discovered a disturbing new vulnerability and are hurting as a result. Again, not because the world has changed, but because circumstances have caused a change in the way we see our world. More people are thinking about their own mortality, and re-examining their quality of life in light of this worldwide tragedy. Sometimes it takes a crisis to ask: "What are my priorities? What is really important in life?"
- The way people 'do' funerals and their attitudes towards ceremonies have changed. Can we find an opportunity to open a conversation about new choices? We need to assist people in designing new and innovative rituals to memorialise loved ones, and we have seen creative and innovative acts of respect. Many are saving because of restrictions at the funeral, they plan a full blown celebration of life at a later date, which is a great thing. The danger is that people may choose to organise that through the golf club or event centre and leave the funeral director out of the deal.

Perhaps the first question funeral planners should ask

is not about burial or cremation, but: "How would vou like to celebrate your loved one's life?" The answer you get now may be different from last year.

While thankfully we have been able to stay in contact with family and friends digitally, many are realising the limitations of virtual love and cyber concern. Over these months. there has been a renewed valuing of relationships. Whether triggered by social distancing that has kept people apart from friends, family and work colleagues; people unable to visit loved ones in hospitals, nursing homes or care facilities; or having no opportunity to get together for funerals, weddings, receptions, birthdays, or even just Sundays, we suddenly realise we have missed each other.

So yes, the bottom line is that the times they are a-changing. But other things have not changed, and that offers opportunities.

Funeral service - pre-need, at-need or aftercare – is always personal. Many people, in general, and even more so those in grief, have realised the need and the reassurance of personal contact – a handshake, a touch or a hug. People are looking for ways to fill the vacuum.

Start swimmin'! And hopefully we will all stay afloat.

May I take a personal moment to say thank you to all who have gone above and beyond the call in the last few months to serve your communities

in these difficult circumstances

Dr Webster

Frankly you deserve far more credit than you have received in the media, but rest assured that you have made a huge difference to people in these challenging times. You have my respect.

CONTINUE THE WAY PEOPLE 'DO' FUNERALS HAS CHANGED >>

YOUR SAIF EXECUTIVES

The Executive Committees act as the governing institution of SAIF. To contact your SAIF Executives, email info@saif.org.uk or call 0345 230 6777.

NATIONAL



Mark Porteous National President



Darren Carpenter **Executive Committee**



Gemma O'Driscoll **Executive Committee**



Jo Parker 1st Vice President



Daniel Ginder **Executive Committee**



Liam Roberts **Executive Committee**



Mark Horton 2nd Vice President



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Executive Committee



Jeremy West F.SAIF

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Executive Committee

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Scottish President



Gary Staker Co-opted Executive Committeee



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James Morris 1st Vice President



Declan Maguire 2nd Vice President, Treasurer & Membership



Gavin Henshelwood Secretary

Paul

Stevenson

Past President



Joe Murren Scottish Government Liaison Officer



Jim Auld Executive Committee (Complaints & Standards)

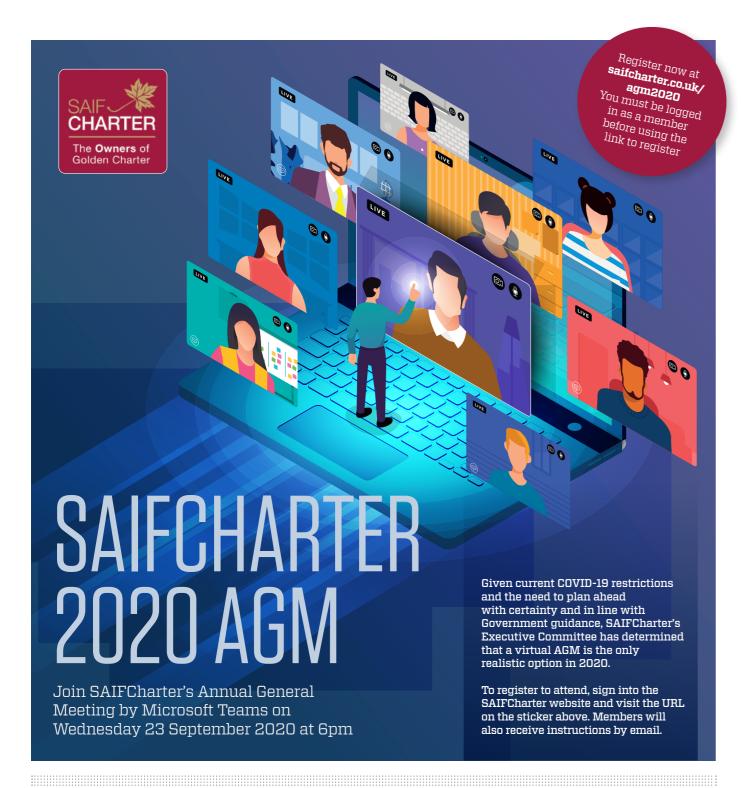


Terry Tennens Chief Executive National SAIF



Tim Weir Executive Committee

Jim Henshelwood Honorary Life President



EXECUTIVE

NOMINATIONS

Adam and I are pleased to be able to confirm plans to hold our AGM virtually this year on Wednesday 23 September, outside of business hours. I would also like to provide you with information on our Executive elections, which will be conducted electronically in advance, with no in-person voting on the day of the AGM.

There will be three Executive positions up for election this year; John Tempest and Anthony O'Hara's three year terms are coming to an end or renewal, and a further vacancy was left by our dear friend Matthew Gallagher's untimely passing, which is currently being filled by Arran Brudenell who was co-opted on to the Executive in March.

I can confirm the process is now open for any other eligible candidates to put themselves forward.

Any eligible member intending to seek election should contact me at secretary@saifcharter.co.uk to provide their written nomination. The deadline for intimating an interest is Friday 7 August, just over six weeks in advance of the AGM, which allows time for SAIFCharter to fully publicise candidates in advance of the vote.

John Byrne **SAIFCharter Secretary**

REFOCUSING OUR ACTIVITY

SAIFCharter Chair Adam K. Ginder reflects on SAIFCharter's focus as the funeral profession emerges from the pandemic and on plans for the association's AGM

s we emerge from the constraints of the pandemic, I'd like to reflect on and acknowledge the significant challenges our members have faced over recent months, as our businesses and communities now begin to move into the "new normal", and what this means for all of us.

I'm pleased to see that, through the Deceased Management Advisory Group (DMAG), the funeral sector has collectively lobbied Government and coordinated capacity. However, the threat of further outbreaks could still test the sector's capacity and a united front is critical at a time when regulatory change is on the horizon. Never before has it been so important to work together.

Consequently, when we emerge from the pandemic I'm urging all SAIFCharter members to support the co-ordinated approaches of both SAIF and the NAFD in maintaining pressure on politicians.

Both trade bodies will continue to lobby Governments across the UK in the interests of our profession and the communities we serve. We should all be supporting their efforts.

Funeral plan marketing

Meanwhile, as I discussed in my last article, there's strong evidence to

demonstrate increasing demand from families in the pre-need space, with a growing receptiveness to funeral plan marketing activity. I'd encourage you to consider the options available, through discussions with your Golden Charter business manager, which have been developed with an understanding of customer sentiment in the current climate to uphold the integrity of our trusted and united brands.

Supporting Independents

As we move towards re-engaging our communities in funeral plan marketing activity, working together to lobby Governments and preparing our own businesses for regulatory compliance, I'm pleased to note our company has implemented a reorganisation, to address our own and our customers' changing needs and prepare us for a future regulated, more digital world.

The new structure will provide a more flexible, tailored approach and concentrate support on our most active, more engaged members. Some of you will have seen changes in your relationship with Golden Charter, and I encourage you to embrace this change going forward. Our company is directing its support in a reassuring way as we move forward into the new and changing marketplace.

Our AGM

In terms of our association's priorities, I'd like to thank so many of you for completing your registration for our website, and would urge anyone who has not yet done so to register by going to saifcharter.co.uk/user/register. We'll be using this area of the website more and more as we look to provide information to you securely online.

I can confirm that, following consultation with a sample of our membership, including recent AGM attendees, our 2020 AGM will be held on Wednesday 23 September, commencing at **6pm** as a virtual meeting.

It is my intention to make as many updates as possible available to you prior to the AGM, to allow you the opportunity to review and consider questions in advance, with the meeting itself focused on core business, including the outcome of the Executive elections.

Please take the time to review the update from our Secretary on the adjacent page with information on the elections process.

I look forward to seeing as many of you as possible at our virtual meeting.

Adam K. Ginder **SAIFCharter Chair**

Your SAIFCharter Executive

To contact your SAIFCharter Executive about any subject, please send an email to contact@saifcharter.co.uk If you want to speak directly to a funeral director, you can also reach the Chairman, the SAIFCharter Secretary, or any of the Executive members around the country through the details below.



Anstey & District Funeral Robson & Ellis Funeral Service, Leeds. Yorkshire & East Lancashire john.tempest@leedsfunerals.co.uk arran@ansteyfunerals.com

✓ Anthony O'Hara

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▼ James Tovey (Golden Charter Board member)

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∨ Declan Maguire (SAIF Scotland representative)

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Please follow @SAIFCharter on Twitter and like our Facebook page to keep up to date with our association's news and updates as we grow our community of

➤ Adam K Ginder (Chair and Golden Charter Board member)

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→ Helen Wathall (Golden) Charter Board member)

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∨ Paul Stevenson

William Purves Funeral

 ✓ Arran Brudenell

East Midlands

∨ James Morris

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Paul Stevenson Funeral Directors Ltd, Ayrshire, Central Scotland

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Interim Regional Business Manager North Contact Jacqui McGilveray (see far right)



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East Lancashire ABM



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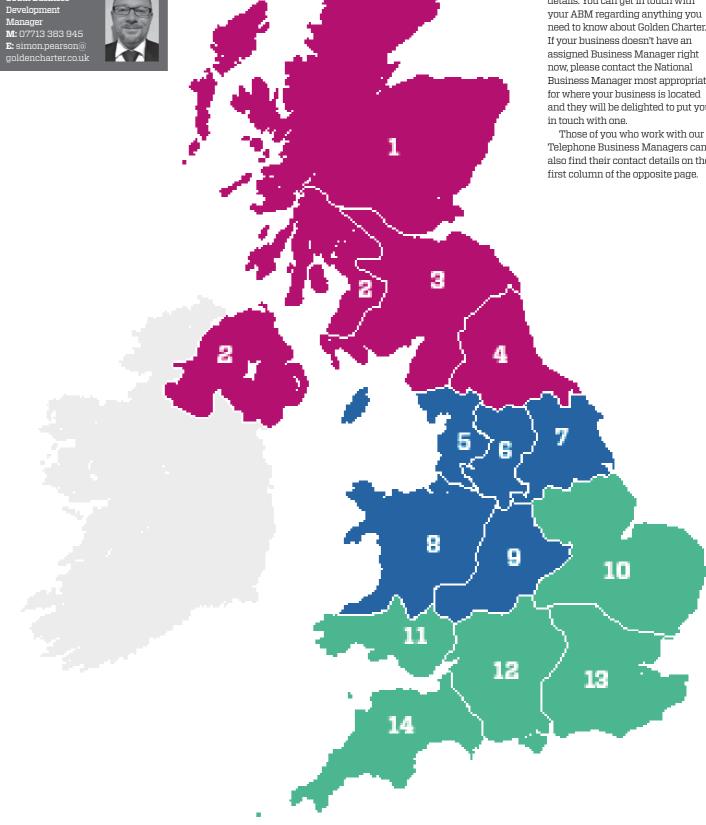






This map shows the numbered regions that our Area Business Managers (ABMs) cover. Please see the contact list opposite to find your area and the relevant contact details. You can get in touch with your ABM regarding anything you need to know about Golden Charter. If your business doesn't have an assigned Business Manager right now, please contact the National Business Manager most appropriate for where your business is located and they will be delighted to put you

Telephone Business Managers can also find their contact details on the









FULL MEMBERSHIP PENDING

Andrew Wright / Louise Wright / Steven Wright

G Mirfin & Son

2 Manyers Road Beighton Sheffield South Yorkshire S20 1AY

Previously advertised on website Close Date: 23rd July 2020

Charles Banner / Brian Sidwell /T Eric Bassitt / M Bainbridge / Brian Winterburn

F Lowley & Son Ltd

13 Low Skellgate Rinon

North Yorkshire HG4 1RF

Previously advertised on website Close Date: 23rd July 2020

Jacqueline Richards

Ellis Bros (Funeral Services)

The Old Fire Station 3 Ferry Road Rve Fast Sussex TN31 7D.I

Previously advertised on website Close Date: 23rd July 2020

John McManus

Ashcroft Funeral Directors

61 High Street Walsall Wood Walsall

West Midlands WS9 9LR

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