
Cemeteries & Crematoria NSW

Department of Planning and Environment

www.cemeteries.nsw.gov.au



Guide to Licence Conditions D: Customer Service

August 2023



Acknowledgement of Country

Cemeteries & Crematoria NSW acknowledges that it stands on Aboriginal land. We acknowledge the Traditional Custodians of the land and we show our respect for Elders past, present and emerging through thoughtful and collaborative approaches to our work, seeking to demonstrate our ongoing commitment to providing places in which Aboriginal people are included socially, culturally and economically.

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Contents

Acknowledgement of Country	2
Introduction	4
About the Interment Industry Scheme	4
How to be prepared to demonstrate compliance.....	5
Application of Conditions D.1 to D.5 by Licence Category	6
Condition D.1 - Operator must take all reasonable steps to ensure compliance with the Customer Service Principles	7
What this condition means	7
Customer Service Principles – Compliance guidance.....	7
Condition D.2- Operator must ensure that each person employed or engaged in connection with interment services is trained appropriately	10
What this condition means	10
Condition D.3 - Operator must have suitable practices to ensure proper disclosure of information	12
What this condition means	12
Condition D.4 - Operator must establish a process of resolving disputes between the operator and consumers of their interment services	15
What this condition means	15
Condition D.5 - Operator must establish and maintain a register of complaints received	19
What this condition means	19

Introduction

About the Interment Industry Scheme

The Interment Industry Scheme ('the Scheme') is established under the *Cemeteries and Crematoria Regulation 2022* ('Regulation'). The Scheme was developed in response to recommendations made following two reviews in 2020: a statutory review of the *Cemeteries and Crematoria Act 2013* (NSW) ('Act') ('Statutory Review') and the Independent Pricing and Regulatory Tribunal (IPART) review of interment costs and pricing in NSW.

Recommendation 8.2 of the Statutory Review provided that a mandatory Code of Practice for customer service should form part of the Scheme.

The Scheme introduces a licensing framework, which requires NSW cemetery and crematoria operators ('Operators') to hold a licence to perform interment services (including burials, cremations, ash interments and caretaker services). Operators are required to hold one of four licence categories. The licence category determines the conditions Operators must follow. For more information on licence categories see: [Licence Conditions for Operators of Cemeteries and Crematoria \('Conditions'\)](#). The Conditions will be reviewed by Cemeteries & Crematoria NSW ('CCNSW') periodically.

About this Guide

CCNSW has developed this Guide to support Operators (you) to understand the requirements of Conditions D.1 to D.5. It provides information about how Operators may demonstrate compliance with each Condition, and how CCNSW may monitor compliance.

Many Operators are already aware of and undertake activities to ensure they deliver a high standard of customer service using the *Cemetery and crematorium operator code of practice - Interment rights and general services (2018)*.

The customer service licence conditions are based on elements of that code of practice, which will be superseded once the Interment Industry Scheme is fully rolled out.

Standard customer service conditions will drive a consistently high level of customer service across the industry and complement customer service practices that Operators may already have in place.

To support compliance with Conditions D, this Guide includes:

- A model Customer Service Charter (Appendix A)
- A template complaints register (Appendix B)

How to be prepared to demonstrate compliance

CCNSW will monitor Operators' compliance with the Conditions. For more information on CCNSW's compliance approach see the [Regulatory Framework](#).

The activities that will be reasonable for Operators to undertake will depend on the individual circumstances, such as the size and nature of the Operator, and the needs and characteristics of the communities it serves.

This guideline provides examples of actions an Operator may take to comply and improve their practices which will assist in preparing for engaging with CCNSW when it monitors compliance.

CCNSW believes in working with Operators to understand their compliance obligations and to improve industry practices.

If CCNSW identifies non-compliance, it may take regulatory action to enforce compliance if appropriate in the circumstances.

Application of Conditions D.1 to D.5 by Licence Category

The table below shows which of the customer service conditions apply under each licence category.

All Conditions D.1 - D.5 apply to Category 1 Operators.

Conditions D.1, D.3, D.4 and D.5 apply to Category 2 and Category 3 Operators.

None of the Conditions relating to customer service (D.1 – D.5) apply to Caretaker (Category 4) Operators.

Note: These Customer Service conditions are not intended to, and cannot, override or diminish any rights of any individuals under an Act, order, regulation, proclamation or ordinance.

Licence Condition D. Customer Service	Category 1	Category 2	Category 3	Category 4 (Caretaker)
D.1	Yes	Yes	Yes	No
D.2	Yes	No	No	No
D.3	Yes	Yes	Yes	No
D.4	Yes	Yes	Yes	No
D.5	Yes	Yes	Yes	No

Note: Previous licence condition D.4 (Operator to promote high standards for customer service) was removed in V2.2 of the Licence Conditions for Cemeteries and Crematoria. D.5 has consequentially become D.4, and D.6 has become D.5.

Condition D.1 - Operator must take all reasonable steps to ensure compliance with the Customer Service Principles

What this condition means

Customers must be treated with dignity and respect when making informed choices about the services available to them. The Customer Service Principles support customer choices and ensure that their preferences are respected and met to the extent that is reasonably possible.

The Principles work in conjunction with the religious and cultural principles set out in Condition E.1 so that, where reasonably practicable, any religious and cultural requirements specified by the customer are met.

Customer Service Principles – Compliance guidance

D.1 requires an Operator to have systems and processes in place to ensure compliance with the Customer Service Principles. The table below gives some examples of what these could be.

We may ask you for evidence of these systems and processes as part of our compliance monitoring.

An Operator is also required to promote the importance of Customer Service to their organisation, including by making any customer service related charters or policies (incorporating these Customer Service Principles) available to all Customers and prospective Customers.

Customer service principle	Demonstrating compliance – examples of what you could do
D.1.1 Personal choices of customers must be respected	<ul style="list-style-type: none">• Ensure respect for customer choices is a part of your ways of working to support good customer service. This could be reflected in your Customer Service Charter, Code of Conduct or Ethics, staff training, and operating policies.• Adopt the model Customer Service Charter ('Charter') (at Appendix A and available on the CCNSW website) or tailor it to suit your specific circumstances and use it to guide the way you work.• Provide information on relevant and suitable service and product options to customers.• Incorporate asking customers about their preferences into your standard procedures and record the answers.• Communicate early and clearly about any issues that may impact on your ability to meet a customer preference, such as supply delays.

Customer service principle	Demonstrating compliance – examples of what you could do
	<ul style="list-style-type: none"> • Promote awareness of the Customer Service Principles to customers, such as publication on your website, or a printed copy available at your place of business. This could be publication as part of a customer service related charter or policy. • Avoid pressuring consumers to purchase specific services or products. <p>Note: Respecting personal choices does not mean that every personal choice or preference must be agreed to and delivered. It does mean that those choices must be discussed respectfully, with clear explanations where a choice is not possible to fulfil (for example, it does not meet WHS or public health requirements).</p>
<p>D.1.2 When requested by a customer, the operator must provide full and accurate information about the products and services that the operator is able to provide.</p>	<div data-bbox="464 734 1417 1402" style="border: 1px solid black; padding: 10px;"> <p>Australian Consumer Law</p> <p>This principle aligns with existing consumer law. Under the Australian Consumer Law, any statement or information representing products and/or services must be true and accurate and able to be substantiated. Operators must not make false or misleading claims about the quality, value, price, age or benefits of their products and services, or any associated guarantee or warranty.</p> <p>Information about the Australian Consumer Law is available here:</p> <p>Home Consumer Law</p> <p>https://www.fairtrading.nsw.gov.au</p> <p>For more information about requirements to provide accurate information about products and services, refer to the Australian Competition and Consumer Commission (ACCC) website: http://www.accc.gov.au/</p> </div> <ul style="list-style-type: none"> • Make all possible efforts to assist prospective customers to fully understand the inclusions and exclusions of any service, plan or package. Having this information in writing helps you keep a record of what was provided and is a handy reference for the customer. • Give customers adequate time to consider the information you have provided and to make decisions. • When presenting information about products and services to customers, be sure to: <ul style="list-style-type: none"> ○ Give current and correct information; ○ Use simple language; ○ Check the overall impression is accurate; ○ Back up claims with facts and documented evidence where appropriate; ○ Note important limitations or exemptions; ○ Correct any misunderstandings; and ○ Be prepared to substantiate.

Customer service principle	Demonstrating compliance – examples of what you could do
	<ul style="list-style-type: none"> • Provision of information can be verbally or in writing, and should be full and accurate to the extent that you have information available. • Provide information upfront about issues that customers commonly raise. For example, CCNSW receives many complaints about graves appearing as though they are sinking, concerns about remains being disrupted, and water puddling on newer graves. These situations are often due to soil compacting as part of the grave settling. Providing information proactively helps customers better understand the services and what to expect. Informing customers that grave settling is quicker in wet weather and that additional soil can be added as needed would also provide peace of mind • Allow clients sufficient time and privacy to consider a quote or written statement, prior to the client accepting the provider’s service or purchase of a product. For pre-paid interment rights, a cooling off period of at least 10 business days must be provided [Note that Clause 11 of the C&C Regulation requires a cooling off period of 10 days to be provided for agreements to grant or renew renewable interment rights]
D.1.3 The business of the operator is to be carried out with competency and integrity	<p>This principle means Operators must run their business ethically and act professionally. Your ethical and professional behaviour may be reflected in your:</p> <ul style="list-style-type: none"> • Communication: this should be clear, professional and honest. • Timeliness in responding to customer queries and keeping customers up-to-date on what’s happening with their matter
D.1.4 The conduct of the operator must not bring the interment industry into disrepute.	<p>This principle means that Operators should act in accordance with ethical values and objectives and not lessen the standing of the NSW interment industry or bring the industry into disrepute. Operators must not deceive, defraud, or otherwise harm customers, peers or the community.</p> <p>Acting in accordance with ethical values may be reflected in your:</p> <ul style="list-style-type: none"> • Compliance with relevant local, state and federal laws in conducting your activities; and • Respectful, dignified and compassionate interactions with customers, the deceased, peers and the community. <p>The reference to Operator conduct relates to the operation of the cemetery (and the central operator), not the conduct of individual staff members, contractors or volunteers outside of the cemetery (eg. if they committed an offence unrelated to the cemetery operations).</p>

Condition D.2- Operator must ensure that each person employed or engaged in connection with interment services is trained appropriately

What this condition means

Adequate training supports staff to provide a high standard of customer service and compliance with the Customer Service Principles. It is not necessary for employees and others engaged by an Operator to hold qualifications, licencing or accreditation where not required to undertake their role.

This condition requires appropriate training to be provided, as far as reasonably practicable.

Condition D.2 applies to Category 1 Operators only.

Licence Condition	Demonstrating compliance - examples of what you could do
<p>D.2.1 ensure that employees and other persons engaged by the operator:</p> <ul style="list-style-type: none"> a. are trained in the Customer Service Principles b. hold any requisite qualifications, licence or accreditation for the activities they are expected to conduct, c. are trained on how to familiarise themselves with cultural and religious requirements and act in a manner respectful of culture and faith, and d. inform Customers of, and use, the correct systems and processes for Customer service. 	<ul style="list-style-type: none"> • Keep records of training and information provided to employees and others engaged by you to carry out activities associated with their role (where applicable). For example, monument safety training may be appropriate for grounds staff and/or horticultural or landscape training. • Keep records of any checks you may do to verify the qualifications, skills or experience of an employee or others engaged by you. • Assess the training needs of staff and consider what may be best practice, such as induction for all staff on safety measures, dealing with bereaved families, and on your systems and processes for customer service (such as the complaints and dispute resolution process). • Periodically review customer service operations to identify any skills or training deficiencies. • Provide opportunities to refresh skills and awareness, such as including customer service policies in staff meetings periodically, and providing an opportunity to discuss them to ensure understanding and commitment to the Operator’s policies and the Customer Service Principles. <p>Note: The onus here as with all customer service requirements is on the operator not the individual. For smaller operators, it may not be feasible to provide formal training on cultural and religious requirements but operators should inform staff of where they can find relevant information as needed for example by attending</p>

Licence Condition	Demonstrating compliance - examples of what you could do
	CCNSW training or by looking on the CCNSW website once guidelines on religious requirements are published.
<p>D.2.2 have appropriate disciplinary procedures and undertake appropriate disciplinary action where there has been a breach of the Customer Service Principles.</p>	<ul style="list-style-type: none"> • Have appropriate disciplinary procedures and policies in place to document disciplinary action that may be taken in the event of a breach of the Customer Service Principles. Any disciplinary action taken by the Operator is at their discretion. For example, a policy may state that employees and others engaged by the Operator who breach the Customer Service Principles would be required to attend additional customer service training. • Staff should be made aware of disciplinary procedures and actions, including as part of induction processes, to ensure their effectiveness.

Condition D.3 - Operator must have suitable practices to ensure proper disclosure of information

What this condition means

Condition D.3 relates to information disclosure. Interment services are provided at a time of distress that may create communication challenges. It is important that practices are in place to ensure information is transparent, accessible, and understood by customers.

Condition	Demonstrating compliance - examples of what you could do
<p>D.3.1 Where necessary, reasonable efforts are made to assist customers who do not speak English or have specific communication needs.</p>	<ul style="list-style-type: none"> • A specific communication need may be language-related or something else, such as hearing or visual needs. • Provide key information in community languages if you often have customers from non-English speaking backgrounds. <i>Multicultural NSW offer interpreting and translation services to all private and commercial organisations, community groups and individuals. You can refer customers to Multicultural NSW or find out more about the services they offer here: https://multicultural.nsw.gov.au/services.</i> • It may not always be feasible to provide translation services for customers. You could encourage customers to have an English-speaking support person present, such as a family member or friend, who is able to translate. • Where possible, make information available in a variety of formats. This could include providing customers with options to obtain the information they need over the phone, face to face, via a support person or in writing. Information should be provided in clear and concise language wherever possible.
<p>D.3.2 A customer is not to be referred to an ancillary provider without disclosing any financial, personal, or</p>	<ul style="list-style-type: none"> • Tell your customers about any financial or personal relationship or arrangement you have with another provider, for example, a florist, caterer, funeral director or memorial mason before you refer the customer to that provider.

Condition	Demonstrating compliance - examples of what you could do
other relationship or arrangement that exists between the Operator and the ancillary provider.	<ul style="list-style-type: none"> If you have lists or other documents of approved providers that you share with your customers, be sure the information is clear about any financial, personal, or other relationship or arrangement that exists between you and the ancillary provider.
D.3.3 Reasonable efforts should be made to ensure that customers fully understand the inclusions and exclusions in any service, plan, or package that they are purchasing by providing information in a standardised format.	<ul style="list-style-type: none"> Provide information about services, plans, or packages you are selling in clear and concise language. Ask your customers if they understand the inclusions and exclusions of the packages prior to purchase. Use a contract that clearly states what each service costs, consistent with the Consumer Contract Licence Conditions A.1 to A.3. Explain to clients which services or products are required by law such and which are optional, for example Basic Adult Burial, Basic Adult Cremation or Basic Cremation are required to be provided.
D.3.4 Reviews are undertaken at regular intervals to identify and correct inappropriate or out-of-date information.	<ul style="list-style-type: none"> Regularly review the public information you provide to customers, such as your website, fact sheets and brochures to ensure that the information is accurate and up-to-date.
D.3.5 Customers are made aware of their consumer rights under applicable laws of NSW or the Commonwealth.	<ul style="list-style-type: none"> Under the Australian Consumer Law, most products and services bought in New South Wales come with an automatic consumer guarantee that the product or service purchased will be fit for purpose and do what it says it will. If the product or service does not meet the consumer guarantee, customers have a right to a repair, replacement or refund and, in some cases, to claim reimbursement for damages or loss suffered. The role of the cemetery or crematoria operator here relates only to the product or service which the customer has purchased directly from the operator. It is not the responsibility of the operator to intervene or assist in commercial disputes between customers and third parties such as stonemasons. More information about consumer rights in NSW can be found here: NSW Fair Trading consumer rights information Use your existing methods of communicating with customers to make them aware of their consumer rights, such as your website, contracts, conversations, and information displayed at your place of business. Share the CCNSW General Consumer Guide to Interment Rights in NSW with your customers. The guide is available here: General Consumer Guide
D.3.6 The privacy and confidentiality of customers	<ul style="list-style-type: none"> Inform yourself of the privacy laws that apply to you, including what information you are permitted to collect and use, and restrictions on disclosure.

Condition	Demonstrating compliance - examples of what you could do
<p>and the deceased are to be maintained under applicable legislation of NSW or the Commonwealth relating to privacy and the protection of personal information.</p>	<div data-bbox="572 259 1453 1184" style="border: 1px solid black; padding: 10px;"> <p>Privacy Laws</p> <p>The Commonwealth and NSW privacy laws that apply to you depend on your type of organisation. The laws have Privacy Principles that outline how you must handle, use, and manage personal information.</p> <p>For more information about privacy laws see:</p> <p>NSW privacy laws</p> <p>The <i>Privacy and Personal Information Protection Act 1998</i> (NSW) applies to NSW public sector agencies, including local councils.</p> <p>The <i>Health Records and Information Privacy Act 2002</i> (NSW) may also apply if the personal information includes health information.</p> <p>Further information is available on the Information and Privacy Commission NSW (IPC) website: www.ipc.nsw.gov.au.</p> <p>Commonwealth privacy laws</p> <p>The <i>Privacy Act 1988</i> (Cth) applies to organisations with an annual turnover of more than \$3 million and Australian (Federal) government agencies. A small business or not-for-profit not covered by the <i>Privacy Act</i> may choose to opt-in to the <i>Privacy Act</i>.</p> <p>Refer to the Office of the Australian Information Commissioner (OAIC) for more information.</p> </div> <ul style="list-style-type: none"> • Where privacy laws may not technically apply, consideration should be given to following the privacy principles as best practice. • Protect customer information from theft, misuse, interference, loss, unauthorised access, modification, and disclosure, such as by: <ul style="list-style-type: none"> - Ensuring a secure location for storing both electronic and paper documents; - Closing doors and speaking quietly when discussing customers' personal information; - Making sure computer screens are not accessible or visible to members of the public; and - Securing financial information such as with encryption.

Condition D.4 - Operator must establish a process of resolving disputes between the operator and consumers of their interment services

What this condition means

A dispute occurs when two or more people disagree about something and it requires resolution. Often disputes can be settled quickly and informally in the course of everyday work. However, if people can't agree on a way forward or if the dispute is about a serious matter, a more formal approach is required. Unresolved disputes are likely to result in complaints, which must then be managed appropriately.

A fair, confidential, and transparent dispute resolution procedure allows for issues to be addressed quickly so they don't escalate.

Employees and others engaged by the Operator need to be aware of the Operator's dispute resolution process and have a responsibility to handle disputes and any resulting complaints in a constructive manner.

Condition D.4 applies to all Operators (other than Category 4 (Caretaker) Operators).

Note: Previous licence condition D.4 (Operator to promote high standards for customer service) was removed in V2.2 of the Licence Conditions for Cemeteries and Crematoria. D.5 has consequentially become D.4, and D.6 has become D.5.

Licence Condition	Demonstrating compliance - examples of what you could do
D.4.1 Ensure disputes and any resulting complaints are dealt with in a respectful and compassionate way.	<ul style="list-style-type: none">• Encourage customers to provide feedback and foster an open and receptive culture to feedback and complaints.• Support customers to make a complaint, such as by making information about how to make a complaint and how disputes are resolved easily accessible to everyone or providing the information in writing to prospective customers before entering a consumer contract.• Listen and appropriately respond to customers, such as by investigating concerns in a fair and impartial manner, and trying to resolve the issue wherever possible.

Licence Condition	Demonstrating compliance - examples of what you could do
	<ul style="list-style-type: none"> • Clarify with the complainant any specific communication needs they may have or if they need any help understanding or accessing the complaints service when a complaint is first made. • Investigate the complaint including obtaining sufficient information to resolve the complaint • Keep records of your dispute resolution or complaint handling practices, such as policies and procedures or a customer service charter. • Keep records of how you handle each complaint and the outcome.
<p>D.4.2 Provide written acknowledgement of receipt of a complaint to the complainant within 7 days (where practicable) after receiving the complaint</p>	<ul style="list-style-type: none"> • Make best efforts to respond to a complainant within 7 days, to acknowledge that you have received their complaint. • For some smaller operators in some circumstances this may not be practicable, however we would expect larger operators to adhere to these timeframes. • Keep a record of how you contacted the complainant to acknowledge the complaint, such as an e-mail or copy of a letter. • Confirm the complainant’s contact details and preferred method of communication. If the complainant does not want to communicate via e-mail or letter, keep records of how and when you contacted the complainant via their preferred method, for example, a note of a phone conversation. • When acknowledging a complaint, it is good practice to include information about your complaint handling and dispute resolution practices, such as key timeframes for investigating and responding to the complaint, and the likely next steps.
<p>D.4.3 Give a written response to the complaint to the complainant within 30 days (where practicable) of the date on which the Operator received the complaint</p>	<ul style="list-style-type: none"> • Make best efforts to provide your written response to the complainant within 30 days, whether or not the complaint is resolved or still being investigated. A written response can be via e-mail or physical letter depending on the customer’s preference. • For some smaller operators in some circumstances this may not be practicable, however we would expect larger operators to adhere to these timeframes. • Provide information in your response about action taken to date, next steps or any outcomes. • When responding in writing, it’s good practice to: <ul style="list-style-type: none"> ○ use clear and courteous language; ○ describe your understanding of the complaint; ○ list and address all of the relevant issues (even if you are unable to assist directly); ○ give reasons for decisions;

Licence Condition	Demonstrating compliance - examples of what you could do
	<ul style="list-style-type: none"> ○ include the name and contact details of the person responsible for the matter; and ○ be up front and apologise where a mistake has been made. ○ If the complaint cannot be resolved by the Operator, provide information on how to refer the complaint to CCNSW and/or other appropriate organisation.
<p>D.4.4 Publish information (in the Operator’s place of business and on the Operator’s website if they maintain a website) about the following:</p> <ul style="list-style-type: none"> a. the way in which a complaint may be made to the Operator, b. the time frames in which responses to complaints will be given, c. the actions the Operator may take in investigating a complaint, d. the way a final determination will be made and notified to the complainant, e. alternative ways a person may have a complaint heard if the person is not satisfied with the Operator’s handling of the complaint or 	<ul style="list-style-type: none"> • Make your dispute resolution and complaint handling practices publicly available, such as on your website or at your place of business. • When publishing your practices, consider: <ul style="list-style-type: none"> a. the way in which a complaint may be made to the Operator, how a complaint can be made, for example, face-to-face, by phone, via e-mail or written correspondence, b. the time frames in which responses to complaints will be given, e.g., that the complainant will be provided with an acknowledgement of their complaint within 7 days and a written response provided within 30 days. c. the actions the licence holder may take in investigating a complaint, this may include considering the involvement of any other persons or organisations or gathering more information where it is required, d. the way a final determination will be made and notified to the complainant, that complaints will be assessed to determine what action is required, investigated where needed and that the complainant will be advised of the outcome, reasons for decision, remedies, and options (where available) in writing. e. alternative ways a person may have a complaint heard if the person is not satisfied with the Operator’s handling of the complaint or response to the complaint, including information about alternative ways the complainant may pursue their complaint if they are not satisfied. This would include their ability to refer their complaint to CCNSW (including contact details). f. The role of the Cemeteries Agency (the Cemeteries Agency will provide the relevant content required to satisfy this condition). CCNSW intends to publish information (such as a poster or a leaflet) about our role including our role in complaint resolution. When we do so, Operators will be required under this condition to publish this information so that their customers can access it. <p>The NSW Ombudsman provides information in relation to dispute resolution. Further resources can be found on their website: https://www.ombo.nsw.gov.au</p> <p>The following resources are also available on the NSW Ombudsman website:</p> <p>Model Complaint Management Framework and Policy</p> <p>Effective Complaint Handling Guidelines</p>

Licence Condition	Demonstrating compliance - examples of what you could do
<p>response to the complaint, including the ability to refer complaints to the Cemeteries Agency.</p> <p>f. the role of the Cemeteries Agency (the Cemeteries Agency will provide the relevant content required to satisfy this condition)</p>	

Condition D.5 - Operator must establish and maintain a register of complaints received

What this condition means

This condition requires an Operator to establish and maintain a register of all complaints that they receive and sets out the information that must be included on the register. Keeping a complaints register allows for Operators to incorporate the lessons from those complaints into better service delivery.

If a complaint is formally investigated, the records taken at an early stage will greatly assist the investigation. A complaints register also makes it possible to document minor complaints and identify issues.

CCNSW has developed a complaints register template that may be adopted by any Operator to ensure that their complaints register meets the compliance conditions below. The template is at Appendix B and available on the CCNSW website. A register can be digital or hardcopy.

Records of complaints must be maintained for a period of at least 7 years, and the register must be provided to the Cemeteries Agency on request

Condition D.5 applies to all Operators (other than Category 4 (Caretaker) Operators).

Note: Previous licence condition D.4 (Operator to promote high standards for customer service) was removed in V2.2 of the Licence Conditions for Cemeteries and Crematoria. D.5 has consequentially become D.4, and D.6 has become D.5.

Licence Condition	Demonstrating Compliance (examples of what you could do)
D.5.1 the identification number allocated to the complaint	<ul style="list-style-type: none">• Provide a unique Identification number at the time of entering the complaint into the complaints register. Instructions on how to allocate an identification number are provided in the CCNSW complaints register template.
D.5.2 the date the complaint was received	<ul style="list-style-type: none">• Record the date you received the complaint. If the complaint was made face-to-face or over the phone, that is the date the complaint was received. If the complaint was received via letter or e-mail, the date of the complaint is the date the letter or e-mail was received by the Operator.
D.5.3 the matters raised by the complainant	<ul style="list-style-type: none">• It is best practice to make a written record of the complaint as soon as possible after it is received to help you capture all the information accurately.

Licence Condition	Demonstrating Compliance (examples of what you could do)
	<ul style="list-style-type: none"> • Include a description of the complainant's issue/s and their desired outcome.
D.5.4 any interactions with the complainant in connection with the complaint	<ul style="list-style-type: none"> • Record information about the staff member that spoke to the complainant or received the complaint, and any other staff members involved in responding to the complaint. • Outline what action was agreed on and include any further communication or correspondence in relation to the complaint. <p>Deal with client complaints in a respectful and compassionate manner</p>
D.5.5 the date the Operator gave the complainant a written response to the complaint	<ul style="list-style-type: none"> • Include the dates the complainant was provided with an acknowledgement of receipt of the complaint (within 7 days) and written response to the complaint (within 30 days from receipt).
D.5.6 whether the complaint was resolved	<ul style="list-style-type: none"> • Be clear whether the complaint was resolved and if the complainant was satisfied with the outcome proposed. • If the complainant was dissatisfied with the outcome and the Operator decided to close the complaint, then this should be recorded.
D.5.7 details of the outcome of the complaint	<ul style="list-style-type: none"> • Include details about the outcome of the complaint such as the decision or action taken and the reason for the decision or action. • Include information about how the outcome was communicated to the customer.
D.5.8 any other relevant information.	<p>Other relevant information could include:</p> <ul style="list-style-type: none"> • References to relevant documentation, such as copies of written correspondence, investigation notes, or information provided to the Operator by the complainant. • Details of any other organisation that the complainant was referred to.