



Complaints Policy

Purpose

The CWGC is committed to delivering a respectful, dignified, and responsive service to all. This policy outlines how complaints are received, handled and used to drive continuous service improvement.

Scope

This policy covers complaints received from members of the public, partners, or stakeholders regarding our services, organisation, or operations.

What is a Complaint?

The Commission defines a complaint as any spoken or written expression of serious dissatisfaction about the standard of service, actions, or lack of action by CWGC or its representatives.

This includes concerns about:

- Our professional conduct and how we meet our responsibilities (including legal obligations)
- How the CWGC applies and upholds its policies and procedures
- How we treat those who engage with us

Our complaints policy does not cover: -

- Matters which are outside of our sphere of influence or responsibility (this includes cemeteries, memorials and other commemorative structures that are not managed, maintained or owned by the CWGC)
- Anonymous complaints
- Complaints involving personal data which are covered by our Data Protection and Privacy Policy are excluded from this policy [Data Protection and Privacy Policy](#)

Complaints about Commission maintenance standards regarding our cemeteries, headstones and memorials, must include clear photographs that have been taken within the last four weeks.

What you can expect from us:

We treat all complaints seriously. We will receive your complaint, and we will: -

- Explain how we will manage your complaint
- Treat you in accordance with our CARE Values and therefore with courtesy and respect, and we will legitimately expect the same from those who engage with us
- Acknowledge receipt of your complaint within three working days.
- Take the time to listen and understand your complaint
- Fully and fairly investigate your complaint
- Explain the outcome to you confirming the steps we have taken, or will take, to resolve the complaint

Communications - It is additionally important that enquirers respect any CWGC communication being for the intended addressee only and thus not for wider distribution. Information within our correspondence may be confidential, legally privileged and/or copyright protected.



How to Submit a Complaint

Complaints can be made via:

- Online: [Contact us at the Commonwealth War Graves Commission | CWGC](#)
- Email: enquiries@cwgc.org
- Phone: +44 (0)1628 507200
- Post: CWGC Enquiries Team, 2 Marlow Road, Maidenhead, Berkshire, SL6 7DX, UK

Please include full contact details, the nature of the complaint, relevant dates, and any supporting evidence.

Complaints Process

1. **Submission & Logging** - The Enquiries Team logs all complaints and provides a reference number.
2. **Acknowledgement** - The Head of Global Customer Services will send confirmation within three working days of receipt; to confirm it has been accepted as a valid complaint.
3. **Investigation** - The appropriate Operational Directors or Heads of Department will then be advised of the complaint, and the complaint will be investigated, with a response prepared for General Enquiries within ten working days.
4. **Response** - A formal reply is provided by the Head of Global Customer Services outlining the findings, actions taken, and next steps as advised by the Operational Directors or Heads of Department to ensure:
 - The decision was fair
 - All issues raised were addressed.
 - Any shortfalls were corrected.
 - The outcome is clearly explained.
5. **Escalation to appeal** against the CWGCs decision/action on the complaint. If the enquirer is not satisfied by the CWGCs action or response to a complaint, The Director of Commemorations will review the case in full, and make a final decision regarding follow on actions, with a target time for resolution within ten working days.

Grounds for appeal will only be processed where significant, and not previously considered, evidence is submitted, or if it is indicated that the relevant policy has been mis-applied. The decision then made is final and no other appeal will be accepted.

Appeals relating to Commemorations casework are handled separately and do not fall within the scope of the Complaints process. For further details, please refer to the **Appeals Policy for Commemorations Casework** [Appeals Policy for Commemorations Casework - CWGC](#)

6. **Post Escalation: Learning and Improvement** - Complaints will be analysed quarterly to identify trends and drive improvements across CWGC services.

Managing Unreasonable or Vexatious Complaints - While we are committed to treating everyone with respect and addressing complaints fairly and promptly, we reserve the right to manage interactions with individuals whose behaviour is deemed unreasonable, persistent, or vexatious. This may include excessive or repetitive complaints that lack substance, abusive language, or refusal to accept reasonable outcomes. In such cases, we may limit or restrict communication channels, designate a single point of contact, or take other appropriate steps to ensure the wellbeing of colleagues and the integrity of our complaints process. Where such action is necessary, we will inform the complainant in writing, outlining the reasons for the decision and the communications arrangements that will be applied.

Policy Review

This policy is reviewed annually by the Director of Commemorations. (Last updated November 2025)