



METROPOLITAN  
CEMETERIES BOARD



# Customer Satisfaction Survey Snapshot

June 2026

Survey prepared by Research Solutions  
Snapshot prepared by  
Metropolitan Cemeteries Board

## ACKNOWLEDGEMENT OF COUNTRY

We acknowledge that the land allocated for the cemeteries that are managed by the Metropolitan Cemeteries Board are on Aboriginal land. We recognise the strength, resilience and capacity of the Noongar people in this land and we acknowledge and respect their continuing culture and the contributions they make to the life of this city and this region.

### *DID YOU KNOW?*

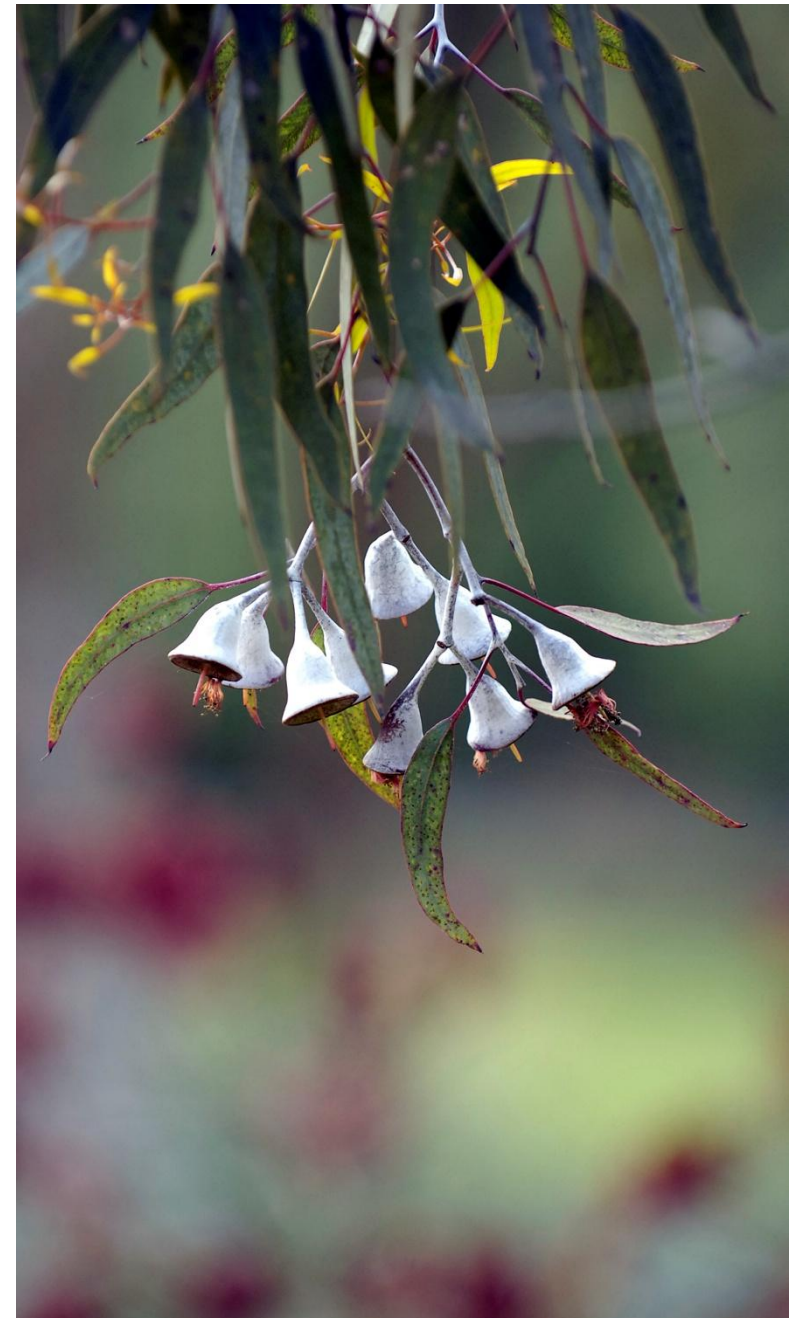
In the grounds of Karrakatta Cemetery is **The Keeping Place** - a holding place for the remains of Indigenous people who are awaiting repatriation to country or who have been previously kept in museums and are unable to be identified for repatriation to country. This is the first of its kind in Australia.

Behind The Keeping Place is a **War Memorial** to Aboriginal servicemen killed in conflict and buried overseas during World Wars I and II.



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## Executive Summary

The Metropolitan Cemeteries Board (MCB) undertakes an annual Customer Satisfaction Survey to understand the experiences of families who have recently used its funeral, burial, cremation and memorial services. The survey provides feedback on service quality, facilities, customer interactions and the overall customer experience, helping identify strengths and opportunities for improvement. Findings inform service planning, operational improvements and future investment across MCB cemeteries and memorial parks. The survey also monitors organisational performance and provides Key Performance Indicators (KPIs) for inclusion in the MCB Annual Report.

The 2025–26 survey was sent to people who had arranged a funeral, cremation, burial, mausoleum interment or memorial service between 8 January 2025 and 7 January 2026. Visitors and general mourners were not included, ensuring feedback was gathered directly from customers who had engaged with MCB services.

A total of 2,000 surveys were distributed by independent research provider Research Solutions. Participants received a personalised survey invitation by mail, with the option to respond by post or online. The survey was conducted between 20 March and 22 May 2026, with the closing date extended to 9 June 2026 to allow for late responses and improve participation rates.

The survey generated 499 completed responses, representing a response rate of 26.2%. Sixty-six recipients opted out of participating and a further 27 survey packs were returned undelivered. The resulting sample provides a confidence interval of  $\pm 4.2\%$  at a 95% confidence level, providing a robust measure of customer sentiment.

Overall, customer satisfaction with MCB services remains exceptionally high. Families continue to report positive experiences across key service areas, including staff professionalism, compassion, facility presentation, cultural responsiveness and service quality. The results that follow provide valuable insights into customer experiences and help guide the ongoing delivery and improvement of services that meet community needs and expectations.

Kathlene Oliver  
Chief Executive Officer



COMPASSION

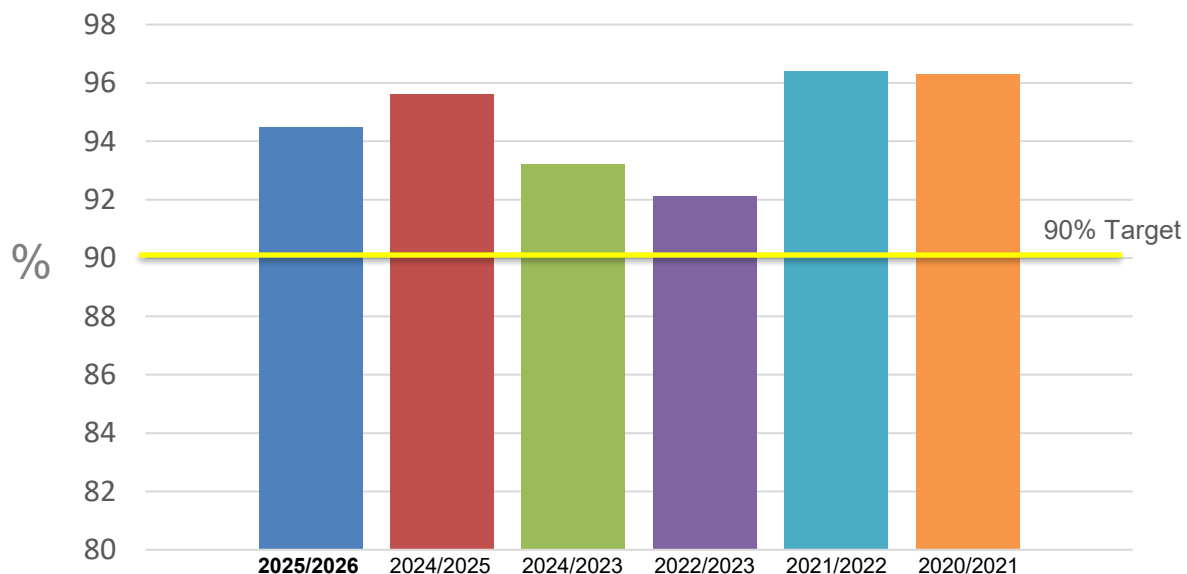
INTEGRITY

CONNECTION

## Key Findings - Overall

There continues to be an exceptionally high level of satisfaction with the service received from the Metropolitan Cemeteries Board.

### Overall Customer Satisfaction



Satisfaction continues to be strong and above the KPI target of 90%.

**Overall satisfaction with the service received from MCB for 2025-26 is 94.5% (rating 6-10/10).**

60.5% of survey participants were completely satisfied with the service they'd received from the MCB. 76.0% were highly satisfied, rating the MCB 9-10/10.

High levels of satisfaction over the longer term are evidence of MCB's consistent commitment to delivering funerals and memorial services that meet the needs and expectations of the community.

Overall satisfaction has exceeded 90% for the past fifteen years.



## Key Findings - Cleanliness

**Satisfaction with the cleanliness and tidiness of grounds and facilities remains strong overall and has improved for the lawn and monumental burial sections.**

MCB facilities continue to be rated highly for cleanliness and presentation, with all areas receiving strong satisfaction ratings. Even the lowest-rated facilities were considered extremely or very clean and tidy by more than 80% of respondents.

The chapels and condolence lounges achieved the strongest results, with approximately four in five respondents rating them as extremely clean and tidy. Overall, 98.8% of respondents rated chapels and 98.4% rated condolence lounges as extremely or very clean and tidy, demonstrating the continued high standard of these important customer spaces.

Notably, satisfaction with the presentation of the main burial areas improved significantly compared with the previous year. Ratings for lawn burial sections increased from 87.6% to 95.7%, while monumental burial sections improved from 77.8% to 88.2%, reflecting ongoing efforts to maintain and enhance cemetery grounds.



**98.8%** said our chapels were extremely or very clean and tidy



**98.4%** said our condolence lounges were extremely or very clean and tidy

| KPI Tracking<br>(extremely and very)<br>Sorted by 2025/2026 | 2025/2026<br>% | 2024/2025<br>% | 2023/2024<br>% | 2022/2023<br>% | 2021/2022<br>% | 2020/2021<br>% |
|-------------------------------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Chapels                                                     | 98.8           | 99.0           | 98.4           | 98.5           | 97.6           | 98.2           |
| Condolence lounges                                          | 98.4           | 99.4           | 97.7           | 99.1           | 98.1           | 98.1           |
| Cafes                                                       | 90.3           | 91.2           | 93.1           | 92.0           | 92.0           | 94.1           |
| Natural burial areas                                        | 89.4           | 91.9           | 93.0           | 89.0           | 93.0           | 94.3           |
| Mausoleum                                                   | 93.5           | 92.2           | 92.9           | 93.3           | 90.5           | 99.5           |
| Memorial gardens                                            | 97.6           | 93.4           | 90.5           | 94.0           | 96.0           | 97.7           |
| Lawn burial areas                                           | 95.7           | 87.6           | 87.8           | 85.7           | 93.7           | 95.1           |
| Toilets                                                     | 91.3           | 91.9           | 85.9           | 87.6           | 92.3           | 88.8           |
| Monumental burial areas                                     | 88.2           | 77.8           | 80.9           | 85.3           | 84.6           | 88.3           |



# Key Findings – Cultural Consideration

Survey participants felt the Metropolitan Cemeteries Board’s facilities accommodated their loved one’s religious, cultural and/or secular beliefs well.



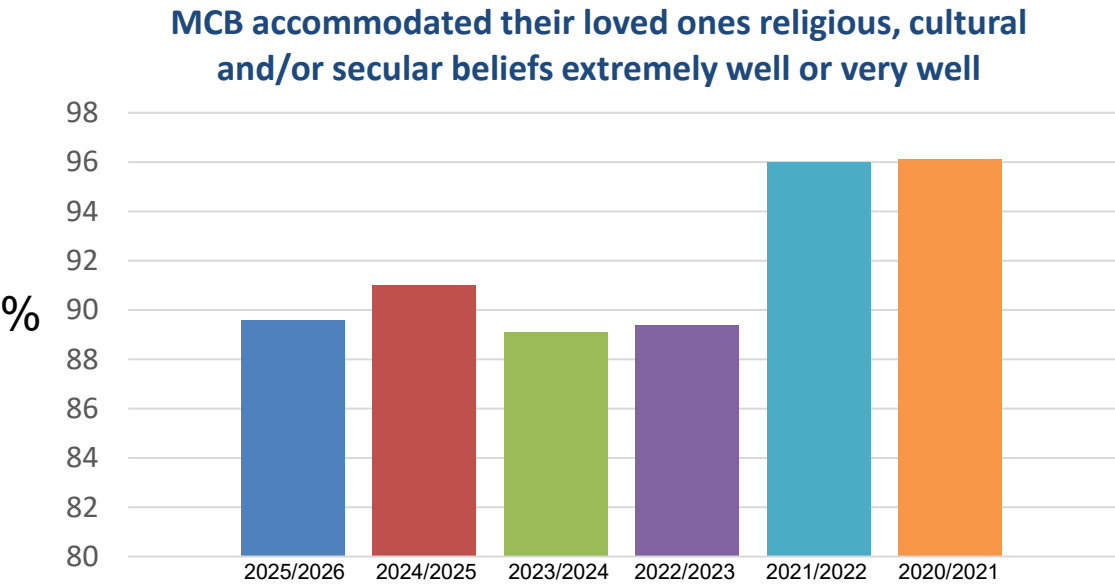
89.6%

said the MCB accommodated their loved ones religious, cultural and/or secular beliefs extremely well or very well



49.3%

said religious, cultural and/or secular beliefs were important for the funeral service



## Key Findings – Service by Staff

**Satisfaction with the service provided by the MCB staff continues to be rated very highly, and last year's improvements have been maintained.**

73.9% of administrators responding to the survey personally had contact with MCB office, telephone or grounds staff, mostly in person and by phone.

A further 11.9% had not yet had direct contact with MCB staff, as all communication to date had been through the funeral director, although they indicated they may have contact with MCB staff in the future.

Cremation services provide the opportunity to interact with staff through chapel services (86.7% of those who held the funeral service at an MCB chapel had contact with MCB staff), through the collection of ashes for memorialisation (91.2% of those who've organised or planned to place or scatter ashes in an MCB cemetery had contact with MCB staff; similarly 100% of those organising a memorial plaque, bench or tree at an MCB cemetery and 89.1% of those planning to scatter the ashes elsewhere or place them in an urn had contact with MCB staff).

Incidence of contact is lower amongst administrators who organised burial (51.4%) and mausoleum (50.0%) services, where respondents were more likely to only have contact with a funeral director. Contact is consistently lower for these two groups across all cemeteries except Pinnaroo, where 88.9% of the administrators who have organised a burial have had contact with MCB staff.

| KPI Tracking (extremely and very)<br>Sorted by 2025/2026 | 2025/2026<br>% | 2024/2025<br>% | 2023/2024<br>% | 2022/2023<br># | 2021/2022<br>% | 2020/2021<br>% |
|----------------------------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Professional                                             | 93.6           | 94.5           | 93.8           | 92.2           | 93.3           | 94.8           |
| Information given was easy to understand                 | 92.6           | 94.3           | 92.5           | 91.0           | 93.5           | 96.2           |
| Understanding the clients' needs                         | 92.3           | 94.9           | 92.4           | 91.8           | 92.0           | 95.2           |
| Compassionate                                            | 91.4           | 91.7           | 88.6           | 91.1           | 91.4           | 92.6           |
| Responding to enquiries promptly                         | 89.7           | 91.2           | 86.6           | 86.1           | 87.3           | 93.3           |



## Key Findings – Appointments & Products

The majority of those surveyed have not (yet) made an appointment to see staff. Amongst those who have, most find it easy to get an appointment at a time suited to them.

**46.3%** of survey participants organised an appointment to meet with a member of staff, up from 33.9% last year.

Amongst that group, **46.5%** found it extremely easy to get an appointment at a time that suited them, and **71.1%** found it extremely or very easy.

| KPI Tracking (extremely and very)                    | 2025/2026<br>% | 2024/2025<br>% | 2023/2024<br>% | 2022/2023<br>% | 2021/2022<br>% | 2020/2021<br>% |
|------------------------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Ease of getting an appointment time that suited them | 83.6           | 76.8           | 71.1           | 75.1           | 76.4           | 79.3           |

The Metropolitan Cemeteries Board has a range of products and services that meet clients' needs.

The MCB seeks to provide a range of products and services at prices which enable everyone to find something to meet their needs.

**82.3%** of survey participants found it extremely or very easy to find a grave, memorial location or crypt to meet their needs and **85.4%** found it extremely or very easy to find a memorial plaque, granite base or urn to meet their needs.

Ease of finding a location and a memorial to meet their needs have both improved from last year.

| KPI Tracking (extremely and very) | 2025/2026<br>% | 2024/2025<br>% | 2023/2024<br>% | 2022/2023<br>% | 2021/2022<br>% | 2020/2021<br>% |
|-----------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Grave, memorial or crypt location | 82.3           | 73.9           | 75.6           | 81.5           | 82.0           | 87.3           |
| Plaque, granite base or urn       | 85.4           | 74.1           | 73.7           | 74.1           | 78.8           | 84.9           |



# Complaints

**There were 60 complaints recorded from 1 July 2025 to 30 June 2026, up from 46 in the previous year.**

Complaints across most areas have slightly increased during the year. The increase in complaints can be attributed to stronger enforcement of the Flower and Ornament Policy, with 25% of all complaints relating to tribute collections.

**76.7% of complaints were responded to within 30 working days.**

Those that were finalised after 30 days were kept informed of developments and assured that the investigation was ongoing.

**90.0% of complaints were resolved without further incident.**

This is a 16.1% increase on the previous year, suggesting complaint outcomes more effectively addressed customer concerns and reduced the need for further follow-up or escalation.

Despite the increase in complaints during 2025–26, overall complaint volumes remain low relative to the number of people who interact with MCB services and facilities each year. The high proportion of complaints resolved without further incident reflects the MCB's commitment to addressing customer concerns effectively and maintaining community confidence.

Each year, hundreds of thousands of people visit MCB cemeteries to attend funeral and memorial services, visit family graves and memorials, or enjoy the grounds for reflection, walking and other recreational activities, highlighting the importance of providing responsive and respectful customer service across all areas of operation.

The MCB's complaints handling system is consistent with the Australian Standard on Complaints Handling AS ISO 10002-2006.

| KPI Tracking                                                                               | 2025/2026<br>% | 2024/2025<br>% | 2023/2024<br>% | 2022/2023<br>% | 2021/2022<br>% |
|--------------------------------------------------------------------------------------------|----------------|----------------|----------------|----------------|----------------|
| Acknowledged within 5 working days                                                         | 31.7           | 76.1           | 96.2           | 94.5           | 98.0           |
| Responded to within 30 days                                                                | 76.7           | 80.4           | 91.4           | 89.9           | 98.0           |
| Investigated and responded to within 2 working days (exceeding the requirement of 15 days) | 8.3            | 4.3            | 79.9           | 33.9           | 59.2           |
| Resolved without further incident                                                          | 90.0           | 73.9           | 96.7           | 98.2           | 95.0           |

|                       | 2025/2026<br>% | 2024/2025<br>% | 2023/2024<br>% | 2022/2023<br>N | 2021/2022<br>% |
|-----------------------|----------------|----------------|----------------|----------------|----------------|
| Accidents             | 0.0            | 0.0            | 0.0            | 0.0            | 0.0            |
| Facilities            | 11.7           | 4.3            | 3.9            | 12.8           | 24.5           |
| Grounds / Operations  | 51.7           | 58.7           | 11.5           | 33.0           | 38.1           |
| Products and services | 20.0           | 23.9           | 3.9            | 44.0           | 32.7           |
| Renewal               | 3.3            | 10.9           | 79.3           | 1.0            | 1.3            |
| Other                 | 13.3           | 2.2            | 1.3            | 9.2            | 3.4            |

## Appreciation

**In 2025–26, MCB received 174 compliments and notes of appreciation, representing a 45% increase on the previous year.**

These messages recognised the professionalism, compassion and support provided by employees across our cemeteries and memorial parks, with many acknowledging staff for helping families navigate difficult decisions and providing care during times of grief.

**Customer Service staff received the highest number of compliments, accounting for 61% of all notes of appreciation received.**

As the primary point of contact for many families, these employees play a vital role in helping customers access information, arrange services and navigate the funeral and memorial process.

Compliments were received across several areas of the organisation, reflecting the commitment of public-facing staff to delivering high-quality service:

- **110 compliments for Customer Service staff**
- **29 compliments for Memorial Sales & Memorial Services**
- **26 compliments for Grounds Staff**
- **9 compliments for Funeral Concierges**

The feedback received highlights the dedication of MCB employees and reinforces the importance of compassionate, professional and customer-focused service.

These messages of appreciation provide valuable recognition of the care and commitment our staff demonstrate each day in supporting families and maintaining our cemeteries and memorial parks.



## The Next Step

### Understanding Customer Satisfaction

Overall satisfaction with MCB services remains exceptionally high, with 94.5% of survey participants rating their experience positively and the KPI target of 90% again exceeded. Customer satisfaction has remained consistently strong over the long term, exceeding 90% for the past 15 years. The proportion of customers reporting high levels of satisfaction has also remained remarkably stable, demonstrating the ongoing quality and consistency of services provided by the MCB.

Strong results were recorded across all major service areas. More than 80% of respondents rated MCB facilities as extremely or very clean and tidy, while ratings for both lawn burial and monumental sections improved compared to last year. Almost 90% of respondents felt the MCB accommodated their loved one's religious and cultural beliefs extremely or very well, and satisfaction with staff service, appointment availability and memorial products also remained high.

### The Importance of Our People

The survey measures several key factors that influence customer satisfaction, including the presentation of grounds and facilities, accommodation of cultural and religious needs, availability of products and services, ease of obtaining appointments and the service provided by staff. Consistent with previous years, interactions with MCB employees remain one of the strongest drivers of overall satisfaction.

Families place significant value on professional, compassionate and responsive service during what is often one of the most difficult periods of their lives. The continued high ratings achieved by staff demonstrate the important role employees play in shaping customer experiences and maintaining confidence in MCB services.

### Maintaining Strong Performance

With customer satisfaction already at very high levels, opportunities for improvement are often found in smaller service refinements rather than broad operational changes.

The survey suggests three key areas of focus for maintaining and enhancing customer satisfaction:

- Using customer feedback and segmentation to better understand the differing needs of customer groups.
- Continuing to invest in the people, facilities and services that have the greatest influence on overall satisfaction.
- Identifying and addressing specific pain points or barriers to create a smoother and more seamless customer experience.

While maintaining satisfaction at these levels becomes increasingly challenging, the survey demonstrates that MCB continues to deliver services that are highly valued by the families and communities it serves.



# The Next Step

## What Matters Most to Customers

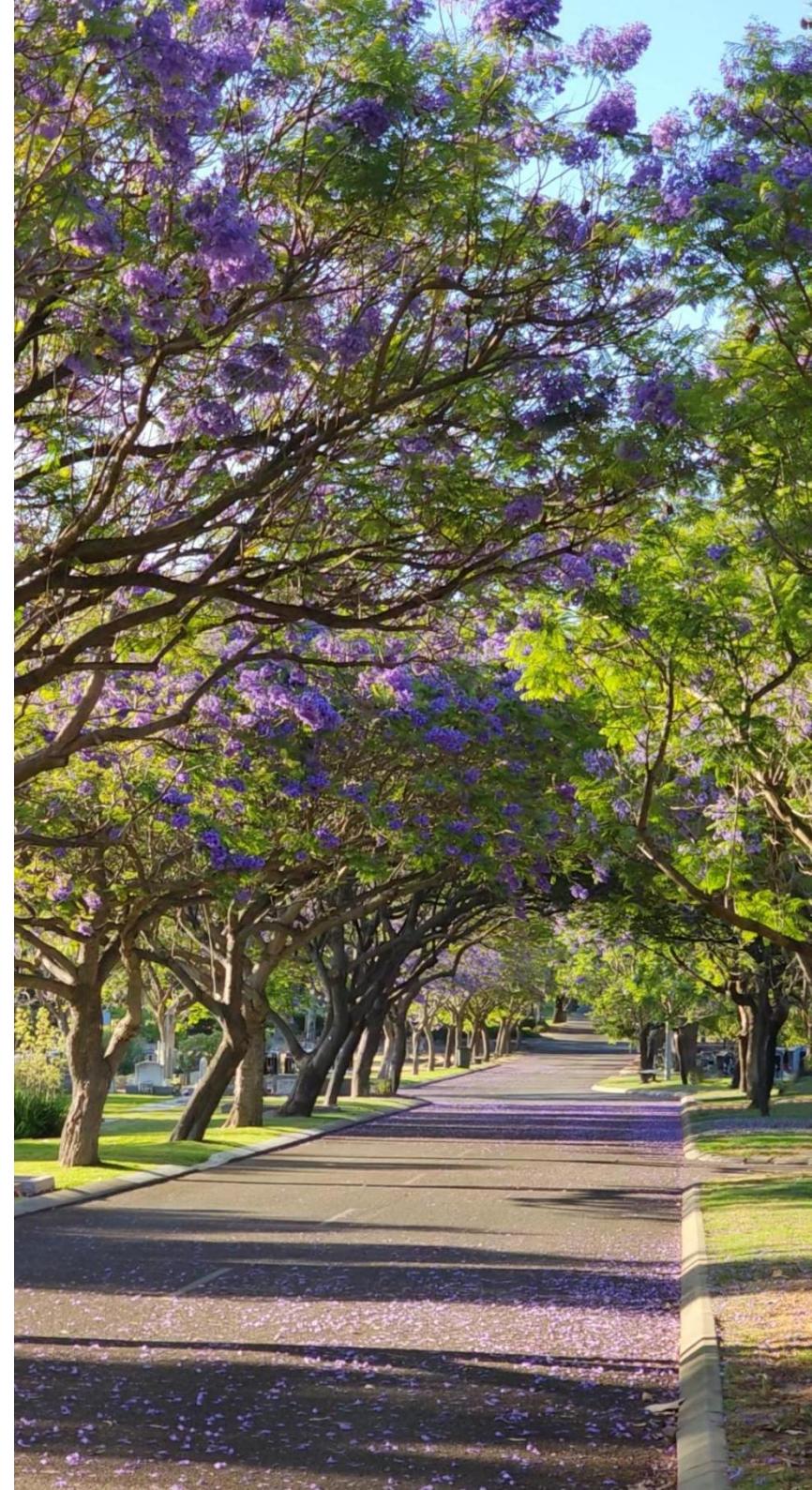
Customer feedback shows that satisfaction is influenced by different factors depending on the service being provided. Customers who arranged cremation services reported the highest levels of satisfaction overall, while those arranging burials at Pinnaroo and other cemeteries placed greater importance on factors such as cultural and religious accommodation, appointment availability and memorialisation services. These differences highlight the importance of tailoring services to meet the varying needs and expectations of families across MCB's cemeteries.

Despite these differences, a consistent theme emerged across all customer groups: the quality of interactions with MCB staff remains one of the strongest drivers of overall satisfaction.

- **Compassionate staff**
- **Professional staff**
- **Clear and easy-to-understand information**
- **Prompt responses to enquiries**
- **Ability to obtain an appointment at a suitable time**
- **Accommodation of religious, cultural and secular beliefs** (particularly for burial customers)

Compassion, professionalism, clear communication and timely responses were repeatedly identified as the factors most likely to influence a family's experience. While well-presented grounds and facilities remain important and contribute to customer confidence, they are often viewed as an expected standard. It is the care, support and responsiveness provided by employees that most strongly differentiates the customer experience and contributes to the exceptionally high satisfaction levels achieved by the MCB.

The survey findings demonstrate that customer satisfaction with MCB services remains consistently strong and highlight the factors that matter most to the families we serve. By continuing to invest in staff capability, responsiveness and customer care, while recognising the diverse needs of different customer groups, the MCB can maintain the high standards expected by the community. These insights will help guide future service improvements and support our ongoing commitment to delivering compassionate, professional and responsive services for Western Australians.



## Our Locations

### KARRAKATTA CEMETERY

RAILWAY RD, KARRAKATTA, EST.1899, 97.7 HECTARES



3,697 822 105 1,044

Featuring stately trees and beautiful gardens, Karrakatta Cemetery is Perth's most prominent and centrally located cemetery as well as the final resting place of many notable Western Australians. Within the grounds you'll find the Aboriginal Keeping Place, the first of its kind in Australia. The Keeping Place houses the remains of Aboriginal people awaiting repatriation to Country, as well as those whose identities or origin are unknown, this includes remains that have been returned from museums.

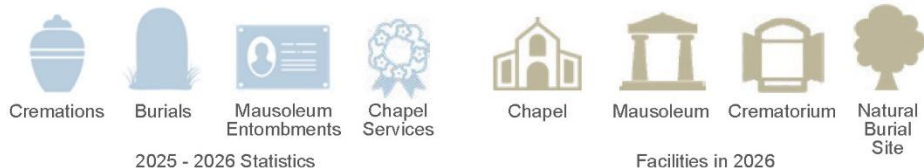
### FREMANTLE CEMETERY

CNR CARRINGTON ST & LEACH HWY, PALMYRA, EST.1898, 45.7 HA



2,841 477 25 1,238

Fremantle Cemetery is the final resting place of Australia's most visited grave, Bon Scott, who you will also find on the cemetery's Heritage Walk Trail. The self-guided walking tour is filled with rich history, fascinating stories and contains some of Western Australia's earliest gravestones from the colourful port city and beyond.



## Our Locations

### PINNAROO VALLEY MEMORIAL PARK

WHITFORDS AVE, PADBURY, EST.1978, 116 HECTARES



3,823 462 1,416

Pinnaroo is one of Perth's most unique and serene cemeteries, renowned for its natural bushland setting and tranquil atmosphere. Surrounded by natural bushland, featuring native plant species and wildlife, including kangaroos, Pinnaroo has revolutionised memorial practices by prioritising sustainability and harmony with the landscape. Instead of traditional headstones, graves are marked with simple bronze plaques set flush with the ground, preserving the park's open and natural aesthetic.

### MIDLAND CEMETERY

MYLES RD, SWAN VIEW, EST.1903, 23.7 HECTARES



117 1

Midland Cemetery reflects the traditions of many cultures, including the Italian community, many of whom were pioneers in the area. There is also a special section for the Chinese community with a classic pagoda to mark the entrance to this section. Midland Cemetery covers a significant land area of 24 hectares, however 17 hectares of bushland within the cemetery boundaries is designated as Bush Forever, and consequently cannot be developed. The mausoleum at Midland Cemetery is fully occupied with no current plans to create a new one.



### ROCKINGHAM REGIONAL MEMORIAL PARK

MILLAR RD, BALDIVIS, EST.2007, 60.9 HECTARES



1,945 78

Rockingham Regional Memorial Park serves the existing and rapidly growing population of the south-west corridor. Whilst mostly non-denominational, it includes a large Muslim burial section at the northern section of the site, has three lawn burial sections, and a burial plaque section, surrounded by the serene memorial gardens.

### GUILDFORD CEMETERY

KALAMUNDA RD, SOUTH GUILDFORD, EST.1890, 30.7 HECTARES



314 3

Guildford Cemetery caters for burials of many denominations. It has a large Muslim and Jewish burial sections with a Jewish Prayer Hall that was opened in 2019. The mausoleum, an open air, Mediterranean style garden crypt, is fully occupied with no current plans to create a new mausoleum.

Like Midland Cemetery, 14 hectares of the land area is designated as Bush Forever and consequently cannot be developed.

### CEMETERIES MANAGED UNDER AGREEMENT

