

MARKYT Business Scorecard ©

Prepared for: City of Melville

Prepared by: CATALYSE® Pty Ltd

Date: May 2022



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Strategic Overview

Vision



43

% agree

10% points <u>above</u> Industry Average

Location to operate your business



79

Performance Index Score

10 Index points <u>above</u> Industry Average

Governing Organisation



69

Performance Index Score

12 Index points <u>above</u> Industry Average

Value for Money



56

Performance Index Score

10 Index points <u>above</u> Industry Average

Highest scores

- · Graffiti removal services
- · Access to public transport
- Development of Murdoch precinct

Most improved

- Economic development
- · Development of Canning Bridge precinct
- Development of the area around local businesses

Relative to MARKYT® Industry Standards

- Condition of roads
- Access to public transport
- · Management of food and health issues
- · Safety and security
- Management and control of traffic

Parking in commercial areas



Partnering with local business

Priorities

Consultation

Communication









The Study

The Study

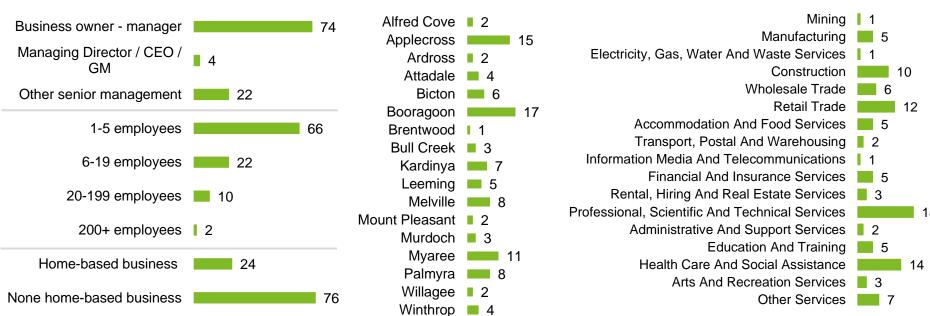
In March-April 2022, the City of Melville administered a **MARKYT® Business Scorecard** to evaluate business priorities and measure Council's performance.

Data was collected using computer-assisted telephone interviews with **100 randomly selected businesses** operating within the City of Melville.

Data has been analysed using SPSS. Please note that when sub-totals add to ±1% of the parts, this is due to rounding errors to zero decimal places.

Sample profile

% of respondents



MARKYT Industry Standards

When three or more councils have asked a comparable question, we publish the high score to enable participating councils to recognise and learn from the industry leaders. In this report, the 'high score' is calculated from councils that have completed an accredited study with CATALYSE® within the past two years. Participating councils are listed below.

Businesses may have completed a dedicated MARKYT® Business Scorecard or, in some of the smaller or regional councils, they may have completed a MARKYT® Community Scorecard and business responses were reported separately.

Participating Councils





































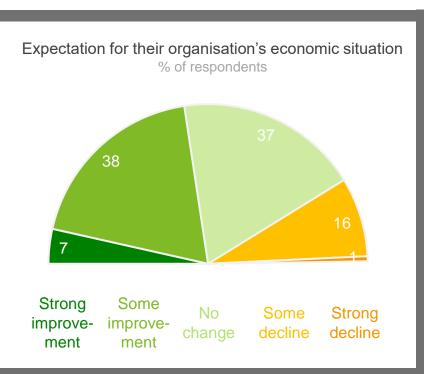
Economic Confidence

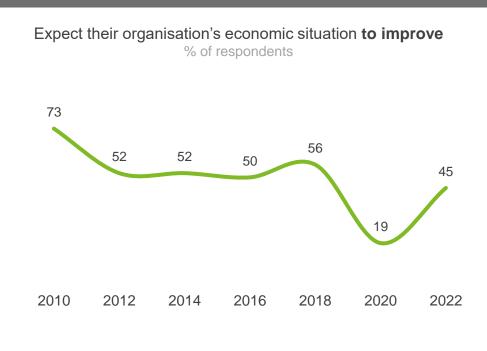
Economic expectations for local businesses

Confidence in the local economy is recovering after COVID-19 impacted confidence ratings in the 2020 study.

45% of respondents believe the economic situation for their organisation will improve over the next year; a 26% point increase.

37% believe they will see no change, and 17% are concerned about an expected decline.







Place perceptions

City of Melville as a location to operate a business

98% of businesses rate the City of Melville positively as a place to operate a business.

The overall Performance Index Score is 79 out of 100 and is the highest score to date. Most provide ratings of good to excellent.

The City of Melville is the industry leader, and is 10 index points above the industry average.







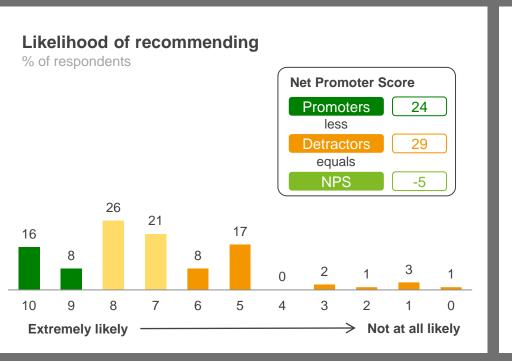
MARKYT **()**

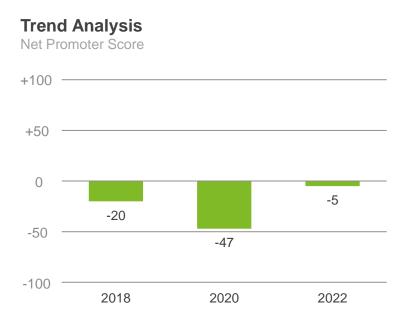
Local business advocacy

Likelihood of recommending the City of Melville as a place to operate a business

24% of business respondents are classified as 'promoters', giving a score of 9 or 10 out of 10 for likelihood of recommending the City of Melville as a place to operate a business. 47% are 'passives', giving a score of 7 or 8 and 29% are potential 'detractors', giving a score of 0 to 6.

The Net Promoter Score is calculated by subtracting the percentage of detractors from the percentage of promoters. The score can range from -100 to +100. With more detractors than promoters, the City of Melville's Net Promoter Score is -5. This is a significant improvement from 2020 where the NPS was -47.



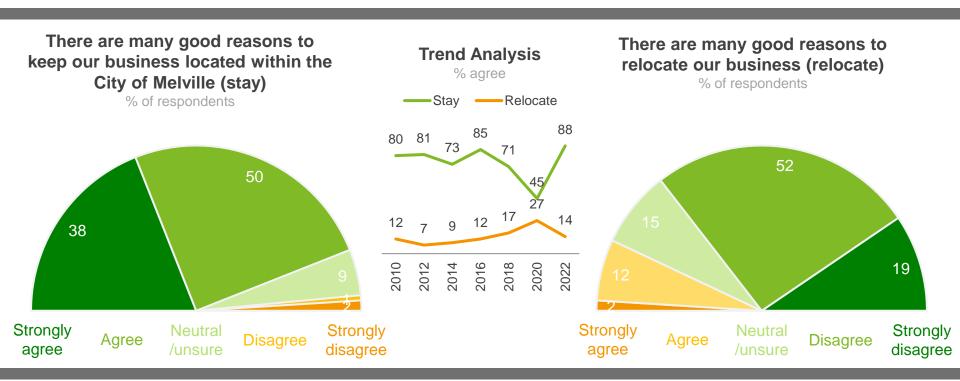


Business commitment to the City of Melville

The proportion of businesses that agree there are good reasons to stay in the City of Melville is at an all time high.

88% of business respondents agree there are good reasons to stay in the City of Melville. This is up 43% points since 2020 and is 3% points above the previous high in 2016.

14% of business respondents agree there are many good reasons to relocate. This has halved since 2020.





Business commitment analysis

Business commitment is recovering following the impacts of the COVID-19 pandemic in 2020.

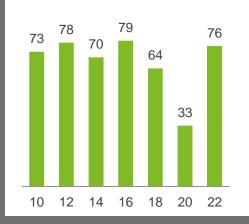
76% of business respondents are classified as 'committed' or 'comfortable', an increase of 43% points from 2020 and the highest level since 2016.

These businesses agree that there are many good reasons to stay in the City of Melville and they do not agree that there are many good reasons to relocate.

16% of business respondents are a moderate to high risk of relocating.

Trend Analysis

% committed + comfortable



Level of Commitment % of respondents		There are many good reasons to relocate our business					
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	
There are many good reasons to keep our business located within the City of Melville	Strongly disagree	0	0	1	0	1	
	Disagree	0	1	0	0	0	
	Neutral	1	4	3	1	0	
	Agree	5	30	8	7	0	
	Strongly agree	13	17	3	4	1	

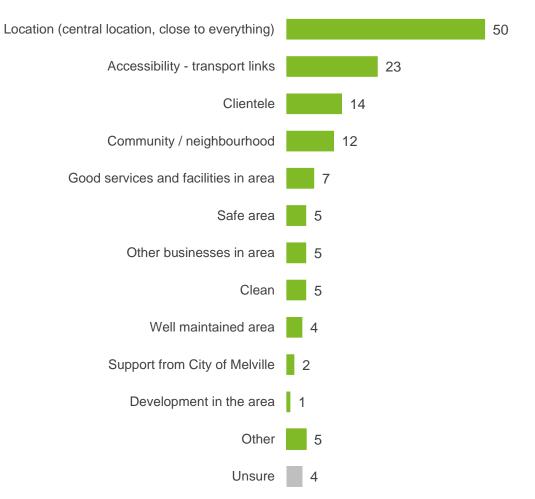
Business commitment to the City of Melville Committed 30 Comfortable 46 Passive 8 Moderate risk 15 High risk 1



Things most valued about City of Melville

As a place to operate a business, what do you value most about being in the City of Melville?

% of respondents



Sample of Business Voices

"It's a convenient location where I am, clients find us easily."

"The location, the ease of being here and people getting here."

"Social demographic and quality clients, access is good, public transport to get in and out of the area."

"Location is very handy and not too far from Fremantle for importing."

"Proximity to other areas, we are quite central."

"Access to distribution network. Easy access to major roads and highways."

"Access, near to freeway, good roads."

"We get a great flow of traffic for advertising our business, it has everything that we need as a business."

"Close to all of our work, we are very central and a lot of our jobs are within 5-10 km radius."

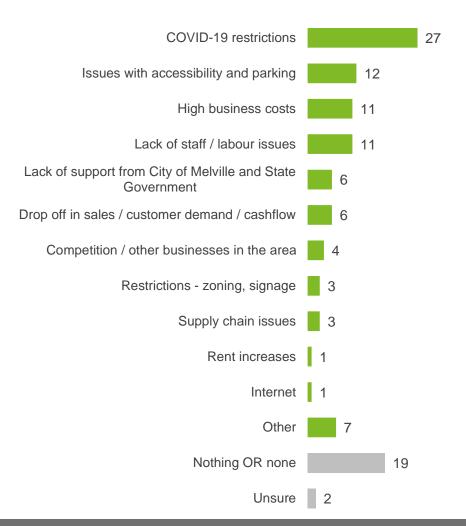
"It's central location wise and a lot of clients are here."



Issues and challenges facing businesses

What are the main issues or challenges facing your business?

% of respondents



Sample of Business Voices

"COVID uncertainty. People are not out and about as much."

"COVID - lots of regulations that are constantly changing."

"COVID, uncertain environment, government policy changes."

"COVID/ isolation and staff and brokers being affected."

"Parking, not enough parking."

"Parking, not enough, and it's all paid parking where we are."

"Parking and public transport, not enough parking or public transport available."

"Rising petrol costs for our business, we are a landscaping business needing to go out to clients. It will make doing any installations etc. more expensive."

"Increased running costs - from rates to power to staff wages, and we can't pass it on to the clients."

"Direct competition from other similar businesses. The cost of doing business, and the lack of staff."

"Staff shortages."



Overall Council perceptions

City of Melville as the organisation that governs the local area

95% of businesses rate the City of Melville positively as a governing organisation.

The overall Performance Index Score is 69 out of 100. This is the strongest performing year to date.

The City of Melville is the industry leader in this area







Q. Overall, how would you rate the City of Melville in the following areas? The City of Melville as the organisation that governs the local area



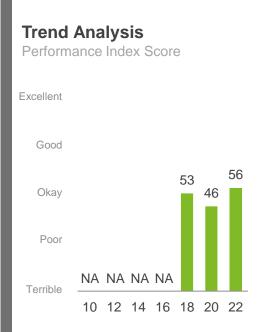
Value for money from Council rates

79% of businesses rate value for money from Council rates positively.

The overall Performance Index Score is 56 out of 100. This indicates an average rating of just above okay.

After performance fell 7 index points in 2020, it has bounced back, up 10 points in 2022 and 10 points above the industry average.







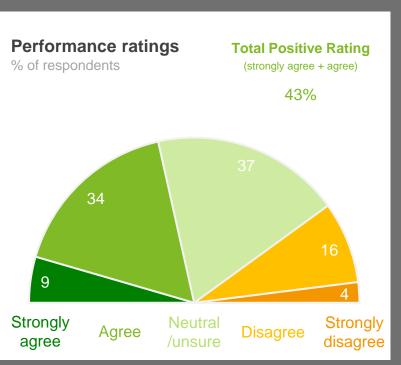


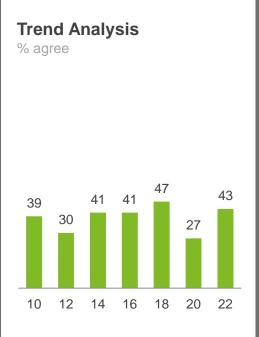
The City has developed and communicated a clear vision for the area

43% of business respondents believe the City has developed and communicated a clear vision for the area.

Ratings bounced back after a fall in 2020, up 16% points over the past 2 years and now 10 points above the industry average.

There is room for further improvement to chase the industry high score of 55%.





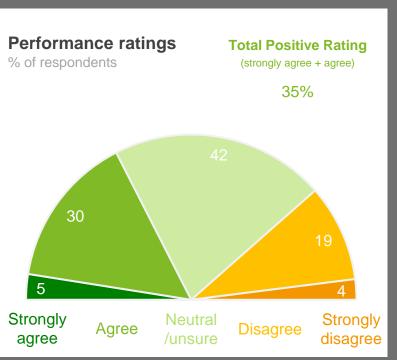


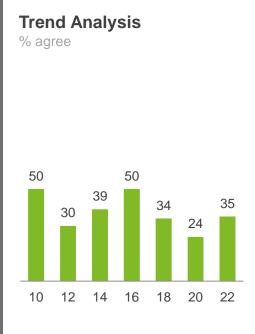
The City has a good understanding of issues and challenges facing business

35% of business respondents believe the City has a good understanding of issues and challenges facing businesses.

Ratings have varied over the years, swinging from highs of 50% in 2010 and 2016, to lows of 30% in 2012 and 24% in 2020.

The current rating is 3% points below the industry average.









MARKYT� industry comparisons

Overall Performance | industry comparisons

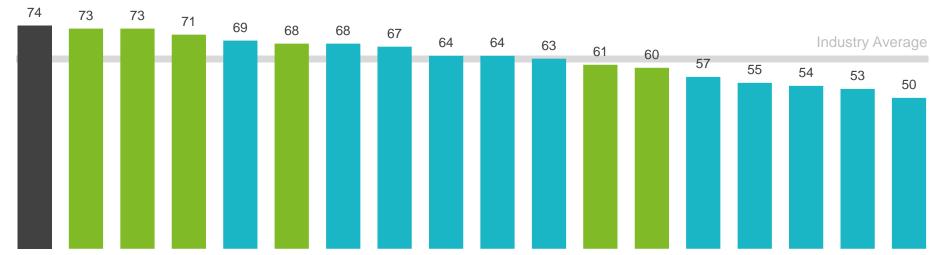
The 'Overall Performance Index Score' is a combined measure of the City of Melville as a 'location to operate a business' and as a 'governing organisation'. The City of Melville's overall performance index score is 74 out of 100, placing the City of Melville in first place.

Overall Performance Index Score

average of 'location to operate a business' and 'governing organisation'

- City of Melville
- Metropolitan Councils
- Regional Councils





How to read the MARKYT Benchmark Matrix

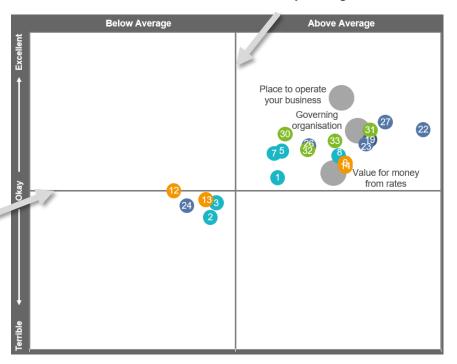
The MARKYT® Benchmark Matrix (shown in detail overleaf) illustrates how the business community rates performance on individual measures, compared to how other councils are being rated by their business communities.

There are two dimensions. The vertical axis maps community perceptions of performance for individual measures. The horizontal axis maps performance relative to the MARKYT® Industry Standards.

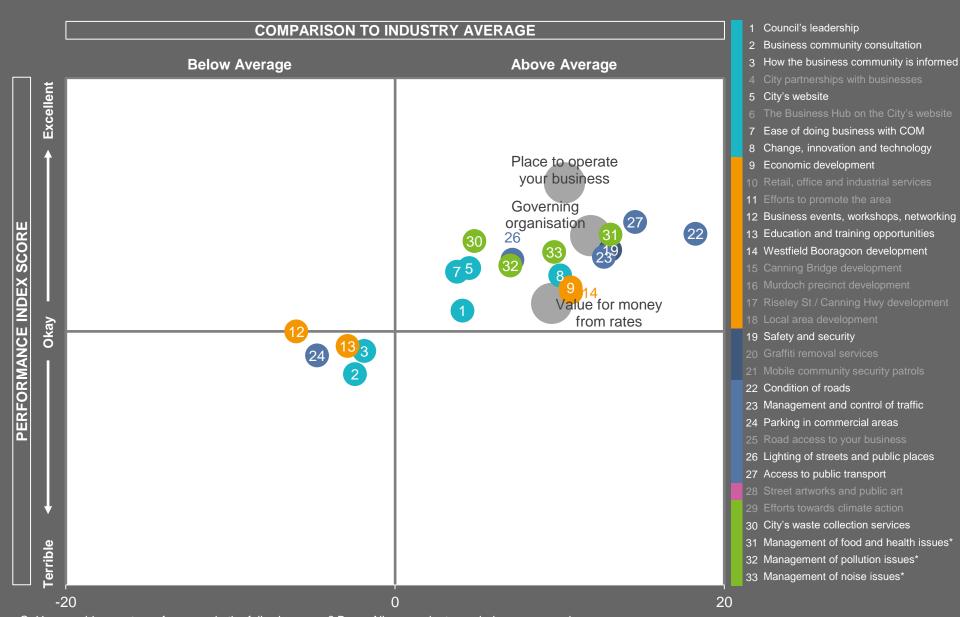
There are seven themes, aligned with the Strategic Community Plan:

- Leadership and governance
- Sense of community
- Sustainable transport
- Clean and green
- Growth and prosperity
- Healthy lifestyles
- Safe and secure

This line represents okay performance based on the MARKYT Performance Index Score. Higher performing service areas are placed above this line while lower performing areas are below it. Councils aim to be on the right side of this line, with performance ABOVE the MARKYT® Industry Average.



MARKYT Benchmark Matrix



MARKYT business trends

MARKYT Business Trends Window TM

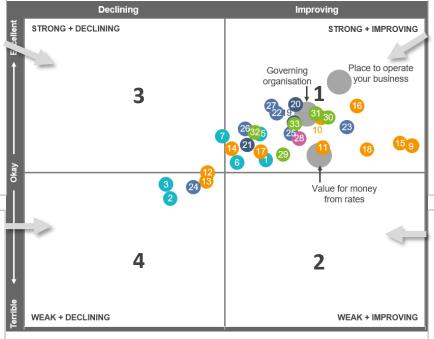
The MARKYT® Business Trends Window shows trends in performance over the past 2 years.

Window 3 includes higher performing services in decline.

There were no service areas in this window.

Window 4 includes lower performing areas in decline.

- Parking
- Education and training opportunities
- Business events, workshops, networking
- Business community consultation



Window 1 includes higher performing areas that have improved. **Stand-out improvers** are:

- Place to work or operate a business
- Murdoch precinct development
- Graffiti removal services
- Access to public transport

Window 2 includes lower performing areas that are improving.

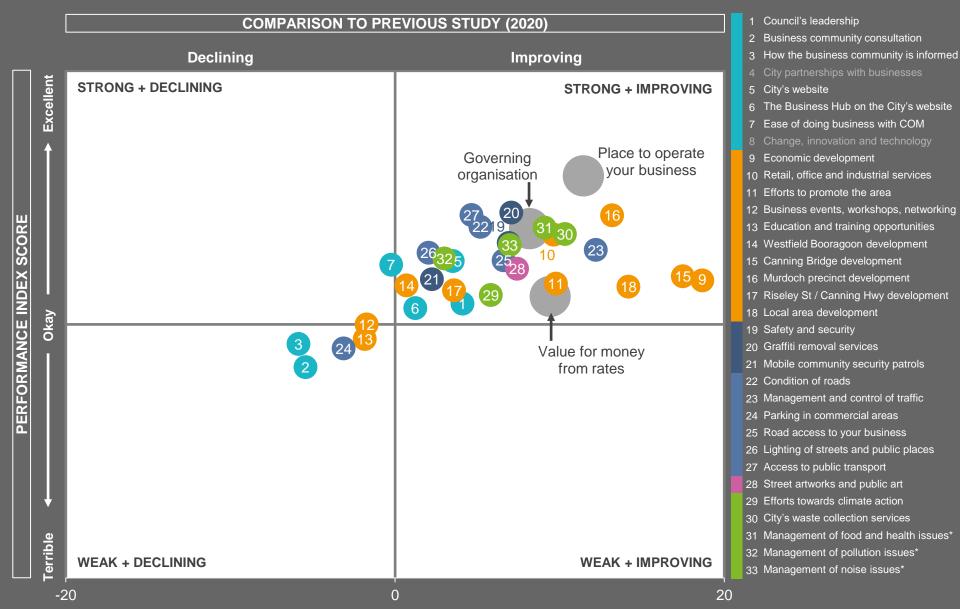
There were no services in this window.

There are seven themes, aligned with the Strategic Community Plan

- Leadership and governance
- Sense of community
- Sustainable transport
- Clean and green
- Growth and prosperity
- Healthy lifestyles
- Safe and secure



MARKYT Business Trends Window



Q. How would you rate performance in the following areas? Base: All respondents, excludes unsure and no response. Performance areas in grey font in the table have no trend data. Copyright CATALYSE® Pty Ltd. © 2022

^{*} Comparison against 'Management of food, health and pollution issues'.

MARKYT � business priorities

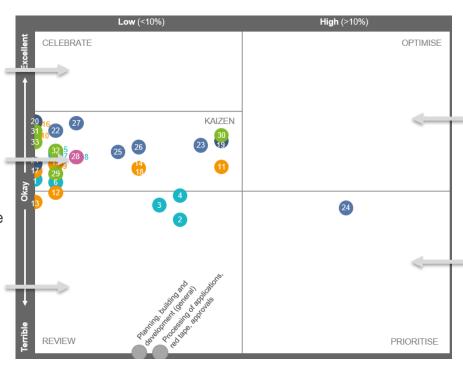
How to read the MARKYT Business Priorities

The MARKYT® Business Priorities chart maps priorities against performance in all service areas.

CELEBRATE the Shire's highest performing areas.

KAIZEN: consider ways to continuously improve services with average ratings between okay and good to strive for service excellence

REVIEW lower performing areas.



OPTIMISE higher performing services where the community would like enhancements to better meet their needs.

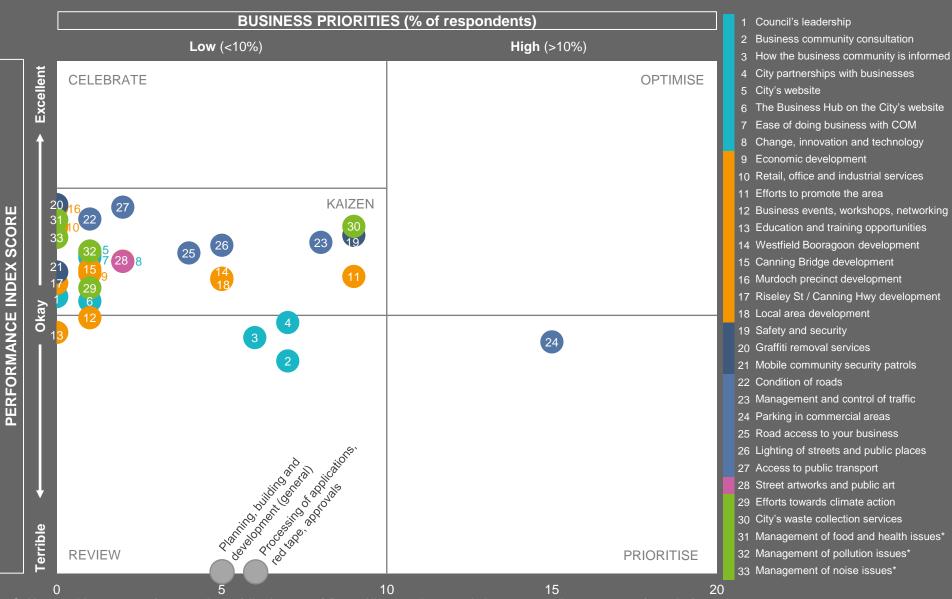
PRIORITISE lower performing services where the community would like the Shire to focus its attention.

There are seven themes, aligned with the Strategic Community Plan:

- Leadership and governance
- Sense of community
- Sustainable transport
- Clean and green
- Growth and prosperity
- Healthy lifestyles
- Safe and secure



MARKYT Business Priorities



Q. How would you rate performance in the following areas? Base: All respondents, excludes unsure and no response. (n=varies)

Q. Overall, what would you mostly like the City of Melville to focus on doing, changing or improving to support your business and strengthen the local economy? Base: All respondents, excludes no response (n = 100)Copyright CATALYSE® Pty Ltd. © 2022

Parking in commercial areas

Main concerns and suggestions

Parking in commercial areas is the highest priority among businesses. 15% of respondents identify this as something they would like the City of Melville to focus on.

Main concerns and suggestions include:

- Business premises have insufficient parking spaces
- More street parking and public car parks are needed for customers
- There is too much paid parking in the area
- · Better parking enforcement and time limits are needed

Sample of Business Voices

"Parking, not enough parking."

"Parking, not enough, and it's all paid parking where we are."

"Parking and public transport, not enough parking or public transport available."

"Car parking spaces. We are in a set of 3 units. There are only 6 bays, not enough for us."

"Carparking, not policed strongly enough, no street parking, inconvenience to go to the bank, not enough open public parking."

"Parking is a real issue. We need timed parking, not fair to our customers."

"Reduce parking fees, better parking areas in commercial areas. Ideally free or reduce the fees."

"More parking and green areas for relaxation and good public transport."

"More parking and less paid parking."

"Parking is the biggest problem. Need more public parking."

"Parking areas are a big issue, there are lots of buildings and no parking."

Leadership and governance

Main concerns and suggestions

Leadership and governance priorities include:

- How the City partners with the business community
- How the business community is consulted about local issues
- How the business community is informed about what's happening in the local area

Main concerns and suggestions include:

- Direct interaction and consultation is desired for the City to better understand business needs
- More information is needed about changes in the local area, regulations and decisions made by the City
- Desire for the City to provide more assistance and opportunities to local businesses e.g. to access funding, win work and network with the local community

Sample of Business Voices

"Being involved with small businesses, better communication."

"Have some interaction with small business e.g. a small business forum or make personal contact. There is a lack of communication and understanding of small business."

"More community consultation, taking the time to sit down and talk to each owner and find out what they want. Less red tape and procedures, too many rules and taking too long to make decisions."

"More consultation and feedback before decisions are finalised."

"A monthly newsletter would be good. More communication on changes where my business is. Palmyra corner of Stock Rd and Canning Highway changes were talked about but heard nothing."

"I would like brighter street lights or more of them on both sides of the road. Northlake Road and Mc Coy Street. Would also like to be notified or receive direct communication from the Council."

"Better feedback from City on issues around COVID."

"We need to network with more local people e.g. through the website and business hub, more networking opportunities."

"Help out small businesses to get the work instead going to bigger business."

"More grants available/ the grants we can access are more for a workshop, we would like to upgrade some furniture or equipment."



Promoting the area + safety and security

Efforts to promote the area as a desirable place to visit and shop

Main concerns and suggestions

- Increase brand awareness of the City and the area
- Bring more people to the area e.g. by providing more entertainment and attractions

Sample of Business Voices

"Brand awareness of the city and the area. It's a nice place to do business."

"More advertising and marketing from South East of Kwinana Fwy to come in a bit more e.g. Thornlie, Leeming, Willetton way."

"To make the city attractive for the customers to come in. Got to give the customer something to come here for."

"Some entertainment in the evening for the locals eg. street food and band, bring people together."

"Need more attractions for the younger generation, like jump track, wave park."

Safety and security

Main concerns and suggestions

- More CCTV security cameras are needed
- Improve lighting
- Provide more security patrols

Sample of Business Voices

"We need security cameras due to a number of break ins."

"More security... people getting scared."

"CCTV cameras along Riseley St (opposite traffic lights) could have helped with a fire problem we had or prevented it... CCTV is a good idea."

"More patrols in the area as there is increasing crime rates, better lighting almost all the streets have half their lights out."

Waste collections + traffic management

City's waste collection services

Main concerns and suggestions

- More bulk waste options needed e.g. carboard, furniture, white goods, green waste, tip passes
- · More frequent recycling collections needed
- Concerns around verge collections creating mess
- Concerns around quantity of bins and use of shared bins

Sample of Business Voices

"Cardboard filling up a lot. Need another collection for that."

"Allowing commercial rate payers to put verge collection items out."

"Recycling and pollution issues. We need to get to much higher levels of recycling."

"Improvement of waste collection. As a business we're not allowed to have green waste or white goods pick up but we would like to dispose of these things. We should have a standard size green bin and a weekly pick up of the domestic waste and recycling, we generate a lot of recycling."

Management and control of traffic

Main concerns and suggestions

- Concerns surrounding major intersections e.g. congestion, diverted traffic, changes to traffic flow
- · Congestion restricting access to business car parks
- Concerns about road safety
- COVID testing clinics causing congestion

Sample of Business Voices

"Service Station next door is dangerous to enter off the road... any time after 3."

"Traffic quite hard to turn into and out of the carpark in the mornings. Changed flow a few years ago of Kintail Road."

"Diverting of traffic is a real issue when coming off bridge heading towards Fremantle/can't turn right onto Canning Bridge Rd."

"COVID testing place near us is really clogging up traffic. Park would be better and also has shade. Behind Myaree Shopping Centre."



Development and approvals

Responsible development

Main concerns and suggestions

- Desire for more subdivision and development
- Concerns about environmental impact and overdevelopment
- Aesthetic concerns; building design appropriate for the local area; redeveloping old buildings

Sample of Business Voices

"Rezoning of properties. I'd like to see more subdivision because it would help the business."

"I'd like to see it being much easier for planning and building approval, more circumspect as far as what buildings look like."

"There's a part on Canning Hwy in Palmyra that looks like it's been forgotten about - old shops and needs redeveloping."

"We need to have climate sensitive building regulations."

"Environmental issues, they need to lift their game and not to build high rises everywhere they can."

Approvals process

Main concerns and suggestions

- · Speed up processing of applications
- Cut red tape; make approvals process easier and more transparent

Sample of Business Voices

"Signage applications not dealt with in a timely manner. All the conditions a bit overboard."

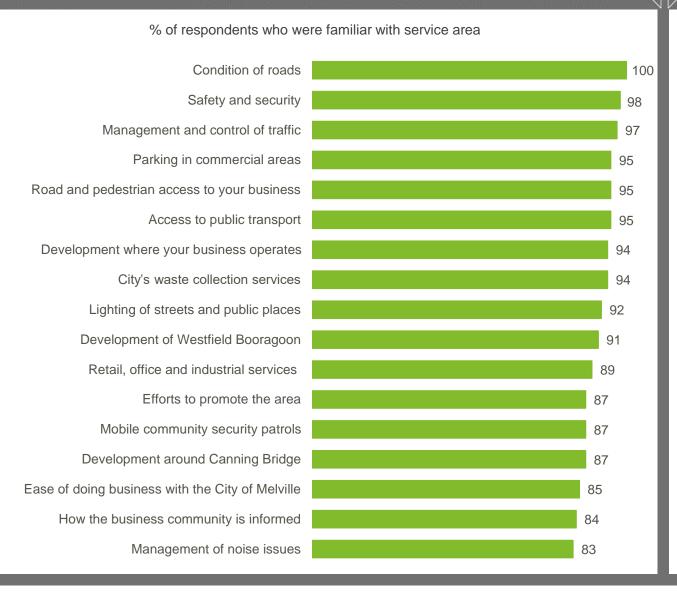
"If they can make the internal process quicker e.g. if I apply for a building license I want to get a response quicker."

"Less red tape e.g. zoning. We wanted to have a retail store where we are but we can't and down the road closer to Canning Hwy, there are many different categories of shops and many retail shops."

Familiarity with Council services

Familiarity with Council services

Higher levels of familiarity

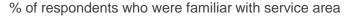


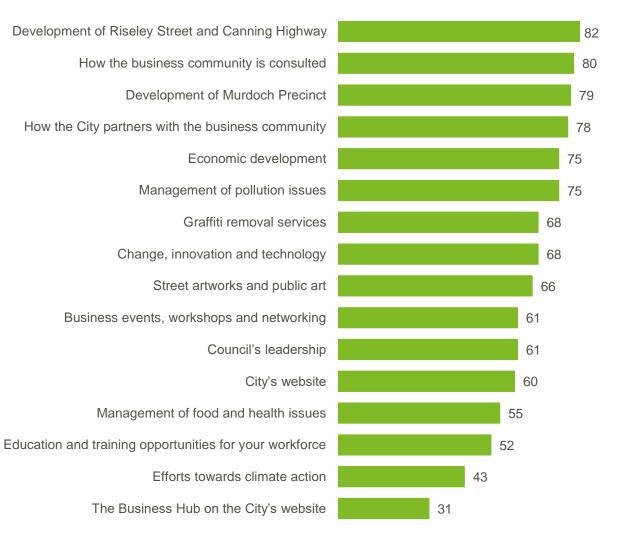
There is opportunity to improve knowledge and understanding of key services provided in and by the City of Melville.

There is high familiarity with key City services, such as roads, safety and security, traffic management, parking, road and pedestrian access to businesses and access to public transport.

Familiarity with Council services

Lower levels of familiarity





There is **lower familiarity** with:

- The Business Hub on the City's website
- Efforts to adapt to climate change
- Education and training opportunities
- Management of food and health issues.

1 in 3 business respondents were not familiar with the City's website, business events, workshops and networking opportunities, or Council's leadership.

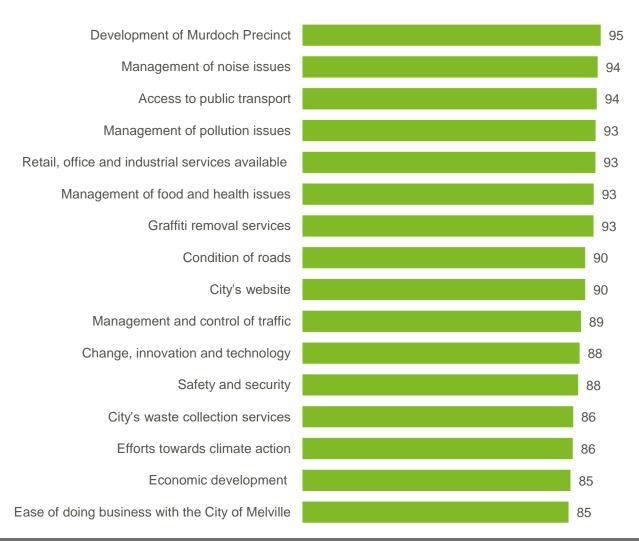
The City may benefit from raising awareness of Councillors and City services.

Service area analysis

Service performance levels

Higher ratings

% of respondents who gave a positive rating (excellent + good + okay)



Business respondents rated most local services and facilities positively.

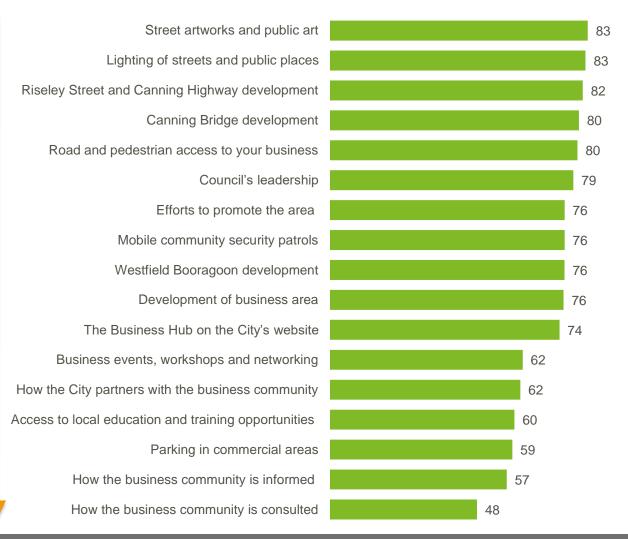
The top 3 performers were:

- Development of the Murdoch Precinct
- Management of noise issues
- Access to public transport

Service performance levels

Lower ratings

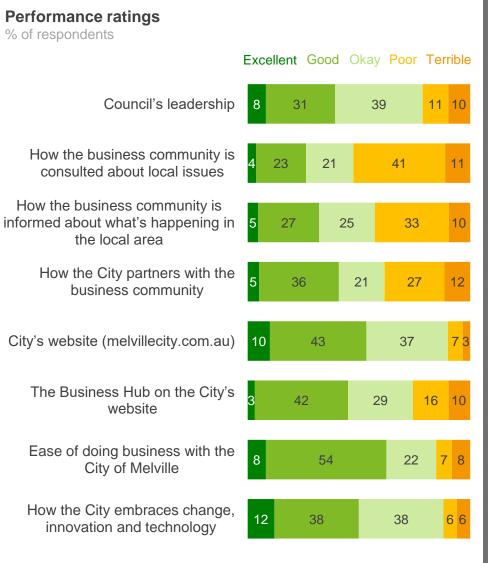




The lowest performance ratings were provided for:

- Business partnerships, business engagement and communications.
- Business events, workshops and networking opportunities
- Parking in commercial areas
- Access to local education and training opportunities

Leadership and governance



Trend Analysis Performance Index Score 2010 2012 2014 2016 2018 2020 2022							
45	50	49	52	54	50	54	=
45	43	44	44	45	47	42	•
48	44	49	45	48	52	46	•
NA	NA	NA	NA	NA	NA	49	-
NA	NA	NA	NA	61	59	63	A
NA	NA	NA	NA	NA	52	53	=
NA	NA	NA	NA	NA	55	62	A
NA	NA	NA	NA	NA	NA	61	-

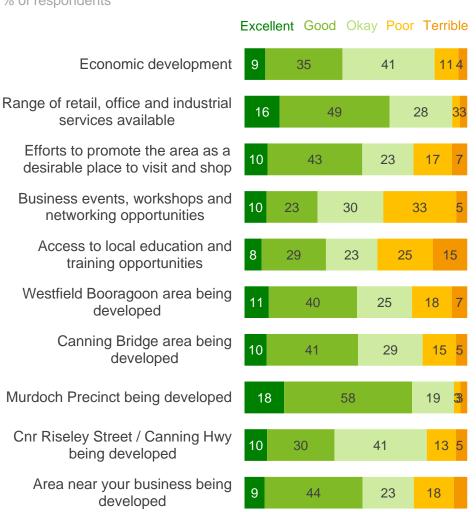
MARKYT Standards Performance Index Score				
City of	Industry Average	Industry		
54	50	63		
42	44	54		
46	48	59		
49	NA	NA		
63	58	67		
53	NA	NA		
62	58	62		
61	51	64		

MARKYT

Growth and prosperity

Performance ratings

% of respondents



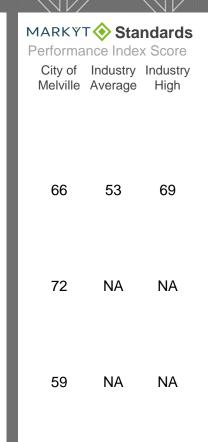
Trend Analysis Performance Index Score 2010 2012 2014 2016 2018 2020 2022							
NA	NA	NA	NA	NA	40	59	A
NA	NA	NA	63	67	58	68	A
53	51	55	56	55	48	58	A
48	49	52	55	58	52	50	•
54	52	55	53	52	49	47	•
57	55	62	59	66	54	58	A
NA	NA	52	57	63	42	59	A
NA	NA	62	62	73	58	72	A
NA	NA	NA	NA	53	53	57	A
NA	NA	NA	NA	NA	43	57	A

MARKY Performa	*	
	Industry Average	
59	48	60
68	NA	NA
58	NA	NA
50	56	61
47	50	64
58	47	62
59	NA	NA
72	NA	NA
57	NA	NA
57	NA	NA



Safe and secure







Sustainable transport





Sense of community









Clean and green



Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure / NA' (n = varies from 43 to 94).

^{*} Comparison against 'Management of food, health, noise and pollution issues'.

[^] Comparison against 'Management of food, health and pollution issues'.



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