



## MARKYT Business Scorecard ©

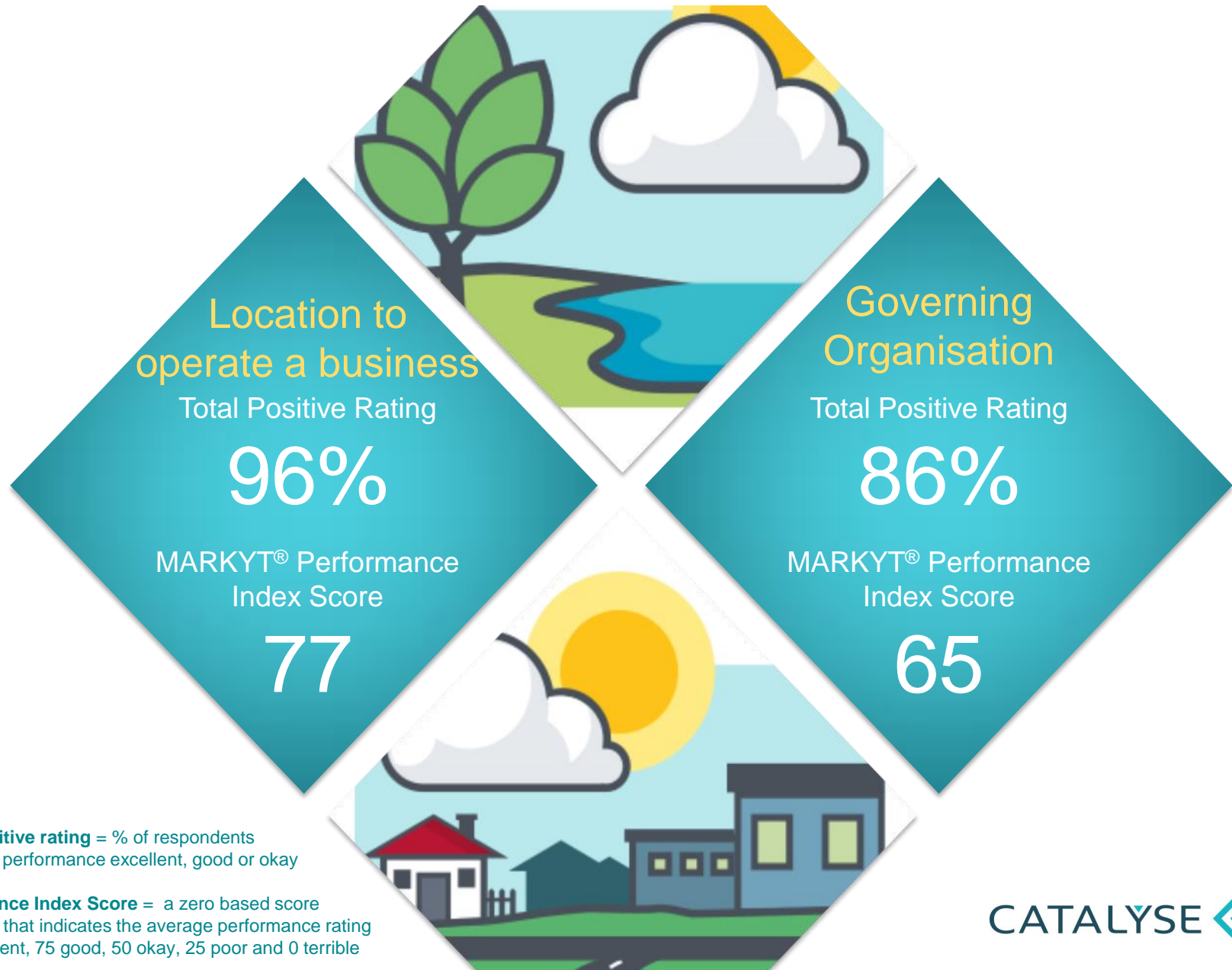
Prepared for: City of Melville  
Prepared by: CATALYSE® Pty Ltd  
Date: 10 April 2018



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# Strategic Insights



**Total positive rating** = % of respondents who rated performance excellent, good or okay

**Performance Index Score** = a zero based score out of 100 that indicates the average performance rating 100 excellent, 75 good, 50 okay, 25 poor and 0 terrible

# Overall Performance | industry comparisons

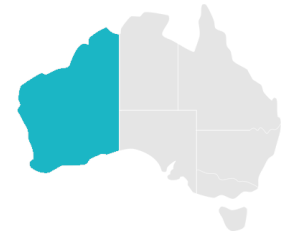
The 'Overall Performance Index Score' is a combined measure of the City of Melville as a 'location to operate a business' and as a 'governing organisation'. The City of Melville's overall performance index score is 71 out of 100, the **highest score** among participating councils.

## Overall Performance Index Score

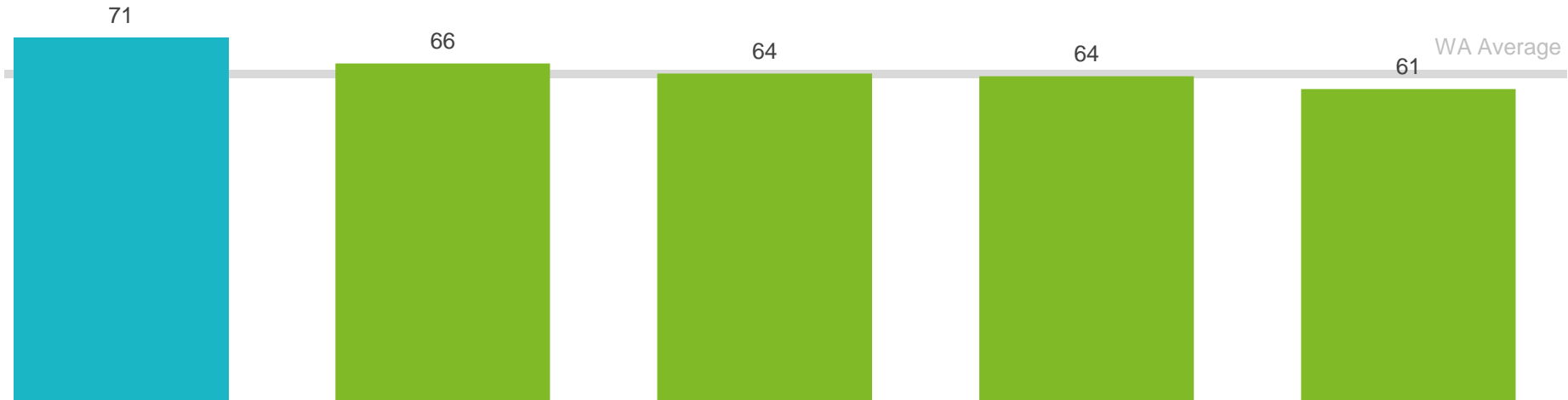
average of 'place to live' and 'governing organisation'

■ City of Melville

■ Metropolitan Councils



City of Melville	71
High	71
Average	65



## The City of Melville is leading the industry in 10 areas.

1. Overall as a place to operate a business
2. As a governing organisation
3. Value for money from Council rates
4. City's website
5. Safety and Security
6. Graffiti removal services
7. Roads
8. Street lighting
9. Access to public transport
10. Management of food, health, pollution and noise issues



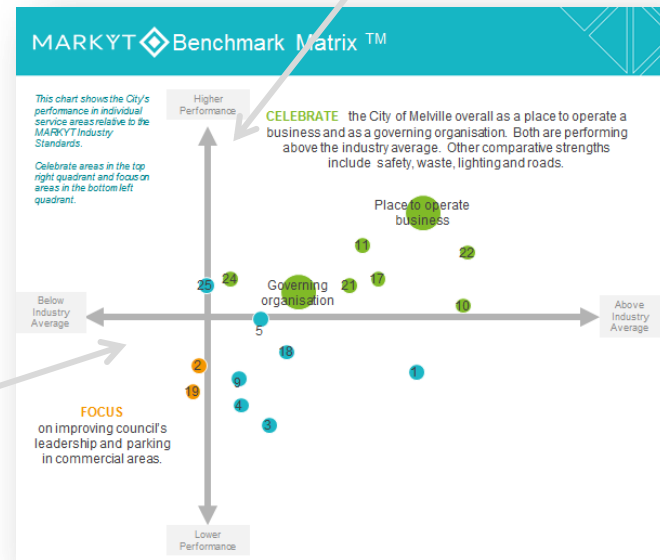
# How to read the MARKYT Benchmark Matrix™

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

There are two dimensions. The vertical axis maps business perceptions of performance for individual measures relative to the average score for all measures. The horizontal axis maps performance relative to the Index Score for Western Australia.

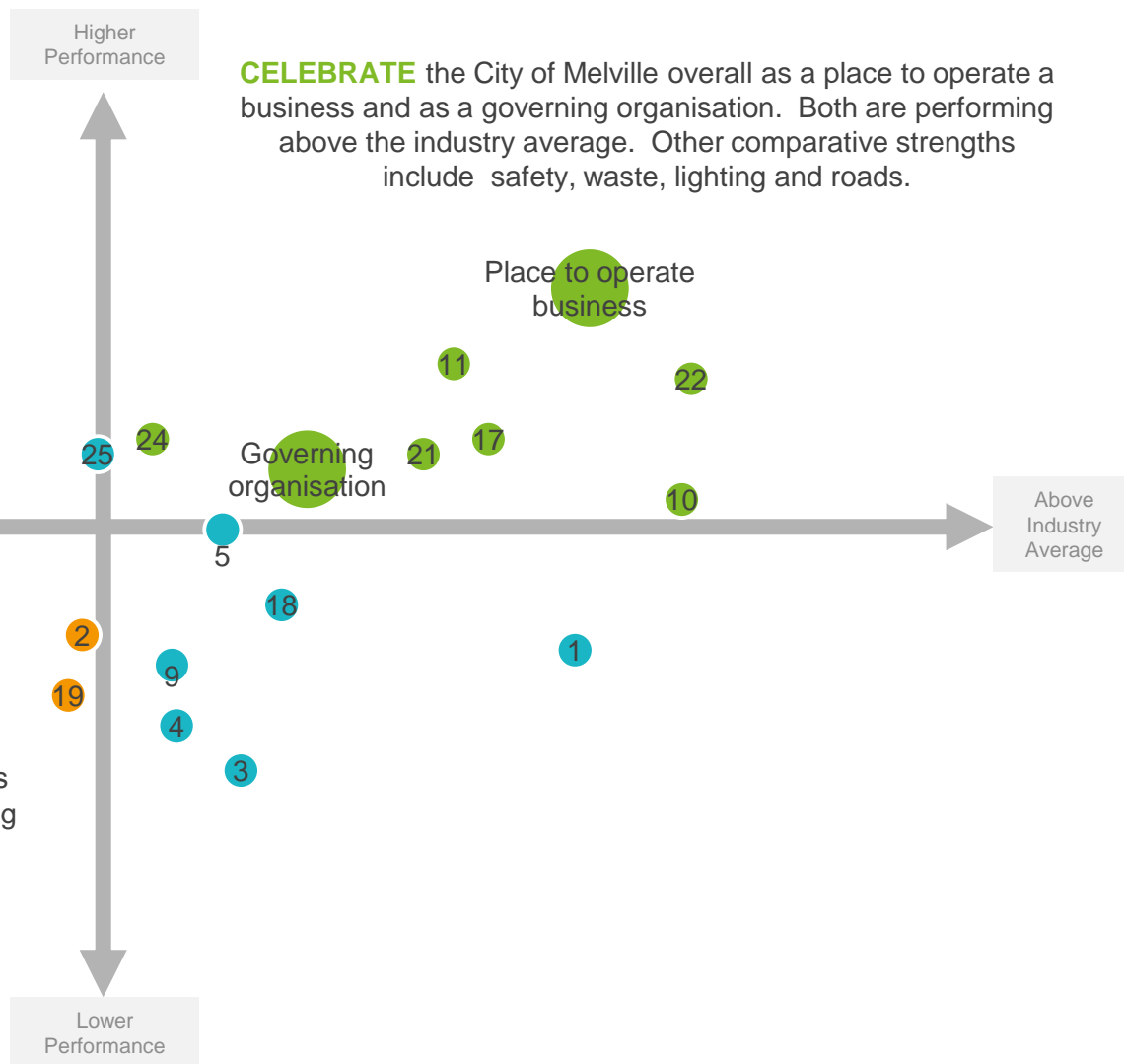
Councils aim to be on the right side of this line, with performance ABOVE the WA Index Score.

As this line represents Council's average performance for all individual measures, around half of the service areas will be placed above the line (above average), and around half will be positioned below the line (below average).



This chart shows the City's performance in individual service areas relative to the MARKYT Industry Standards.

Celebrate areas in the top right quadrant and focus on areas in the bottom left quadrant.



- 1 Value for money from rates
- 2 Councils leadership
- 3 Consultation
- 4 Informed about local issues
- 5 City's website
- 6 Commercial services
- 7 Place promotion
- 8 Business networking
- 9 Local education and training
- 10 Safety and security
- 11 Graffiti removal services
- 12 Mobile security patrols
- 13 Garden City Centre dev't
- 14 Canning Bridge development
- 15 Murdoch Precinct dev't
- 16 Riseley/Canning Hwy dev't
- 17 Condition of roads
- 18 Traffic management /control
- 19 Parking in commercial areas
- 20 Road and pedestrian access
- 21 Street lighting
- 22 Access to public transport
- 23 Street artworks and public art
- 24 Waste removal services
- 25 Food, health, pollution, noise

Q. How would you rate performance in the following areas? Base: All respondents, excludes unsure and no response. Service areas are included when MARKYT Industry Standards are available.

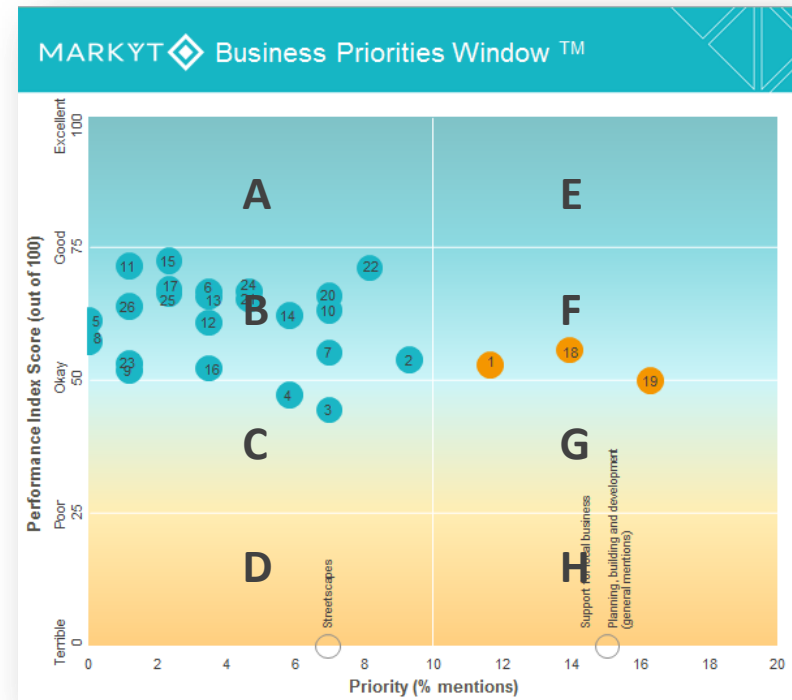


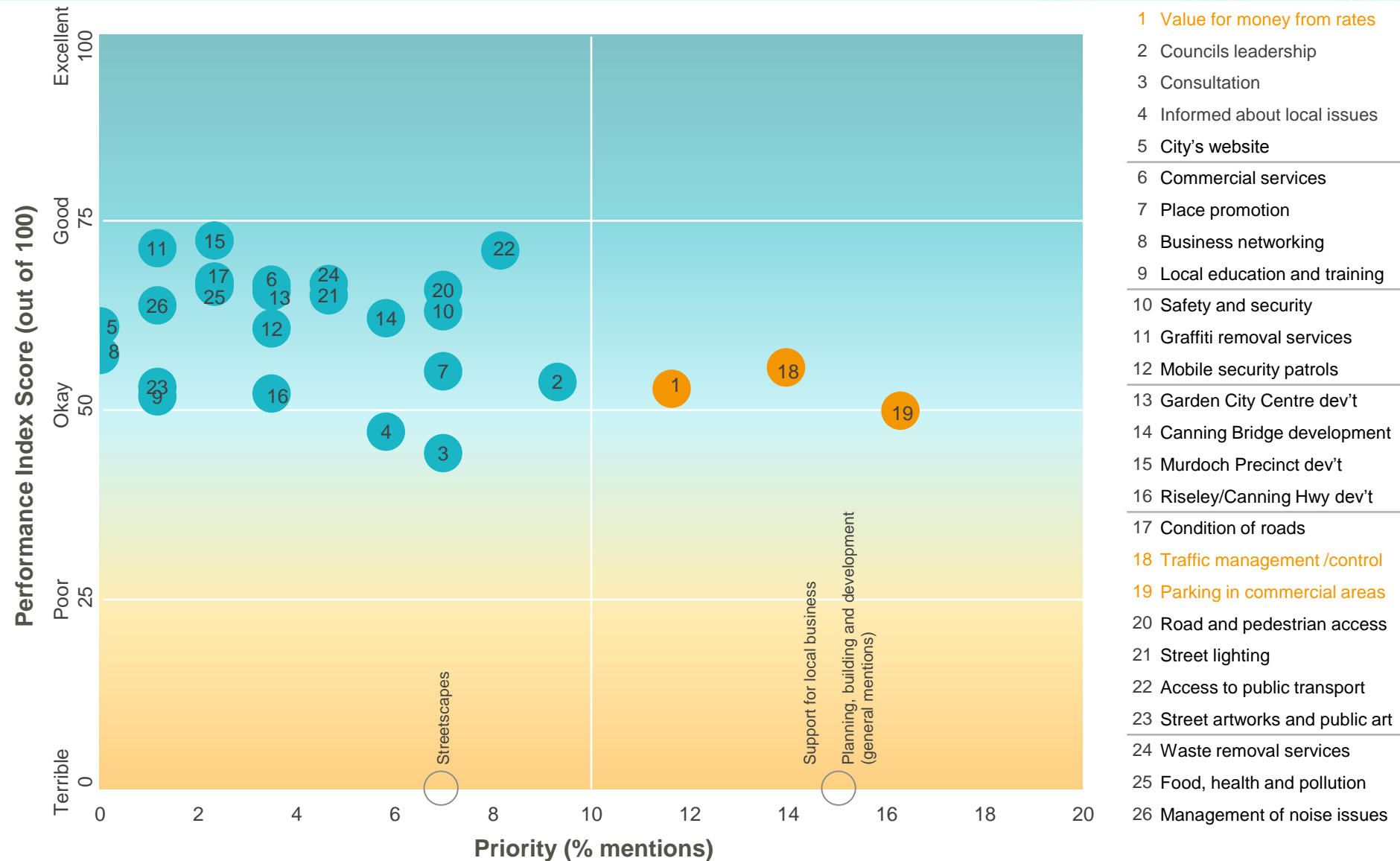
In the City of Melville's Business Priorities Window, detailed overleaf, most services are located in window B. These services received average ratings between okay and good.

Perceived strengths include graffiti removal services, how Murdoch Precinct has been developed and access to public transport.

Moving forward, the business community would like Council to focus on traffic, parking, support from local government, better planning, building and development and improved value for money (window F).

Business respondents also express concerns with how the business community is consulted and informed about what's happening in the local area (window C). The average performance rating is below okay.





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

Q. Which areas would you most like the City to focus on improving? Base: All respondents, excludes 'no response' n = 86)

# The Study

# The Study

**In March 2018, the City of Melville administered a MARKYT® Business Scorecard to evaluate performance and priorities.**

Data was collected using a combination of online and CATI surveys. For the online survey, businesses were randomly selected from the City's business customer database and sent an email invitation. Due to a lower response rate than anticipated, top up phone surveys were conducted with 35 randomly selected businesses. Phone interviewing was conducted by Edith Cowan University's Survey Research Centre.

In total, **104 businesses** took part in the study reducing the sampling error to  $\pm 10\%$  at the 95% confidence interval. Throughout this report, when sub-totals equal  $\pm 1\%$  of the sum of the parts, this is due to rounding errors to zero decimal places.

Results are tracked historically. However, it must be noted that in previous years, studies were conducted exclusively using phone surveys and an 11 point satisfaction scale. In response to social changes, and business preferences, the City has adopted a MARKYT® accredited approach that uses online surveys and a 5 point performance scale. CATALYSE® has applied a MARKYT® conversion formula to enable tracking to continue. A similar approach has been used for other participating councils.

**MARKYT® Industry Standards** are published throughout this report. 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 WA councils that have completed an accredited study with CATALYSE® within the past three years. Participating councils are listed to the right in alphabetical order.

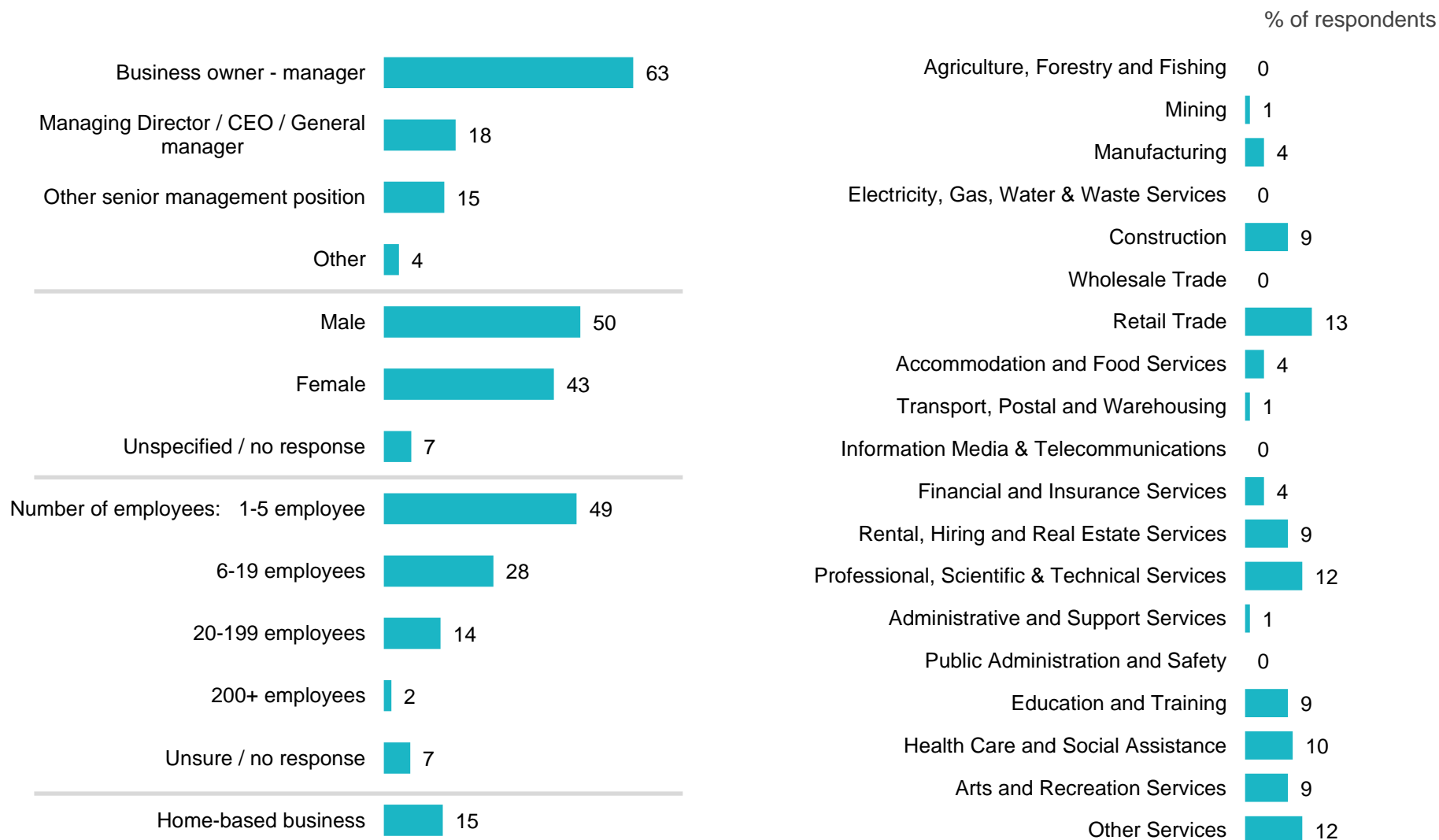
**MARKYT® Industry Standards**  
Participating Councils | 2016 to 2018



**CITY OF VINCENT**



# Sample Profile



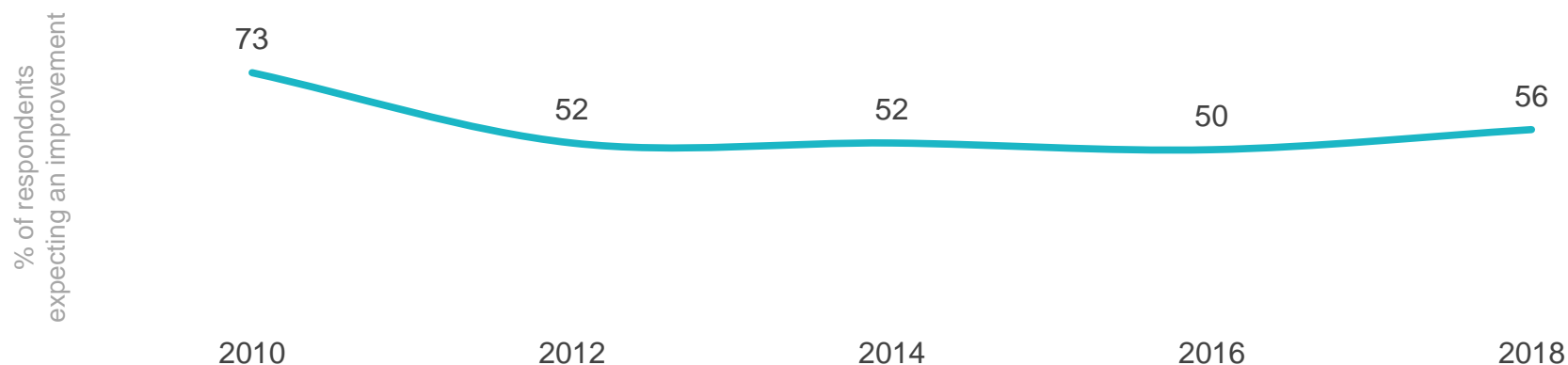
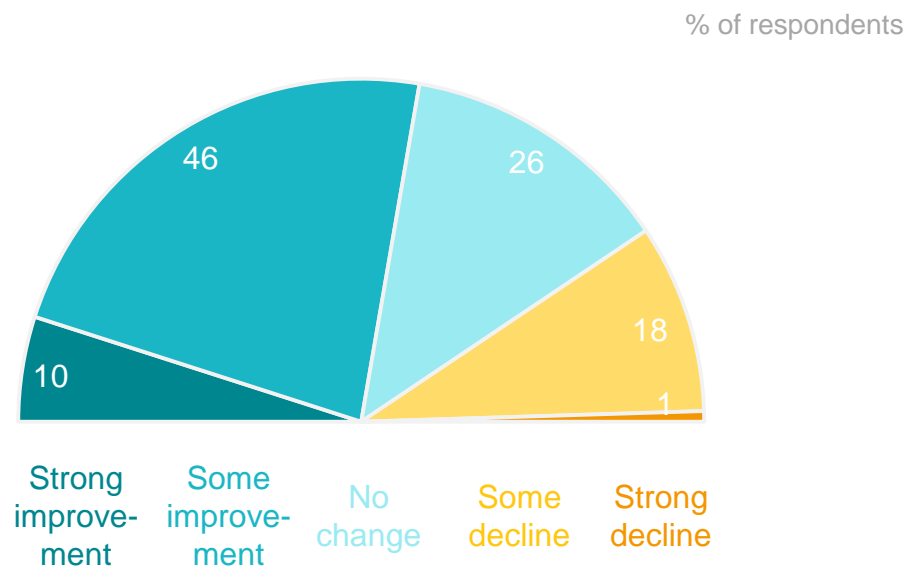
# Economic Confidence

# Economic expectations for local businesses

Among business respondents, confidence is slightly higher in the economic performance of their own organisation.

56% of respondents believe their organisation will experience some level of improvement over the next 12 months.

19% anticipate some level of decline.



Q. Over the next 12 months, what is your expectation for the economic situation for your organisation?

Base: All respondents, excludes 'unsure' and 'no response' (n = 101).

Overall Performance



# The City of Melville as a location to operate your business

96% of businesses rate the City of Melville positively as a place to operate a business.

The overall Performance Index Score was 77 out of 100. This indicates that the average rating was 'good'.

The City of Melville set the MARKYT® Industry High achieving the top score among participating councils.

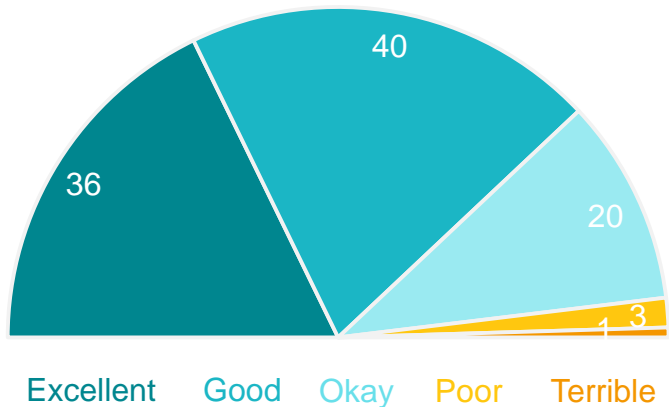
## Performance ratings

% of respondents

### Total Positive Rating

(excellent + good + okay)

%



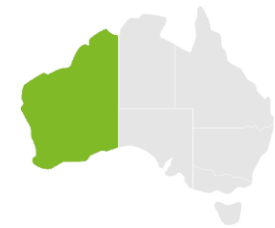
## Trend Analysis

Performance Index Score



## MARKYT Industry Standards

Performance Index Score



City of Melville 77

Industry High 77

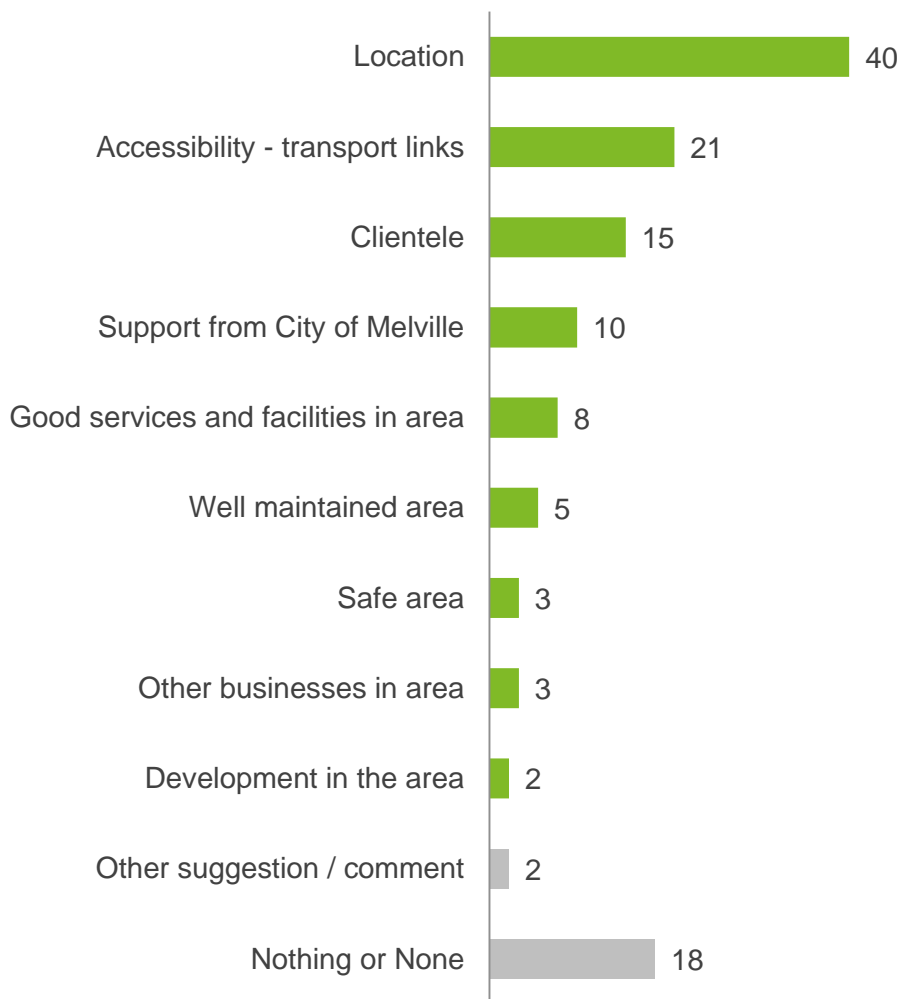
Industry Standard 69

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

Base: All respondents, excludes 'unsure' and 'no response' (n = 104).

# Most valued aspects of the City of Melville

% of respondents



Businesses mostly value the areas central location and accessibility via main transport links. They also appreciate the type of customers they get access to in the local area, and the support that the City of Melville provides to businesses.

*“Good location for our personnel and it's fairly central for our clients.”*

*“The locality, it's very central and it's got the shopping centre across the road which is important to our business.”*

*“Convenient to my home, Garden City and Murdoch University precinct / Fiona Stanley hub.”*

*“It is the location to public transport, it is very close-by.”*

*“Centrality to Fremantle, Perth CBD and to major North and South Freeway line.”*

*“A good socio-economic area - clients are relatively wealthy which makes it good for business.”*

*“We have been in city of Melville for 21 years and really appreciate the support we have had from the COM.”*

A full list of comments is provided in the Business Voices database.

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

Base: all respondents who provided a valid response, excluded 'no response' (n= 92)

# Local Business Advocacy

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

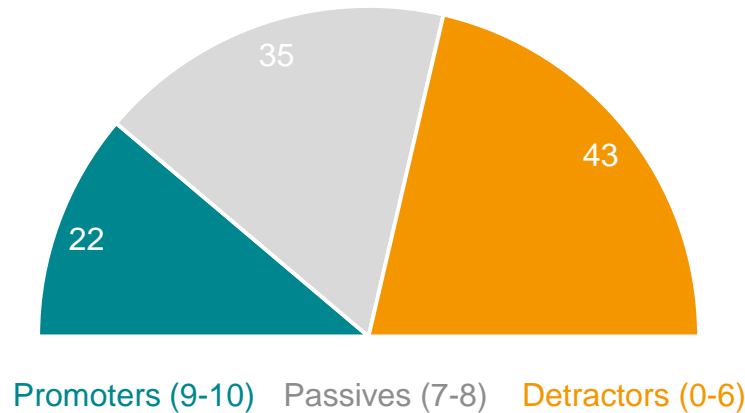
22% of business respondents are classified as 'promoters', giving a score of 9 or 10 out of 10 for likelihood of recommending the City of Melville as a place to operate a business.

35% of business respondents are 'passives', giving a score of 7 or 8 and 43% are potential 'detractors', giving a score of 0 to 6.

The Net Promoter Score is calculated by subtracting the percentage of promoters from the percentage of detractors. The score can range from -100 to +100. With more detractors than promoters, the City of Melville's Net Promoter Score is -20.

### Business Advocacy

% of respondents



### Net Promoter Score

Promoters

less

Detractors

equals

NPS  
-20

NPS can range from  
-100 to +100

Q. How likely are you to recommend the City of Melville as a place to operate a business?

Please give a rating out of 10, where 0 is not at all likely and 10 is extremely likely.

Base: All respondents, excludes 'unsure' and 'no response' (n = 103).

# The City of Melville as the organisation that governs the local area

86% of businesses rate the City of Melville positively as a governing organisation.

The overall Performance Index Score was 65 out of 100. This indicates an average rating between 'okay' and 'good'.

The City of Melville set the MARKYT® Industry High achieving the top score among participating councils.

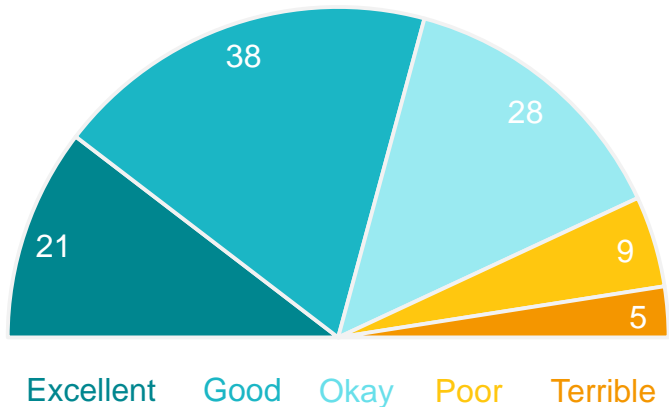
## Performance ratings

% of respondents

### Total Positive Rating

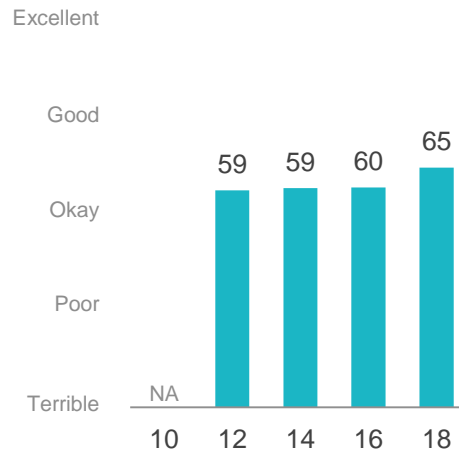
(excellent + good + okay)

86%



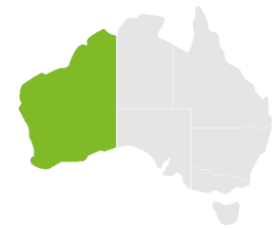
## Trend Analysis

Performance Index Score



## MARKYT® Industry Standards

Performance Index Score



City of Melville	65
Industry High	65
Industry Standard	61

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

Base: All respondents, excludes 'unsure' and 'no response' (n = 101).

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

47% of business respondents believe the City has developed and communicated a clear vision for the area.

This is up 6% points over the past two years; representing the strongest result for the City over the past 8 years.

The City's score is now just 1% point behind the industry high.

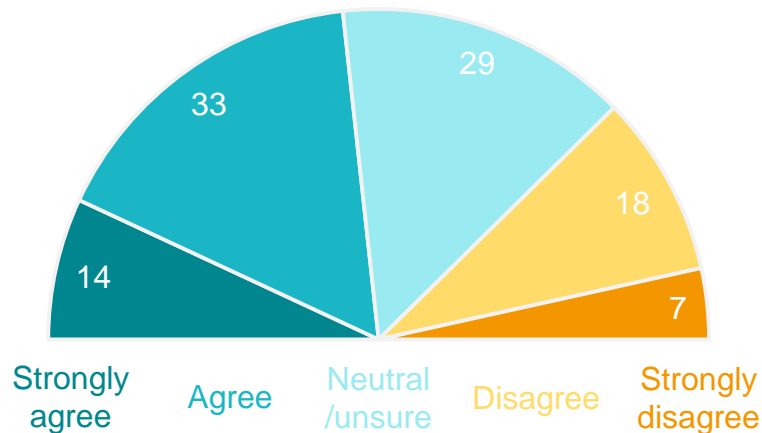
## Performance ratings

% of respondents

### Total Positive Rating

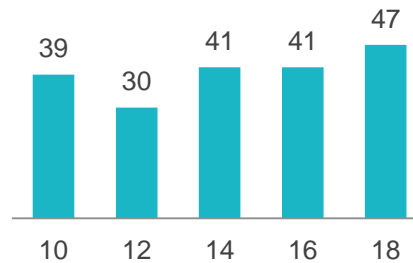
(strongly agree + agree)

47%



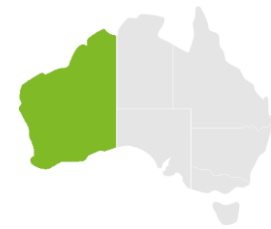
## Trend Analysis

% agree



## MARKYT Industry Standards

% agree



City of Melville 47

Industry High 48

Industry Standard 44

Q. How strongly do you agree or disagree: The City has developed and communicated a clear vision for the area – I am fairly clear about what the area is going to look and feel like in 10 years time?

Base: All respondents, excludes 'no response' (n = 101).

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

34% of business respondents believe the City has a good understanding of issues and challenges facing businesses.

This is down 16% points over the past two years, but back on par with 2012 and 2014 levels.

The City's score is 3% points behind the industry high.

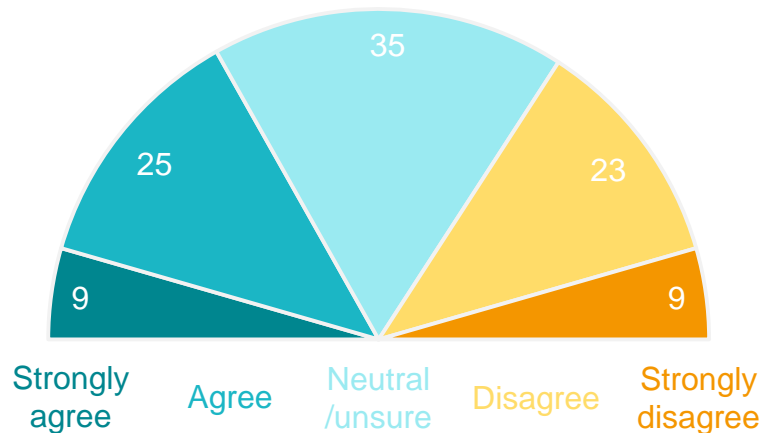
## Performance ratings

% of respondents

### Total Positive Rating

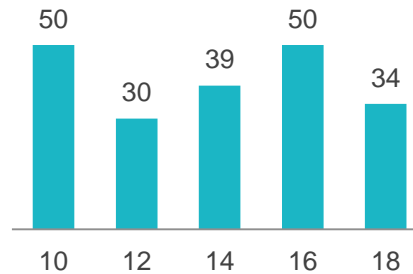
(strongly agree + agree)

34%



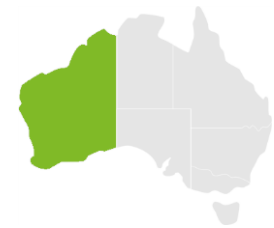
## Trend Analysis

% agree



## MARKYT Industry Standards

% agree



City of Melville 34

Industry High 40

Industry Standard 37

Q. How strongly do you agree or disagree: The City has a good understanding of issues and challenges facing business?

Base: All respondents, excludes 'no response' (n = 101).

# Business Commitment Levels

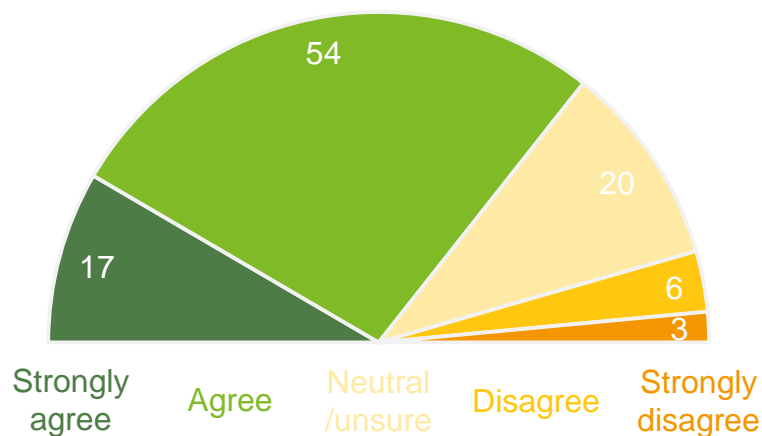
# Business Commitment to the City of Melville

71% of business respondents agree there are good reasons to stay in the City of Melville. This is down 14% points over the past two years, back to similar levels seen in 2014.

17% of business respondents agree there are many good reasons to relocate. The rate of businesses that are considering relocating has been gradually increasing since 2012. The result is up 10% points over the past 6 years.

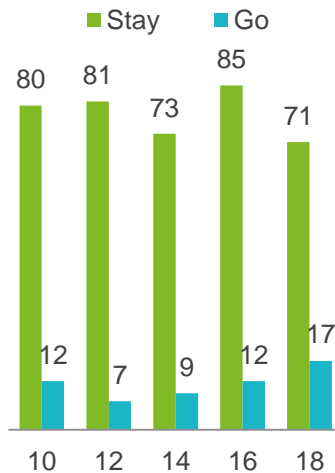
## There are many good reasons to keep our business located within the City of Melville (STAY)

% of respondents



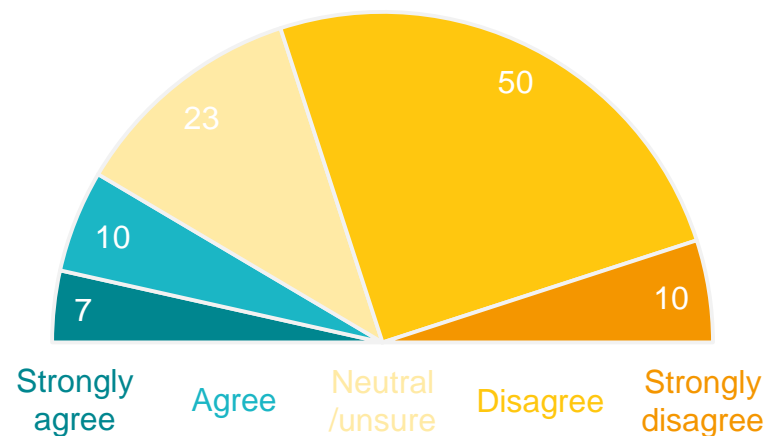
## Trend Analysis

% agree



## There are many good reasons to relocate our business (GO)

% of respondents



Q. How strongly do you agree or disagree with the following statements:

Base: All respondents, excludes 'no response' (n = 101/100).



# Business Commitment Analysis

64% of business respondents are classified as 'committed' or 'comfortable'; a drop of 15% points from 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.

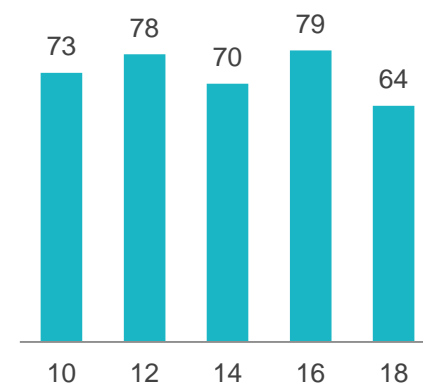
20% of business respondents are a moderate to high risk of relocating.

These businesses would consider relocating to Fremantle, Perth, Como, City of Belmont or Town of Cambridge. Others mentioned that they were "still investigating" or "any with a better understanding of our business needs".

It is interesting to observe the influence of **place branding and promotion** at a council level. In past studies, businesses referred to specific suburbs; rarely by the council name.

## 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	2
	Disagree	0	1	1	2	2
	Neutral	0	3	13	4	0
	Agree	5	37	8	4	0
	Strongly agree	5	9	0	0	3

## Business commitment to the City of Melville

Committed	14
Comfortable	50
Passive	16
Moderate risk	16
High risk	4

Q. How strongly do you agree or disagree with the following statements:

Base: All respondents, excludes 'no response' (n = 101/100).

# Reasons to leave the City of Melville

Businesses would consider relocating due to concerns with parking, traffic, planning and development, loss of the areas leafy character, access to clientele and lease pricing and terms.

*“Planned developments will create traffic nightmares, increase noise and reduce mature trees thereby losing the green leafy suburb feel and image.”*

*“The constant complaints from residents about businesses in the local area. Planning department letting residential properties to build parapet to car parks that are for commercial use. The lack of support from the Council to local businesses - the residents should be told, you built there knowing there was existing businesses don't complain. City of Melville listening to a vocal minority and changing street parking which has now ultimately hamstrung businesses growth”*

*“Avoid parking restrictions. Avoid parking fines. Both the above have had a remarked reduction in customers coming into the area. Businesses around us are closing at a steady rate.”*

*“City of Melville has allowed too many food businesses with alfresco into the area without a clear parking plan. Customer numbers have declined and many can't park anymore.”*

*“To deal with a better council. The planning department is appalling. I have worked with most councils in the metro area and this is one of the worst.”*

*“We are in a great area but have restrictions in how we trade being in a mixed use zone and the Council were not helpful at all when we tried to approach them about this.”*

*“My market being corporate and Melville more focused on small businesses, specifically retail.”*

*“Moving to an area with better clientele and a busier area.”*

*“Rent prices, short term lease only ie 12 monthly and cannot get longer lease, unsure of whether we'll have to move or not.”*

Q. What are some good reasons for relocating your business?

Q. Which suburb would you consider relocating the business to? Base: Respondents who agree there are many good reasons to relocate their businesses, excludes 'no response' (n = 13).

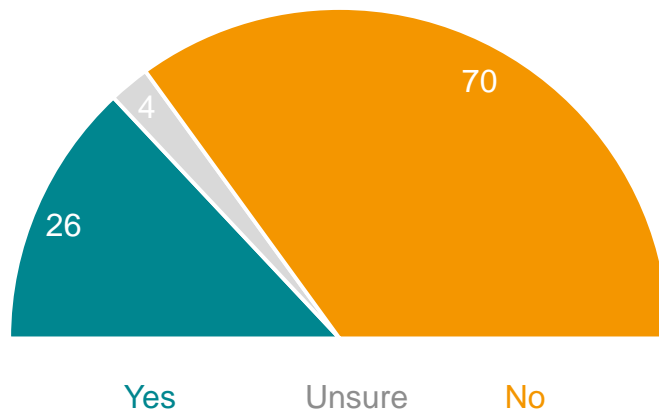
# Business Engagement

# Level of participation in business engagement activities

26% of business respondents said they had provided their ideas or views to the City of Melville before, either through a survey, focus group, workshop or other business engagement activity. This is a big increase from 10% two years ago.

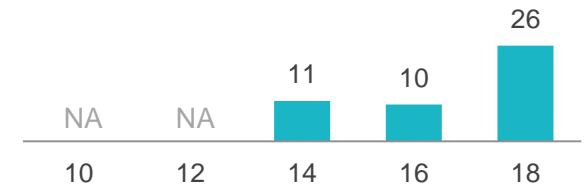
## Participated in City of Melville engagement activities before

% of respondents



## Trend Analysis

% participated before



Q. Before participating in this survey, had you ever provided your ideas or views to the City of Melville through a survey, focus group, workshop or other business engagement activity?

Base: All respondents , excludes 'no response' (n = 99).

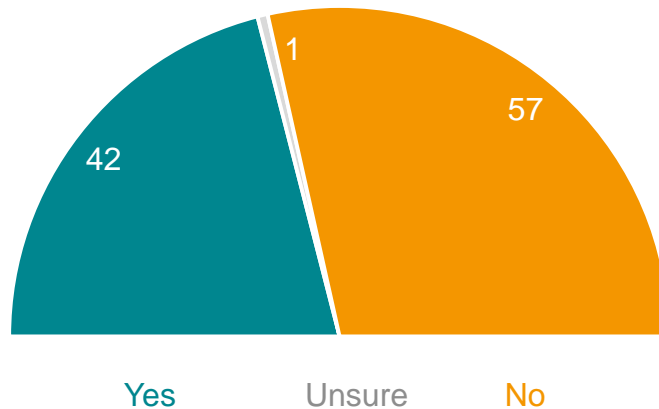
# Interest in future business engagement activities

57% of business respondents expressed interest in helping out with business engagement activities in future, either through a survey, focus group, workshop or other business engagement activity.

While 43% answered 'no' or 'unsure' to assisting the City with future engagement activities, it is noted that these respondents were willing to engage with the MARKYT® Business Scorecard, suggesting that they may be open to assisting with future projects if the engagement matter is of perceived interest, value and relevance to them.

## Interested in future City of Melville engagement activities

% of respondents



## Trend Analysis

% participated before



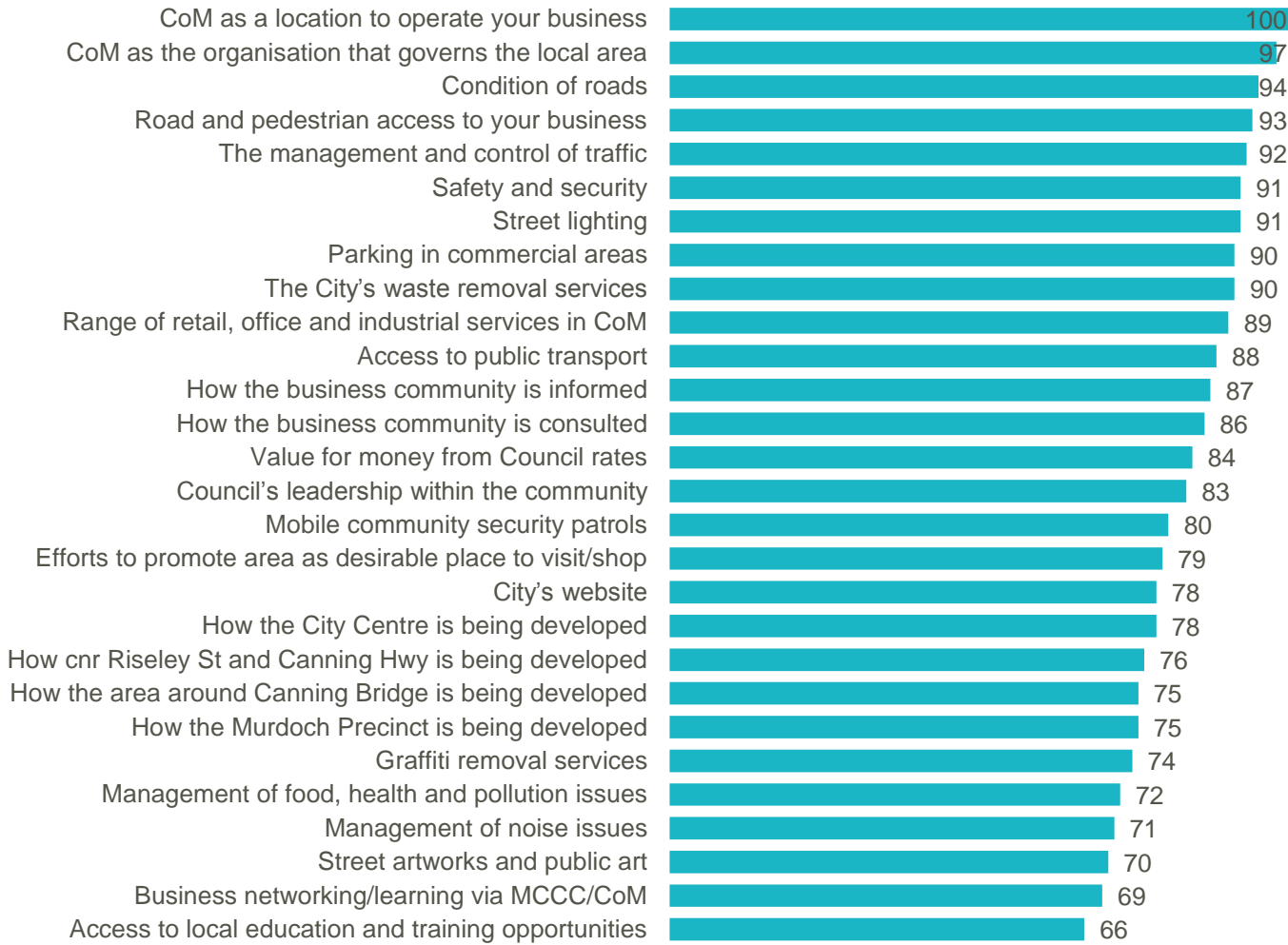
Q. Would you be interested in helping out with business engagement activities in future (such as surveys, focus groups, workshops or other business engagement activities)?

Base: All respondents , excludes 'no response' (n = 99).

Performance | services and facilities

# Familiarity with services

% of respondents who were familiar with service area



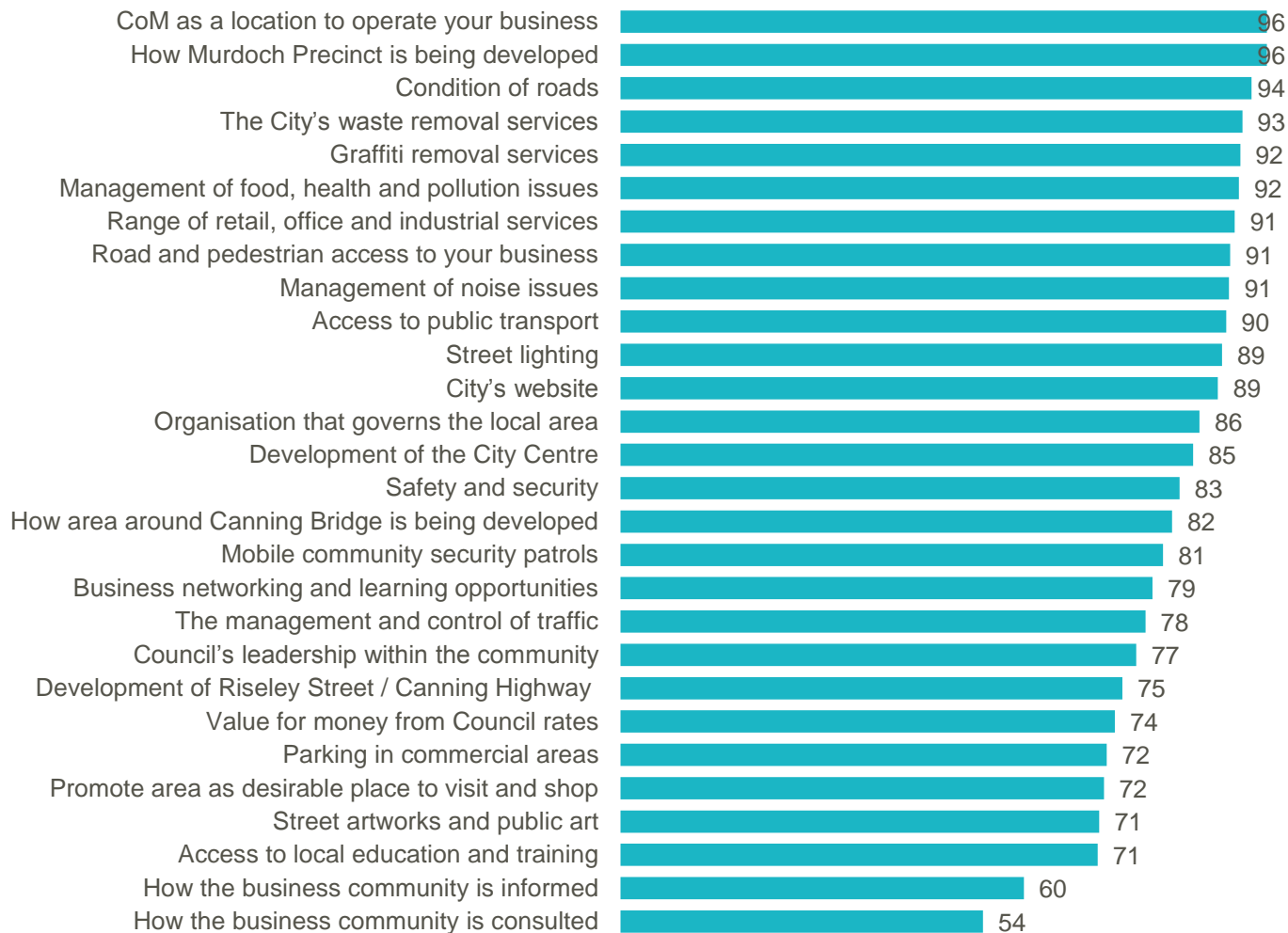
**There is opportunity to improve knowledge and understanding of the range of services provided in and by the City of Melville.**

While there is high familiarity with key City services, such as roads, traffic management, safety and security, lighting, parking and waste services;

There is **lower familiarity** with local education and training opportunities, business networking and learning opportunities, street artworks and public art, management of noise, food, health and pollution issues, and what's happening with the development of key areas, including the City Centre and Murdoch, Riseley St and Canning Bridge precincts,

# Performance summary | total positive rating

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



The majority of business respondents rated local services and facilities positively.

Performance ratings were **highest** for the City of Melville as a place to operate a business, how Murdoch Precinct is being developed, roads, waste services, graffiti removal, and the management of food, health and pollution issues.

Performance ratings were **lowest** in relation to how the business community is consulted and informed about local issues.



# Performance | Governance and Engagement

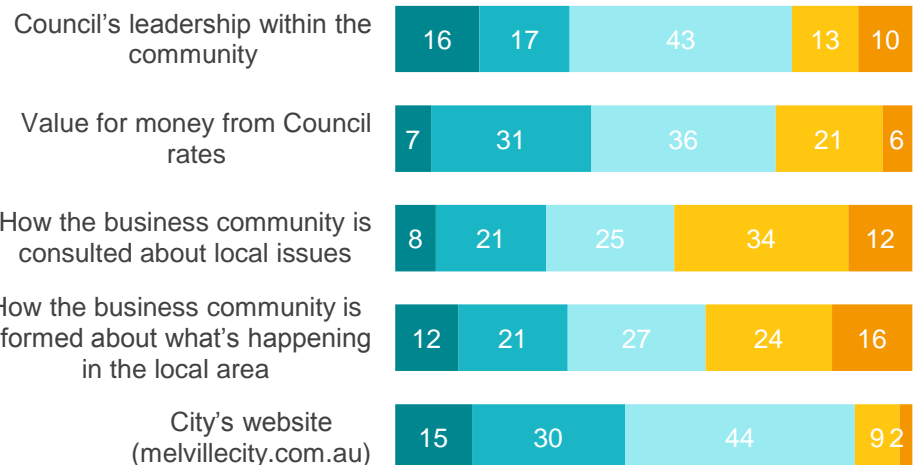
Governance could be improved. While 77% of business provided positive ratings for council's leadership and 74% gave positive ratings for value for money from rates (giving ratings of excellent, good or okay), the average rating was only slightly above okay (with the Performance Index Scores just above 50 out of 100). It is noted that councils generally achieve moderate ratings for value for money and that the City of Melville achieved the highest score among participating councils. The website is performing better with a Performance Index Score of 61; also the highest score among participating councils.

Business engagement is a key area to address with 46% expressing concerns with consultation and 40% concerned with how they are informed about what's happening in the local area, including local issues, events and council services and facilities.

## Performance ratings

% of respondents

Excellent Good Okay Poor Terrible



## Trend Analysis

Performance Index Score

2010	2012	2014	2016	2018	Trend
45	50	49	52	54	=
NA	NA	NA	NA	53	
45	43	44	44	45	=
48	44	49	45	48	=
NA	NA	NA	NA	61	

## MARKYT Standards

Performance Index Score

City of Melville	Industry Average	Industry High
54	54	58
53	45	53
45	43	46
48	47	52
61	59	61

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

Base: All respondents, excludes 'unsure' and 'no response'

# Performance | Economic Development

Economic development receives mostly positive ratings (excellent, good or okay).

The range of retail, office and industrial services available in the local area meets many needs with a performance index score of 67, up 8 index points since 2012.

There are opportunities to improve access to education and training, place marketing (to position the City of Melville as a more desirable place to visit and shop) and business networking, with performance index scores of 52, 55 and 58 respectively.

Improvements to business networking and learning opportunities through organisations such as the Melville Cockburn Chamber of Commerce and the City of Melville have contributed to scores increasing from 48 to 58 over recent years.

## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score

2010	2012	2014	2016	2018	Trend
65	59	63	63	67	▲
53	51	55	56	55	=
48	49	52	55	58	▲
54	52	55	53	52	=

## MARKYT Standards

Performance Index Score

City of Melville	Industry Average	Industry High
67	NA	NA
55	NA	NA
58	NA	NA
52	51	53

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

Base: All respondents, excludes 'unsure' and 'no response'

# Performance | Safety and Security

Safety and security receives mostly positive ratings (excellent, good or okay).

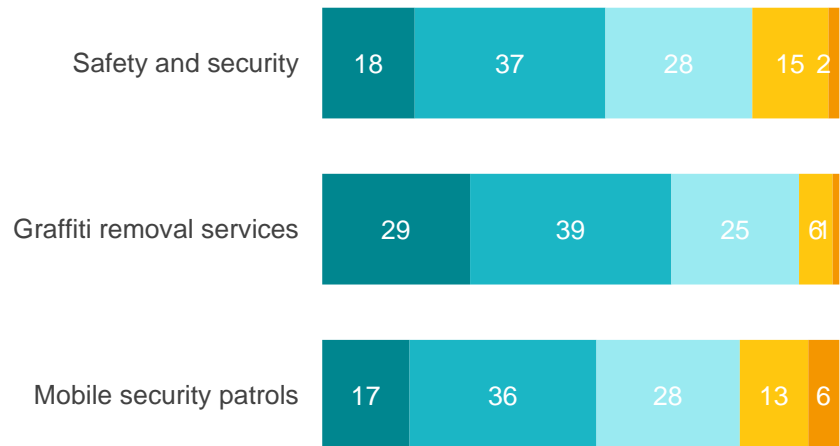
Performance Index Scores increased noticeably for safety and security (up 6 index points), graffiti removal services (up 9 index points) and mobile security patrols (up 10 index points).

The City is the Industry Leader for safety and security and graffiti removal services.

## Performance ratings

% of respondents

Excellent Good Okay Poor Terrible



## Trend Analysis

Performance Index Score

2010 2012 2014 2016 2018 Trend

55	56	58	57	63	▲
58	58	63	63	72	▲
49	51	54	51	61	▲

## MARKYT Standards

Performance Index Score

City of Melville Industry Average Industry High

63 53 63

72 66 72

61 NA NA

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

Base: All respondents, excludes 'unsure' and 'no response'

# Performance | Planning and Development

Business respondents are mostly happy with how the Murdoch, City Centre and Canning Bridge precincts are being developed. Most give these developments ratings of excellent, good or okay, and the Performance Index Scores have increased over the past two years.

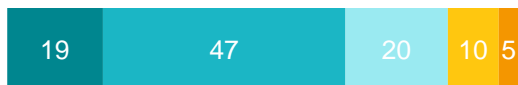
Respondents are less enthusiastic about how the precinct on the corners of Riseley Street and Canning Highway is being developed. Only 1% of respondents gave this development an excellent rating; while 25% rated this development as poor or terrible.

## Performance ratings

% of respondents

Excellent Good Okay Poor Terrible

How the City Centre (the area around Garden City) is being developed



How area around Canning Bridge is being developed



How Murdoch Precinct is being developed



How corner of Riseley Street and Canning Highway is being developed



## Trend Analysis

Performance Index Score

2010 2012 2014 2016 2018 Trend

57	55	62	59	66	▲
NA	NA	52	57	63	▲
NA	NA	62	62	73	▲
NA	NA	56	52	53	=

## MARKYT Standards

Performance Index Score

City of Melville Industry Average Industry High

66	NA	NA
63	NA	NA
73	NA	NA
53	NA	NA

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

Base: All respondents, excludes 'unsure' and 'no response'

# Performance | Built Environment

The built environment receives mostly positive ratings (excellent, good or okay).

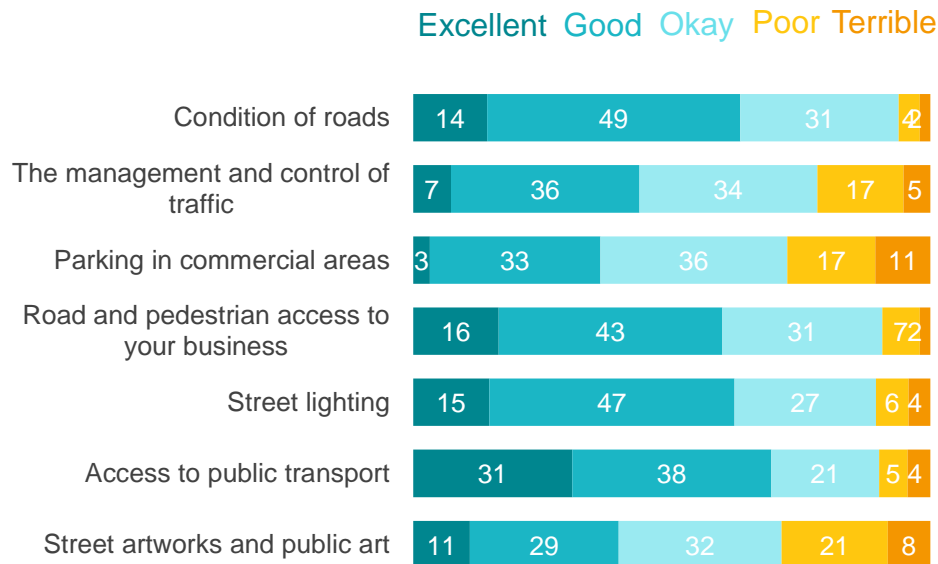
The strongest performing areas are roads, public transport, road and pedestrian access to businesses and street lighting. The Performance Index Score is above 65 in all of these areas and is trending up.

The City of Melville also achieved the Industry High Score for roads, lighting and access to public transport.

There is need to improve parking in commercial areas, traffic management and public art.

## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score

2010	2012	2014	2016	2018	Trend
NA	NA	60	64	67	▲
48	49	49	52	56	=
48	49	47	48	50	=
64	57	59	60	66	▲
62	58	62	60	66	▲
NA	59	57	62	71	▲
NA	NA	NA	NA	53	NA

## MARKYT Standards

Performance Index Score

City of Melville	Industry Average	Industry High
67	60	67
56	53	57
50	51	55
66	NA	NA
66	61	66
71	61	71
53	NA	NA

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

Base: All respondents, excludes 'unsure' and 'no response'

# Performance | Natural Environment

Natural environment measures receive mostly positive ratings (excellent, good or okay).

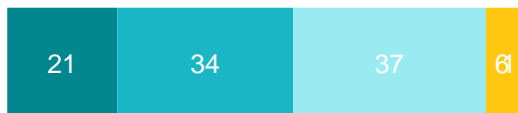
Over the past two years, the City has improved the Performance Index Score for management of food, health, pollution and noise.

## Performance ratings

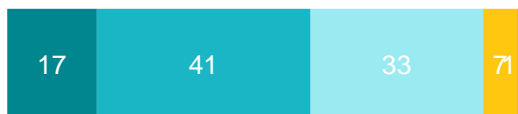
% of respondents

Excellent Good Okay Poor Terrible

The City's waste removal services



Management of food, health and pollution issues\*



Management of noise issues\*



## Trend Analysis

Performance Index Score

2010 2012 2014 2016 2018 Trend

69	66	67	64	67	=
				67	▲
58	55	58	57		
				64	▲

## MARKYT Standards

Performance Index Score

City of Melville Industry Average Industry High

67 66 69

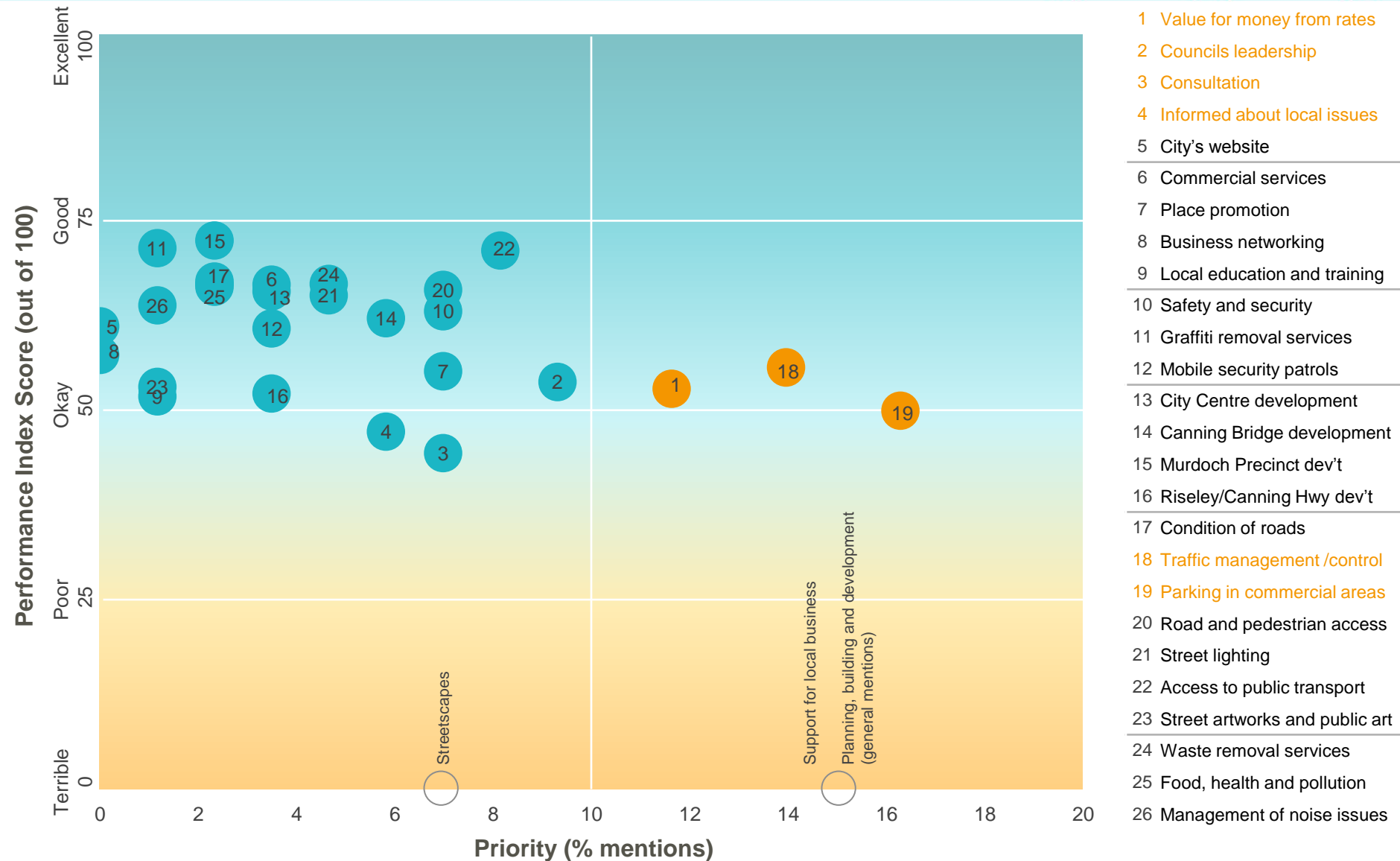
66\* 59 66

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

Base: All respondents, excludes 'unsure' and 'no response'

\* MARKYT Benchmark and previous City of Melville question was a combined measure: Management of food, health, noise and pollution

# Business Priorities



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

Q. Which areas would you most like the City to focus on improving? Base: All respondents, excludes 'no response' n = 86)



# Parking in commercial areas

## Challenge

- Limited parking.
- Paid parking and restrictions negatively affecting businesses.
- High density developments.
- Riseley Street.
- Canning Highway.
- Train and bus stations.

## Community Voices

“Get rid of the paid parking in the shopping centre at the corner of Canning Highway and Riseley St. There has been a huge down turn in customers and people in general coming into the area during normal office hours. Street parking restrictions have had an adverse impact. In contrast after hours seems to be busy for restaurants.”

“There needs to be more parking at the Riseley Street precinct.”

“More parking and cheaper parking would be good near train station and shopping areas.”

“Parking could be improved by having high rise parking near where the trains and bus stations are, it seems to be very congested there.”

“The availability of parking for business customers whilst large scale developments are being built. Due to the number of trades on site, parking availability is a major issue.”

“The parking in the streets near to the Canning Bridge area is now dreadful and will only increase with the four new 30 story apartment towers being built and scheduled to commence building.”

“Developments with only one allocated parking bay per apartment don't help. How many couples have just the one car? Where do their friends and family park? Oh the overcrowded commercial areas parking will do. Saying people will use public transport in an affluent area like this is a joke. They have cars. Include space for that when you approve developments!!!”

## Challenge

- Traffic congestion on key roads including Leach Highway, Canning Highway, North Lake Road and Riseley Street.
- Truck routes.
- Safety on local roads.
- High density development.

## Community Voices

“Traffic on Leach Highway is absolutely terrible.”

“Trucks off Leach Highway. Re-route truck flow down Stock Road onto South Street so that trucks can connect easily with Roe Highway.”

“Street widening for commercial purposes - to allow large vehicle access. We believe there are potential safety concerns.”

“Biggest issue is traffic congestion getting onto Canning Hwy in the mornings. Need to reduce amount of traffic cutting through Reynolds & Sleat Roads to bypass Freeway.”

“Better road traffic.”

“There is also a lot of traffic congestion on Kerns Crescent between Riseley and Canning Highway that needs to be addressed as it can be dangerous.”

“Reducing traffic congestion. North Lake Road is a nightmare and the planned diversion down Norma Road is not an improvement. The traffic intersection of Marmion St and North Lake Road is a planning disaster!!”

“Traffic congestion. I shudder to think what Riseley Street, opposite Garden City, will be like once all the planned high rise development is completed with all the residents wanting to egress onto Riseley Street during peak hour. Hoping that they will use public transport is, IMHO, optimistic.”

## Challenge

- Lack of guidance by the City when dealing with businesses.
- Limited business support, especially those operating outside of main commercial hubs.
- Difficult processes for not-for-profit organisations.

## Community Voices

“Working with small businesses in a supportive manner to address your/their concerns and any items that become issues. Not leaving them to muddle their way through the City's bylaws without adequate guidance.”

“Building services improvement on working with builders to seek solutions not just objections and resubmission. A more cooperative approach than obstructionist approach.”

“Helping businesses in matters...The City must remember business creates local employment which creates spending within local businesses and creates a multiplier effect...Council needs to do more to assist local small business and promote local businesses that have benefit for the wider community.”

“Understanding the needs of small business.”

“Maybe have some event to invite local business to participate.”

“As a local mobile food vendor I question why the council doesn't directly invite us along to events. We are a very well established business.”

“Application processes for not-for-profit organisations to gain grants.”

“Helping non profit organisations to establish green areas for sport without contemplating housing developments.”

“Everything is focused on businesses near Garden City and businesses in other areas are not being looked after or taken into consideration as much.”

## Challenge

- Lack of assistance during approvals process.
- Lengthy processes.
- Poor planning decisions for the area.
- Wave Park.
- High density development.
- Infrastructure concerns including traffic congestion, parking and public transport.

## Community Voices

“Better assistance to business with planning and approval processes.”

“Taking less time to process building applications, change of use applications etc.”

“More proactive, commercial and supportive planning & building department.”

“Planning matters - Planning officers are evasive and vague in answering questions and seek to avoid personal contact and discussion.”

“They need to stop in-filling in non-hub or non-hi frequency public transport areas of the city and upsetting business & private land owners alike. They are making the city look like the Gold Coast Queensland and Melville is not the Gold Coast.”

“The current high-rise apartments, Garden City and Wave Park developments are way over the top and it will cause major congestions.”

“Wave Park will negatively affect the businesses in terms of traffic & congestion.”

“Commercial parking is terrible. Apartment development is responsible for this. There are too many and resulting in roads being very congested and not enough commercial parking available.”

“Enunciate a whole of Melville vision for the next 10 years - what, why and how. This may overcome the single issue rubbish (i.e. Wave Park) that consumes the district. Focus on what the council wants and enlist the ratepayers to the cause. Currently there is a lack of narrative for the lifestyle envisioned by council yet we pay a high rates whilst they muddle through.”

## Challenge

- Perceived lack of value.
- Unhappy with rate increases.

## Community Voices

“Rates are too high and have gone up incredibly in the past 9 years with no additional benefit to business owners.”

“The rates are very high for business owners and it needs to be reduced.”

“Affordable rates and processes for arts based businesses. Particularly with the way that arts based businesses have to apply for space. The process is very invasive.”

“Manage the City's finances and budget so there is a period of say 3 straight years with no real increase in rates.”

“We are not allocated a recycling bin being in a mixed use zone which is hard to understand as we pay more rates.”

“Reviewing the charges levied on small business.

“City provide little or no support to our business other than rubbish removal and charging their rates.”

“The City of Melville is larger and diverse and some suburbs seem to be forgotten or ignored.”

“Bicton needs some attention.”

Moving Forward

# Moving Forward

Most businesses are **optimistic** that the economic situation for their own business will improve (56%) or stay the same (26%) over the next year. However, 19% think their situation will decline.

Overall, the City of Melville continues to be a strong performer among businesses:

- As a **place to operate a business**, the performance index score is **77 out of 100**, up 10 index points over the past 2 years, setting the MARKYT Index Standard for WA.
- As a governing organisation, the performance index score is 65; the Industry High score.

The City of Melville has perceived strengths in graffiti removal services, how Murdoch Precinct has been developed and access to public transport. Relative to the Industry Standards the City of Melville is performing on par or above average in all areas for individual service areas tested, with the exceptions of Council's leadership and parking which are marginally below the Industry Average scores. **The City is the Industry Leader in 10 areas.**

Moving forward businesses would like the City of Melville to focus on **4 key priorities**:

1. **Parking in commercial areas**
2. **Traffic management and control**
3. **Supporting local businesses**
4. **Planning, building and development**
5. **Improved value for money from Council rates**

The City may also benefit from improved leadership and business engagement.







[www.catalyse.com.au](http://www.catalyse.com.au)  
Office 3, 996 Hay Street, Perth WA 6000  
PO Box 8007, Cloisters Square WA 6850  
Phone +618 9226 5674  
Email: [info@catalyse.com.au](mailto:info@catalyse.com.au)  
ABN 20 108 620 855





# Appendix

# Appendix A | Explanatory notes from the City of Melville

The City of Melville has undertaken six Business Scorecards (previously known as the Business Perceptions Survey). The data collection method utilised up to, and including the 2016 survey has been consistent, using CATI phone surveys to target businesses in City of Melville suburbs. Interviewing was conducted by Edith Cowan University Survey Research Centre with phone numbers randomly selected from the electronic White Pages.

In response to technology disruption and social changes, including greater access to the internet and respondent preferences to complete surveys online, for the 2018 survey, the City provided business respondents with the option to complete the survey online. Email invitations were issued to a random sample of contacts in the City of Melville's business database. The City of Melville has 2,738 contacts in its business database sourced from current subscribers to the City's E-News (fortnightly electronic news database), and those who contacted the City in the past few years in relation to rates or provision of a service and provided their email address as a means of contact. Individuals who had opted to unsubscribe to the E-News were removed from the database list. As the City's database represents around 25% of the 10,743 businesses operating in the City of Melville, as at 2017 (Australian Bureau of Statistics), it was decided to proceed with a trial of an online approach. A random selection of businesses were sent an email invitation to participate in the online survey. Each invitation contained a unique link to attract one response per person.

Due to a lower response rate than anticipated, 'top up' phone surveys were conducted to ensure the minimum number of survey responses was received. This ensured statistical validity of results to the required level. The questions for the 2018 telephone surveys was in accordance with the revised question wording and rating scale to align with the 2018 online survey.

Social changes prompted CATALYSE® to recommend a change in question wording. Respondents want short, straight forward questions, that are quick and easy to complete. As more people move to completing surveys on handheld devices with smaller screens, it was considered advantageous to reduce the number of response options for each question from 11 to 5. These changes are shown in Table 1 and are being adopted by all participating councils.

**Table 1: Comparison between telephone and online survey**

Surveys	Question	Response scale
<b>2007-2016 CATI data collection</b>	How satisfied are you with the following areas?	11 point scale: 0 to 10 0 is totally dissatisfied and 10 is totally satisfied
<b>2018 Online data collection</b>	How would you rate performance in the following areas?	5 point scale terrible / poor / okay / good / excellent

## Option for deeper investigation into areas of interest

The MARKYT® Community Scorecard is a high level survey and so is useful to identify areas of strength and areas to improve upon based on results of the survey, both community feedback and benchmarking with other local governments. The City may wish to gain deeper understanding on particular topics of interest as raised by the Scorecard. This would be conducted through a more detailed engagement with the community, using consultation methods and tools, as appropriate, such as more comprehensive or targeted surveys, workshops, focus groups, in-depth interviews or Melville Talks.