



MARKYT Business Scorecard ©

Prepared for: City of Cockburn

Prepared by: CATALYSE[®] Pty Ltd ©

November 2021

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MARKYT 

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Strategic Overview

Strategic Overview

Vision



47

% agree

13% points above industry average

Place to work or operate a business

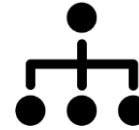


74

Performance Index Score

5 Index points above industry average and up 1 point since 2019

Governing Organisation



69

Performance Index Score

11 Index points above industry average and up 1 point since 2019

Value for Money



58

Performance Index Score

10 Index points above industry average and up 2 points since 2019

Strengths

Highest scores

- Waste collection and management
- Business in Cockburn enewsletter
- Maintenance of local roads

Most improved

- Support for start-up businesses
- Freight transport networks
- Efforts to attract investors and new businesses

Relative to MARKYT® Industry Standards

- Governing organisation
- Value for money from Council rates and services
- Planning for economic diversity, growth and more local jobs

Priorities

Business engagement



Business support



Safety and crime prevention



Traffic and parking management



The study

The Study

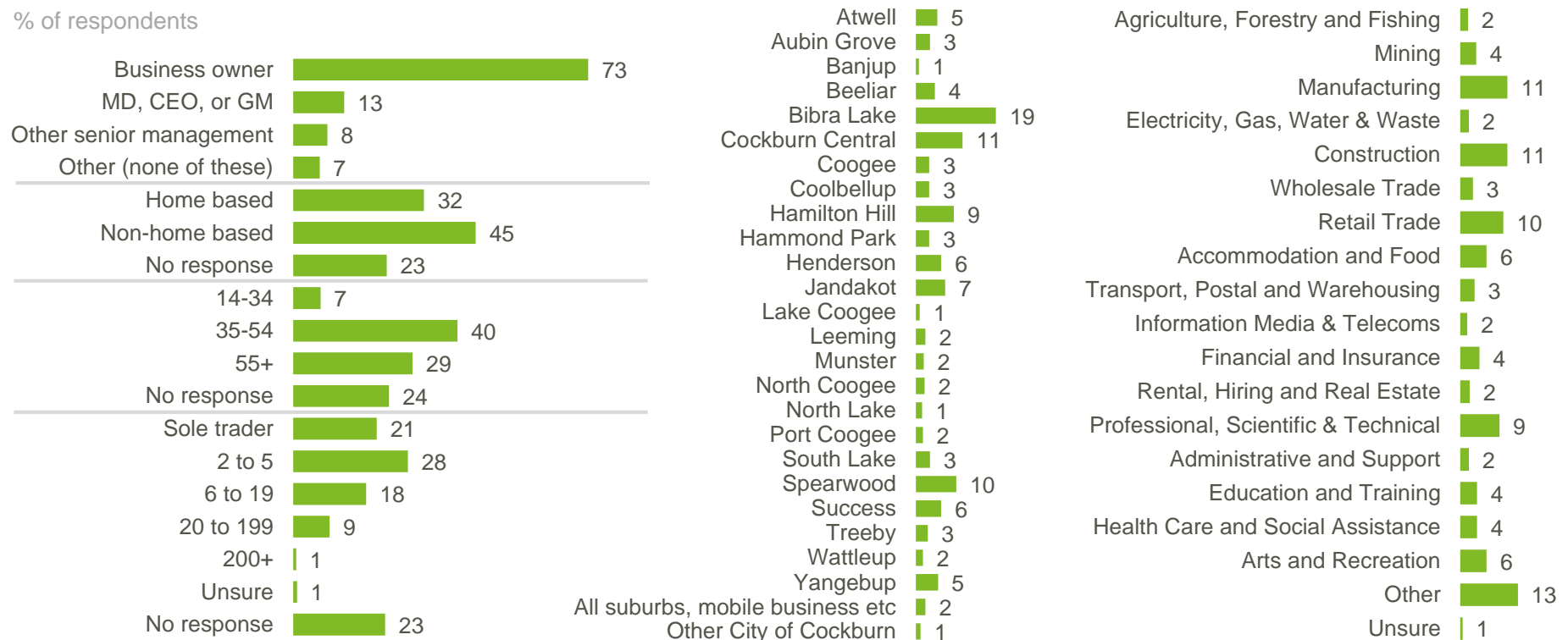
In October-November 2021, the City of Cockburn administered a **MARKYT® Business Scorecard** to evaluate business priorities and measure Council's performance.

Data was collected using an online scorecard that was open to all businesses in the area. Businesses on the City's customer databases were invited to participate via email and the City promoted the scorecard through their communication channels.

535 businesses operating within the City of Cockburn took part in the study.

Data has been analysed using SPSS. Where sub-totals add to $\pm 1\%$ of the parts, this is due to rounding errors to zero decimal places.

% of respondents



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.

Metropolitan



Regional

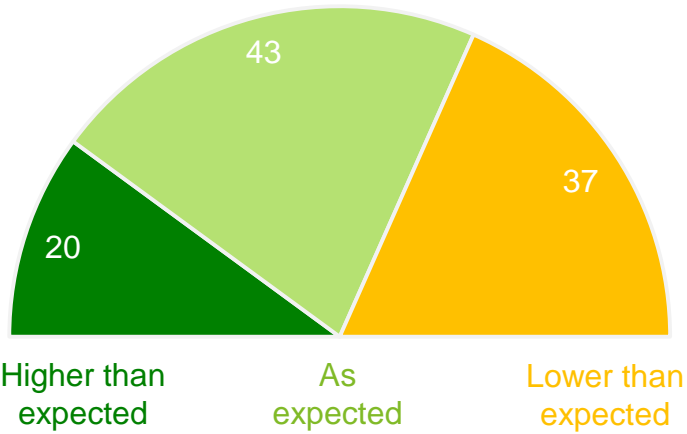


Business performance and economic confidence

Business performance over past 12 months

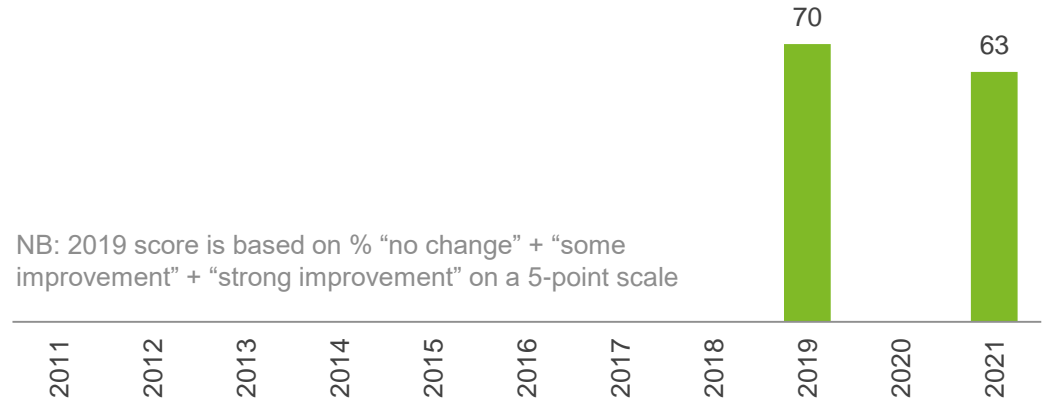
Business Performance

% of respondents



Trend Analysis

% steady or improved



NB: 2019 score is based on % "no change" + "some improvement" + "strong improvement" on a 5-point scale

Variations across the business community

% steady or improved

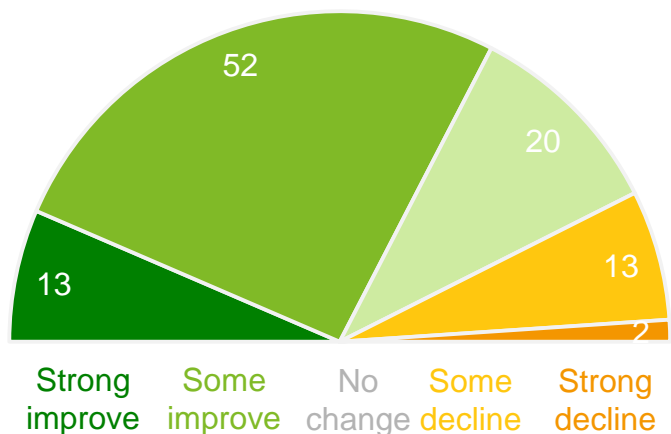
Total	Business Owner	MD/CEO /GM	Other senior position	Other	14-34 years	35-54 years	55+ years	Home based	Sole trader	2-5 employees	6-19 employees	20+ employees	Bibra Lake	Cockburn Central	Hamilton Hill	Henderson	Jandakot	Spearwood	Success	East Ward	Central Ward	West Ward
63	59	71	81	75	71	67	56	55	62	52	73	75	66	71	57	77	50	60	61	56	66	66

Q. For the 2020/21 financial year (1 July 2020 to 30 June 2021), was total revenue for your business; lower than expected, as expected or higher than expected?

Economic confidence over next 12 months

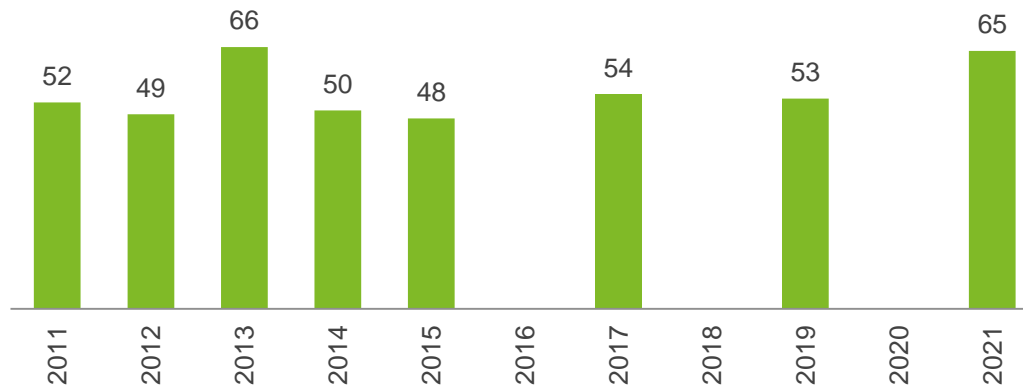
Economic confidence

% of respondents



Trend Analysis

% expecting improvement



Variances across the business community

% expecting improvement

Total	Business Owner	MD/CEO /GM	Other senior position	Other	14-34 years	35-54 years	55+ years	Home based	Sole trader	2-5 employees	6-19 employees	20+ employees	Bibra Lake	Cockburn Central	Hamilton Hill	Henderson	Jandakot	Spearwood	Success	East Ward	Central Ward	West Ward
65	64	69	73	52	77	70	59	74	73	63	69	60	63	60	70	63	65	70	68	63	66	68

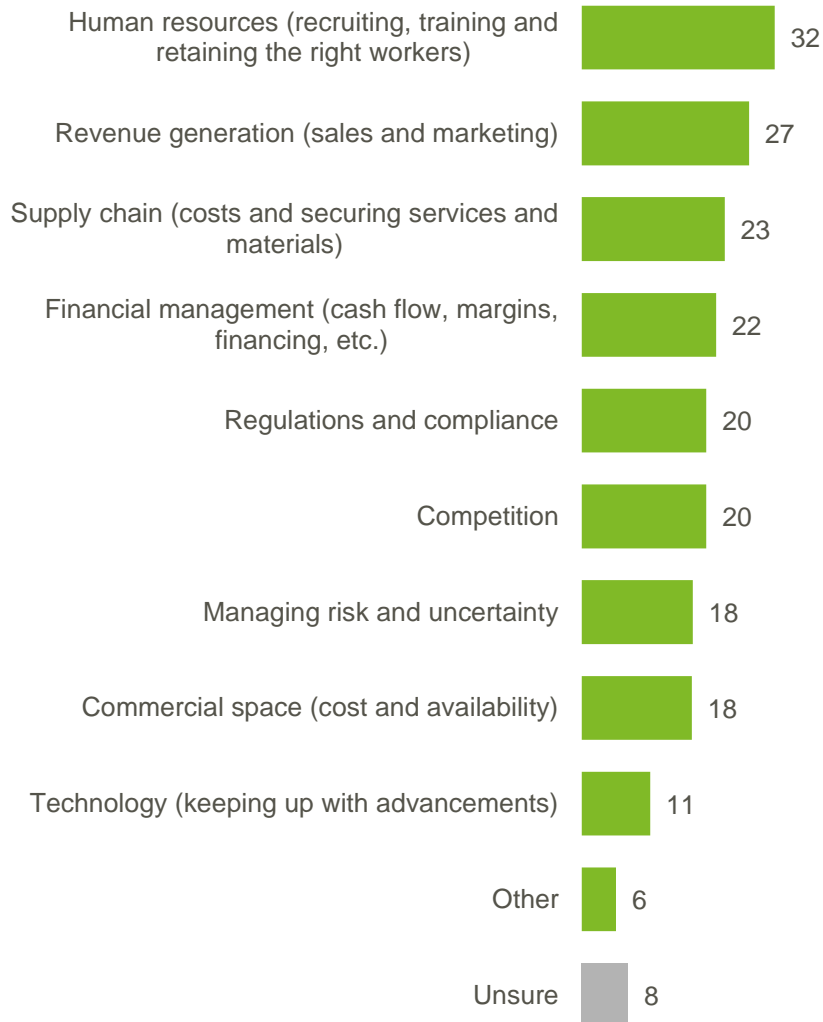
Q. Over the next 12 months, what is your expectation for the economic situation for your organisation?

Document Set ID: 10998536
 Base: All respondents, excludes unsure and no response (n = 471)
 Version: 1, Version Date: 07/02/2022

Main issues and challenges

Main issues and challenges facing local businesses

% of respondents



The top 4 issues and challenges for local businesses are:

1. Attracting, retaining and training staff – in particular for accommodation and food service providers.
2. Sales and marketing – mostly for retail stores, followed by accommodation and food service providers.
3. Managing the supply chain – mostly in mining, manufacturing and construction.
4. Financial management

Q. What are the main issues or challenges facing your business?

Document Set ID: 10998536
Base: All respondents, excludes 'no response' (n = 499)
Version: 1, Version Date: 07/02/2022

Main issues and challenges facing local businesses

Business variances

Variances across the business community % of respondents	Total	Business Owner				14-34 years	35-54 years	55+ years	Home based	Employees				Bibra Lake	Cockburn Central	Hamilton Hill	Henderson	Jandakot	Spearwood	Success	East Ward	Central Ward	West Ward
		MD/CEO /GM	Other senior position	Other	2-5 employees					6-19 employees	20+ employees												
Human resources	32	29	37	54	21	42	36	25	15	8	26	58	55	37	43	29	25	42	28	19	29	35	28
Revenue generation	27	28	32	15	21	25	29	31	31	31	32	30	20	29	39	33	18	33	33	29	30	31	24
Supply chain	23	19	37	37	32	22	23	24	15	15	23	26	45	28	37	9	54	28	20	13	21	25	24
Financial management	22	24	23	15	4	31	22	22	26	19	27	24	16	28	11	24	18	19	24	23	19	25	22
Regulations and compliance	20	21	17	22	18	19	20	21	19	19	17	20	31	19	22	22	21	33	20	16	24	19	19
Competition	20	23	8	20	21	33	19	19	26	32	17	18	14	24	24	22	11	14	41	23	19	22	24
Managing risk and uncertainty	18	17	18	27	21	17	20	17	18	18	19	20	16	19	17	24	25	11	13	29	18	17	22
Commercial space	18	19	18	10	18	22	25	10	16	13	23	23	16	18	20	22	18	22	24	16	14	19	20
Technology	11	12	14	7	4	8	9	14	17	17	11	3	10	7	7	20	11	11	4	13	13	8	13

Q. What are the main issues or challenges facing your business?

Document Set ID: 10998536
 Base: All respondents, excludes 'no response' (n = 499)

Version: 1, Version Date: 07/02/2022

Main issues and challenges facing local businesses

Business variances

	Total	Agriculture, Forestry and Fishing#	Mining	Manufacturing	Electricity, Gas, Water & Waste Services#	Construction	Wholesale Trade#	Retail Trade	Accommodation and Food Services	Transport, Postal and Warehousing#	Information Media & Telecommunications#	Financial and Insurance Services	Rental, Hiring and Real Estate Services#	Professional, Scientific & Technical Services	Administrative and Support Services#	Education and Training	Health Care and Social Assistance	Arts and Recreation Services	Other
Human resources	32	56	35	46	27	39	33	28	62	31	0	25	10	19	20	35	41	19	22
Revenue generation	27	11	18	29	27	14	47	42	38	13	43	25	40	34	20	30	18	32	21
Supply chain	23	33	41	38	18	38	60	32	14	13	29	13	10	13	0	20	12	3	18
Financial management	22	33	0	27	27	20	20	28	21	31	43	4	10	32	20	5	18	29	19
Regulations and compliance	20	22	41	21	36	29	27	6	10	38	0	46	50	13	0	40	6	13	13
Competition	20	11	12	11	36	9	27	30	7	31	14	38	50	23	10	20	24	10	28
Managing risk and uncertainty	18	22	29	18	18	11	7	15	21	19	14	8	10	21	20	30	29	26	16
Commercial space	18	22	6	20	18	13	40	28	21	13	0	4	0	17	10	5	29	32	16
Technology	11	22	6	7	9	11	0	11	0	6	0	38	10	28	30	10	18	6	3

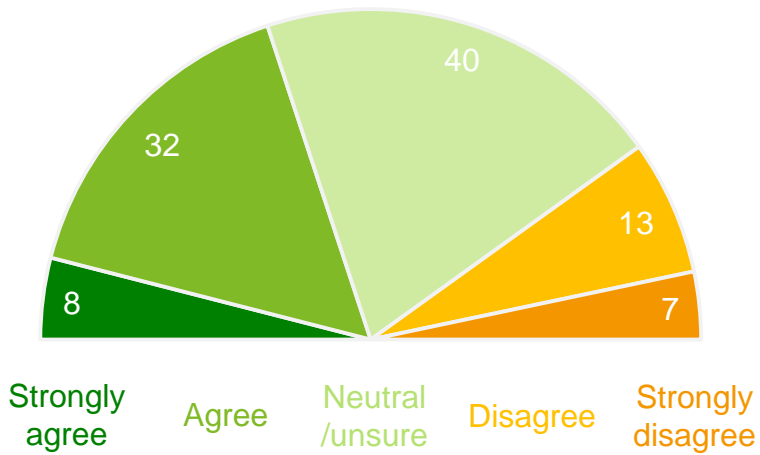
Q. What are the main issues or challenges facing your business?

Document Set ID: 10998536
 Base: All respondents, excludes 'no response' (n = 499) # small base size (<20 respondents)
 Version: 1, Version Date: 07/02/2022

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

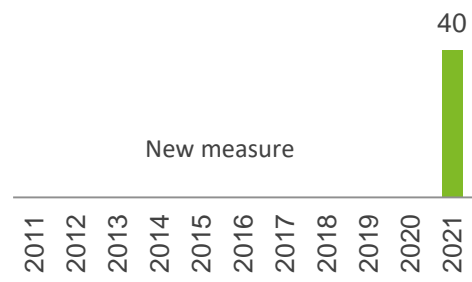
Level of agreement

% of respondents



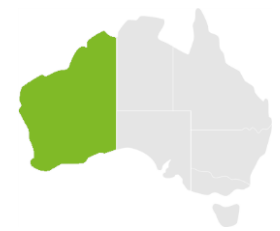
Trend Analysis

% agree



MARKYT Industry Standards

% agree



City of Cockburn	40
Industry High	57
Industry Standard	39

Variances across the business community

% agree

Total	Business Owner	MD/CEO /GM	Other senior position	Other	14-34 years	35-54 years	55+ years	Home based	Sole trader	2-5 employees	6-19 employees	20+ employees	Bibra Lake	Cockburn Central	Hamilton Hill	Henderson	Jandakot	Spearwood	Success	East Ward	Central Ward	West Ward
40	41	41	34	37	40	42	39	46	48	41	41	27	37	42	36	17	22	41	41	38	45	33

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

Document Set ID: 10998536
 Base: All respondents, excludes 'no response' (n = 514).
 Version: 1, Version Date: 07/02/2022

Overall performance

Place to work or operate a business

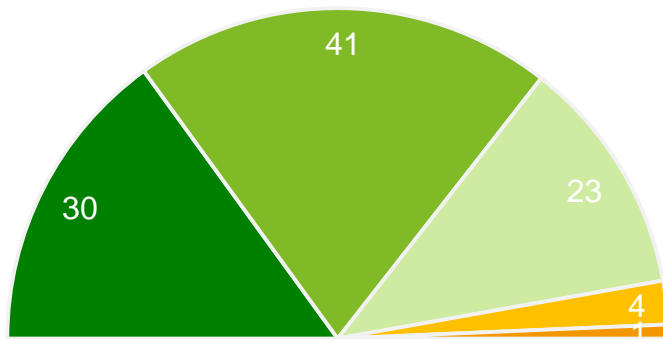
Performance ratings

% of respondents

Total Positive Rating

(excellent + good + okay)

94%



Excellent Good Okay Poor Terrible

Trend Analysis

Performance Index Score

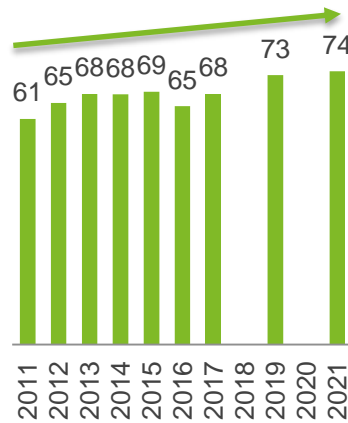
Excellent

Good

Okay

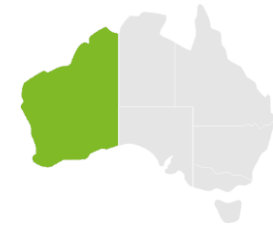
Poor

Terrible



MARKYT Industry Standards

Performance Index Score



City of Cockburn	74
Industry High	77
Industry Standard	69

Variations across the business community

Performance Index Score

Total	Business Owner	MD/CEO /GM	Other senior position	Other	14-34 years	35-54 years	55+ years	Home based	Sole trader	2-5 employees	6-19 employees	20+ employees	Bibra Lake	Cockburn Central	Hamilton Hill	Henderson	Jandakot	Spearwood	Success	East Ward	Central Ward	West Ward
74	73	75	78	68	80	74	74	74	75	72	78	71	77	76	74	77	70	72	76	72	75	74

Q. Overall, how would you rate the City of Cockburn in the following areas?

Document Set ID: 10998536
 Base: All respondents, excludes 'unsure' and 'no response' (n = 516).

Version: 1, Version Date: 07/02/2022

Governing organisation

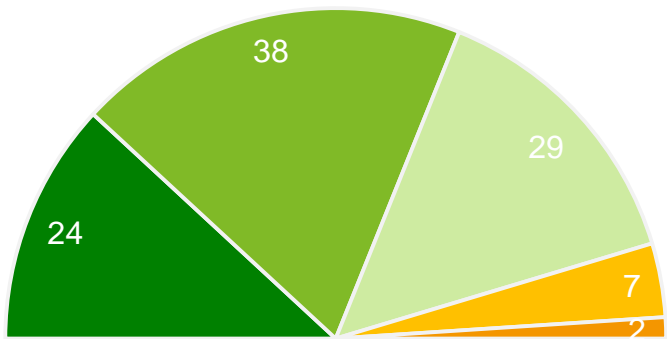
Performance ratings

% of respondents

Total Positive Rating

(excellent + good + okay)

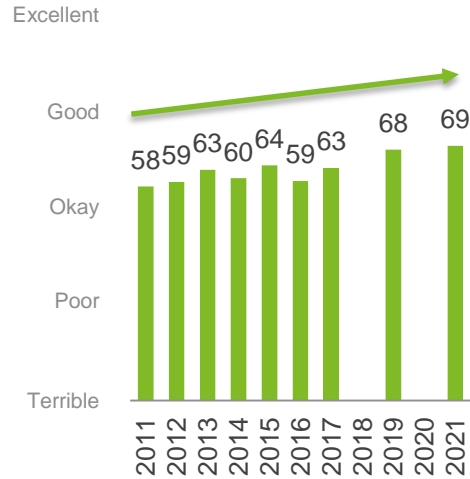
91%



Excellent Good Okay Poor Terrible

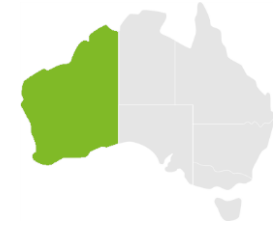
Trend Analysis

Performance Index Score



MARKYT Industry Standards

Performance Index Score



City of Cockburn	69
Industry High	72
Industry Standard	58

Variations across the business community

Performance Index Score

Total	Business Owner	MD/CEO /GM	Other senior position	Other	14-34 years	35-54 years	55+ years	Home based	Sole trader	2-5 employees	6-19 employees	20+ employees	Bibra Lake	Cockburn Central	Hamilton Hill	Henderson	Jandakot	Spearwood	Success	East Ward	Central Ward	West Ward
69	69	69	69	66	73	69	67	70	69	69	70	63	69	69	72	66	59	68	74	67	70	69

Q. Overall, how would you rate the City of Cockburn in the following areas?

Document Set ID: 10998536
 Base: All respondents, excludes 'unsure' and 'no response' (n = 484).

Version: 1, Version Date: 07/02/2022

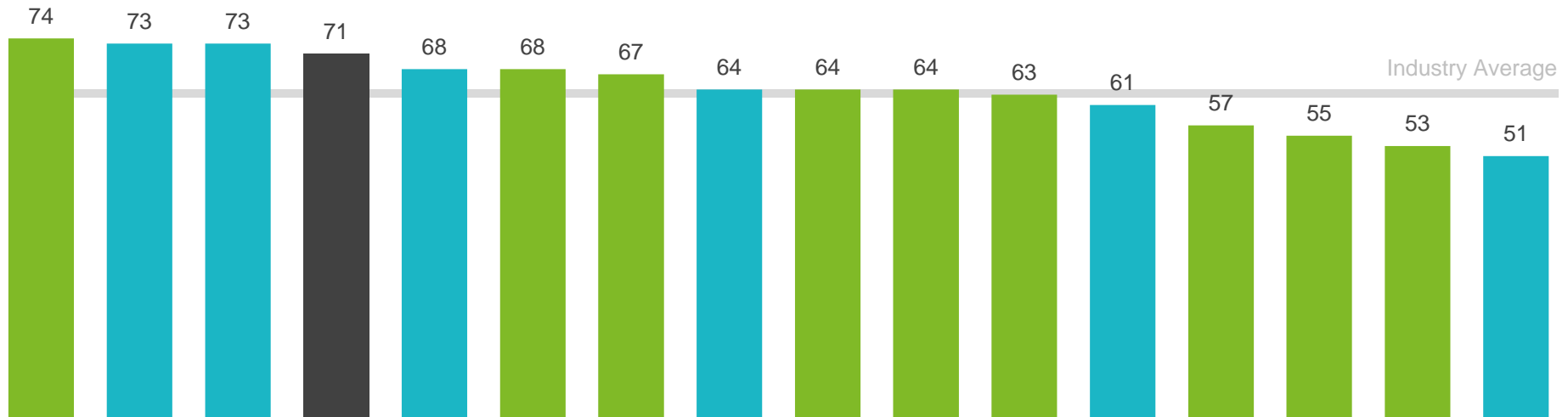
Overall Performance | industry comparisons

The 'Overall Performance Index Score' is a combined measure of the City of Cockburn as a 'place to work or operate a business' and as a 'governing organisation'. The City of Cockburn's overall performance index score is 71 out of 100, 7 index points above the local government industry average.

Overall Performance Index Score

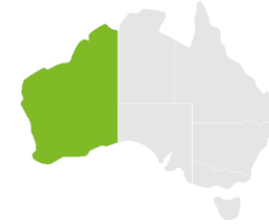
average of 'place to work or operate a business' and 'governing organisation'

- City of Cockburn
- Metropolitan Councils
- Regional Councils



MARKYT Industry Standards

Performance Index Score



City of Cockburn	71
Industry High	74
Industry Average	64

Value and engagement

Value for money from Council rates and services

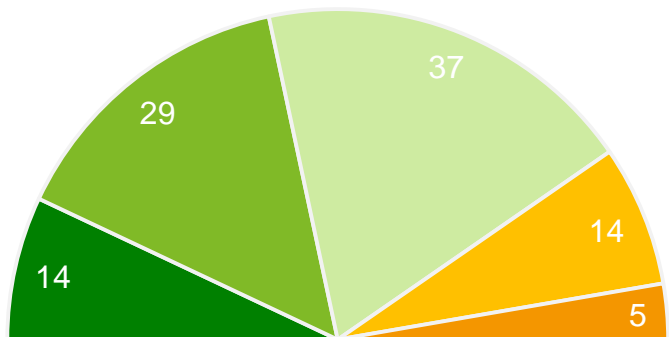
Performance ratings

% of respondents

Total Positive Rating

(excellent + good + okay)

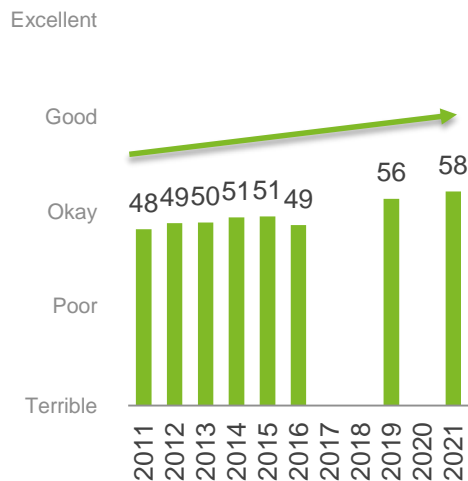
81%



Excellent Good Okay Poor Terrible

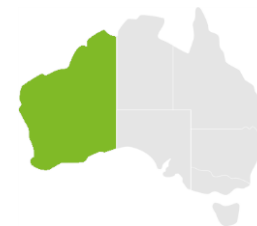
Trend Analysis

Performance Index Score



MARKYT Industry Standards

Performance Index Score



City of Cockburn	58
Industry High	60
Industry Standard	48

Variations across the business community

Performance Index Score

Total	Business Owner	MD/CEO /GM	Other senior position	Other	14-34 years	35-54 years	55+ years	Home based	Sole trader	2-5 employees	6-19 employees	20+ employees	Bibra Lake	Cockburn Central	Hamilton Hill	Henderson	Jandakot	Spearwood	Success	East Ward	Central Ward	West Ward
58	58	61	61	53	64	60	58	62	61	59	63	50	58	58	65	50	47	61	62	56	59	60

Q. Overall, how would you rate the City of Cockburn in the following areas?

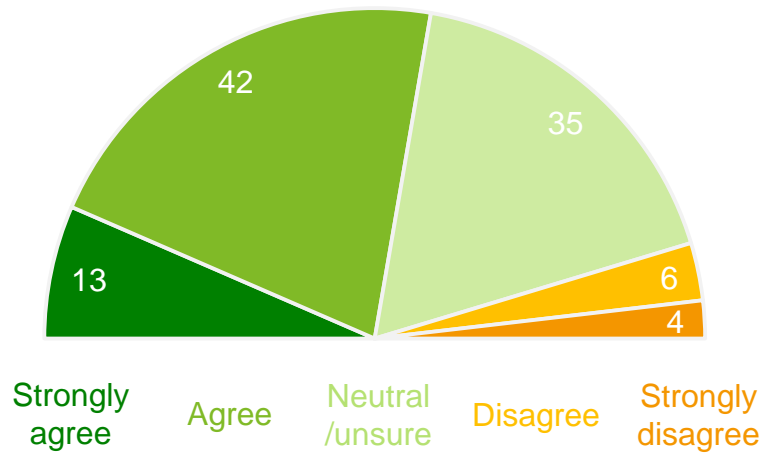
Document Set ID: 10998536
 Base: All respondents, excludes 'unsure' and 'no response' (n = 478).

Version: 1, Version Date: 07/02/2022

The City behaves ethically

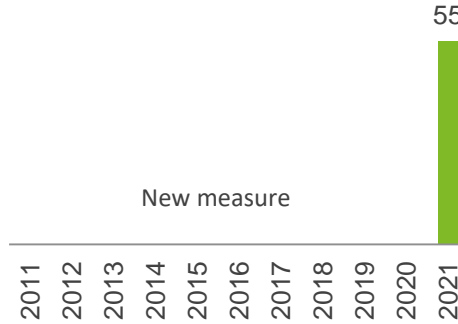
Level of agreement

% of respondents



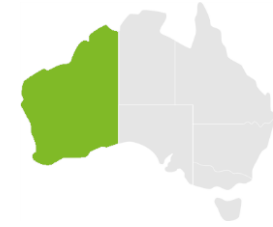
Trend Analysis

% agree



MARKYT Industry Standards

% agree



City of Cockburn	55
Industry High	NA
Industry Standard	NA

Variations across the business community

% agree

Total	Business Owner	MD/CEO /GM	Other senior position	Other	14-34 years	35-54 years	55+ years	Home based	Sole trader	2-5 employees	6-19 employees	20+ employees	Bibra Lake	Cockburn Central	Hamilton Hill	Henderson	Jandakot	Spearwood	Success	East Ward	Central Ward	West Ward
55	55	55	59	53	56	59	54	60	61	56	57	54	49	60	57	48	36	52	50	50	57	56

Q. How strongly do you agree or disagree: The City behaves ethically

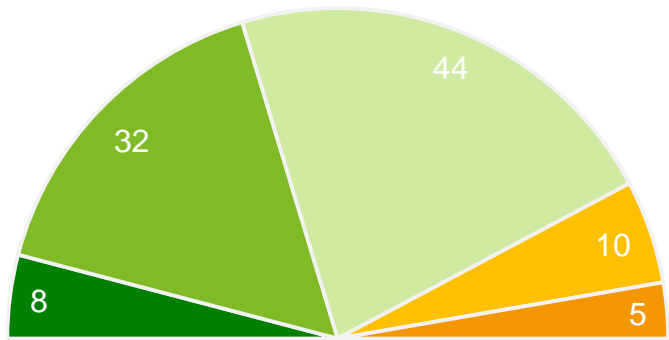
Document Set ID: 10998536
 Base: All respondents, excludes 'no response' (n = 514).

Version: 1, Version Date: 07/02/2022

The City listens to and respects business views

Level of agreement

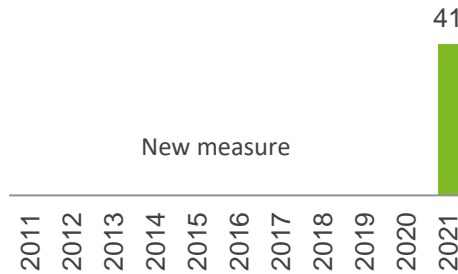
% of respondents



Strongly agree Agree Neutral/unsure Disagree Strongly disagree

Trend Analysis

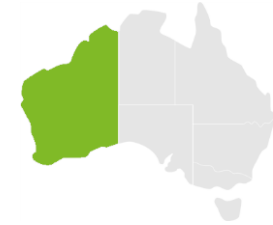
% agree



New measure

MARKYT Industry Standards

% agree



City of Cockburn	41
Industry High	41
Industry Standard	30

Variances across the business community

% agree

Total	Business Owner	MD/CEO /GM	Other senior position	Other	14-34 years	35-54 years	55+ years	Home based	Sole trader	2-5 employees	6-19 employees	20+ employees	Bibra Lake	Cockburn Central	Hamilton Hill	Henderson	Jandakot	Spearwood	Success	East Ward	Central Ward	West Ward
41	40	42	41	43	50	44	37	46	49	40	46	29	38	44	41	28	17	37	44	37	44	36

Q. How strongly do you agree or disagree: The City of Cockburn listens to and respects business views

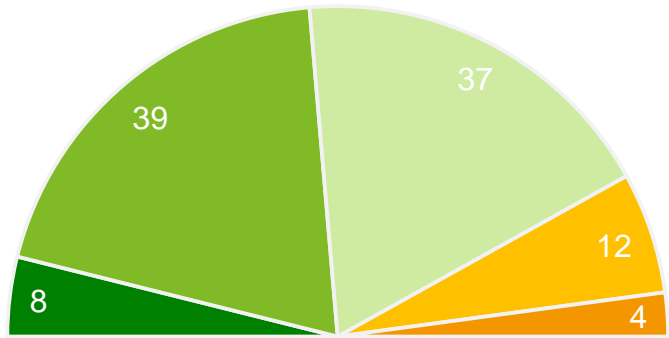
Document Set ID: 10998536
 Base: All respondents, excludes 'no response' (n = 514).

Version: 1, Version Date: 07/02/2022

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

Level of agreement

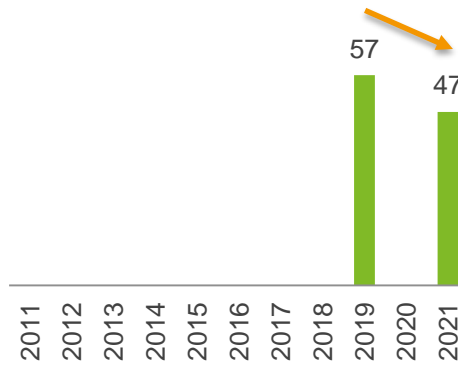
% of respondents



Strongly agree Agree Neutral/unsure Disagree Strongly disagree

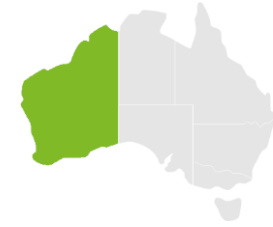
Trend Analysis

% agree



MARKYT Industry Standards

% agree



City of Cockburn	47
Industry High	65
Industry Standard	34

Variations across the business community

% agree

Total	Business Owner	MD/CEO /GM	Other senior position	Other	14-34 years	35-54 years	55+ years	Home based	Sole trader	2-5 employees	6-19 employees	20+ employees	Bibra Lake	Cockburn Central	Hamilton Hill	Henderson	Jandakot	Spearwood	Success	East Ward	Central Ward	West Ward
47	45	50	53	55	54	49	46	53	51	47	51	42	39	54	52	48	37	57	59	48	46	48

Q. How strongly do you agree or disagree: The City has developed and communicated a clear vision for the area?

Document Set ID: 10998536
 Base: All respondents, excludes 'no response' (n = 514).
 Version: 1, Version Date: 07/02/2022

Communications | channel and messages

Channel preferences

% of respondents

Top 3 preferences

City newsletters	56
City website	32
Social media notifications	27
<u>Other preferences</u>	
Printed newsletters	15
Short presentation at business events and networking sessions	15
Local community newspaper	15
Quarterly Business Breakfast Briefings	14
Online business forums	14
App	11
Individual meeting	6
Other	2

Key messages | effectiveness of delivery

% of respondents

■ Excellent
 ■ Good
 ■ Okay
 ■ Poor
 ■ Terrible

Index Score
 2019 2021 Trend

The vision for Cockburn's future



57 58 =

What's being done to promote and grow the area



55 57 =

Major projects and how they are progressing



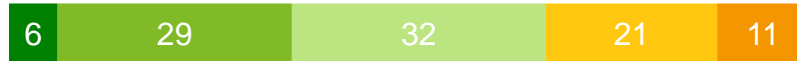
55 56 =

Calendar of upcoming events



60 56 ▼

Information about what services the City provides for businesses



43 49 ▲

Decisions made in Council Meetings that impact local businesses



41 46 ▲

Q. How would you prefer to receive business information and updates from the City of Cockburn? Select top 3.

Base: All respondents, excludes 'no response' (n = 407).

Document Set ID: 10998536 The City is communicating the following information?

Version: 1, Version Date: 07/02/2022 response' (n = varies from 238 to 320).

Awareness of business support programs

Awareness of business support programs

% of respondents aware



There are opportunities to raise the profile of the City's support programs.

Many businesses (43%) have not heard of any City programs before.

- Awareness is lowest among businesses with more than 20 employees, senior workers in non-Executive roles, and those aged up to 34 years.

There is greatest awareness of the City's grants and financial support programs, and the business advisory service.

- Awareness tends to be higher among CEOs, sole traders, and for businesses operating in accommodation and food services, and in arts and recreation services.

Q. The City of Cockburn has a dedicated Business Engagement team focused on increasing business opportunities and providing business support programs? Which of the following City of Cockburn services have you heard of before?

Awareness of business support programs

Business variances

Variances across the business community % of respondents aware	Total	Business Owner MD/CEO /GM Other senior position Other				14-34 years 35-54 years 55+ years			Home based	Sole trader 2-5 employees 6-19 employees 20+ employees				Bibra Lake Cockburn Central Hamilton Hill Henderson Jandakot Spearwood Success East Ward Central Ward West Ward									
		Business Owner	MD/CEO /GM	Other senior position	Other	14-34 years	35-54 years	55+ years		Sole trader	2-5 employees	6-19 employees	20+ employees	Bibra Lake	Cockburn Central	Hamilton Hill	Henderson	Jandakot	Spearwood	Success	East Ward	Central Ward	West Ward
Business grants and financial	25	24	30	32	22	29	31	22	29	33	26	30	20	25	35	30	8	13	23	30	22	29	21
Business Advisory Program	25	26	30	15	9	6	29	28	30	33	26	26	20	24	29	38	12	19	16	27	23	29	20
Advice on business licences	21	21	29	15	9	9	25	21	21	30	19	20	20	25	23	13	32	25	16	17	18	25	17
Business waste and recycling	18	18	21	20	13	11	20	16	15	17	14	27	18	19	19	33	8	16	14	13	15	20	17
Free financial counselling	14	15	17	7	0	14	17	13	20	19	17	12	8	10	17	20	4	3	12	13	12	16	14
Volunteers business directory	11	12	10	7	4	9	15	8	12	13	12	14	4	7	13	13	4	9	12	13	12	12	11
Environmental sustainability	10	10	14	5	13	11	10	11	9	9	10	10	12	6	13	8	8	9	14	13	11	10	10
Temporary parklet advice	1	1	2	0	0	0	1	2	1	2	1	2	0	3	0	0	0	0	0	0	1	2	0
None of these	43	41	37	51	61	54	38	43	38	38	39	40	55	45	37	38	48	44	49	43	44	36	51

Q. The City of Cockburn has a dedicated Business Engagement team focused on increasing business opportunities and providing business support programs? Which of the following City of Cockburn services have you heard of before?

Document Set ID: 10998536
Version: 1 | Version Date: 07/02/2022 | 'no response' (n = 465)

Awareness of business support programs

Business variances



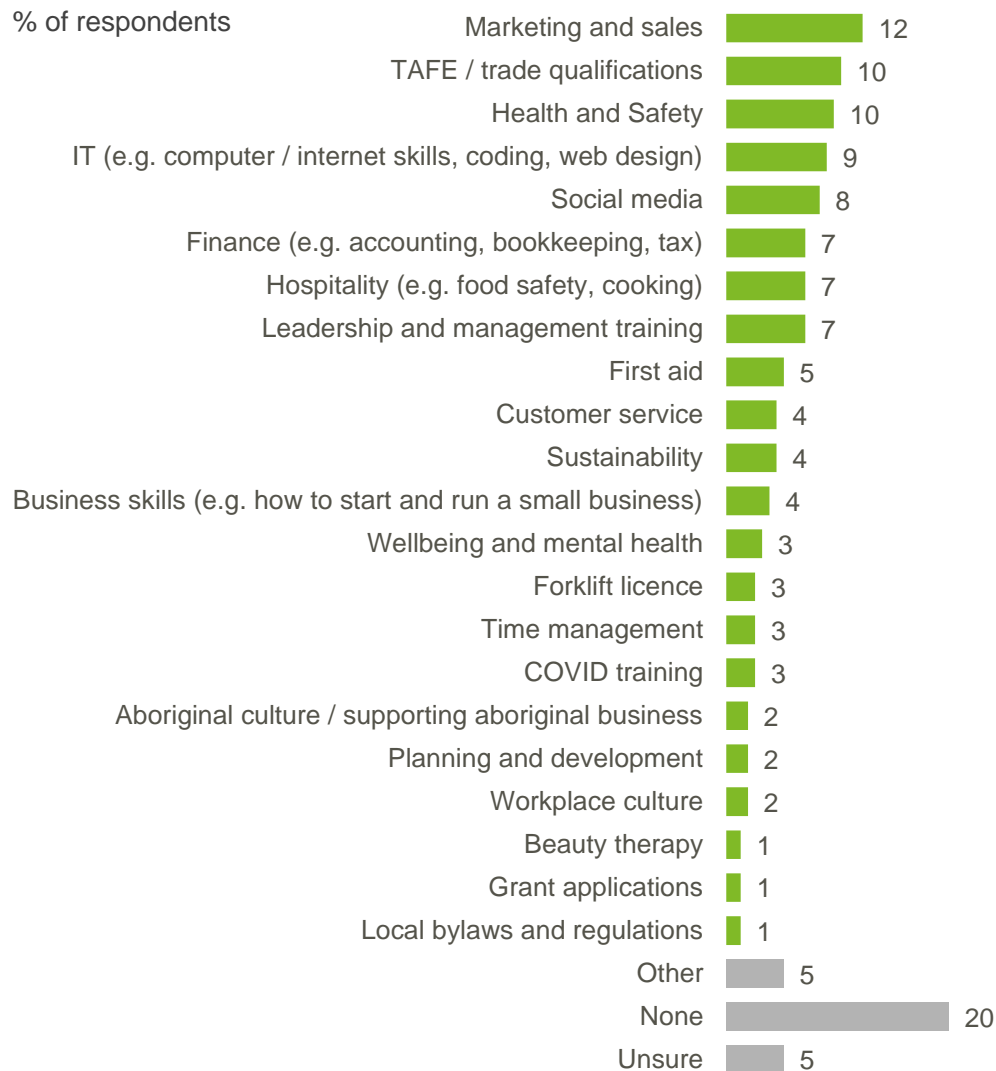
	Total	Agriculture, Forestry and Fishing#	Mining	Manufacturing	Electricity, Gas, Water & Waste Services#	Construction	Wholesale Trade#	Retail Trade	Accommodation and Food Services	Transport, Postal and Warehousing#	Information Media & Telecommunications#	Financial and Insurance Services	Rental, Hiring and Real Estate Services#	Professional, Scientific & Technical Services	Administrative and Support Services#	Education and Training	Health Care and Social Assistance	Arts and Recreation Services	Other
Business grants and financial	25	29	6	27	36	12	13	27	48	15	0	30	40	19	30	40	13	46	22
Business Advisory Program	25	14	6	21	18	18	13	27	31	23	0	52	30	33	30	40	13	46	16
Advice on business licences	21	14	18	19	27	16	13	22	34	46	0	22	0	12	20	30	6	25	25
Business waste and recycling	18	14	12	15	18	18	27	27	34	23	40	22	10	9	10	15	25	25	10
Free financial counselling	14	14	0	6	18	8	7	16	34	15	0	17	30	14	10	10	19	25	13
Volunteers business directory	11	0	6	2	9	12	7	14	17	0	0	13	20	9	30	20	6	21	11
Environmental sustainability	10	0	0	10	27	8	13	8	21	23	20	9	10	5	0	15	0	29	6
Temporary parklet advice	1	0	0	0	0	0	0	2	0	0	0	0	0	2	0	0	0	11	0
None of these	43	43	59	40	45	53	47	33	24	46	40	39	40	56	50	40	63	11	44

Q. The City of Cockburn has a dedicated Business Engagement team focused on increasing business opportunities and providing business support programs? Which of the following City of Cockburn services have you heard of before?

Document Set ID: 10998536
 Version: 1 | Version Date: 07/02/2022 # 'no response' (n = 465) # small base size (<20 respondents)

Education and training needs

Education and training needs



“Marketing strategies.” “Sales & marketing.”

“Marketing - Social Media Brand Awareness and Promotion.”

“Skills training and apprenticeship in specialised fields.”

“TAFE Courses locally instead of having to travel to Thornlie or Rockingham campuses.”

“Safety training. Civil and building construction qualifications, including high risk licences, transport and logistics. Business leadership.”

“Safety and compliance with complex safety laws.”

“Management training, health and safety.”

“First aid. Workplace HSE.”

“Computer skills updates (e.g. new MS office workshops etc). Mental health workshops.”

“Basic computer skills.” “Coding & Web-design.”

“In my case would be SEO, social media, marketing and pricing/revenue/markup.”

“Internet and social media.”

“Social media marketing skills, website management skills, SEO.”

“Finance, bookkeeping, marketing, tax.”

“Barista and hospitality. Basic business training, covering Occupational and safety training, covid training, how a business model is run.”

Q. Which education and training courses would be most useful for your employees?

Document Set ID: 10998536
 Base: All respondents, excludes 'no response' (n = 156)
 Version: 1, Version Date: 07/02/2022

Service Area Performance

Familiarity with Council services

% of respondents who were familiar with service area



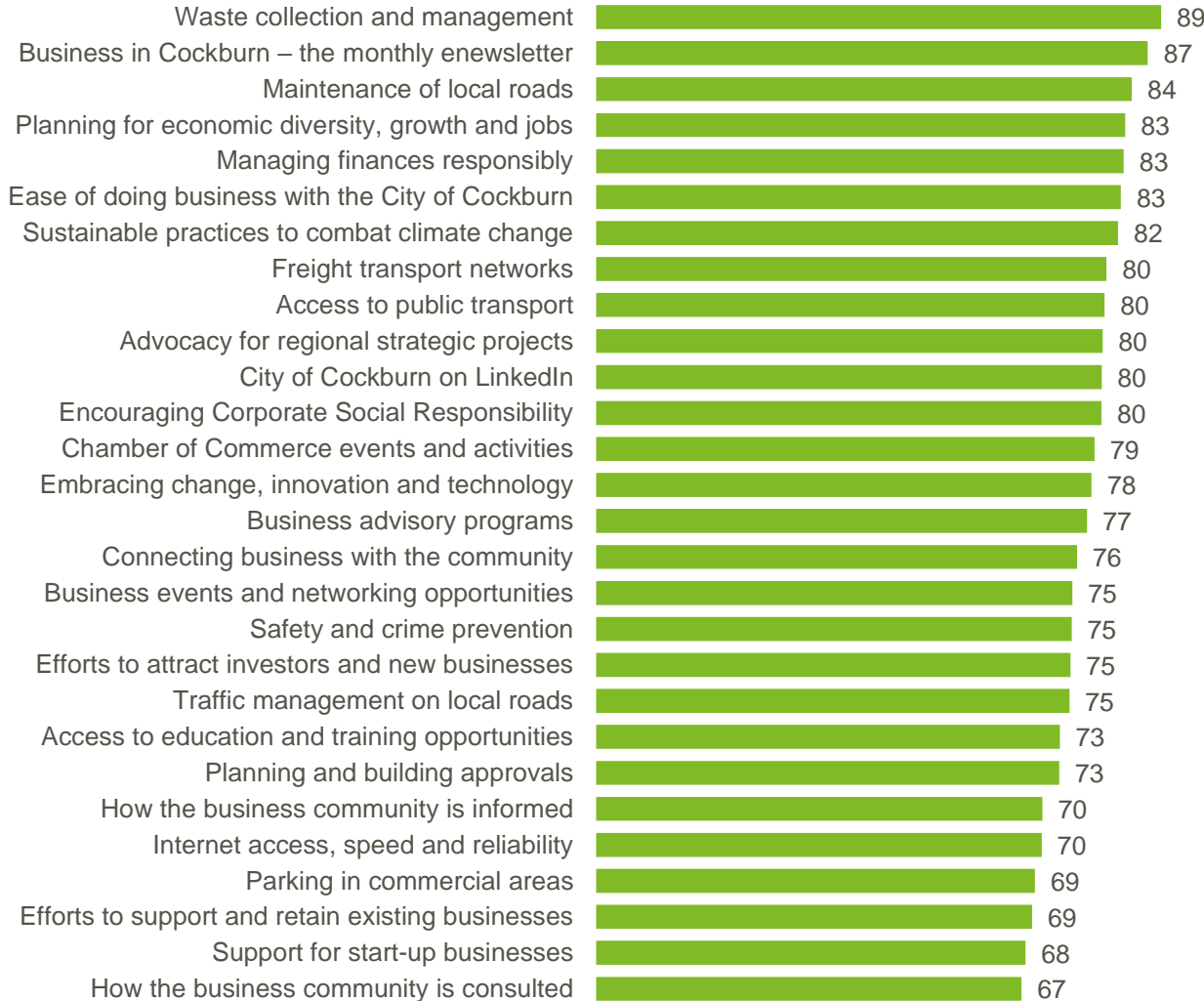
There is opportunity to improve knowledge and understanding of key services provided in and by the City of Cockburn.

While there is **high familiarity** with key City services, such as local roads, traffic management and access to public transport;

There is **lower familiarity** with the City's presence on LinkedIn, advocacy for regional strategic projects, managing finances responsibility and events and activities hosted by Melville Cockburn Chamber of Commerce.

Service performance levels

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



Business respondents mostly rated local services and facilities positively.

The **top 3 performers** were:

- Waste collection and management
- Business in Cockburn monthly enewsletter
- Maintenance of local roads

The **lowest performing** areas were:

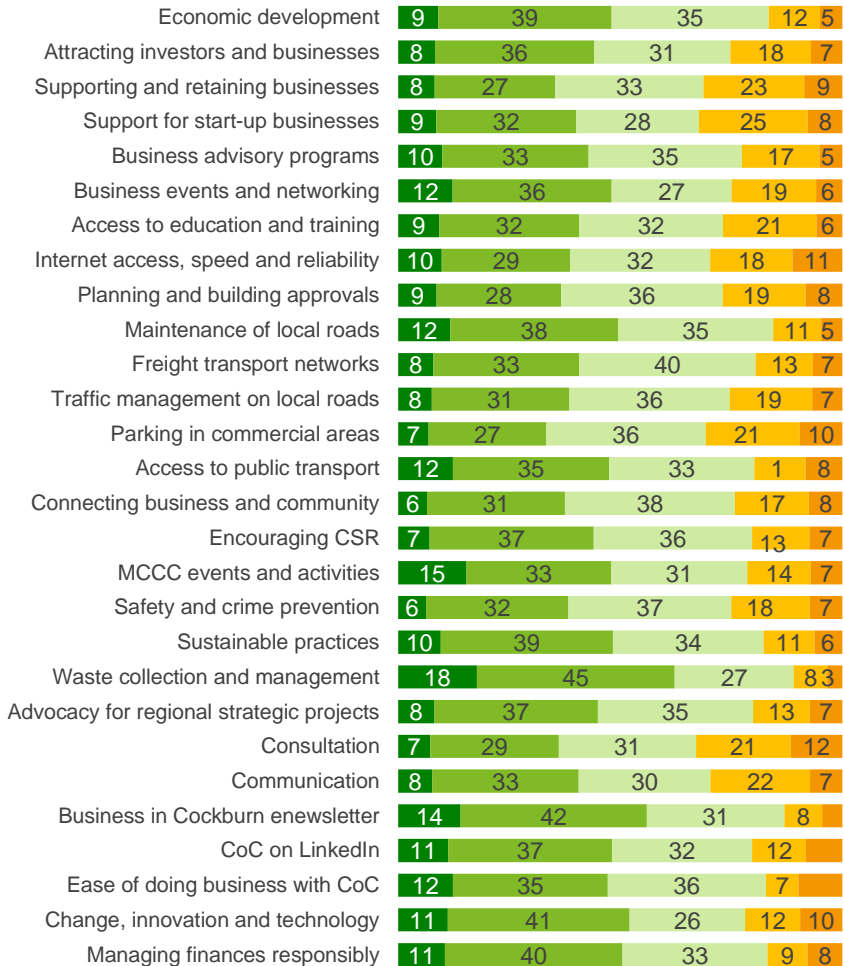
- How the business community is consulted about local issues
- Support for start-up businesses
- Efforts to support and retain existing businesses

Service performance levels | detailed analysis

Performance ratings

% of respondents

Excellent Good Okay Poor Terrible



Trend Analysis

Performance Index Score

	11	12	13	14	15	16	17	19	21	Trend
Economic development	46	51	54	49	53	47	53	51	59	▲
Attracting investors and businesses	NA	NA	NA	NA	NA	NA	NA	46	55	▲
Supporting and retaining businesses	NA	NA	NA	NA	NA	NA	NA	45	51	▲
Support for start-up businesses	NA	NA	NA	NA	NA	NA	NA	41	52	▲
Business advisory programs	NA	NA	NA	NA	NA	NA	NA	NA	56	-
Business events and networking	NA	NA	NA	NA	NA	NA	NA	61	57	▼
Access to education and training	53	48	55	53	53	54	53	56	54	=
Internet access, speed and reliability	NA	52	57	50	49	47	45	55	52	▼
Planning and building approvals	44	45	49	48	49	50	45	50	53	▲
Maintenance of local roads	NA	NA	54	56	57	57	55	58	60	=
Freight transport networks	NA	NA	NA	NA	NA	NA	NA	46	56	▲
Traffic management on local roads	48	44	43	47	48	42	49	51	53	=
Parking in commercial areas	NA	46	47	43	50	47	51	51	50	=
Access to public transport	50	45	52	52	56	56	59	60	58	=
Connecting business and community	NA	NA	NA	NA	NA	NA	NA	50	53	▲
Encouraging CSR	NA	NA	NA	NA	NA	NA	NA	55	56	=
MCCC events and activities	NA	NA	NA	NA	NA	NA	NA	57	59	=
Safety and crime prevention	50	49	53	51	55	50	55	53	53	=
Sustainable practices	NA	NA	NA	NA	NA	NA	NA	58	58	=
Waste collection and management	62	62	63	63	67	65	NA	68	66	=
Advocacy for regional strategic projects	NA	NA	NA	NA	NA	NA	NA	49	56	▲
Consultation	43	42	48	40	47	45	43	53	50	▼
Communication	45	41	49	45	50	46	50	58	53	▼
Business in Cockburn enewsletter	NA	NA	NA	NA	NA	NA	NA	65	63	=
CoC on LinkedIn	NA	NA	NA	NA	NA	NA	NA	59	58	=
Ease of doing business with CoC	NA	NA	NA	NA	NA	57	57	60	58	=
Change, innovation and technology	NA	NA	NA	NA	NA	NA	NA	NA	58	-
Managing finances responsibly	NA	NA	NA	NA	NA	NA	NA	NA	59	-

MARKYT Standards

Performance Index Score

CoC	Industry Avg	Industry High
59	49	63
55	NA	NA
51	47	58
52	NA	NA
56	NA	NA
57	57	61
54	51	64
52	47	59
53	46	54
60	53	64
56	NA	NA
53	52	60
50	50	55
58	58	76
53	NA	NA
56	NA	NA
59	NA	NA
53	53	69
58	51	65
66	63	73
56	NA	NA
50	46	57
53	50	63
63	60	65
58	57	66
58	58	62
58	53	64
59	NA	NA

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

Document Set ID: 10998536
 Base: All respondents, excludes 'no response' and 'unsure' (n = varies from 133 to 418).
 Version: 1, Version Date: 07/02/2022

Service performance levels | industry variances

Performance Index Score / 100	Total	Agriculture, Forestry and Fishing [#]	Mining	Manufacturing	Electricity, Gas, Water & Waste Services [#]	Construction	Wholesale Trade [#]	Retail Trade	Accommodation and Food Services	Transport, Postal and Warehousing [#]	Information Media & Telecommunications [#]	Financial and Insurance Services	Rental, Hiring and Real Estate Services [#]	Professional, Scientific & Technical Services	Administrative and Support Services [#]	Education and Training	Health Care and Social Assistance	Arts and Recreation Services	Other
Economic development	59	65	54	54	63	53	48	64	67	69	38	70	71	56	70	73	69	55	53
Attracting investors and businesses	55	50	43	50	68	51	43	55	62	67	38	66	67	59	75	79	64	41	54
Supporting and retaining businesses	51	67	50	42	71	50	39	57	58	50	38	67	50	49	60	50	54	39	52
Support for start-up businesses	52	45	56	41	46	53	38	56	57	54	38	70	54	55	75	58	50	45	53
Business advisory programs	56	45	56	49	58	51	43	57	63	47	63	75	50	57	75	72	58	57	58
Business events and networking	57	55	52	53	68	53	40	60	58	56	50	70	56	54	70	73	58	57	60
Access to education and training	54	55	50	45	60	48	35	61	66	50	50	73	54	49	70	75	58	46	55
Internet access, speed and reliability	52	54	45	45	50	51	46	60	49	50	55	59	56	52	71	68	63	46	50
Planning and building approvals	53	65	50	46	45	53	50	57	53	69	63	55	56	53	70	39	54	46	53
Maintenance of local roads	60	58	58	56	70	55	61	64	62	63	69	64	65	58	63	63	67	59	61
Freight transport networks	56	64	57	45	63	48	53	61	65	50	50	71	61	54	75	66	58	50	58
Traffic management on local roads	53	47	51	51	55	49	52	62	50	58	56	59	53	55	66	54	54	50	53
Parking in commercial areas	50	47	44	45	63	48	42	57	51	50	50	54	40	51	54	50	67	47	49
Access to public transport	58	56	53	45	70	54	56	64	71	60	70	66	58	52	84	50	60	54	59
Connecting business and community	53	50	55	42	68	50	33	56	58	58	63	66	53	45	38	62	64	54	58
Encouraging CSR	56	71	50	45	56	52	43	58	64	50	63	73	54	48	75	63	79	55	61
MCCC events and activities	59	45	56	49	81	57	53	62	65	56	63	67	46	55	63	69	81	66	59
Safety and crime prevention	53	59	54	49	67	46	50	53	50	56	67	61	50	54	75	60	53	55	54
Sustainable practices	58	81	55	52	60	52	53	61	63	61	70	65	64	58	81	69	63	60	55
Waste collection and management	66	75	62	57	73	63	50	68	71	67	63	74	75	66	79	75	75	67	67
Advocacy for regional strategic projects	56	75	58	43	38	47	42	54	66	50	75	60	69	60	100	71	75	47	61
Consultation	50	46	43	45	50	49	28	52	53	42	50	68	64	44	75	55	63	46	52
Communication	53	54	44	46	54	51	31	52	57	58	67	71	71	47	67	58	63	53	53
Business in Cockburn enewsletter	63	75	56	62	71	56	50	67	72	58	67	72	71	62	69	63	63	65	62
CoC on LinkedIn	58	75	33	58	50	56	35	62	81	44	75	78	50	56	75	50	75	50	54
Ease of doing business with CoC	58	50	44	53	64	58	42	60	75	65	50	66	64	60	75	58	75	53	55
Change, innovation and technology	58	58	42	50	70	54	43	60	73	81	42	73	75	52	81	68	75	53	55
Managing finances responsibly	59	69	40	48	63	49	50	63	72	67	0	75	67	60	81	56	80	60	57

MARKYT business trends

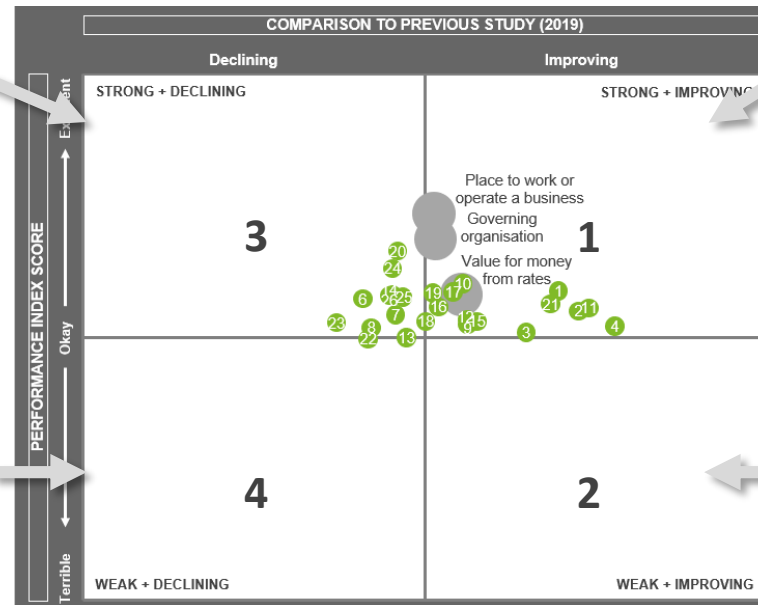
The MARKYT® Business Trends Window shows trends in performance over the past 2 years.

Window 3 includes higher performing services in decline. **Arrest decline** mainly for:

- Communication
- Consultation
- Internet access, speed & reliability
- Business events & networking

Window 4 includes lower performing areas in decline.

- There were no service areas in this window.



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

- Support for start-up businesses
- Freight transport networks
- Attracting investors and businesses
- Economic development
- Advocacy for regional strategic projects

Window 2 includes lower performing areas that are improving.

- There were no service areas in this window.

MARKYT Business Trends Window

COMPARISON TO PREVIOUS STUDY (2019)



- 1 Economic development
- 2 Attracting investors and businesses
- 3 Supporting and retaining businesses
- 4 Support for start-up businesses
- 5 Business advisory programs
- 6 Business events and networking
- 7 Access to education and training
- 8 Internet access, speed and reliability
- 9 Planning and building approvals
- 10 Maintenance of local roads
- 11 Freight transport networks
- 12 Traffic management on local roads
- 13 Parking in commercial areas
- 14 Access to public transport
- 15 Connecting business and community
- 16 Encouraging CSR
- 17 MCCC events and activities
- 18 Safety and crime prevention
- 19 Sustainable practices
- 20 Waste collection and management
- 21 Advocacy for regional strategic projects
- 22 Consultation
- 23 Communication
- 24 Business in Cockburn enewsletter
- 25 CoC on LinkedIn
- 26 Ease of doing business with CoC
- 27 Change, innovation and technology
- 28 Managing finances responsibly

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

Performance areas in grey have no trend data.

Document Set ID: 10998536

Version: 1.0 | Date: 07/02/2022

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.

MARKYT Business Priorities

BUSINESS PRIORITIES (% of respondents)

Low (<10%)

High (>10%)

Excellent

PERFORMANCE INDEX SCORE

Okay

Terrible

OPTIMISE

KAIZEN

CELEBRATE

REVIEW

PRIORITISE

Local commercial / shopping areas
 Availability of commercial spaces
 Streetscaping
 Promoting local businesses
 Regulation and enforcement of rules

- 1 Value for money
- 2 Economic development
- 3 Attracting investors and businesses
- 4 Supporting and retaining businesses
- 5 Support for start-up businesses
- 6 Business advisory programs
- 7 Business events and networking
- 8 Access to education and training
- 9 Internet access, speed and reliability
- 10 Planning and building approvals
- 11 Maintenance of local roads
- 12 Freight transport networks
- 13 Traffic management on local roads
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- 18 MCCC events and activities
- 19 Safety and crime prevention
- 20 Sustainable practices
- 21 Waste collection and management
- 22 Advocacy for regional strategic projects
- 23 Consultation
- 24 Communication
- 25 Business in Cockburn newsletter
- 26 CoC on LinkedIn
- 27 Ease of doing business with CoC
- 28 Change, innovation and technology
- 29 Managing finances responsibly

0 5 10 15 20


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

Q. What would you mostly like the City of Cockburn to focus on doing, changing or improving to support your business and strengthen the local economy?

Base: All respondents, excludes no response (n = 198)

Version: 1, Version Date: 07/02/2022

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 *No performance score available

Addressing business priorities

Challenges

- Small businesses are unaware of programs and support available
- Limited opportunities for consultation and interaction between the City and business
- Local businesses would like a greater share of City contracts awarded to them
- Local businesses find doing business with the City to be complicated and bureaucratic

Business Driven Actions

1. More communications with the business community
2. Provide more opportunities for engagement with the City, such as a business advisory committee
3. Support and encourage local businesses to tender for City business
4. Review and streamline approval processes

Business Voices

“Seek businesses out and inform them of all of your services, especially in the areas of education and assisting local businesses to grow”

“I’ve been part of the community for 26 years and I have no idea of what the Council offers for small business. Not a good effort getting the message out there”

“There is a distinct lack of listening to the local community on a wide variety of issues”

“My business has almost zero engagement with the City of Cockburn, so maybe could start with improved engagement”

“Establish a business advisory committee to advise Council on business related matters and be a consultative forum for policies that may impact the local business community”

“Giving local business a better chance of doing business with the Council, advise local business of opportunity to work with and tender to the City of Cockburn, sort out your tendering system . . .”

“Allow local businesses to do business with the City of Cockburn, without all the red tape and bureaucracy. If a business is insured and local they should be the first port of call”

“As small business I cringe when I know I need to engage with the Council about any kind of building, planning or occupancy permits. It is often a lengthy process with different advice from each staff member you speak to. There is little consideration for each individual small business, and very little support. It has felt like I have had to fight to try and grow my business, rather than receive support from the Council in the application process”

Challenges

- Crime around commercial areas
- Poorly lit areas are unsafe and prone to crime

Business Driven Actions

1. Increase security patrols
2. Provide street lighting in dark areas

Business Voices

“Continue focusing on security and safety to do business”

“The amount of crime in the Hamilton Hill area is appalling and nothing is ever done about it. Not only that but the aesthetics of the area need a huge upgrade. There is barely any lighting during the evening and roadsides look awful and Phoenix Shopping Centre looks like it’s never had an upgrade. All of this turns potential clients away from the area”

“Improving crime rate and security, reducing graffiti, vandalism, theft, burglaries, car break-ins, better lit streets and roads (there are still many dark spots in Cockburn), reducing vagrancy”

“... Also crime and antisocial behaviour around shopping centres and train/bus stations needs a focus and is a deterrent for families to use these areas as inappropriate behaviour is increasing and youth behaviour seems to flout the law”

Challenges

- Access to grants and other financial assistance for existing businesses and start-ups
- More business events and networking opportunities are needed
- Not enough promotion and advertising of local businesses by the City

Business Driven Actions

1. Support local businesses by providing:
 - Access to grants and financial incentives
 - Business events and networking opportunities
 - Advertising and promotion of local businesses
 - Affordable work spaces, eg shared office space and artist studios

Business Voices

“Looking after long-standing businesses with grants and concessions”

“Support local businesses, not work against them and listen to what they want to do and be a bit lenient and flexible with the rules and regulations dependent on each businesses”

“Would love to see more support for start-ups in the local area. Assistance with office space for start-ups (the library is starting to get very full!)”

“Grants for start-ups in the first 2 years. Incremental consistent grants for signage, equipment and marketing signage, especially for women in business with children starting over and experiencing financial inequality”

“Wherever possible support local businesses, eg incentivise citizens to buy local, reach out to local businesses first before asking bigger companies to tender, giving local businesses the chance to offer services. Create a vibrant business community and start-up culture – consider services and tech businesses too, not just coffee shops, retail and tradies”

“Have the opportunity for more large scale networking and advertising events”

“Have a list of local businesses online and networking opportunities”

“Not enough promotion of local artists, not enough events. No arts hubs. No studio spaces available at affordable rates”

“Clearer information on how local business can engage with and use Cockburn business channels in promoting their services (eg newsletter)”

“Create hubs to level out opportunities for smaller business to compete with bigger business”

Challenges

- Traffic congestion on key roads including North Lake Rd, Discovery Dve, Sudlow Rd, Spearwood Ave, Hammond Road, and Beeliar Dve
- Insufficient parking

Business Driven Actions

1. Reduce traffic congestion
2. Provide more parking in commercial and industrial areas

Business Voices

“Access into and out of the Bibra Lake commercial precinct (Discovery Park) is difficult and dangerous. They should be working extremely hard with Main Roads to address key intersections eg North Lake Rd/Discovery Dve, Spearwood Avenue/Discovery Dve, Sudlow Rd/Pheonix Ave, Sudlow Rd/Spearwood Ave”

“Improve the infrastructure to allow simplified traffic flow and reduce congestion”

Making traffic flows on North Lake Road, Hammond Road and Beeliar Drive by having more appropriate light changes . . . Congestion is a huge problem at present and parkig on Hammond Road needs to be addressed urgently by adding large numbers of angel parking bays in between the slip road and Hammond Road”

“More businesses are coming up at Cockburn Central area and yet there are not enough parking spaces created for customers, visitors to these areas. They would certainly go to other places which have ample parking space”

“On street parking is out of control due to lack of planning, new developments do no have enough off street parking for the size of the business, impacting access”

“Provide allowance for verge parking in industrial areas”

“Provide additional parking at the Eliza Ponds entrance road businesses”

“Parking on Hammond road needs to be addressed urgently by adding large numbers of angel parking bays in between the slip road and Hammond Road”

MARKYT industry comparisons

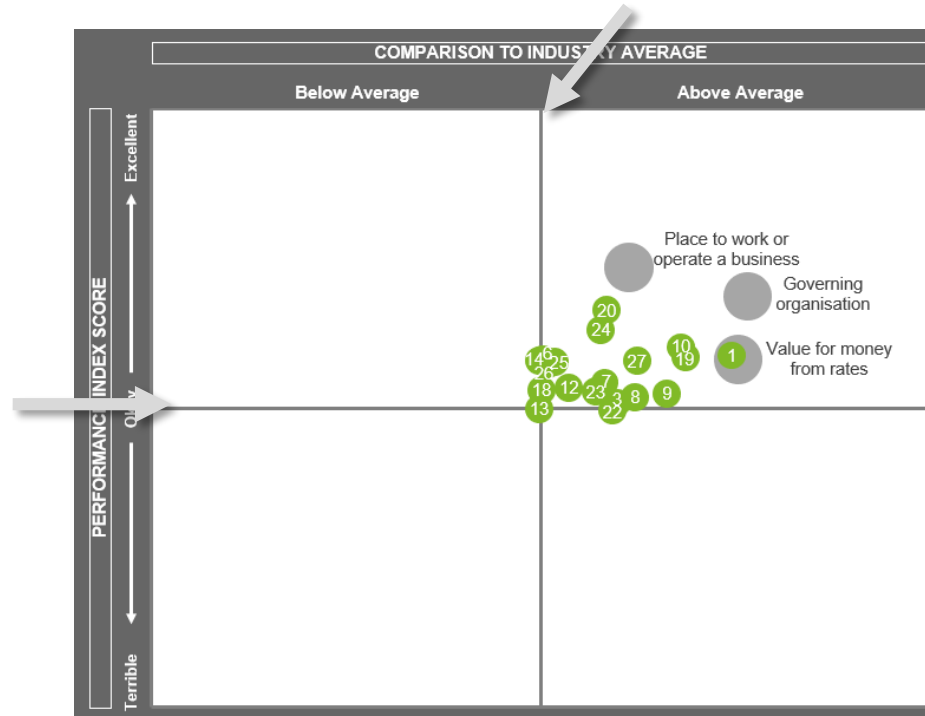
How to read the MARKYT Benchmark Matrix

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.

Councils aim to be on the right side of this line, with performance ABOVE the MARKYT® Industry Average.

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.

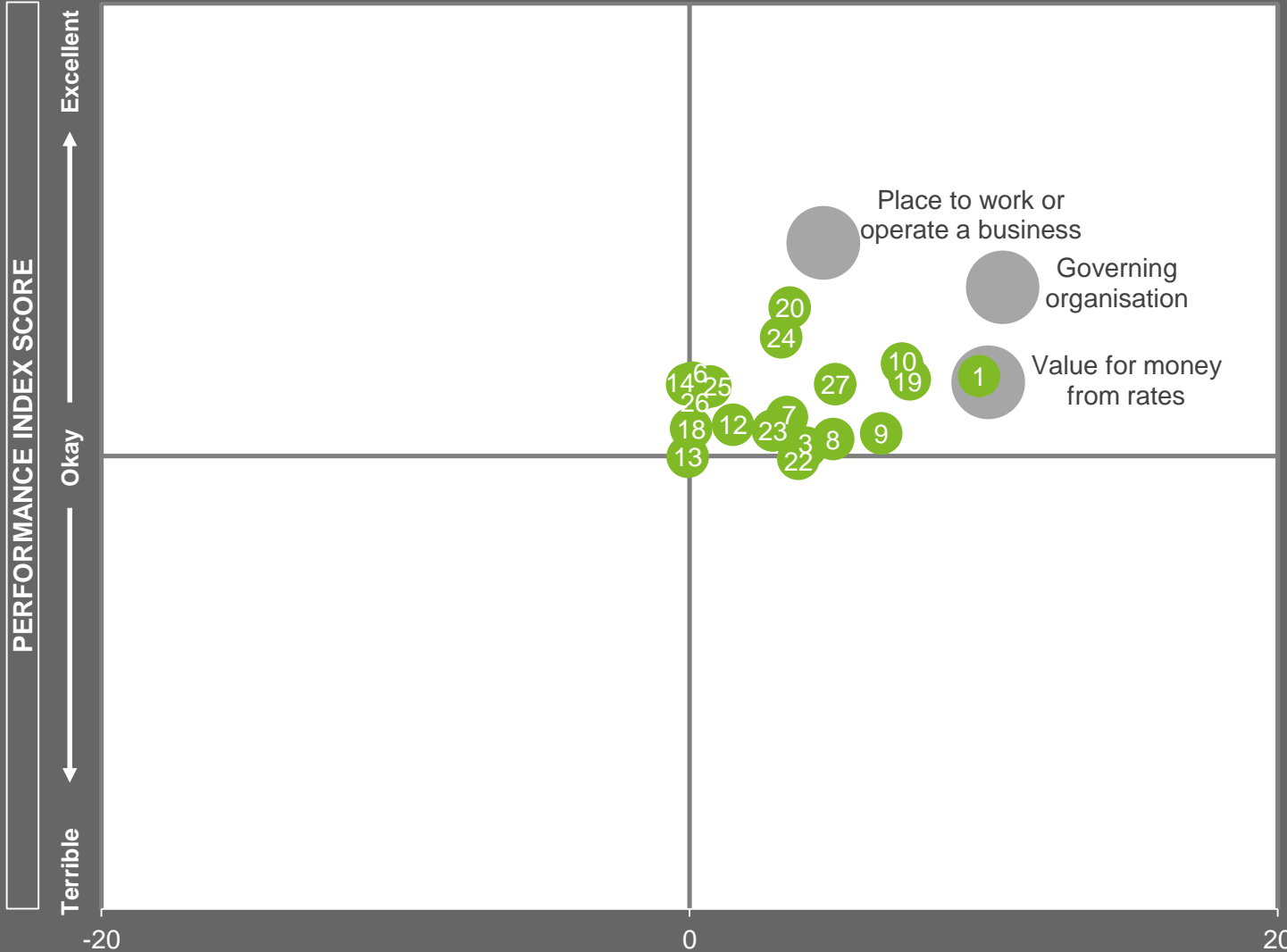


MARKYT Benchmark Matrix

COMPARISON TO INDUSTRY AVERAGE

Below Average

Above Average



- 1 Economic development
- 2 Attracting investors and businesses
- 3 Supporting and retaining businesses
- 4 Support for start-up businesses
- 5 Business advisory programs
- 6 Business events and networking
- 7 Access to education and training
- 8 Internet access, speed and reliability
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- 22 Consultation
- 23 Communication
- 24 Business in Cockburn enewsletter
- 25 CoC on LinkedIn
- 26 Ease of doing business with CoC
- 27 Change, innovation and technology
- 28 Managing finances responsibly

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

Performance areas in grey have no benchmark comparison data.

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MARKYT 