



MARKYT 

Business Scorecard

2024

Prepared for



Prepared by



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The study

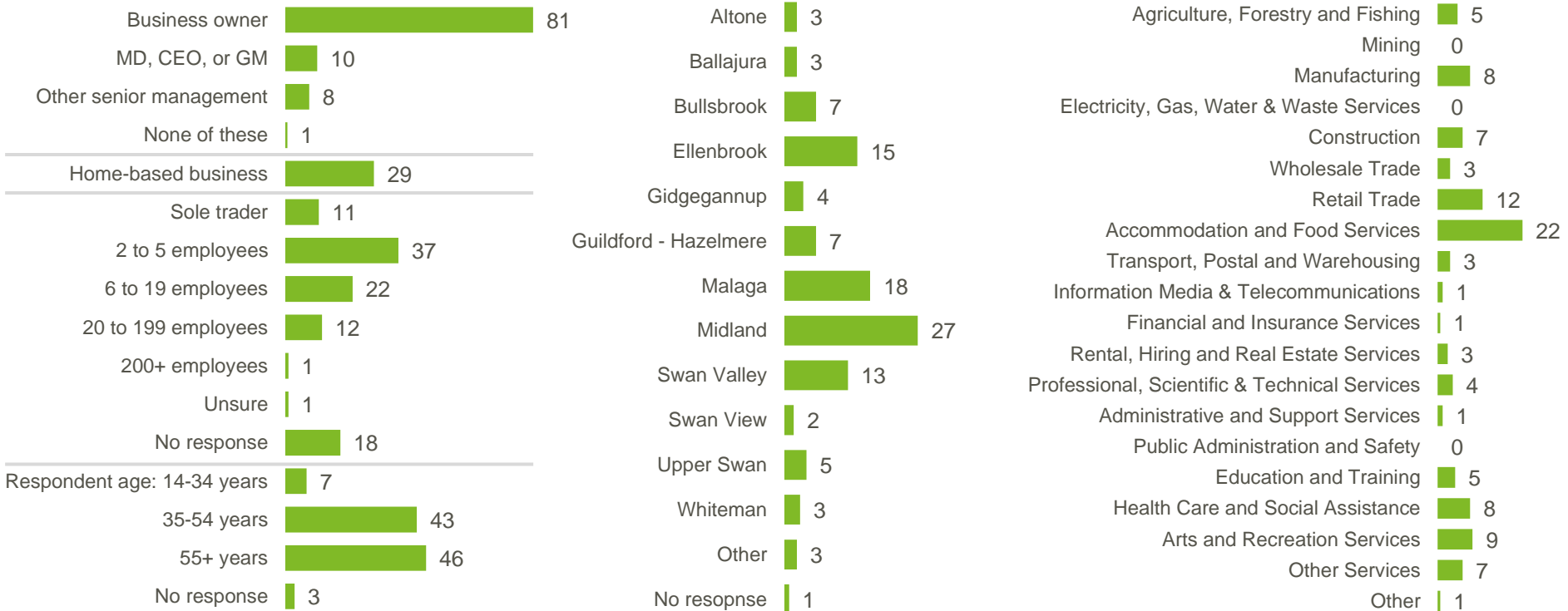
The Study

In February 2024, the City of Swan administered a MARKYT® Business Scorecard to evaluate local perceptions and priorities.

Data was collected using an online scorecard. The City of Swan managed promotions via a direct email campaign and supporting promotions through its communication channels. The study attracted 153 responses from people who currently own, operate or work for a business in the City of Swan.

Throughout this report, when totals add to ±1% of the parts, this is due to rounding errors to zero decimal places.

% of business respondents



MARKYT Benchmarking Excellence Program

All program participants | 2003 - 2024

Over the past 21 years, CATALYSE® has conducted community and/or business perceptions surveys for more than 70 councils across Australia. When comparable questions are asked, we publish high and average scores to enable participating councils to recognise and learn from industry leaders. In this report, average and high scores are calculated from a **subset of councils** that have completed a MARKYT® Business Scorecard or invited local businesses to rate performance through their MARKYT® Community Scorecard within the **past three years**.

Perth Region

- City of Armadale
- Town of Bassendean
- City of Bayswater
- City of Belmont
- Town of Cambridge
- City of Canning
- Town of Claremont
- City of Cockburn
- Town of Cottesloe
- Town of East Fremantle
- City of Fremantle
- City of Joondalup
- City of Kalamunda
- City of Kwinana
- City of Melville
- Town of Mosman Park
- Shire of Mundaring
- City of Nedlands
- Shire of Peppermint Grove
- City of Perth
- Serpentine–Jarrahdale Shire
- City of South Perth
- City of Subiaco
- City of Swan
- Town of Victoria Park
- City of Vincent
- City of Wanneroo

Peel Region

- Shire of Boddington
- City of Mandurah
- Shire of Murray
- Serpentine-Jarrahdale Shire

Wheatbelt Region

- Shire of Chittering
- Shire of Dandaragan
- Shire of Gingin
- Shire of Merredin
- Shire of Narrogin
- Shire of Northam
- Shire of Pingelly
- Shire of Toodyay
- Shire of York

South West Region

- Shire of Augusta-Margaret River
- Shire of Bridgetown-Greenbushes
- City of Bunbury
- City of Busselton
- Shire of Capel
- Shire of Collie
- Shire of Dardanup
- Shire of Donnybrook-Balingup
- Shire of Harvey

Great Southern Region

- City of Albany
- Shire of Broomehill-Tambellup
- Shire of Cranbrook
- Shire of Denmark
- Shire of Gnowangerup
- Shire of Jerramungup
- Shire of Katanning
- Shire of Kent
- Shire of Kojoonup
- Shire of Plantagenet
- Shire of Woodanilling



Strategic Overview

Vision



27

% agree

On par with the Industry Average and up 6% points from 2023.

Place to work or operate a business

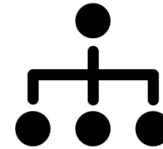


67

Performance Index Score

3 index points above Industry Average and up 1 point from 2023.

Governance



60

Performance Index Score

10 index points above Industry Average and up 7 points from 2023.

Value



50

Performance Index Score

11 index points above Industry Average and up 3 points since 2023.

Strengths

Top 3 performers

- Customer service
- Tourism attractions and services
- Waste management

Most improved

- Change, innovation and technology (+8 points)
- Customer service (+8 points)

Best performing compared to industry average

- Tourism attractions and services (+13 points)
- Responsible growth and development (+9 points)
- Customer service (+8 points)

Priorities



Efforts to support and retain existing businesses



Safety and crime prevention for businesses



Parking management

Business Climate

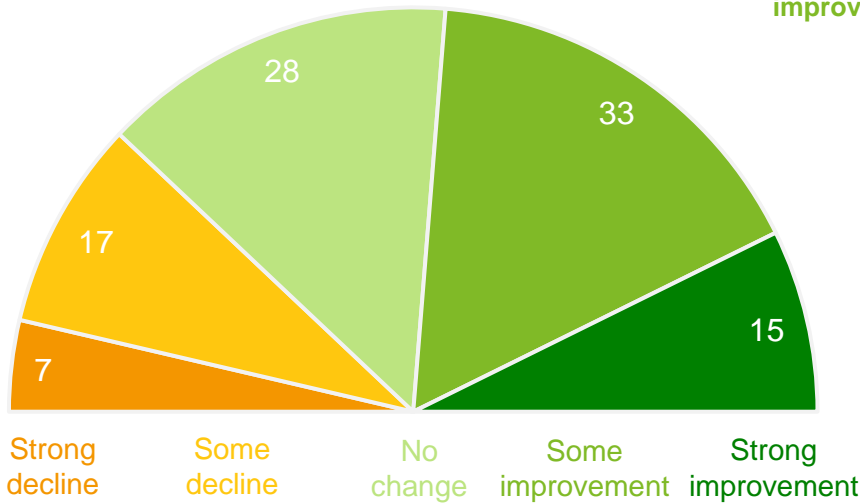
Economic confidence over next 12 months

Economic confidence

% of respondents

47%

Expecting improvement



47% of businesses expect their economic situation to improve over the next 12 months. Confidence has dropped from 58% who were expecting some improvement last year.

Views are similar across the business community.

Variances across the community

% expecting improvement

Total	Business Owner	MD/CEO/GM	Other senior management	Sole trader	2 to 5 employees	6 to 19 employees	20+ employees	Home-based	14-34 years	35-54 years	55+ years	Ellenbrook	Guildford - Hazelmere	Malaga	Midland	Swan Valley	Other areas
47	48	50	42	44	43	55	47	38	56	53	38	50	43	78	61	45	40

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 = 137).

Issues or challenges facing local businesses

The top 5 issues facing local businesses continue to be:

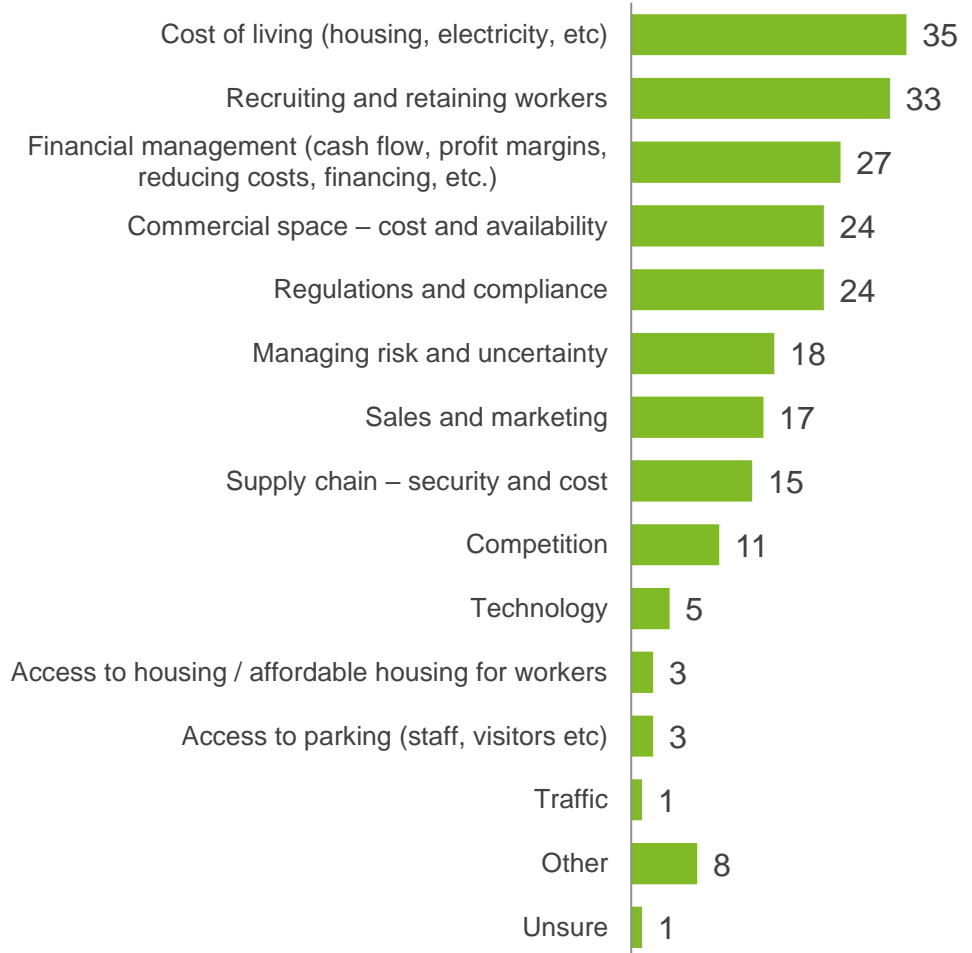
- Living costs
- Recruiting and retaining workers
- Financial management
- Costs and availability of commercial space
- Regulations and compliance

Issues vary by business type, as shown overleaf. For example:

- Sole traders are more concerned with the cost of living, and sales and marketing.
- Large businesses are more concerned with regulations and compliance, and recruiting and retaining employees.
- People in middle management are more concerned with recruiting and retaining employees, and financial management.

Issues or challenges facing businesses

% of respondents



Q. What are the main issues or challenges facing your business? Please select up to 3 choices.

Base: All respondents, excludes 'no response' (n = 158).

Issues or challenges | demographic variances

Chart highlights TOP 2 issues per group

% respondents	All respondents	Business Owner	MD/CEO/GM	Other senior management	Sole trader	2 to 5 employees	6 to 19 employees	20+ employees	Home-based	14-34 years	35-54 years	55+ years	Bullsbrook	Ellenbrook	Guildford - Hazelmere	Malaga	Midland	Swan Valley	Other areas
Cost of living (housing, electricity, etc)	35	39	13	33	65	32	27	26	42	30	38	31	40	38	10	25	41	24	40
Recruiting and retaining workers	33	30	38	58	6	34	39	47	24	30	31	36	70	29	40	67	29	18	20
Financial management (cash flow, profit margins, reducing costs, financing, etc.)	27	25	19	50	29	25	24	21	21	20	25	25	20	29	20	25	29	35	40
Commercial space: cost and availability	24	25	19	25	18	36	18	26	24	30	31	22	10	43	30	21	32	18	33
Regulations and compliance	24	23	38	25	24	23	27	42	34	20	23	33	40	19	10	21	15	41	33
Managing risk and uncertainty	18	18	31	8	12	14	33	21	18	40	18	18	10	10	0	29	17	24	20
Sales and marketing	17	18	19	0	47	14	3	16	26	0	16	18	10	5	30	13	20	18	17
Supply chain – security and cost	15	16	19	8	18	11	27	11	8	10	18	15	10	0	0	25	22	24	7
Competition	11	11	19	8	12	13	6	16	8	20	13	7	10	10	10	13	7	6	17
Technology	5	6	0	0	12	2	6	11	5	0	5	7	20	0	0	8	0	12	3
Access to housing / affordable housing for workers	3	3	0	8	0	4	0	5	3	0	2	4	0	5	0	0	5	6	0
Access to parking (staff, visitors etc)	3	3	0	8	0	4	6	0	0	10	5	0	0	0	0	0	10	0	0
Traffic	1	1	6	0	0	0	3	5	0	0	2	2	0	0	0	0	5	0	0

Q. What are the main issues or challenges facing your business? Please select up to 3 choices.

Base: All respondents, excludes 'no response' (n = 143)

MARKYT  industry comparisons


Overall Performance | with industry comparisons


The 'Overall Performance Index Score' is a combined measure of the City of Swan as a 'place to work or operate a business' and as a 'governing organisation'. The City's overall performance index score is 64 out of 100, 7 points above the industry average and an improvement of 4 index points over the past year.

Overall Performance Index Score

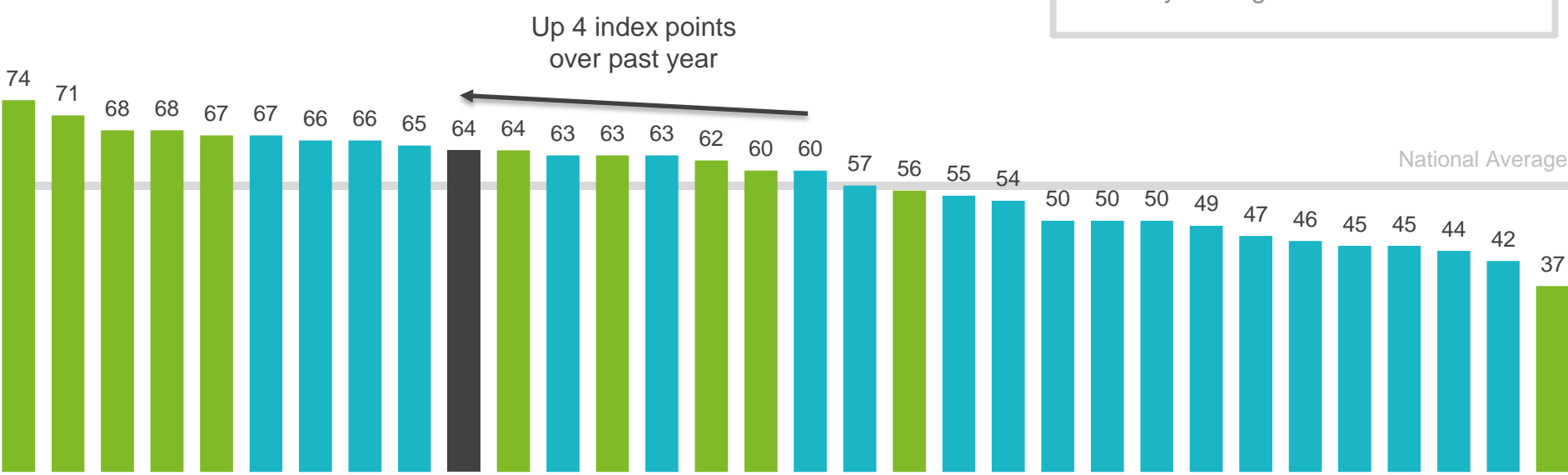
average of 'place to work or operate a business' and 'governing organisation'

- City of Swan
- Metropolitan councils
- Regional councils

MARKYT  **Industry Standards**
Performance Index Score



City of Swan	64
Industry High	74
Industry Average	57



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 local business communities.

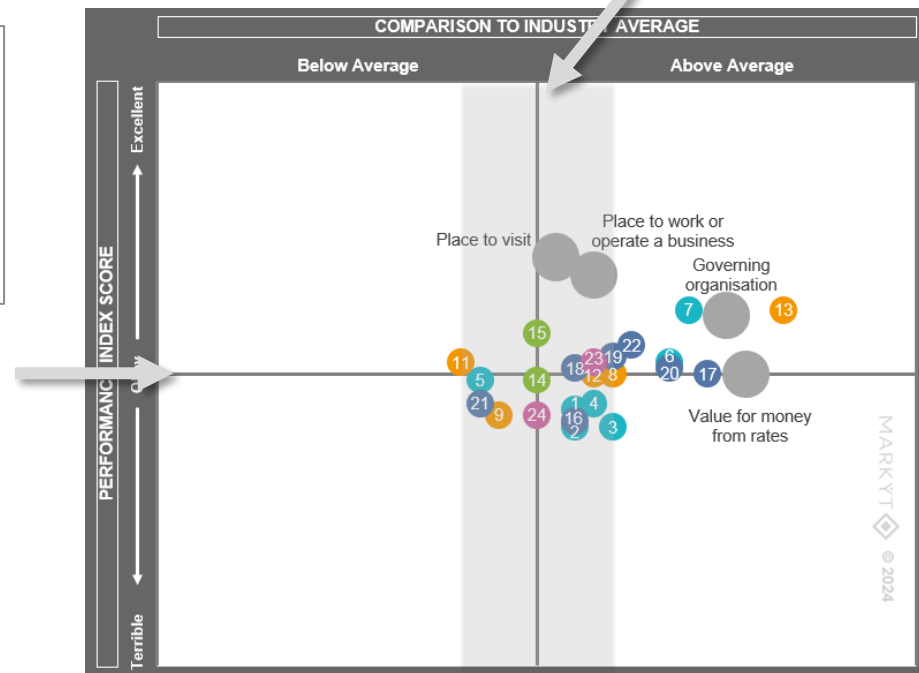
There are two dimensions. The vertical axis maps business perceptions of performance for individual measures. The horizontal axis maps performance relative to the MARKYT® Industry Standards.

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

Services are grouped in five areas:

- Performance
- Prosperity
- Planet
- Place
- People

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

PERFORMANCE INDEX SCORE

Excellent

Okay

Terrible

Below Average

Above Average

Place to visit

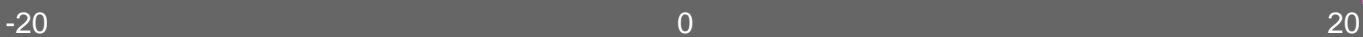
Place to work or operate a business

Governing organisation

Value for money from rates

MARKYT  © 2024

- 1 Council's leadership
- 2 Advocacy and lobbying
- 3 Consultation
- 4 Communication
- 5 Ease of doing business
- 6 Embracing innovation/technology
- 7 Customer service
- 8 Business / investor attraction
- 9 Support/retain existing businesses
- 10 Business Engagement Program
- 11 Business events / networking
- 12 Education, training and PD
- 13 Tourism attractions and services
- 14 Sustainable practices
- 15 Waste management
- 16 Planning and building approvals
- 17 Responsible growth/development
- 18 Footpaths and shared use paths
- 19 Bike lanes and networks
- 20 Local roads
- 21 Parking management
- 22 Public transport
- 23 Lighting of streets/public places
- 24 Safety and crime prevention



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

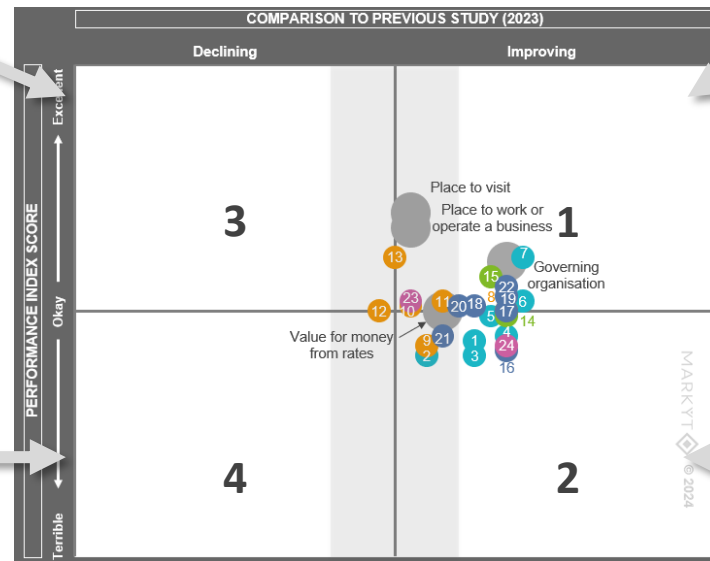
MARKYT  business trends

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

Window 3 includes higher performing services in decline. **Review** areas that dropped marginally:

- Access to education, training and professional development services

Window 4 includes lower performing areas in decline. There were no services in this window this year.



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

- Governing organisation
- Customer service
- Embracing change, innovation, technology
- Attracting businesses and investors
- Public transport
- Bike lanes and footpaths
- Local roads
- Waste management

Window 2 includes lower performing areas that are improving. **Celebrate progress** and continue to work on areas such as:

- Council's leadership
- Consultation and communication
- Ease of doing business with the City
- Responsible growth and development
- Planning and building approvals
- Sustainable practices
- Safety and crime prevention

MARKYT Business Trends Window

COMPARISON TO PREVIOUS STUDY (2023)



MARKYT  Business Priorities

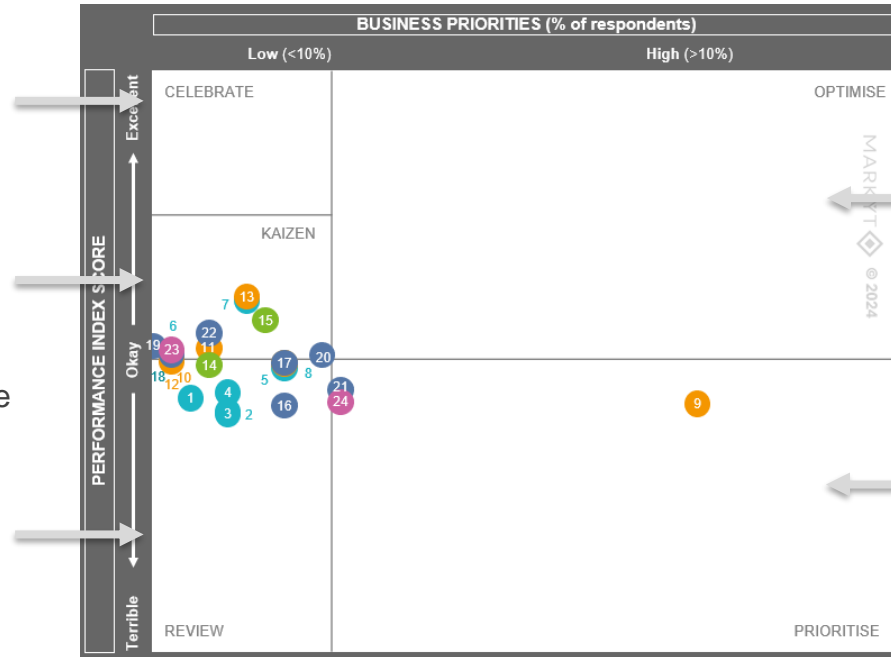
How to read the MARKYT Business Priorities

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

CELEBRATE the City'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 business community would like enhancements to better meet their needs.

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

Services are grouped in five areas:

- Performance
- Prosperity
- Planet
- Place
- People

MARKYT Business Priorities

BUSINESS PRIORITIES (% of respondents)

Low (<10%)

High (>10%)

Excellent

PERFORMANCE INDEX SCORE

Okay

Terrible

OPTIMISE

KAIZEN

MARKYT  © 2024

CELEBRATE

REVIEW

PRIORITISE

0 5 10 15 20 25 30 35

- 1 Council's leadership
- 2 Advocacy and lobbying
- 3 Consultation
- 4 Communication
- 5 Ease of doing business
- 6 Embracing innovation/technology
- 7 Customer service
- 8 Business / investor attraction
- 9 Support/retain existing businesses
- 10 Business Engagement Program
- 11 Business events / networking
- 12 Education, training and PD
- 13 Tourism attractions and services
- 14 Sustainable practices
- 15 Waste management
- 16 Planning and building approvals
- 17 Responsible growth/development
- 18 Footpaths and shared use paths
- 19 Bike lanes and networks
- 20 Local roads
- 21 Parking management
- 22 Public transport
- 23 Lighting of streets/public places
- 24 Safety and crime prevention

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

Q. Where would you like the City of Swan to focus on improving? Base: All respondents, excludes no response (n = 95)

Performance levels

Business Sentiment

Level of agreement

% of respondents



MARKYT Industry Standards

% total agree

City of Swan			Industry Average	Industry High
2023	2024	Trend		
21	27	▲	27	46
16	23	▲	33	38

% total agree	Total	Business Owner							Home-based			55+ years			Other areas						
		MD/CEO/GM	Other senior management	Sole trader	2 to 5 employees	6 to 19 employees	20+ employees	Home-based	Non home-based	14-34 years	35-54 years	55+ years	Bullsbrook	Ellenbrook	Guildford - Hazelmere	Malaga	Midland	Swan Valley	Other areas		
Communicated a clear vision for the region	27	27	31	30	18	26	35	28	21	33	40	27	31	13	35	13	32	28	29	25	
Good understanding of issues and challenges	23	22	25	40	18	25	26	22	24	29	30	24	30	13	35	13	27	24	8	29	

Q. How strongly do you agree or disagree with the following statements about the City of Swan:

Base: All respondents, excludes 'no response' (n = varies from 133 to 135)

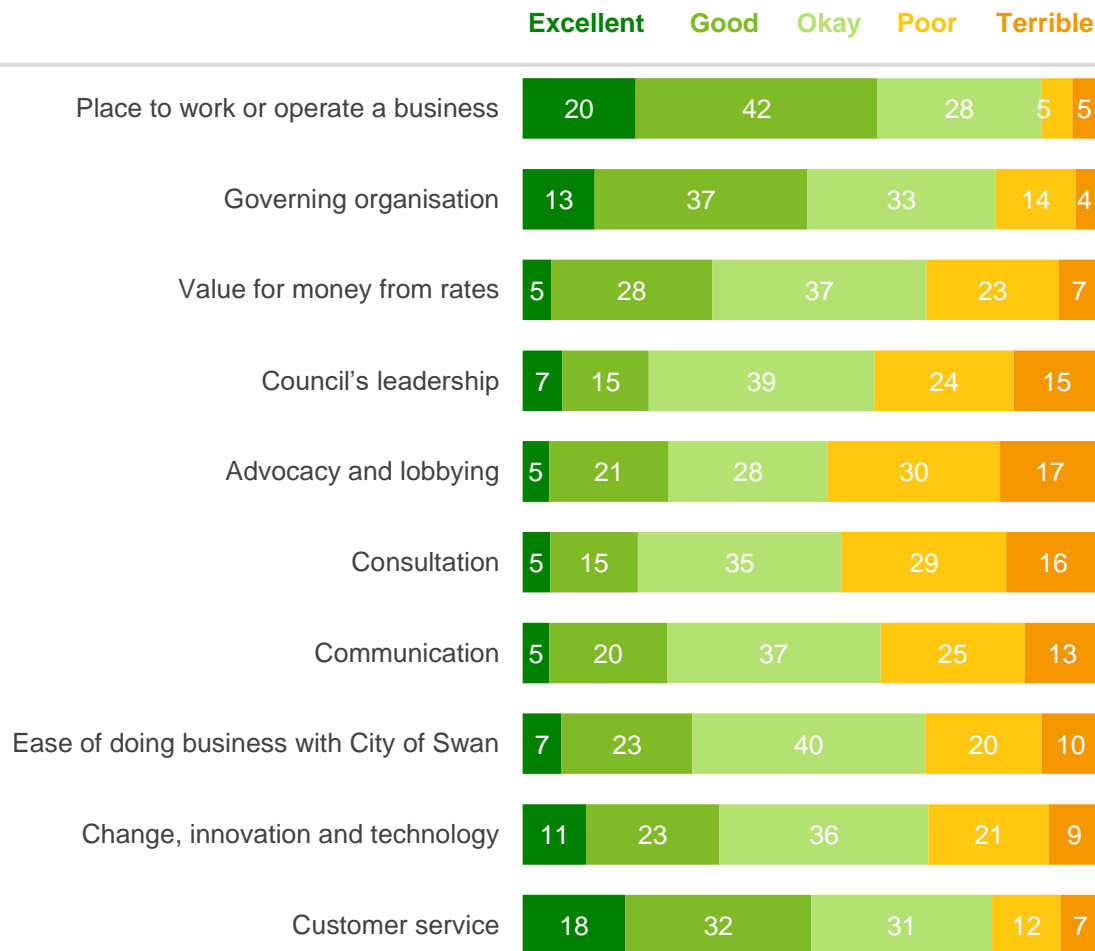
Performance ratings

Performance ratings

% of respondents



Performance



MARKYT Industry Standards

Performance Index Score / 100

City of Swan			Industry Average	Industry High
2023	2024	Trend		
66	67	=	64	79
53	60	▲	50	69
47	50	=	39	58
39	44	▲	42	61
39	41	=	39	60
36	41	▲	37	52
38	45	▲	42	61
43	49	▲	52	62
44	52	▲	45	62
53	61	▲	53	64

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

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

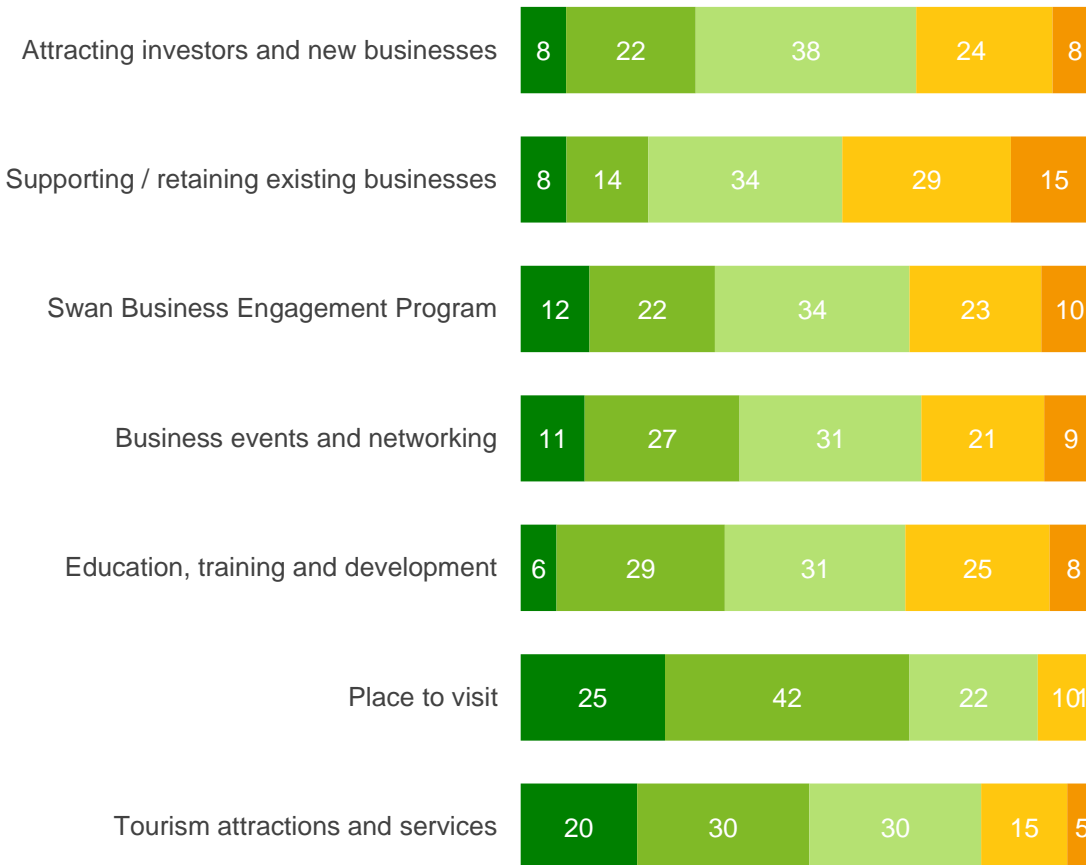
Performance ratings

Performance ratings

% of respondents



Excellent Good Okay Poor Terrible



MARKYT Industry Standards

Performance Index Score / 100

City of Swan			Industry Average	Industry High
2023	2024	Trend		
43	50	▲	46	50
41	43	=	45	58
50	51	=	NA	NA
49	52	=	56	61
51	50	=	47	64
69	70	=	69	82
61	61	=	48	64

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

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




Performance ratings

MARKYT Industry Standards

Performance Index Score / 100

Performance ratings

% of respondents

		Excellent	Good	Okay	Poor	Terrible	City of Swan			Industry Average	Industry High	
		2023	2024	Trend	2023	2024	Trend	2023	2024	Trend	2023	2024
 Planet	Sustainability and climate change	5	22	41	30	2	42	49	▲	49	62	
	Waste management services	11	32	38	13	6	51	57	▲	57	68	
 Place	Planning and building approvals	7	14	41	18	20	35	42	▲	40	57	
	Responsible growth and development	5	29	34	22	9	43	50	▲	41	57	
	Footpaths and shared use paths	7	30	35	17	11	46	51	▲	49*	66*	
	Bike lanes and networks	12	23	38	18	9	46	53	▲	49*	66*	
	Local roads	7	26	41	18	8	47	51	▲	44	69	
	Parking management	2	27	35	20	15	42	45	=	48	57	
	Access to public transport	12	20	47	16	5	48	55	▲	50	80	
 People	Lighting of streets and public places	7	25	43	17	7	51	52	=	49	65	
	Safety and crime prevention	3	21	35	27	14	36	43	▲	43	66	

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

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

*Benchmark: Footpaths, trails and cycleways

Summary of business variances

Summary of business variances

Index Score / 100	Total	Business Owner	MD/CEO/GM	Other senior management	Sole trader	2 to 5 employees	6 to 19 employees	20+ employees	Home-based	14-34 years	35-54 years	55+ years	Bullsbrook	Ellenbrook	Guildford - Hazelmere	Malaga	Midland	Swan Valley	Other areas
Overall place to work or operate a business	67	67	70	61	66	64	70	70	64	75	65	65	63	69	58	72	66	58	68
Governing organisation	60	60	58	61	53	61	59	62	53	66	59	57	50	63	47	66	60	57	54
Value for money from rates	50	51	42	50	48	49	49	52	49	52	49	48	50	51	50	54	49	57	45
Council's leadership	44	44	42	46	41	41	50	48	39	53	41	47	28	48	33	54	49	35	48
Advocacy and lobbying	41	44	35	25	44	41	44	38	42	46	39	43	25	48	33	48	39	31	42
Consultation	41	40	42	50	40	41	44	38	38	42	41	41	50	48	25	51	35	36	37
Communication	45	44	50	44	42	41	53	44	44	50	44	46	43	50	46	56	39	50	43
Ease of doing business with CoS	49	49	48	50	48	49	50	51	46	60	51	46	47	57	53	56	47	46	44
Change, innovation and technology	52	51	57	50	46	49	58	56	43	63	48	52	43	55	50	65	51	48	50
Customer service	61	61	57	69	64	59	62	61	63	59	61	58	64	63	71	60	55	63	69
Attracting investors and new businesses	50	51	50	43	63	44	52	54	46	59	49	47	47	62	40	63	46	52	50
Supporting / retaining existing businesses	43	43	45	40	50	36	44	50	43	67	41	40	44	44	30	50	41	39	38
Swan Business Engagement Program	51	51	61	38	58	45	54	56	49	64	51	49	50	57	75	61	49	38	48
Business events and networking	52	52	52	53	68	46	57	53	52	69	51	52	35	59	40	56	54	52	51
Education, training and development	50	50	57	36	60	44	63	41	52	61	49	48	40	52	58	52	49	50	49
Place to visit	70	70	77	63	71	70	70	68	73	68	70	70	66	77	69	68	65	67	78
Tourism attractions and services	61	60	71	59	65	54	71	63	57	61	64	58	55	68	70	59	59	71	58

Summary of business variances

Index Score / 100	Total	Business Owner	MD/CEO/GM	Other senior management	Sole trader	2 to 5 employees	6 to 19 employees	20+ employees	Home-based	14-34 years	35-54 years	55+ years	Bullsbrook	Ellenbrook	Guildford - Hazelmere	Malaga	Midland	Swan Valley	Other areas
PLANET																			
Sustainability and climate change	49	49	63	35	50	49	55	43	51	53	46	53	50	46	50	58	47	30	58
Waste management services	57	59	52	50	67	56	60	52	55	66	61	54	53	61	50	54	58	58	51
PLACES																			
Planning and building approvals	42	42	48	38	55	36	49	41	36	47	42	43	32	45	20	52	49	18	46
Responsible growth and development	50	49	56	50	53	46	56	48	49	50	49	49	54	54	46	58	54	42	54
Footpaths and shared use paths	51	51	56	50	59	47	50	58	43	50	53	46	50	58	57	55	48	42	47
Bike lanes and networks	53	52	63	43	62	52	48	55	45	60	55	46	63	57	54	54	51	58	54
Local roads	51	51	55	42	54	50	51	49	47	59	51	49	44	55	50	60	48	48	51
Parking management	45	45	52	41	47	42	47	46	43	43	44	46	53	51	47	51	38	50	43
Access to public transport	55	57	48	44	59	53	61	46	51	55	55	52	41	51	61	60	61	59	48
PEOPLE																			
Lighting of streets and public places	52	52	58	42	58	53	48	51	49	64	52	51	53	63	58	56	47	50	45
Safety and crime prevention	43	44	38	34	48	43	38	41	41	39	44	43	38	47	55	44	37	43	45



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