



MARKYT 

# Business Scorecard

## 2023

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Prepared for



Prepared by



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# Introduction

# The Study

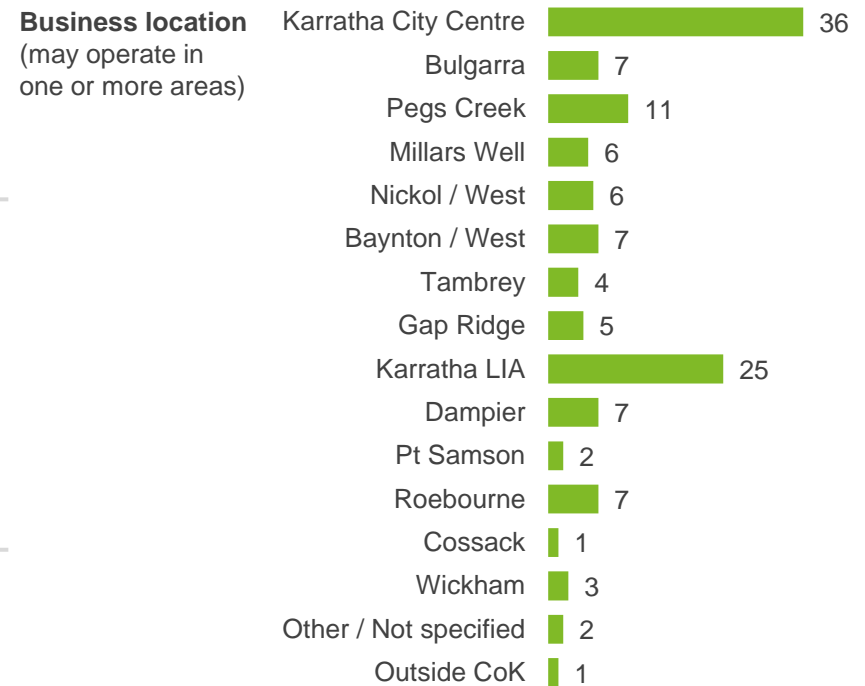
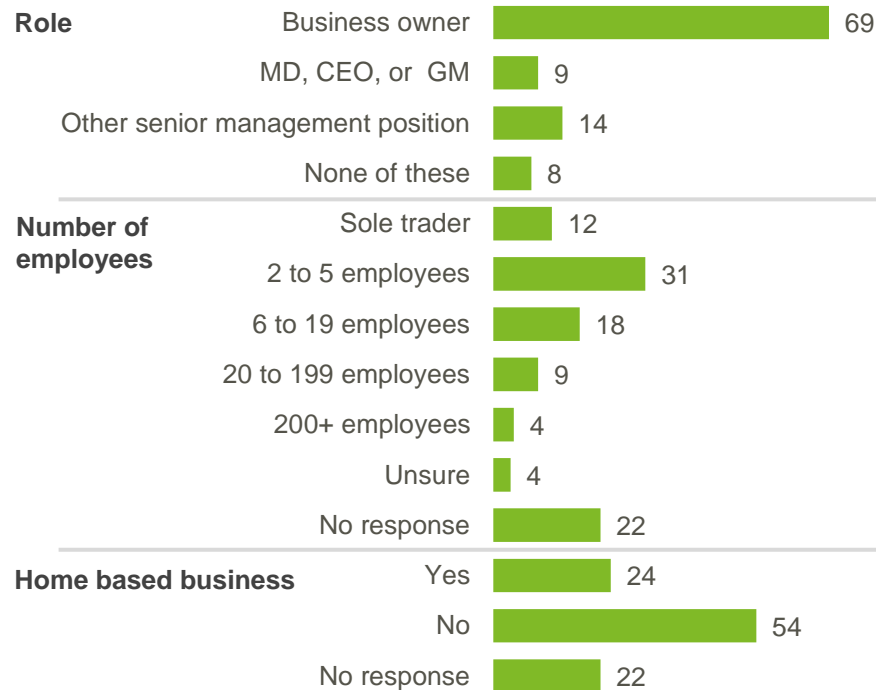
In October 2023, CATALYSE® was engaged to support the City of Karratha with a MARKYT® Business Scorecard.

CATALYSE® programmed and hosted an online scorecard and email invitations were sent to all businesses in the City's customer database. The City provided supporting promotions. **141 local businesses** 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 0 decimal places.

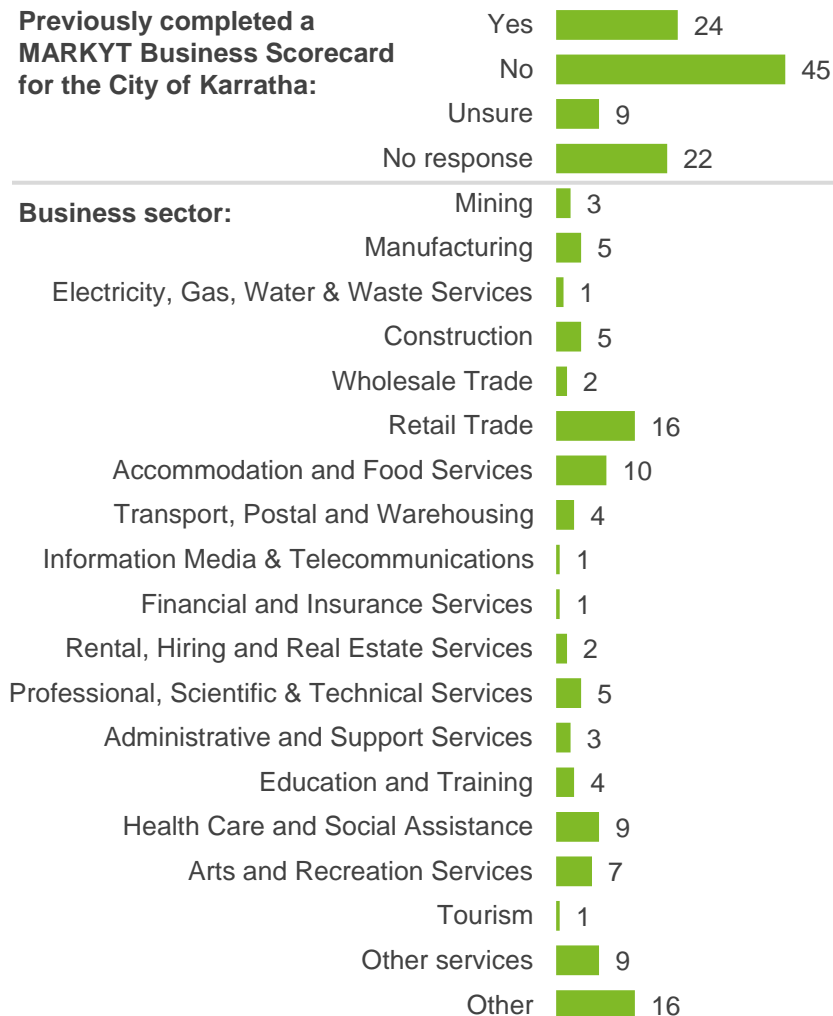
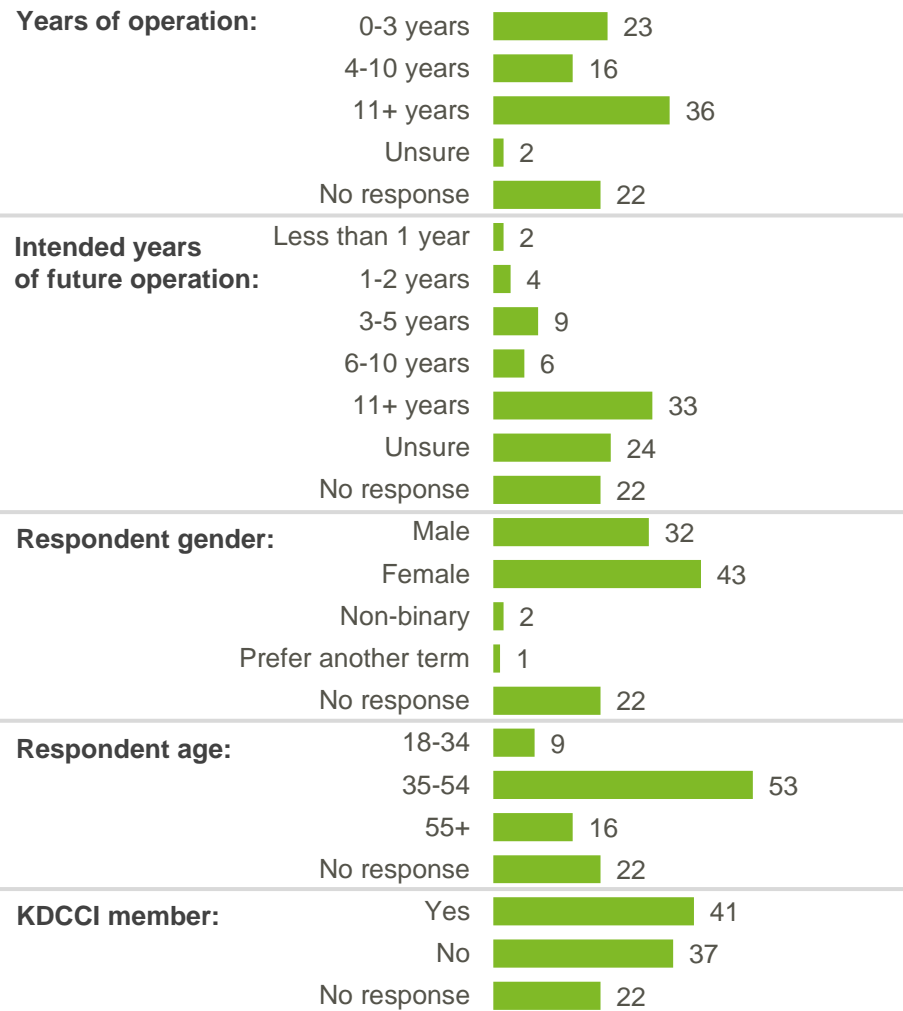
With profiling questions, role, location and business sector were compulsory. They were answered by all respondents. 78% of respondents chose to answer the optional profiling questions, 22% did not.

## Sample profile, % of respondents




# The Study (continued)

## Sample profile, % of respondents



# MARKYT Industry Standards

When three or more councils ask 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 three years**. Participating councils are listed below.

Businesses may have completed a MARKYT® Business Scorecard (indicated with a  below) or extended their MARKYT® Community Scorecard to include a sample of businesses.

## Participating Councils

 Dedicated MARKYT® Business Scorecard



# Strategic Insights

## Vision



46

% agree

Down 2% points since 2022 but still the MARKYT® Industry Leader

## Place to work or operate a business

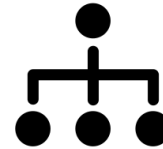


68

Performance Index Score

Down 2 index points since 2022 and 4 points above Industry Average

## Governance



62

Performance Index Score

On par with 2022 and 12 index points above Industry Average

## Value



47

Performance Index Score

Down 1 index point since 2022 and 6 points above Industry Average

### Highest scoring service areas

- Quarterly Business Breakfast Briefing
- Access to networking and training events
- Take Your Business Online grants

### Strongest, relative to other councils

- Advocacy and lobbying
- Efforts to promote the area as a desirable place to live and work
- How the business community is consulted about local issues

## Priorities



Access to affordable housing



Efforts to support and retain existing businesses

# Overall Performance | with industry comparisons

The 'Overall Performance Index Score' is a combined measure of the City of Karratha as a 'place to work or operate a business' and as a 'governing organisation'.

The City of Karratha's overall performance index score is 65 out of 100, 8 points above the MARKYT® industry average.

## Overall Performance Index Score

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

■ City of Karratha

■ Participating councils

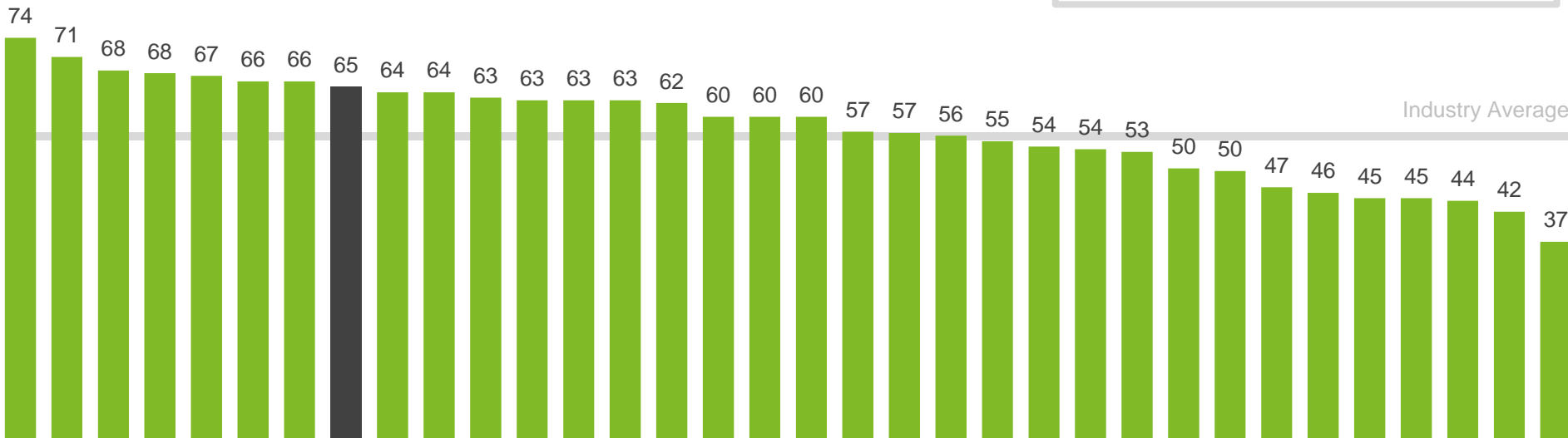
## MARKYT Industry Standards

Performance Index Score



City of Karratha	65
Industry High	74
Industry Average	57

Industry Average



# Recommendations

## 1. Develop and share a **strong and clear vision** to build economic confidence.

- 46% of business respondents agree that the City has developed and communicated a clear vision for the region.
  - While the City is setting the industry high for having a clear vision, level of agreement is down from 65% in 2020.
  - Business respondents in large businesses (20+ employees) are more likely to agree that the City of Karratha has a clear vision.
- Economic confidence is falling.
  - 59% of organisations anticipate their economic situation will improve over the next year, down from 68% last year.
  - Economic confidence is higher among Managing Directors and CEOs (69%) and in large businesses (68%).

## 2. Support local businesses to address their main concerns:

- **Costs of living in the region** – the #1 issue overall, and a more noticeable concern for young adults and sole traders.
  - How can the City provide or improve awareness of grants, subsidies and other financial support available for local businesses?
  - Can the City increase advocacy efforts, or improve communication of current advocacy efforts, to attract better financial support from State and Federal Government – such as reduced costs for flights and freight, rent subsidies, wages subsidies, grants, etc?
  - The City's advocacy score dropped from 64 points in 2020 to 48 points this year.
  - Airport services and facilities dropped from 73 points in 2020 to 55 points this year.
- **Attracting and retaining workers** – the #2 issue overall, and a more noticeable concern for Managing Directors and CEOs, and large businesses.
  - Perceived efforts to promote the region as a desirable place to live and work have been falling since 2019; down from 74 points to 54 points.
  - A lack of affordable housing is considered the biggest barrier for attracting workers.
- **Accessing affordable housing** – a universal concern among all business respondents.
  - Around 30% of businesses had accessed City accommodation - Warambie Estate (18%), The Quarter Apartment (10%), and / or through the City's Service Worker Accommodation Scheme (10%). Access was higher among Managing Directors / CEOs and in large businesses.
  - 56% of respondents rated affordable housing projects as the 1<sup>st</sup> or 2<sup>nd</sup> most important initiative for the City of Karratha to focus on. This was the clear leader from 12 initiatives tested.
- **Accessing commercial space** – a more noticeable concern for small, new and home-based businesses.

# Recommendations

3. Increase the City's efforts to build and **diversify the economy**, including tourism.
  - Economic diversity has fallen 20 points since 2020.
  - Tourism development and promotion has fallen 16 points since 2020.
4. Provide and promote the availability of **land for industrial and commercial development**.
  - The performance score has fallen 16 points since 2020.
5. Improve delivery of all **business services**:
  - Economic and business development grants (performance is down 23 points since 2020)
  - Major events, sponsorship and attraction program (performance is down 15 points since 2020)
  - Quarterly Business Breakfast Briefing (performance is down 11 points since 2020)
    - 30% of respondents indicated this was the least important initiative for the City to deliver.
    - Why has performance and perceived value dropped? How has service delivery changed since 2020?
  - Networking and training events (performance is down 10 points since 2020)
  - Take Your Business Online Grant (performance is down 8 points since 2020)
6. Review the City's promotion and adoption of **sustainable practices** (performance is down 17 points since 2020)

# Recommendations

7. Conduct **targeted business engagement** to understand and accommodate the needs of different businesses.
  - The overall score for the City's efforts to support and retain existing businesses has fallen from 58 in 2020 to 36 this year; now 9 points below the industry average.
  - Only 38% of businesses agree the City understands local needs. While up 2% points over the past year, and the best performing council in the MARKYT® benchmarking excellence program, level of agreement is down from 57% in 2020.
  - The City's business consultation score has dropped to 44 points this year. While 6 points above industry average, this result is 10 points behind the industry leader.
8. Conduct a **communications review** to determine more effective ways to reach and inform business owners about what the City of Karratha is doing to support local businesses and develop the economy.
  - Although the City's communication performance is above industry average, performance is relatively low at 48 points. It is down from 63 points in 2020.
9. Provide the business community with a **MARKYT® Business Scorecard update**.
  - Provide a clear, well considered response, based on findings from the 2023 MARKYT® Business Scorecard findings, to demonstrate that the City of Karratha is listening, values business views and opinions, and has a clear vision and action plan to address local issues and challenges.

MARKYT  business priorities

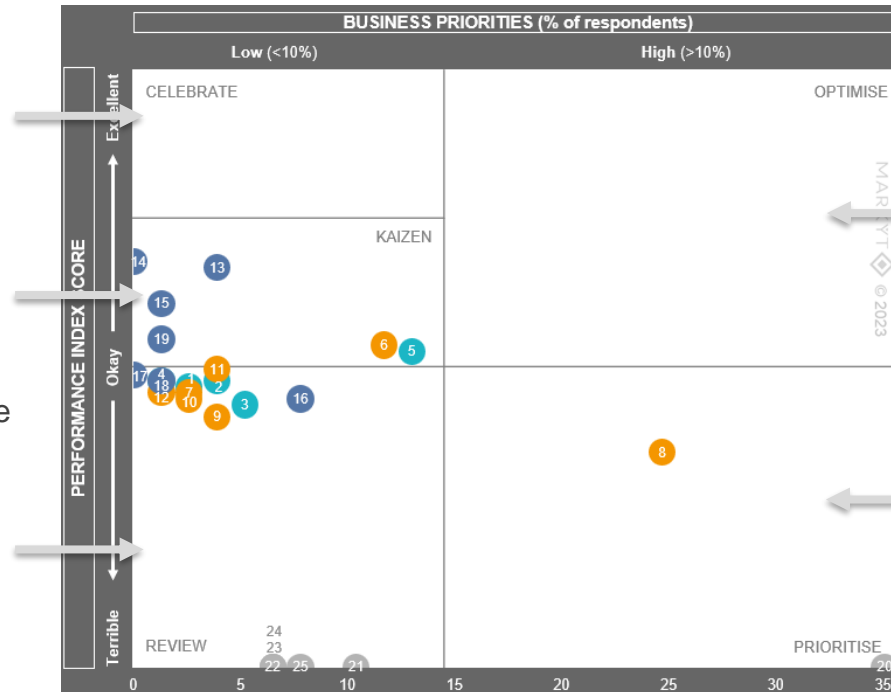
# How to read the MARKYT Business Priorities

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 community would like enhancements to better meet their needs.

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

Services are grouped in three areas:

- Leadership and engagement
- Economic development
- Business services
- Grey priority areas were unprompted issues or concerns. Performance levels were not evaluated for these service areas.

# MARKYT Business Priorities



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

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

Base: All respondents, excludes no response (n=77)

### Business Driven Actions

- Do whatever the City can to improve access to affordable and flexible housing for workers of all income levels.
- Advocate for the development of more social housing.

### Business Voices

*"Housing - availability, affordability, and insurability."*

*"Continue with all of the work being done to support the major issue of housing affordability so local business can attract staff and retain them."*

*"The same old problem. Affordable and flexible housing is a major issue for all businesses. This severely debilitates all small businesses that I know of."*

*"Housing is needed the most, all the future plans for this town depends massively on the accessibility of housing and making that housing affordable. Because a few projects go ahead the towns rentals go up in some cases 100% over the last 9 months."*

*"Provide further service worker accommodation so that businesses can retain staff."*

*"As a lot of businesses say as well, supporting 'everyday' workers with affordable accommodation is challenging."*

*"Service workers can't afford to be in this town on one income only. It creates tension and stress in the family and soon they leave. Also more affordable housing to accommodate families."*

*"In my opinion it all about the housing cost, for my case have been looking forward to a bigger house for rent, but it costs a fortune, (working from home) trying to grow the business with no funds and a bigger place has become my biggest issue."*

*"Affordable housing for key positions. Low commercial rent."*

*"Support development of more housing."*

### Business Driven Actions

- Provide more financial support for small businesses (grants, rate relief, rent relief etc).
- Investigate ways to subsidise costs of freight, wages, rent, etc.
- Reduce red tape – simplify applications for permits, grants etc.
- Consult and engage more extensively with small business owners.
- Provide local businesses with greater opportunity to win City contracts.

### Business Voices

*“Subsidise staff wages or rent.”*

*“There are no grants available to small businesses that are providing a valuable service to the community, only NFPs. I work with children in the community and have to ask other businesses for corporate sponsorships to help cover the costs of programs and training opportunities for my students, because i am not eligible for the CoK grants.”*

*“Access to affordable commercial spaces. Support for small business, not just not for profit companies.”*

*“No support for Retail sector. Freight charges and business costs are extremely high. Nearly impossible to compete. Low population numbers and expensive business costs, adds constant hurdles.”*

*“Strategise the cost of freight for small businesses Add more direct flight options to drive more visitors to our region.”*

*“More support for mobile businesses, more wholesale options, initiative to reduce freight costs, reduce stallholders fees, less red tape around mobile trading.”*

*“There are a lot of red tapes and extremely high risk to start a business in Karratha than in other big cities considering the cost, uncertainty, maintenance, and increasing council rate, insurance and strata levies.”*

*“To ensure the economy diversification, the city should better support and incentivise the existing and prospective small business owners. The City should consult wider community and residents instead of only a few same businesses.”*

*“Do not rely on only one or two organisations to develop the cities. There are politics and power in the organisations, which do not benefit a city's growth. Need more consultancy from various stakeholders and organisations instead of hearing particular opinions.”*

*“Support local businesses. Pay the fair price for local companies. Stop giving contracts to companies that are not in the local government. The City of Karratha is not any different to the large mining companies. Not willing to pay the fair local market value for services.”*

Economic confidence

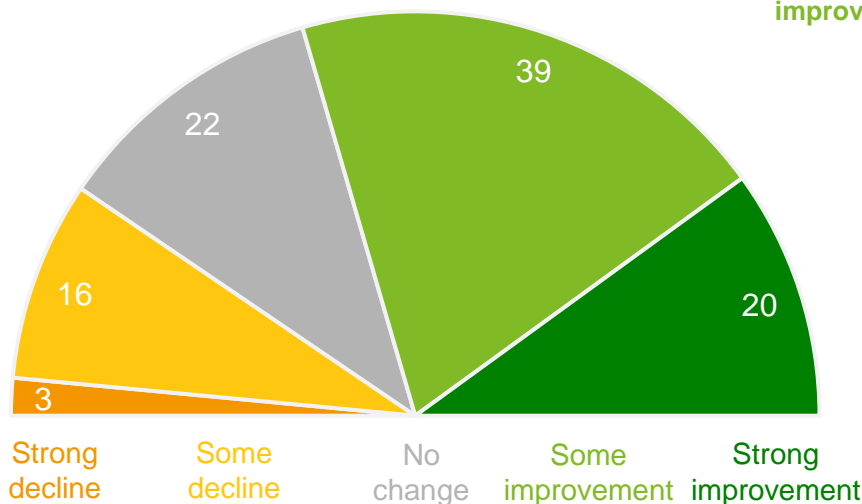
# Economic confidence over next 12 months

## Economic confidence

% of respondents

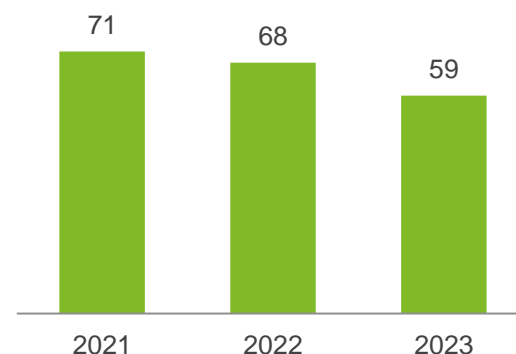
59%

Expecting improvement



## Trend Analysis

% of businesses expecting their own economic situation to improve over the next 12 months



## Variances across the community

% expecting improvement

Business location

Years of operation

Future intentions

Respondent profile

Total	Business Owner	MD/CEO/GM	Other senior management	Sole trader	2 to 5 employees	6 to 19 employees	20+ employees	Home-based business	Karratha CBD	Karratha LIA	Karratha suburbs	0 to 3 years	4 to 10 years	11+ years	Stay 0-10 years	Stay 11+ years	Unsure	Male	Female	18-34 years	35-54 years	55+ years	KDCCI member	Non-member
59	60	69	41	47	66	42	68	59	63	61	59	64	61	53	53	64	52	62	59	50	55	70	57	58

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

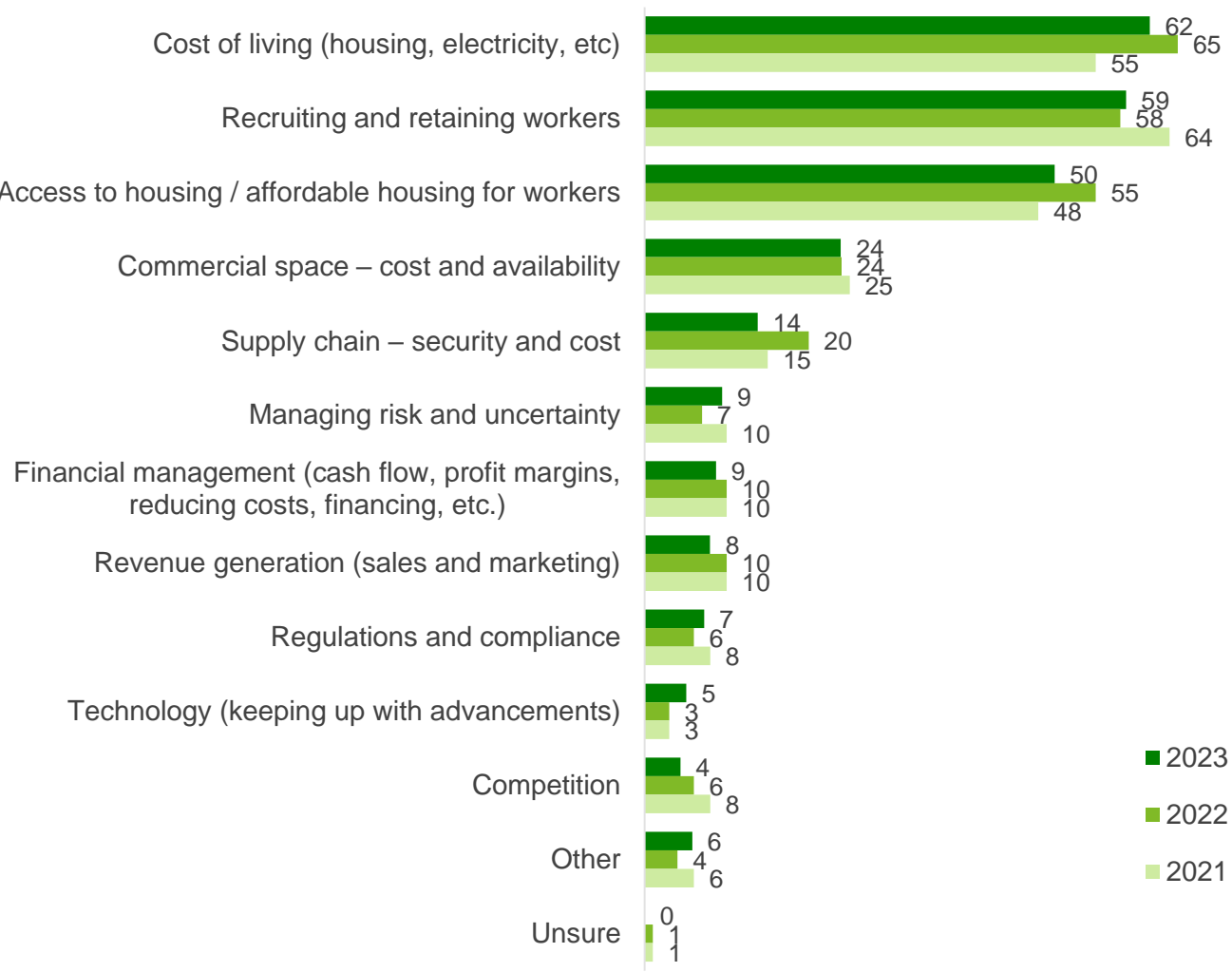
Base: All respondents, excludes 'unsure' and 'no response' (n = 134).

# Key issues and challenges

# Issues or challenges facing businesses

## Issues or challenges facing businesses

% of respondents



The key challenges continue to be living costs, staff recruitment and retention, and housing.

Challenges vary across the business community.

- Living costs were more likely to be mentioned by younger adults and sole traders.
- Staff recruitment and retention, and access to housing received more mentions from Managing Directors, CEOs and General Managers who work for larger organisations.
- Accessing commercial space received more mentions among small, new and home-based businesses.

# Issues or challenges | demographic variances

Chart highlights top 2 issues per group

	Role				Business size				Home-based	Location			Years of operation			Future intentions			Gender		Age			KDCCI m/ship	
% respondents	Total	Business Owner	MD/CEO/GM	Other senior management	Sole trader	2 to 5 employees	6 to 19 employees	20+ employees	Home-based business	Karratha CBD	Karratha LIA	Karratha suburbs	0 to 3 years	4 to 10 years	11+ years	Stay 0-10 years	Stay 11+ years	Unsure	Male	Female	18-34 years	35-54 years	55+ years	KDCCI member	Non-member
Cost of living	62	59	69	63	82	52	64	63	65	52	68	66	70	52	65	60	61	68	60	67	83	63	52	62	63
Recruiting/retaining workers	59	50	100	63	6	41	84	89	15	62	74	48	27	39	80	40	59	65	56	55	42	53	70	62	48
Access to housing	50	44	85	63	29	34	60	74	26	50	62	44	36	30	61	40	61	32	49	45	67	43	48	60	31
Commercial space	24	29	0	16	29	39	16	5	29	30	18	23	48	30	8	30	20	29	27	25	33	29	9	24	27
Supply chain	14	16	0	21	12	16	12	16	18	14	9	16	12	22	12	13	13	15	11	17	0	16	13	10	17
Managing risk / uncertainty	9	14	0	0	18	11	8	11	15	16	3	8	9	22	8	20	7	9	16	7	25	11	4	10	12
Financial management	9	8	15	11	12	7	8	21	18	12	3	8	12	9	10	0	9	21	11	8	8	12	4	9	12
Revenue generation	8	9	0	5	6	16	0	0	18	10	3	8	15	9	4	13	4	9	4	10	8	5	17	7	10
Regulations and compliance	7	7	0	5	6	7	12	5	9	6	0	13	9	9	6	3	13	3	0	12	0	9	4	5	10
Technology	5	2	15	5	0	7	4	5	3	4	6	5	0	4	6	3	7	3	7	3	8	3	9	5	4
Competition	4	5	8	0	6	9	0	0	3	8	0	3	9	4	2	7	0	9	4	3	0	5	4	2	8

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

Base: All respondents, excludes 'no response' (n = 138).

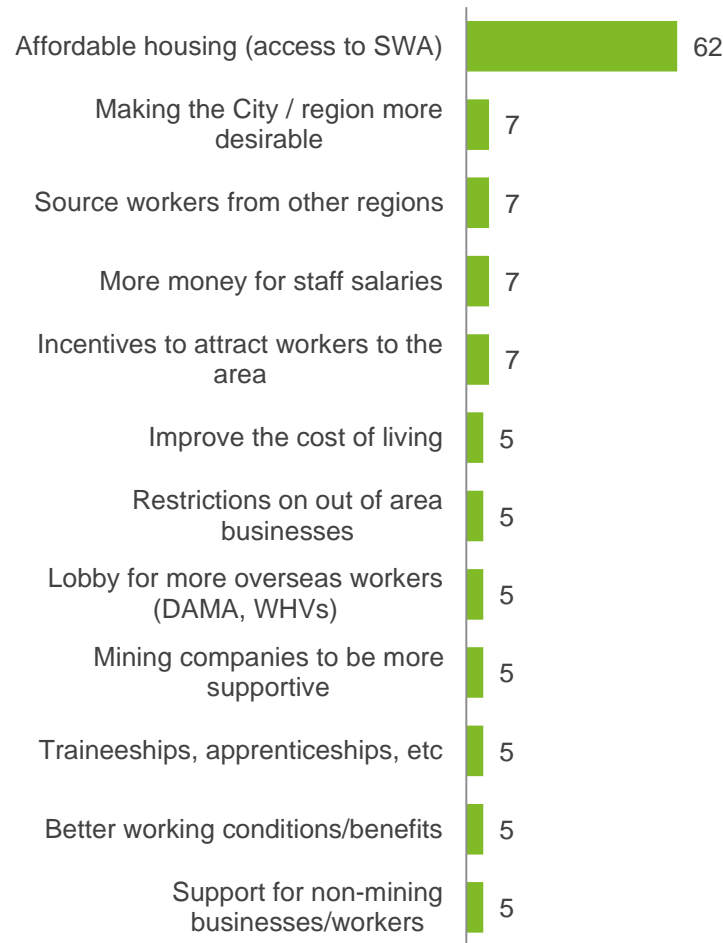
# Worker recruitment and retention

# Worker recruitment and retention

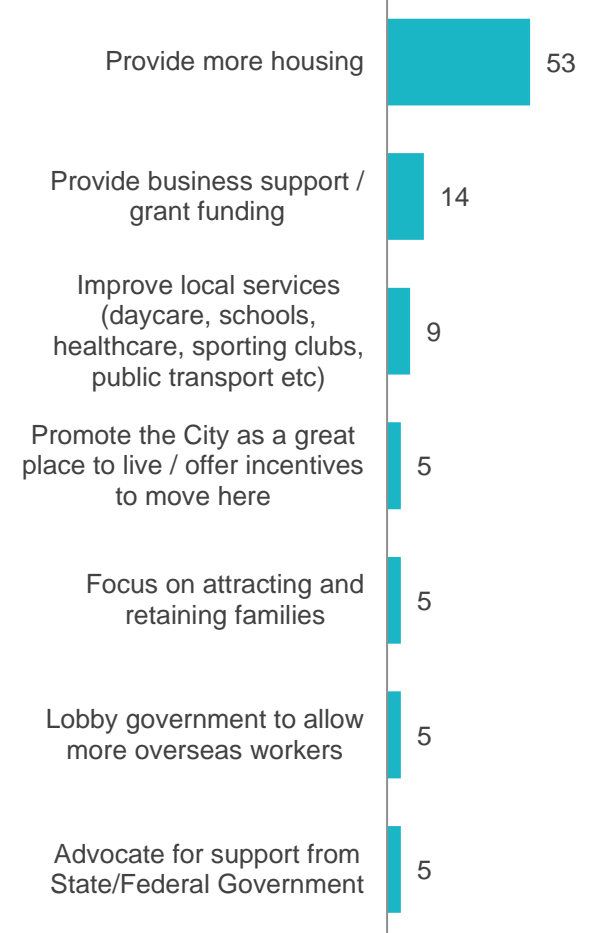
## Challenges % of respondents



## Ideal solutions % of respondents



## How the City can support organisations % of respondents



Q. In relation to recruiting and retaining workers, please describe your specific challenges, ideal solutions and how the City can support your organisation.

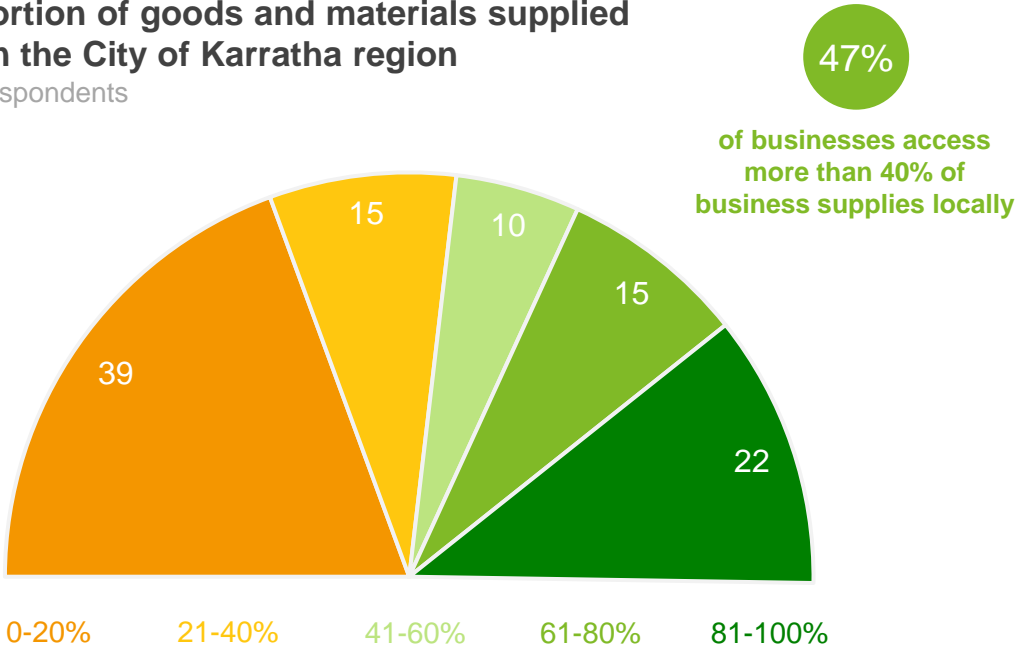
Base: Respondents who consider "Recruiting and retaining workers" to be a challenge for their business, excludes 'no response' (n = varies from 58 to 60). \*Charts show responses 5% and higher.

Buying local

# Buying local

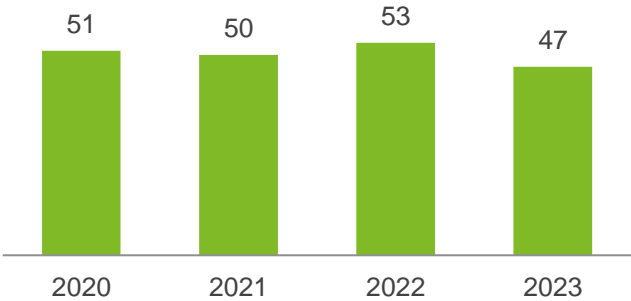
## Proportion of goods and materials supplied within the City of Karratha region

% of respondents



## Trend Analysis

% of businesses that access more than 40% of goods and materials within the City of Karratha region



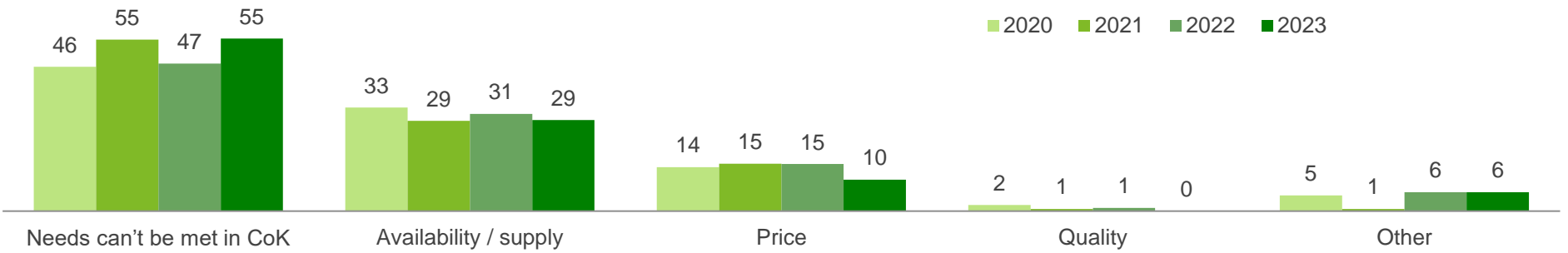
## Variances across the community

% of businesses that access more than 40% of goods and materials within the City of Karratha region

							Business location																	
Total	Business Owner	MD/CEO/GM	Other senior management	Sole trader	2 to 5 employees	6 to 19 employees		Home-based business	Karratha CBD	Karratha LIA	Karratha suburbs	0 to 3 years	4 to 10 years	11+ years	Stay 0-10 years	Stay 11+ years	Unsure	Male	Female	18-34 years	35-54 years	55+ years	KDCCI member	Non-member
46	48	64	29	38	43	48	61	38	38	47	53	38	48	51	40	50	44	51	41	55	44	43	44	47

# Reasons for sourcing goods outside City of Karratha

Reasons for purchasing from outside CoK region  
 % of respondents



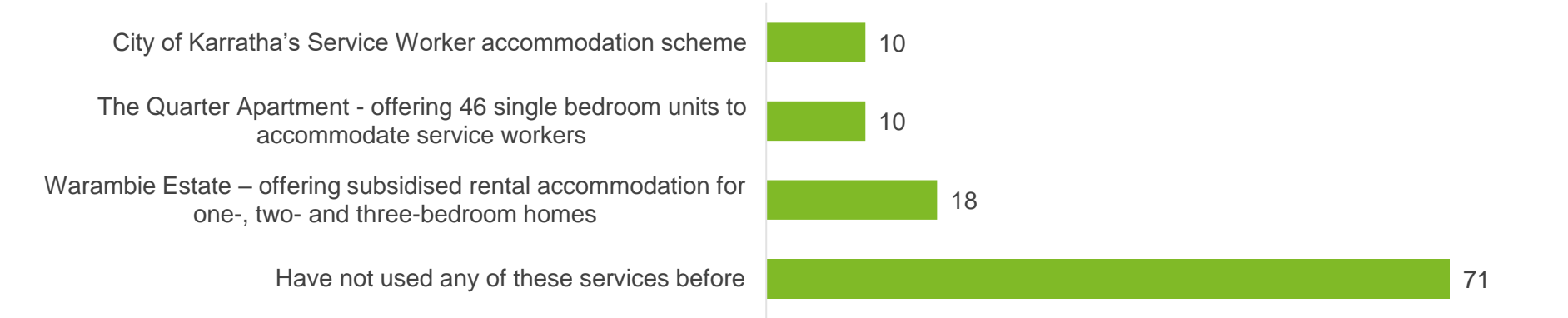
% respondents	Role				Business size				Home-based	Location			Years of operation			Future intentions			Gender		Age			KDCCI m/ship	
	Total	Business Owner	MD/CEO/GM	Other senior management	Sole trader	2 to 5 employees	6 to 19 employees	20+ employees	Home-based business	Karratha CBD	Karratha LIA	Karratha suburbs	0 to 3 years	4 to 10 years	11+ years	Stay 0-10 years	Stay 11+ years	Unsure	Male	Female	18-34 years	35-54 years	55+ years	KDCCI member	Non-member
Specialist needs that can't be met in the CoK	55	51	80	59	50	56	39	83	48	59	55	49	45	59	60	38	67	59	51	61	27	60	59	58	54
Availability / supply	29	29	20	35	29	28	39	17	21	28	34	30	34	18	29	34	23	28	30	26	55	22	32	29	26
Price	10	13	0	0	14	9	17	0	21	8	3	15	14	18	4	24	2	7	12	9	18	10	5	9	11

Worker accommodation services

# Usage of the City's worker accommodation services

## Worker accommodation services used by local businesses

% of respondents



% respondents	Role				Business size				Home-based	Location			Years of operation			Future intentions			Gender		Age			KDCCI m/ship	
	Total	Business Owner	MD/CEO/GM	Other senior management	Sole trader	2 to 5 employees	6 to 19 employees	20+ employees	Home-based business	Karratha CBD	Karratha LIA	Karratha suburbs	0 to 3 years	4 to 10 years	11+ years	Stay 0-10 years	Stay 11+ years	Unsure	Male	Female	18-34 years	35-54 years	55+ years	KDCCI member	Non-member
CoK Service Worker accommodation scheme	10	11	30	0	0	2	20	28	0	15	12	4	0	17	14	3	16	9	7	14	0	14	4	11	10
The Quarter Apartment	10	9	20	13	7	5	16	17	6	13	8	8	13	4	12	7	14	9	2	14	11	14	0	7	14
Warambie Estate	18	13	40	27	0	7	28	50	3	23	15	14	6	17	27	13	32	3	14	23	22	14	30	26	8
Have not used any of these services before	71	73	50	67	93	86	52	39	91	59	73	82	81	74	61	77	57	84	77	67	67	72	70	67	76

Business perceptions of service delivery

# Business sentiment

## Level of agreement

% of respondents

Strongly agree Agree Neutral / Unsure Disagree Strongly disagree

CoK has developed and communicated a clear vision for the region



CoK has a good understanding of issues and challenges facing business



CoK is having a positive impact on our business



## Trends and industry standards

% total agree

City of Karratha					Industry Average	Industry High
2019	2020	2021	2022	2023		
64	65	55	48	46	26	46
45	57	43	36	38	31	38
46	55	37	39	37	NA	NA

% total agree	Total	Role			Business size				Home-based	Location			Years of operation			Future intentions			Gender		Age			KDCCI m/ship	
		Business Owner	MD/CEO/GM	Other senior management	Sole trader	2 to 5 employees	6 to 19 employees	20+ employees	Home-based business	Karratha CBD	Karratha LIA	Karratha suburbs	0 to 3 years	4 to 10 years	11+ years	Stay 0-10 years	Stay 11+ years	Unsure	Male	Female	14-34 years	35-54 years	55+ years	KDCCI member	Non-member
Clear vision	46	45	46	45	41	41	40	79	38	39	60	44	33	57	51	40	59	38	51	48	58	47	43	50	44
Good understanding of issues and challenges	38	35	46	40	35	30	48	58	29	35	49	32	39	35	45	40	46	35	38	47	42	40	43	47	35
Positive impact on business	37	37	38	30	29	34	28	68	24	45	40	27	33	43	41	47	37	32	40	40	42	37	39	38	38

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

Base: All respondents, excludes 'no response' (n = 141)

# Performance ratings | overall, leadership & engagement

## Performance ratings

% of respondents



## Trends and industry standards

Performance Index Score

City of Karratha						Industry Average	Industry High
2019	2020	2021	2022	2023			
70	77	72	70	68	64	79	
64	72	65	62	62	50	69	
48	57	49	48	47	41	58	
58	64	57	51	48	40	60	
53	57	52	48	44	38	54	
59	63	55	55	48	43	61	
54	62	53	51	53	51	62	

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

Base: All respondents, excludes 'unsure' and 'no response' (n = varies from 91 to 141)

# Performance ratings | economic development

## Performance ratings

% of respondents

Excellent Good Okay Poor Terrible

What the City of Karratha is doing to promote the area as a desirable place to live and work



Efforts to attract investors and new businesses



Efforts to support and retain existing businesses



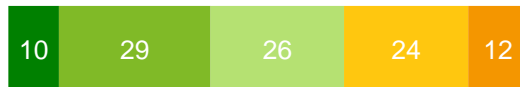
Support for start-up businesses



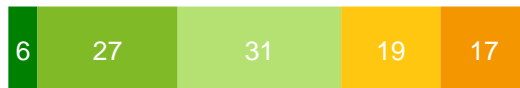
Efforts to encourage diversification of the local economy (agriculture, aquaculture, renewable energy, downstream processing, tourism, etc)



Efforts to develop and promote the region as a destination for tourists and visitors



Availability of land for industrial and commercial development



Economic development

## Trends and industry standards

Performance Index Score

City of Karratha					Industry Average	Industry High
2019	2020	2021	2022	2023		
74	73	60	57	54	48	54
62	67	56	48	46	44	48
49	58	44	42	36	45	58
50	60	50	46	42	NA	NA
62	65	56	47	45	NA	NA
67	66	56	51	50	48	64
60	62	56	53	46	NA	NA

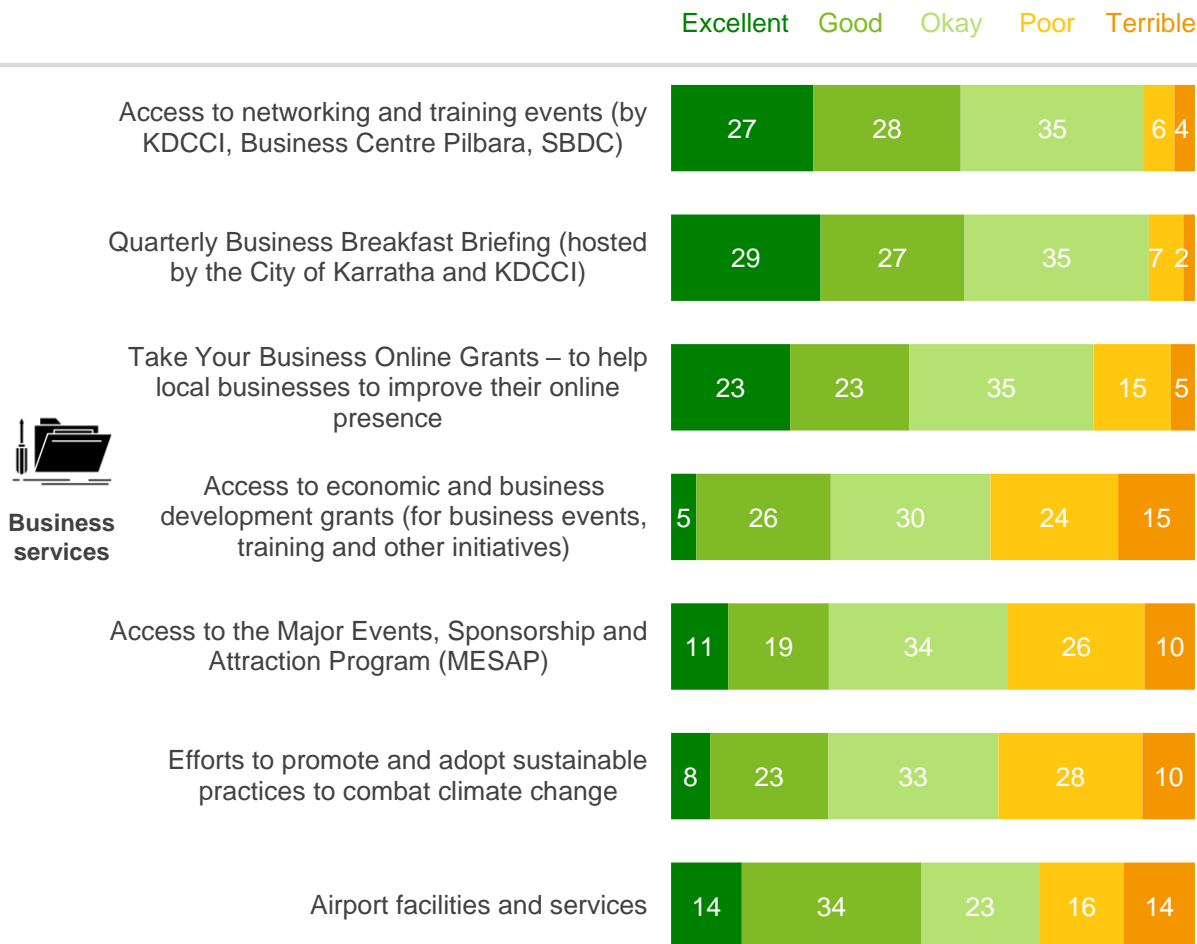
Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = varies from 88 to 113)

# Performance ratings | business services

## Performance ratings

% of respondents



**Business services**

## Trends and industry standards

Performance Index Score

City of Karratha						Industry Average	Industry High
2019	2020	2021	2022	2023			
NA	77	70	68	67	NA	NA	
73	79	73	70	68	NA	NA	
68	69	63	63	61	NA	NA	
57	68	57	53	45	NA	NA	
NA	64	56	56	49	NA	NA	
60	65	50	49	48	48	62	
73	73	67	57	55	56	63	

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

Base: All respondents, excludes 'unsure' and 'no response' (n = varies from 73 to 111)

MARKYT  Business Trends Window

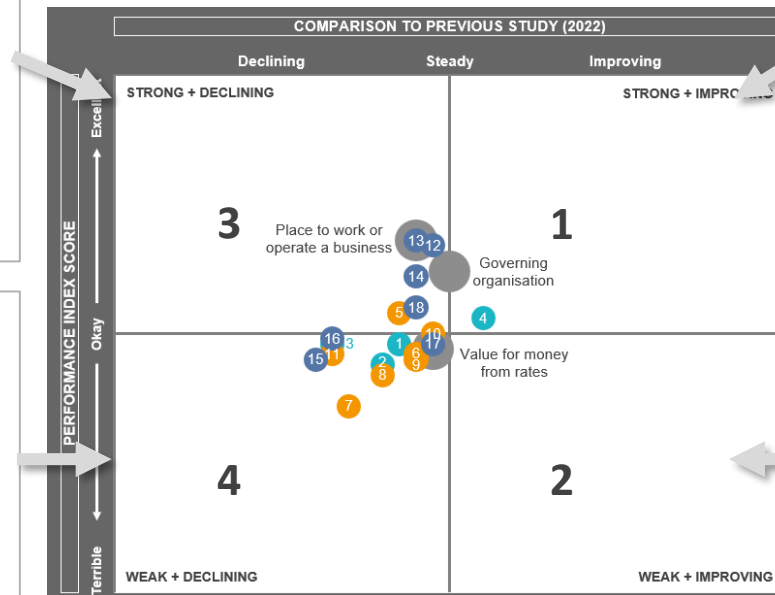
The MARKYT® Business Trends Window shows trends in performance over the past year.

**Window 3** includes higher performing services in decline, such as:

- How the area is promoted
- Airport facilities and services
- Quarterly Business Breakfast Briefings
- Take Your Business Online Grants
- Networking and training events

**Window 4** includes lower performing areas in decline. Concerns include:

- Business development grants
- Availability of land for development
- Major Events, Sponsorship and Attraction Program (MESAP)
- How businesses are consulted and informed
- Efforts to support start-up businesses and existing businesses



**Window 1** includes higher performing areas that have improved.

- Ease of doing business with the City of Karratha.

**Window 2** includes lower performing areas that are improving.

There are no service areas in this window currently.

# MARKYT Business Trends Window

## COMPARISON TO PREVIOUS STUDY (2022)



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

MARKYT  Benchmark Matrix

# 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 communities.

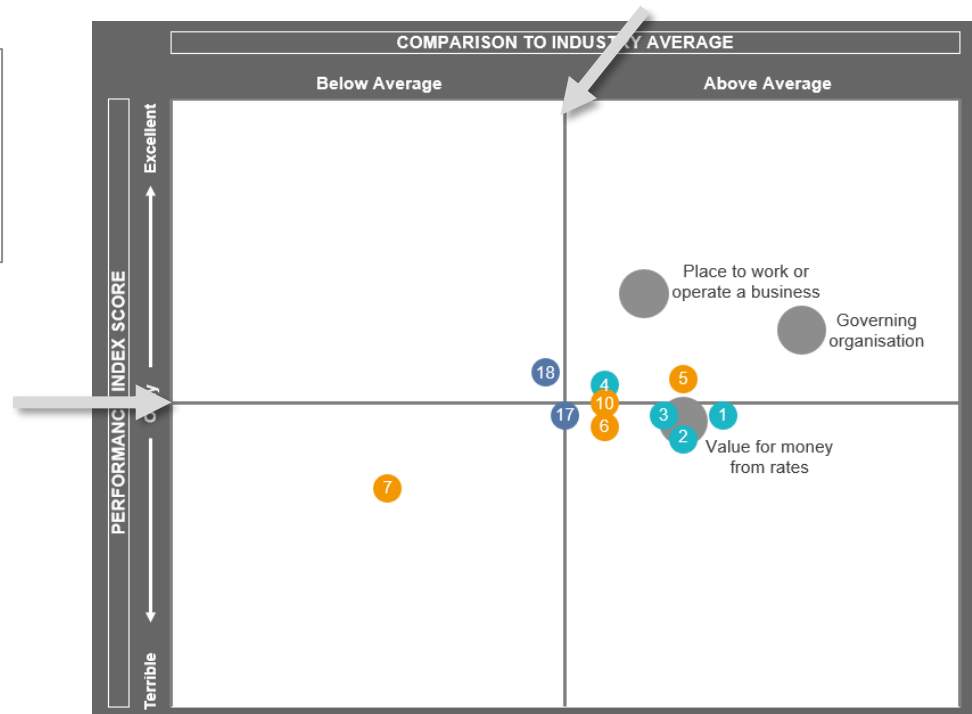
There are two dimensions. The vertical axis maps community perceptions of performance for individual measures. The horizontal axis maps performance relative to the MARKYT® Industry Standards.

Services are grouped in three areas:

- Leadership and engagement
- Economic development
- Business services

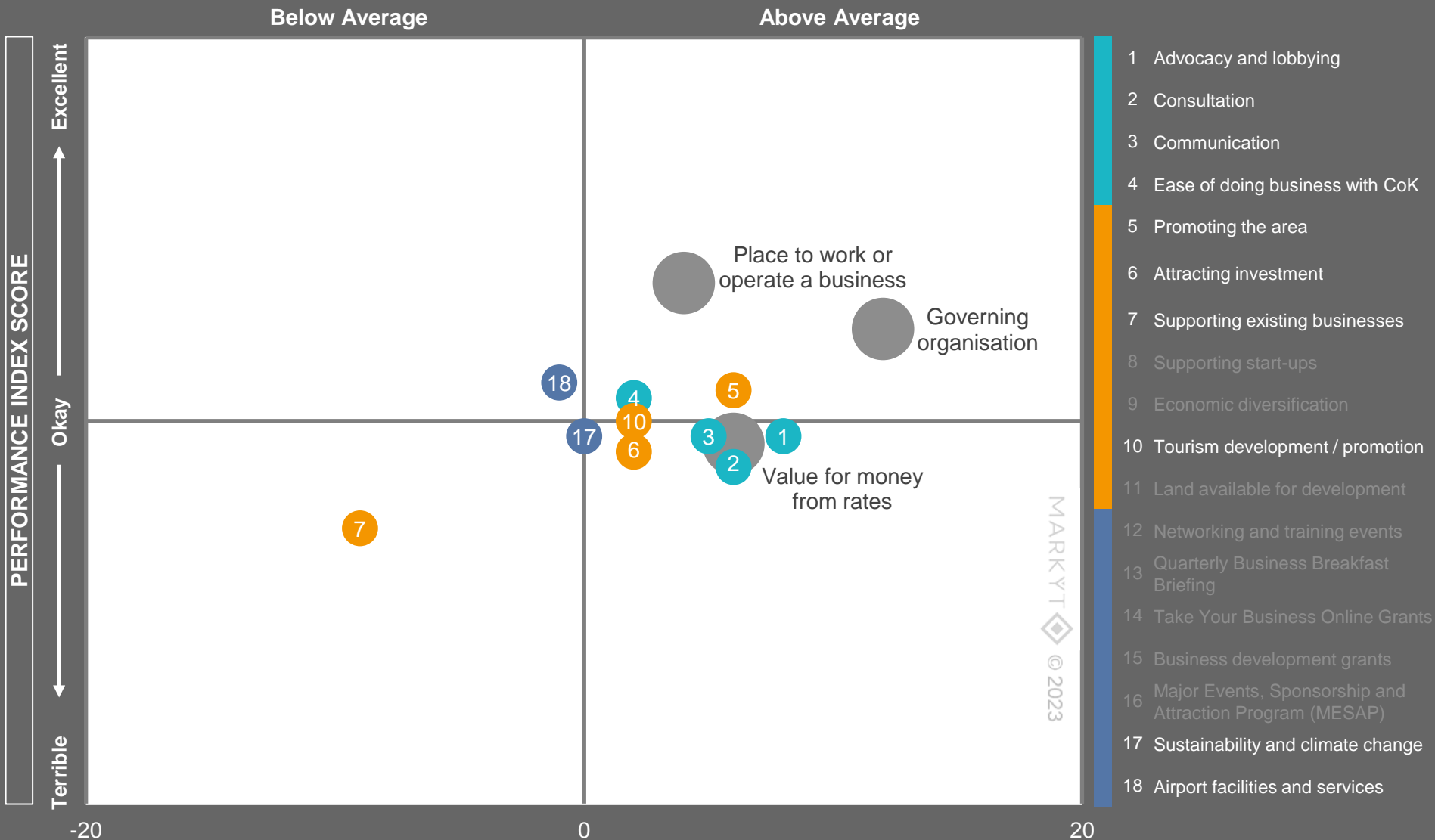
This line represents okay performance based on the MARKYT Performance Index Score. Higher performing service areas are placed above this line while lower performing areas are below it.

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



# MARKYT Benchmark Matrix

## COMPARISON TO INDUSTRY AVERAGE



Q. How would you rate performance in the following areas? Base: All respondents, excludes unsure and no response.  
Areas in grey have no benchmark data available.

# Summary of business variances

# Business variances | Overall & Leadership

		Role				Business size			Home-based	Location			Years of operation			Future intentions			Gender		Age			KDCCI m/ship	
Performance Index Score out of 100	Total	Business Owner	MD/CEO/GM	Other senior management	Sole trader	2 to 5 employees	6 to 19 employees	20+ employees	Home-based business	Karratha CBD	Karratha LIA	Karratha suburbs	0 to 3 years	4 to 10 years	11+ years	Stay 0-10 years	Stay 11+ years	Unsure	Male	Female	18-34 years	35-54 years	55+ years	KDCCI member	Non-member
Place to work or operate a business	68	66	77	65	71	65	67	71	65	66	75	67	62	68	71	66	70	65	65	69	63	67	70	64	71
Governing organisation	62	62	73	56	59	62	61	66	59	61	66	60	59	60	65	69	59	60	61	63	56	61	67	59	65
Value for money	47	46	58	41	42	47	48	53	42	50	46	46	43	56	47	50	48	45	44	49	54	46	49	46	49
Advocacy and lobbying	48	47	61	48	40	47	52	55	42	43	55	45	43	53	50	51	51	41	47	50	43	47	56	48	48
Consultation	44	43	53	45	35	44	46	53	33	39	55	42	39	40	49	46	48	38	45	45	43	44	50	43	46
Informing the community	48	49	56	43	54	41	49	59	46	47	54	45	41	56	51	50	55	38	47	49	40	49	53	48	49
Ease of doing business	53	53	61	47	50	57	55	50	49	47	62	53	52	53	54	62	52	47	52	55	50	52	60	52	54

# Business variances | Economic development

Performance Index Score out of 100	Total	Role				Business size			Home-based	Location			Years of operation			Future intentions			Gender		Age			KDCCI m/ship	
		Business Owner	MD/CEO/GM	Other senior management	Sole trader	2 to 5 employees	6 to 19 employees	20+ employees	Home-based business	Karratha CBD	Karratha LIA	Karratha suburbs	0 to 3 years	4 to 10 years	11+ years	Stay 0-10 years	Stay 11+ years	Unsure	Male	Female	18-34 years	35-54 years	55+ years	KDCCI member	Non-member
Promoting the area as a desirable place to live/work	54	51	64	64	46	54	56	61	46	51	65	49	46	58	57	53	63	43	49	59	48	54	58	58	49
Attracting investors and new businesses	46	45	64	43	44	46	41	52	38	39	54	44	37	49	51	47	51	38	42	49	25	47	54	47	44
Supporting / retaining existing business	36	34	50	39	31	35	35	46	25	32	45	34	28	40	40	32	43	32	36	38	35	36	41	36	37
Support for start-ups	42	41	55	40	47	39	47	52	38	40	50	39	35	53	46	41	46	43	41	45	39	45	41	41	46
Diversification	45	45	56	42	40	43	50	53	38	42	51	42	41	53	46	50	47	39	42	51	31	46	54	44	49
Tourism development	50	49	61	60	53	51	49	58	47	45	61	46	49	54	53	50	60	41	47	58	55	52	50	55	47
Availability of industrial and commercial land	46	47	45	46	50	46	47	55	46	41	55	45	36	56	52	50	51	41	45	49	31	48	55	46	49

# Business variances | Business services

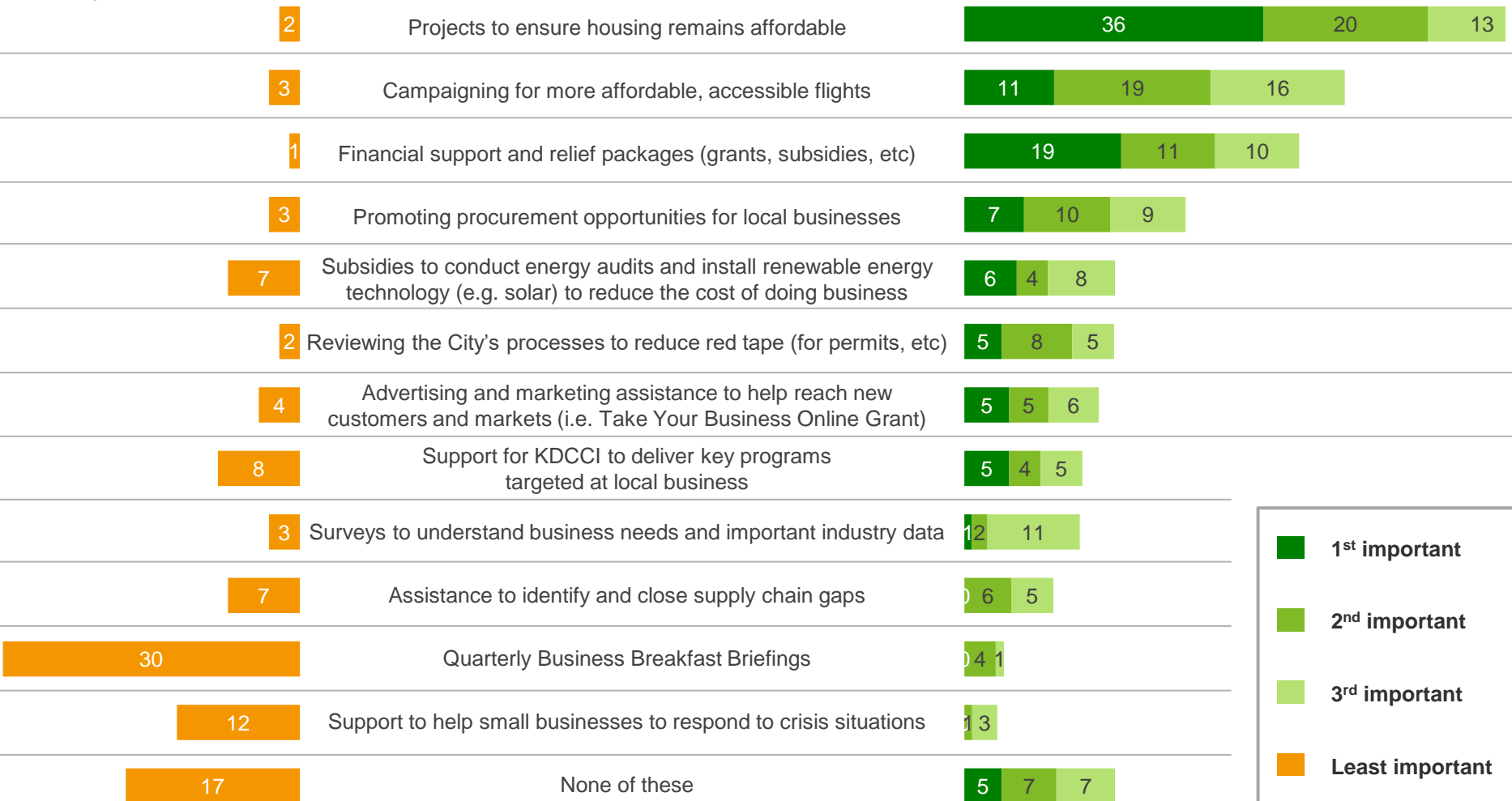
Performance Index Score out of 100	Role					Business size			Home-based	Location			Years of operation			Future intentions			Gender		Age			KDCCI m/ship	
	Total	Business Owner	MD/CEO/GM	Other senior management	Sole trader	2 to 5 employees	6 to 19 employees	20+ employees	Home-based business	Karratha CBD	Karratha LIA	Karratha suburbs	0 to 3 years	4 to 10 years	11+ years	Stay 0-10 years	Stay 11+ years	Unsure	Male	Female	18-34 years	35-54 years	55+ years	KDCCI member	Non-member
Networking and training events	67	66	75	63	64	67	66	78	63	66	77	65	59	73	71	64	78	56	64	72	73	68	68	69	67
Quarterly Business Breakfast Briefing	68	68	72	69	56	70	65	76	60	67	74	66	64	64	73	69	73	62	67	72	72	70	64	71	65
Take Your Business Online Grants	61	63	50	50	60	64	56	60	57	63	64	57	60	70	56	67	63	52	55	66	68	60	60	55	69
Economic and business development grants	45	43	46	43	42	42	48	55	40	43	50	45	38	50	50	45	49	43	42	51	42	47	47	46	46
Major Events, Sponsorship and Attraction Program	49	47	57	55	48	50	49	57	45	50	57	48	38	59	51	49	55	43	48	53	47	52	44	52	47
Promoting and adopting sustainable practices	48	47	54	50	44	46	49	55	40	38	60	44	44	48	49	45	52	41	49	46	55	45	50	48	45
Airport facilities / services	55	56	53	48	42	56	53	64	40	50	61	49	44	57	59	55	55	53	56	54	59	54	54	51	59

Support for proposed business initiatives

# Support for proposed business initiatives

## Level of importance

% of respondents



Q. The City of Karratha is always considering new initiatives to support local business and strengthen the local economy. To support you to invest in or expand your business, which of the following City initiatives do you consider to be MOST (1st, 2nd and 3rd) and LEAST important? Base: All respondents, excludes no response (n = varies from 98 to 111)

# Support for proposed business initiatives

## Demographic variances

		Role				Business size			Home-based	Location			Years of operation			Future intentions			Gender		Age			KDCCI m/ship	
	Total	Business Owner	MD/CEO/GM	Other senior management	Sole trader	2 to 5 employees	6 to 19 employees	20+ employees	Home-based business	Karratha CBD	Karratha LIA	Karratha suburbs	0 to 3 years	4 to 10 years	11+ years	Stay 0-10 years	Stay 11+ years	Unsure	Male	Female	18-34 years	35-54 years	55+ years	KDCCI member	Non-member
% most important (1 <sup>st</sup> mentions)																									
Chart highlights # 1 initiative per segment																									
Projects to ensure housing remains affordable	36	29	60	40	18	34	48	37	21	33	52	24	21	35	45	33	35	38	42	32	17	32	57	36	35
Financial support and relief packages (grants, subsidies, etc)	19	20	10	27	18	27	12	11	26	28	10	18	24	30	10	23	17	18	20	20	50	19	4	21	17
Campaigning for more affordable and accessible flights to the region	11	10	30	7	6	11	16	11	9	3	7	16	15	9	10	17	7	12	9	12	0	13	9	12	10
Promoting procurement opportunities for local businesses	7	6	0	20	6	5	8	16	3	3	3	12	3	4	12	3	7	12	9	7	0	8	9	9	6
Subsidies to conduct energy audits and install renewable energy technology	6	8	0	7	6	5	4	11	9	10	3	6	9	4	6	3	9	6	4	8	8	8	0	9	4
Support for KDCCI to deliver key programs targeted at local business	5	6	0	0	12	5	4	5	12	5	7	6	6	4	6	0	13	0	2	8	8	3	13	7	4
Advertising and marketing assistance e.g. Take Your Business Online Grant	5	8	0	0	6	7	4	5	9	5	7	6	9	0	6	10	2	6	7	3	8	4	9	3	8
Reviewing the City's processes to reduce red tape (for permits, etc)	5	6	0	0	12	5	4	0	9	10	3	6	3	13	2	7	7	0	4	3	0	7	0	0	10
Surveys to understand business needs and gather important industry data	1	1	0	0	6	0	0	0	0	0	0	2	3	0	0	0	2	0	0	2	0	1	0	2	0

Q. The City of Karratha is always considering new initiatives to support local business and strengthen the local economy. To support you to invest in or expand your business, which of the following City initiatives do you consider to be MOST (1st, 2nd and 3rd) and LEAST important? Base: All respondents, excludes no response (n = varies from 58 to 60)

Business suggestions

# Business suggestions

## Business engagement and communications

- *Call up and make a time to have a chat with the owners without formalities.*
- *All decision makers within the CofK to make time to meet business owners, CEOs, or small businesses, NFPs etc and listen to them. How can the CofK support the businesses or the community through desktop reviews of those surveys? This can be compared with a CEO not taking time to listen to its staff. Our hard earned income is paying the inflated wages of those decisions makers, so get out more!*
- *Suggestion box in front office or website suggestion box online. Then you can receive ideas any time. Incentivise it by rewarding participants with Leisureplex membership or gift card for Visitors Centre experience for each idea the COK uses.*
- *Meet the councillor sessions at the shopping centre once a month on a rotating basis aka meet and greet get to grass roots so Council can get support for initiatives. It's about educating constituents Enhance Public Relations for City of Karratha to provide more information on council projects. This will assist in generating positivity for projects as understanding will be elevated. Energise social media platform and website as clinical.*
- *No but improvements for communication could be made for Major Events where Vendors are concerned as past experience is not everyone is on the same page which results in misinformation and sometimes missed opportunities.*

## Better access to housing

- *Affordable housing.*
- *Housing - the fundamental problem.*
- *I don't think we need new initiatives, what we need to do is focus on the area that has always been a problem and that is affordable housing.*
- *If the City was to allocate some of the housing that is cost effective to small business at a fixed cost prior to occupation with some sort of take up and time-line guarantee to them advertising for staff it would open-up the option to maintain staff and possibly even grow small businesses in the area.*
- *The salary cap for access to the Service Workers Accommodation and The Warambie Estate needs to be lower.*
- *Blended Housing Developments, Negotiating with GROH to build houses and free housing stock.*
- *Free rates for 5 years for new owner-occupied houses? FIFO room tax that goes to pay for subsidised housing (like the scheme already).*
- *Retention incentives for professionals to become permanent residents of the city. i.e., mortgage/home ownership incentives for non-investment homes (with caveats on resale to non-locals), support to increase capacity of primary and allied healthcare services, support for local businesses to venture and grow according to the needs of the resident community, incentives to attract businesses to the region according to the identified needs of the community, etc.*
- *Local housing has poor information about rent amounts and locations, this should be available prior to application. Further it disadvantages couples from both parties working with an unrealistic salary cap. The whole point of this housing is a stepping stone into own house.*
- *It's not only reducing costs for hiring office but also reducing accommodation for workers*
- *Look at provide more short term camp sites for tourists.*

Q. Do you have any suggestions for new initiatives you would like the City of Karratha to consider?

Base: All respondents, excludes 'no response' (n = 47).

# Other business suggestions

## Support local businesses

- *Please start helping small businesses, as the boom comes small businesses will suffer with price rises to accommodation, wont be able to compete with mining wages and in the end will drive small business out of town.*
- *Stop empire building and taking work and staff away from local contractors and businesses, engage their services and support their businesses. There were no questions here about if your business is 100% local staff. Yes we are , therefore all the money our team make supports the local economy. This should be rewarded when undertaking procurement and supporting local businesses.*
- *If they lead by actually utilising the local fully established businesses in town who pay business rates, and who employ fulltime staff and contribute to local businesses etc then leading by example will be a good way to then tell others to buy local.*
- *There is considerable [support] for start up businesses but the major local businesses are those that have not stemmed from hobby businesses but are above that 5+ employee level. Support for them in business development to support internal operational capability - not just grants for getting contractors.*
- *Ways to help promote food vans. And small businesses. Not just our Facebook pages. Put interactive data boards so people know who's trading and when. Have a small business page that. Tells people where we are trading and when Darwin have an interactive map that shows the local businesses and food vans in the area and what vans are there and times. Food vans are just as critical as other businesses and they need assistance to help out with staff, advertising and a great location.*
- *Support for visionaries to conduct business on country in nature on rural leases or land.*

## Attract new businesses

- *Attract new businesses that provide products and services that consumers want/need.*
- *Yes - attract new businesses to the region, in particular, wealth-creating primary industries such as renewable energy for local use and export; agriculture and aquaculture; support industries for the mining sector etc.*

## Attract more workers

- *Assistance to bring more families to live in the city who will be service sector workers or trades people that must work for small business rather than move straight to a mine site. We used to have so many international service workers and nannies pre-covid. It seems no one has returned to Karratha on their travels. Can we promote our city as a backpacker destination for service workers or offer more visa initiatives to work here. More freight options to deliver goods to the city so we can make affordable improvements to our homes and businesses. Affordable energy options - change out the old industrial air cons for splits - maybe a subsidy to get it done. Access to solar for business and home.*

# Business suggestions

## Support families and young people

- *Identifying what the community needs as a whole to create population growth, and not the fake expanded growth that is the FIFO sector. Actual families moving into the city to expand our population, as with growth business growth occurs and our population is sliding backwards as FIFO is the only growth our community is experiencing as the cost in general is becoming too high for newer families to come into the area without being apart of the big 4 company.*
- *Supporting the arts groups in the community that use our long awaited Reap without charging ridiculous prices for a theatre experience for our families.*
- *Let's think about initiatives that will create jobs and future pathways for our youth. Kids can't afford to move out of home in Karratha! They need affordable cost of living options to have the opportunity to grow and be more independent.*
- *Generally I think you're doing well, or as well as you can. It must be hard. If anything please focus on mental health in our youth particularly.*
- *Indigenous engagement for Youth Advocacy Workers to patrol Karratha at night to assist youth at risk. A greater presence and support for local youth is essential for safety of local youth and to assist them in a better future.*
- *I may be a bit bias here because I love to play pool Billiards myself but I would love to see a venue catering to pool/snooker for young and old to socialize and compete.*
- *A grant for small businesses/sole traders that can be used to cover costs of programs or initiatives for children/youth in the community. Families are happy to pay for opportunities but there is a limit to what you can charge them - so some of the services i offer to my students do not see me benefit financially, and some years i am even a little out of pocket.*
- *Childcare.*
- *Community childcare program, parent operated day care.*

## Community wellbeing

- *Wellbeing Hubs: The establishment of community well-being hubs could serve as centralised locations for mental and emotional support. These hubs could feature a rotating roster of professionals in the field of counselling, coaching, and stress management. Organisations like Grit and Gratitude, along with other local service providers, could offer workshops or free consultations, making wellness resources more accessible to all members of the community. 'Thriving Business, Thriving Community' Grants: Offering grants to businesses that can demonstrate how their services contribute to the well-being of the community could stimulate innovation and civic responsibility. This would be a win-win for both businesses seeking to grow and a community seeking to prosper.*

# Business suggestions

## Commercial premises

- *Build buildings for small business to use.*
- *Instead of development of additional housing, development of affordable commercial properties for tenancy to further activate the community and support small businesses.*
- *Access to commercial spaces for small businesses.*
- *Commercial start-up space- subsidising commercial property to allow for new startups to get ahead not only in retail / hospitality sectors but events, and other industry.*

## Better transport / freight services

- *Direct Air Routes.*
- *Creating a freight option to help small business overcome the extreme sorts of transport to Karratha so we can keep our products closer to the online options. Increase flight destinations to help our region become more accessible to the rest of Australia.*
- *A freight rebate to help reduce the additional cost of living remotely. Make this town more adorable.*
- *Retention bonuses, combined freight and logistics opportunities. Cost of transport is a massive concern and impacts almost every business owner and resident in Karratha.*

## Signage

- *Make the K at Karratha airport a Capital and the A in airport capital. It's pretty bad they can't even get the sign right.*

## Strengthen business partners

- *Stop leaning on the KDCCI for everything, they are clearly a business, if you do not subscribe you are excluded and the pricing is prohibitive for many. Two purple circles don't make a right.*
- *KDCCI is not doing their work properly to help, support and engage the local small businesses actively, and they don't have any further program to help the economy growth.*
- *City of Karratha should consider more voices from diversified community and stakeholders instead of relying on KDCCI too much. It's easy to hand the task to one organisation; however, that also caused a lot of politics and corruptions in the organisation. The government and chamber of commerce should help and support the city in its economic development such as education, consultation, business counselling, financial support, etc. However, when we looked at what has KDCCI and the city have been doing were only beneficial to their own committee members who owned businesses and these benefits are very exclusive to their circle instead of overall community. The City should be more responsible for supervising and overseeing the Chamber of Commerce instead of letting them do whatever they want and not regulated, so that the resources can be distributed to other small business owners and help the city grow and develop.*

Q. Do you have any suggestions for new initiatives you would like the City of Karratha to consider?

Base: All respondents, excludes 'no response' (n = 47).



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