



MARKYT Business Scorecard ©

Prepared for: City of Karratha

Prepared by: CATALYSE[®] Pty Ltd

December 2022

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Introduction

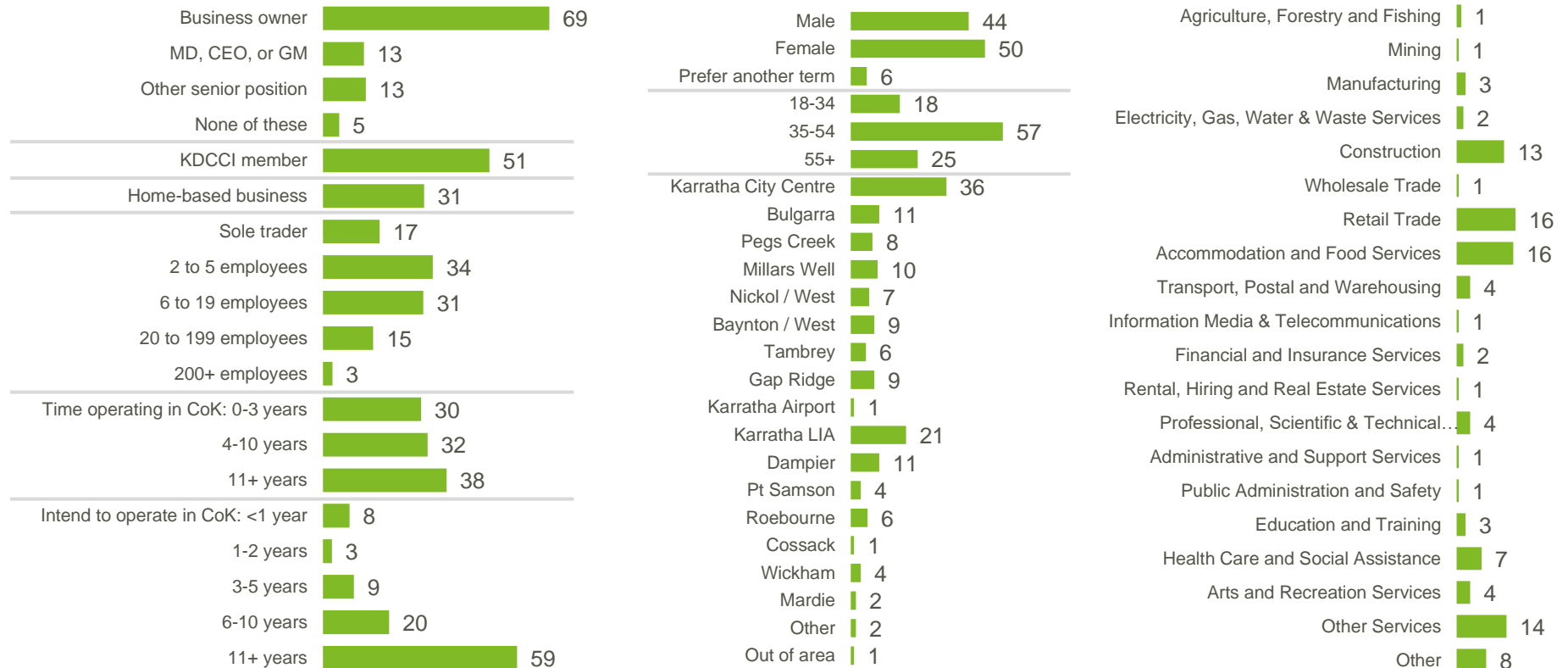
The Study

In November-December 2022, the City of Karratha administered a MARKYT® Business Scorecard to evaluate business priorities and measure Council's performance.

Data was collected using an online scorecard. Email invitations were sent to 1476 business contacts in the City's database. The City provided supporting promotions via its social media pages and City business events. 160 business representatives took part.

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

% of respondents (excludes unsure and no response)



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 three 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 invited businesses to complete a MARKYT® Community Scorecard with a subset of comparable questions.

Participating councils



Strategic Insights

Vision



48

% agree

Down 7% points but still the MARKYT® Industry Leader

Place to work or operate a business

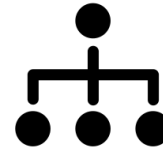


70

Performance Index Score

Down 2 index points and 2 points above Industry Average

Governance



62

Performance Index Score

Down 3 index points and 7 index points above Industry Average

Value



48

Performance Index Score

Down 1 index point and 3 index points above Industry Average

Highest scores

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

Relative to MARKYT® industry standards

- Promoting the area as a desirable place to live and work
- How the business community is informed 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'.

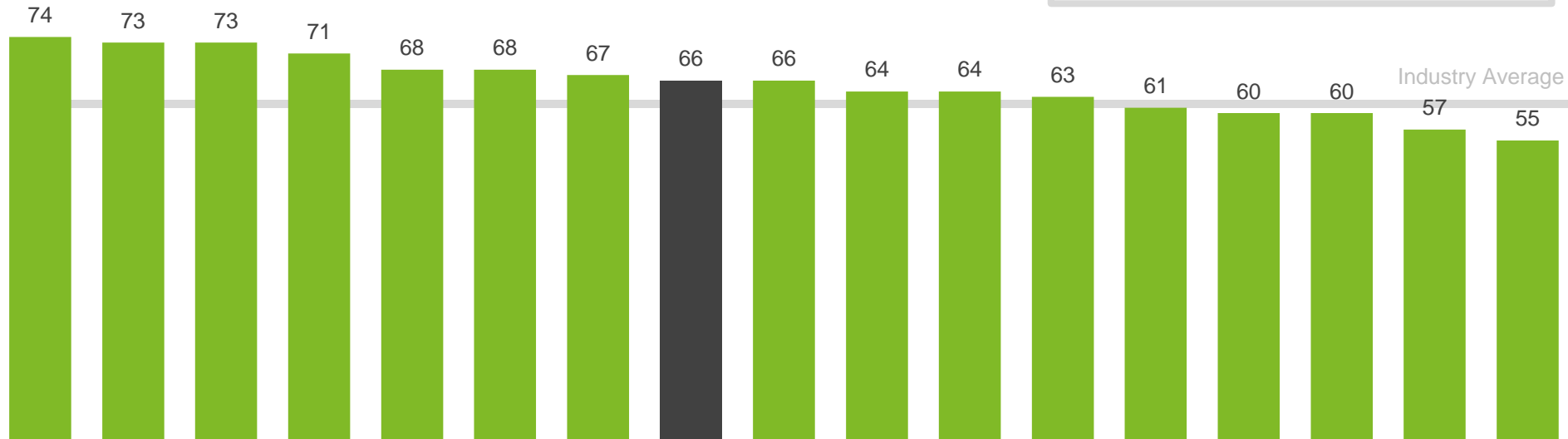
The City of Karratha's overall performance index score is 66 out of 100, 3 points lower than last year, but still above the MARKYT® industry average.

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	66
Industry High	74
Industry Average	62

The City of Karratha is leading the industry in the following areas:

- Have a clear and well communicated vision
- Promoting the area as a desirable place to live and work



In the City's Business Priorities Window, detailed overleaf, many services are in Window B. They are receiving average ratings between good and okay, and less than 10% of business respondents suggested these areas as a priority to improve.

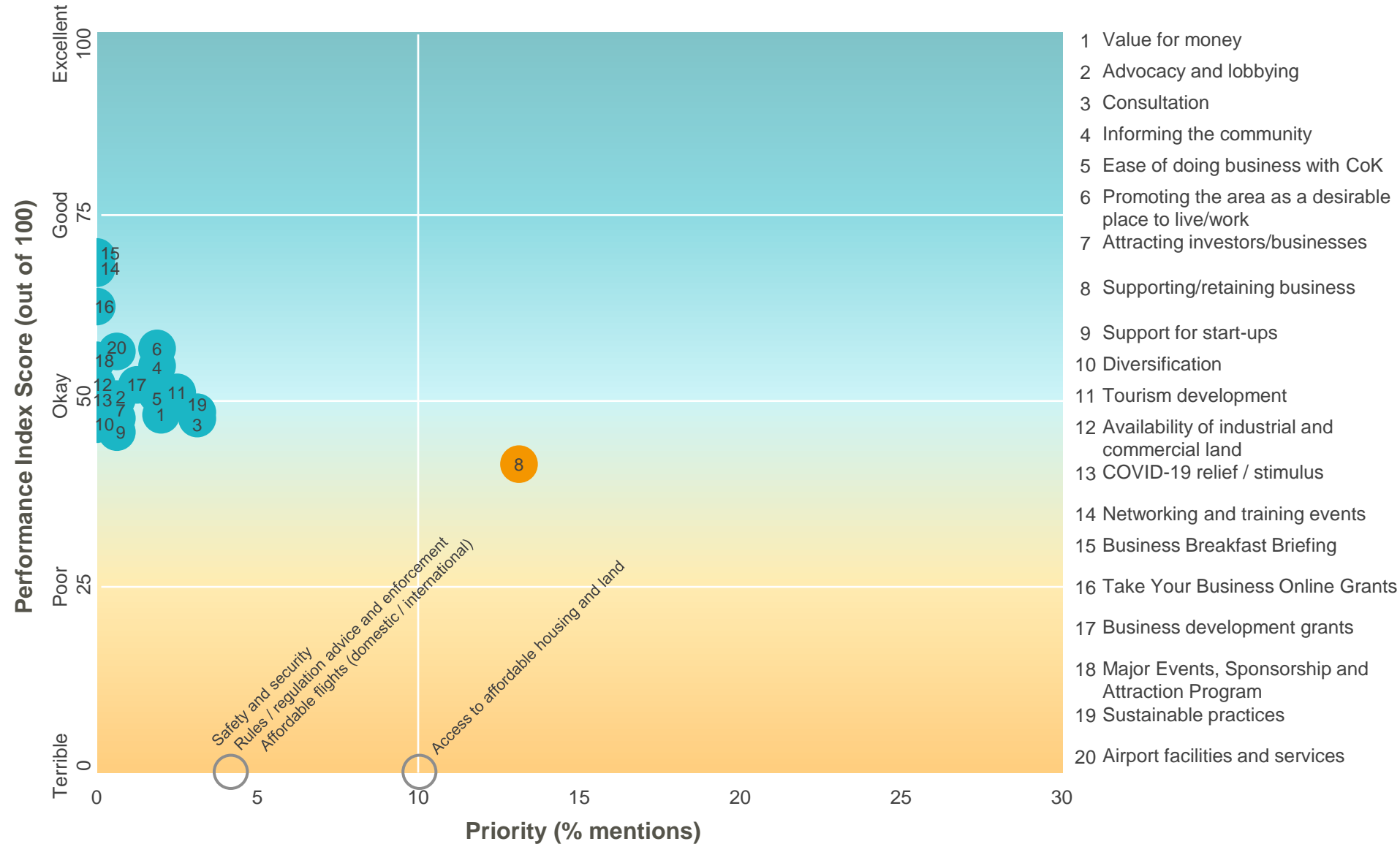
The top two performing areas continue to be:

- Quarterly Business Breakfast Briefing
- Access to networking and training events

Moving forward, the business community would like the City to continue to **prioritise**:

- Efforts to support and retain existing businesses
- Access to affordable housing and residential land





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

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

Business Driven Actions

1. Consider the needs of small businesses, and act in their best interests (grants, advocacy, compliance, etc).
2. Provide more targeted communication and engagement to meet diverse business needs.
3. Improve customer service and responsiveness to requests.
4. Provide more financial support (rates relief, subsidies, etc).
5. Reduce red tape; make it easier to make applications for permits, grants, etc.
6. Show stronger leadership in sustainability.
7. Provide better support for Indigenous people and Indigenous businesses.
8. Create a vibrant food destination, with fair allocation of spots for food vans.

Business Voices

"I think a key issue is the types of new businesses that the council aims to bring to town. Bringing in large chain stores that would decimate countless family businesses should not be a priority."

"My business is directly affected by home businesses, and I think the City of Karratha needs to limit the amount of home salons in the hair and beauty industry, and police the ones they do have to make sure they are registered and following the City's rules."

"A lot of small businesses would like to rent in a major shopping centre but there are a lot of hurdles and it's tough. There is little to no support from any governing body ... Basically, it is a lack of understanding from corporate landlords on how important small business is to and for regional communities. Can the City of Karratha lobby the major landlord to impress upon its importance and significance of presence in this region?"

"Not all business owners are in a position to attend business breakfasts etc... many small business owners are working in their business day in day out. Lack of response even when support is applied for is also an issue. Look at where the business points of contact are with the city and utilise that connection to communicate relevant information."

"Communicating what support is available to local business. There were a lot of questions in this survey regarding things I'd never heard of."

"The CofK needs to be more involved in Roebourne. We never see anyone here, or at least the Councillors and key executives. This is a disgrace. Arrange community meetings which are meaningful and listen to what the Roebourne community want to say, and act on it (which has not been happening)."

"Sustainability for the environment....if the vision of most liveable regional city in Australia is desired. Got to lead!"

"...more small business meetings to find the challenges of the business and see how they can assist and improve. Rosters for food vans are not working."

Business Driven Actions

1. Do whatever the City can to improve access to affordable housing for workers and residents.
2. Greater advocacy for affordable insurance.
3. Plan new housing developments with consideration for existing home owners.
4. Advocate for more social housing.

Business Voices

"Housing, housing, housing and....housing."

"Work on providing more accessible service worker accommodation."

"Housing is the main concern with attracting people to the region. It's the first [thing] applicants ask about when they are contacted."

"Housing and cost of housing is the biggest issues. how can a single person afford the average rent of \$650 a week when they don't work in mining."

"The strategy of liveability - this needs a much higher and more sustained effort by the City of Karratha ... including a very clear enunciation of how this is going to be achieved... The immediate concerns are local affordability and housing to retain and attract new people ... whether they be workers or non-workers."

"Housing for staff for businesses who employ more than ten local employees."

"Have more affordable housing and flights. ...Make the big companies employ more residential instead of FIFO Don't allow companies to build a whole new suburb like COK allowed Rio to do in Wickham a few years back as it ruined it for the existing home owners!"

"More advocacy and lobbying with regard to insurance costs."

"Be a champion for affordable and social housing, especially long-term rental properties. Create security for existing and future residents."

Business Climate

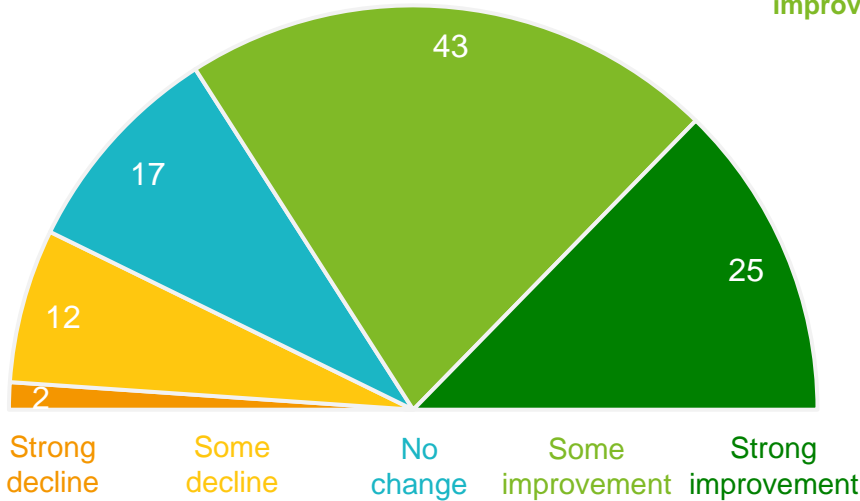
Economic confidence over next 12 months

Economic confidence

% of respondents

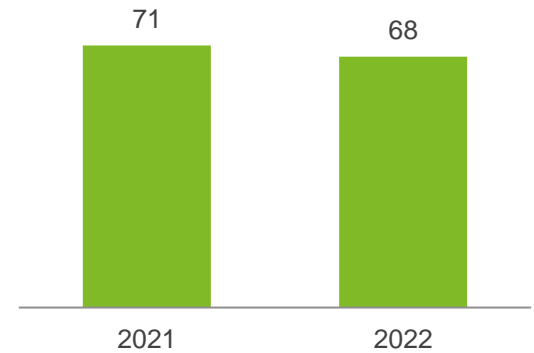
68%

Expecting improvement



Trend Analysis

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



Variances across the community

% expecting improvement

Total	Business Owner	MD/CEO/GM	Other senior management	KDCCI members	Non-members	Home-based	Non home-based	Male	Female	Age			# employees				Years of operation			Karratha CBD	Karratha suburbs	Karratha LIA	Outside Karratha
										14-34	35-54	55+	Sole trader	2 to 5	6 to 19	20+	0 to 3	4 to 10	11+				
68	66	73	78	70	60	61	68	73	61	71	61	72	67	50	81	68	69	66	66	69	64	77	65

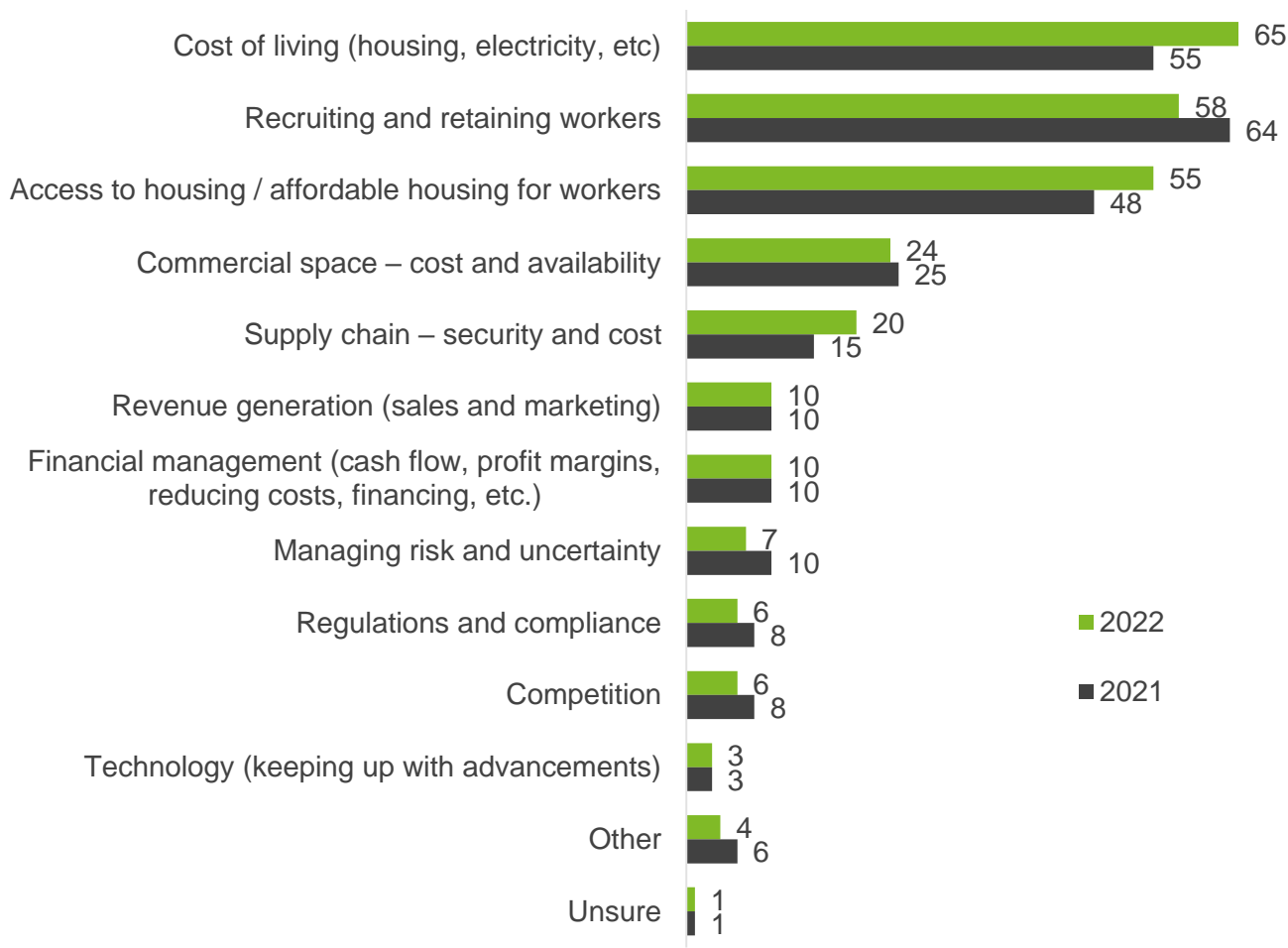
Q. Over the next 12 months, what is your expectation for the economic situation for your organisation?

Base: All respondents, excludes 'unsure' and 'no response' (n = 161).

Issues or challenges facing businesses

Issues or challenges facing businesses

% of respondents



The top 3 challenges continue to be living costs, recruiting and retaining workers, and accessing housing.

Living costs and access to housing are growing challenges; up by 10% and 7% points, respectively.

Businesses continue to find it difficult to recruit and retain workers, though this has improved over the past year; down 6% points.

The top 3 issues are shared among all businesses, with the exception of home based businesses and sole traders who experience a greater challenge accessing commercial space.

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).

Issues or challenges | demographic variances

Chart highlights top 3 issues per group

% respondents	Total	Business Owner						Age				# employees				Years of operation			Location					
		Business Owner MD/CEO/GM	Other senior management	KDCCI members	Non-members	Home-based	Non home-based	Male	Female	14-34	35-54	55+	Sole trader	2 to 5	6 to 19	20+	0 to 3	4 to 10	11+	Karratha CBD	Karratha suburbs	Karratha LIA	Outside Karratha	
Cost of living	65	65	75	56	63	69	73	63	70	62	68	66	65	78	54	69	68	74	67	62	59	67	66	66
Recruiting/ retaining workers	58	55	63	67	57	42	27	60	57	47	53	47	50	28	40	66	63	45	48	56	67	53	72	45
Access to housing	55	49	81	61	56	50	36	60	54	51	58	51	54	28	43	63	74	42	58	62	67	45	76	45
Commercial space	24	28	13	17	20	35	33	25	22	30	42	32	8	44	34	16	16	26	45	15	37	22	17	28
Supply chain	20	19	25	22	22	19	18	22	26	17	11	22	27	17	17	31	16	19	12	28	20	18	17	21
Revenue generation	10	12	0	17	15	10	18	10	15	9	0	12	23	17	11	13	11	23	3	8	6	9	7	14
Financial management	10	11	6	11	13	10	6	14	20	4	5	14	8	6	11	13	16	10	9	15	6	13	0	14
Managing risk / uncertainty	7	10	0	0	6	10	12	5	2	11	16	5	8	6	14	3	5	3	12	5	2	5	7	7
Regulations and compliance	6	6	6	11	6	10	6	8	7	6	0	3	19	17	6	6	5	6	6	8	4	7	3	3
Competition	6	7	13	0	6	10	12	5	4	11	16	5	8	11	11	3	5	6	9	8	2	11	7	3
Technology	3	2	6	0	0	4	6	0	0	4	0	2	4	6	3	0	0	3	3	0	2	4	0	3

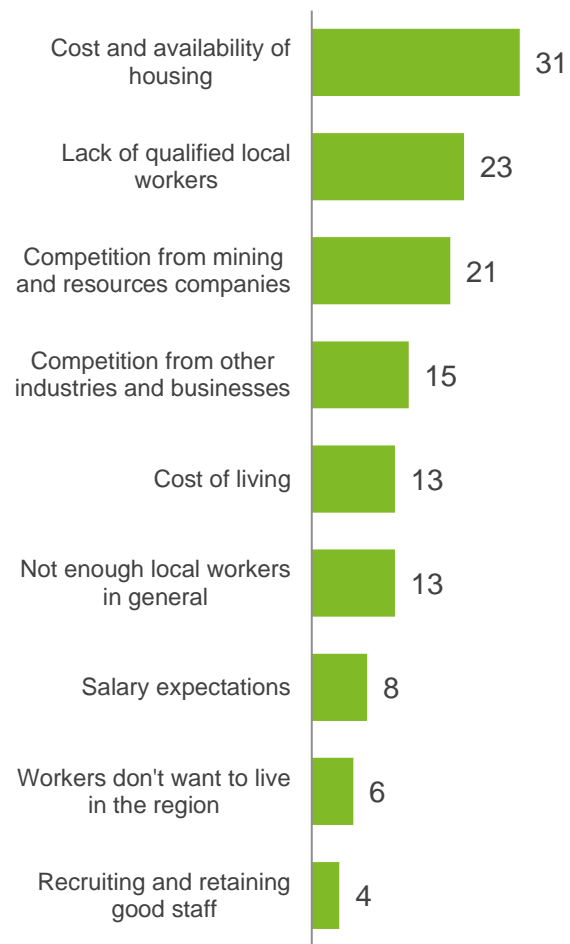
Q. What are the main issues or challenges facing your business? Please select up to 3 choices.

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

Recruiting & retaining workers | challenges & solutions

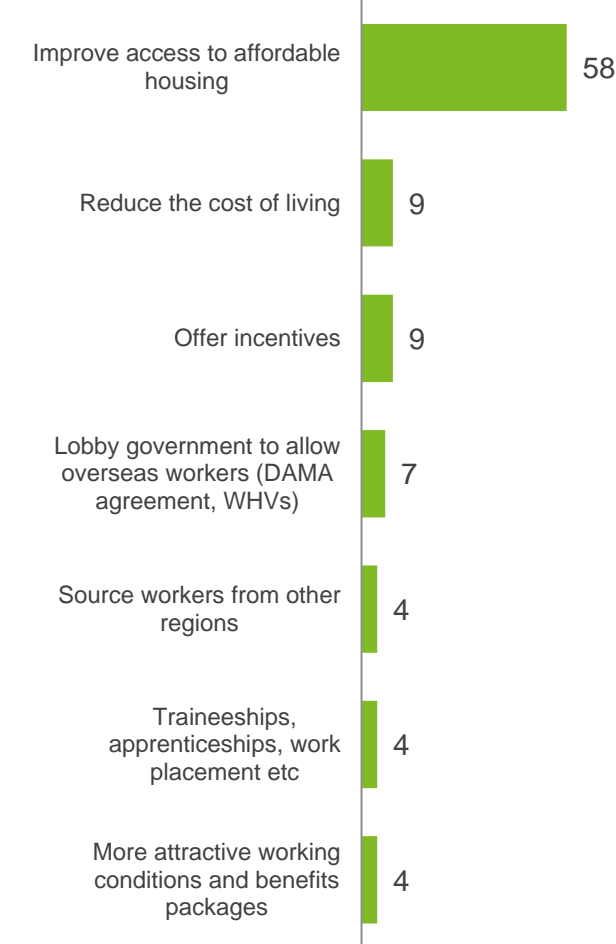
Challenges

% of respondents



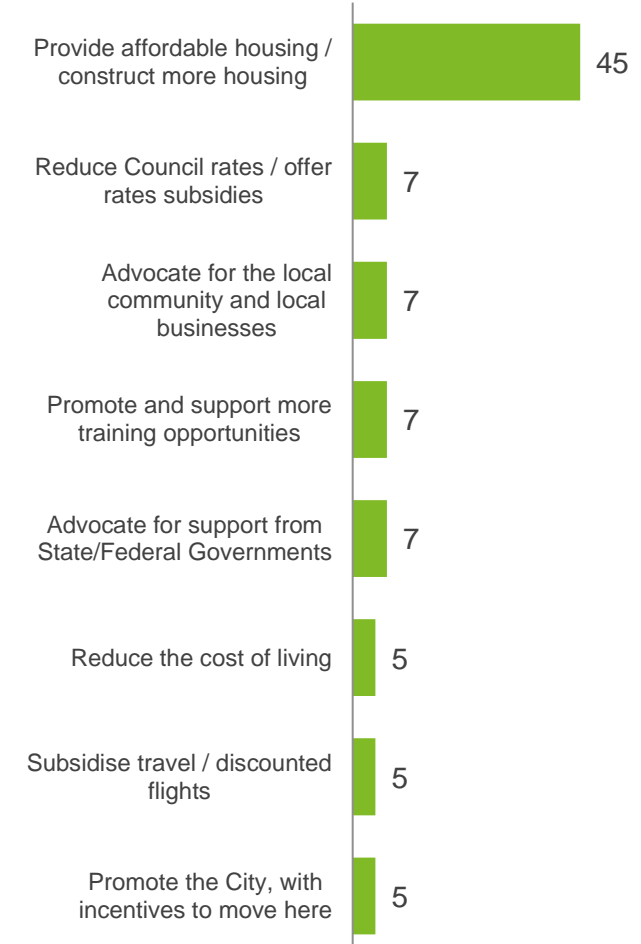
Solutions

% of respondents



How the City can provide support

% of respondents



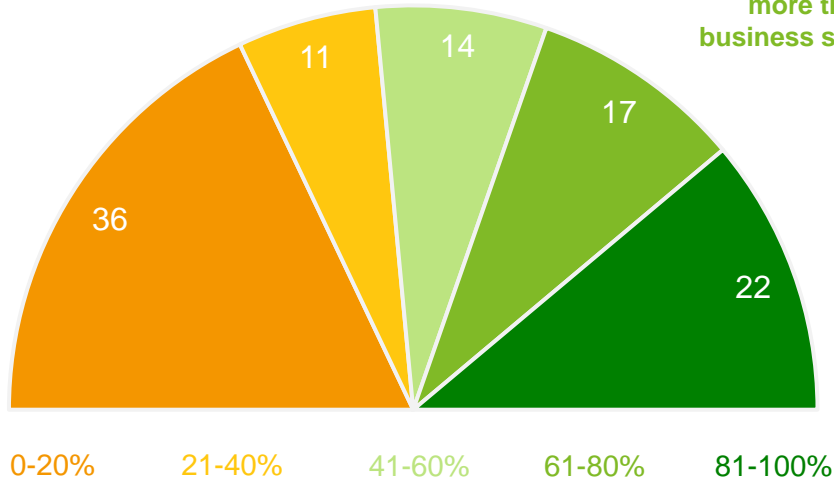
Q. In relation to recruiting and retaining workers, please describe your specific challenges, ideal solutions and how the City can support your organisation.

Base: Respondents who consider "Recruiting and retaining workers" to be a challenge for their business, excludes 'no response' (n = varies from 48 to 44). *Charts show responses 4% and higher.

Access to goods and materials within City of Karratha region

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

% of respondents

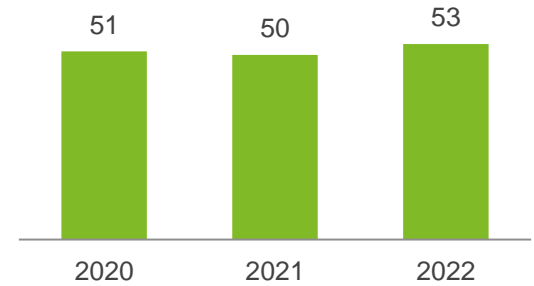


53%

of businesses access more than 40% of business supplies locally

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

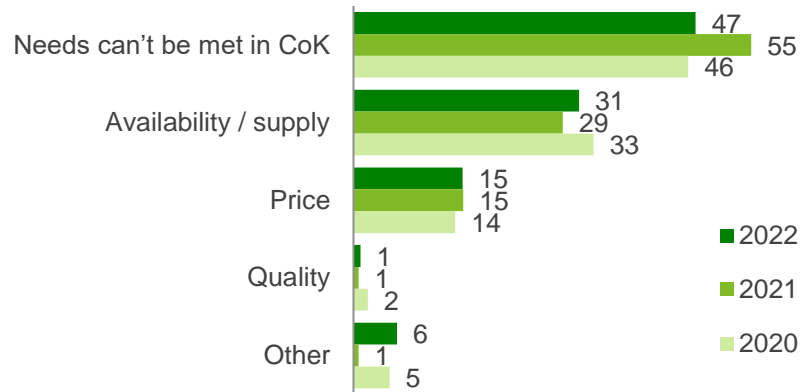
Total	Business Owner	MD/CEO/GM	Other senior management	KDCCI members	Non-members	Home-based	Non home-based	Male	Female	Age			Sole trader	# employees			Years of operation			Karratha CBD	Karratha suburbs	Karratha LIA	Outside Karratha
										14-34	35-54	55+		2 to 5	6 to 19	20+	0 to 3	4 to 10	11+				
53	58	42	33	48	56	47	54	54	51	53	49	54	29	56	59	53	53	34	67	48	63	62	60

Q. Approximately what percentage of your organisation's goods and materials are supplied to you from within the City of Karratha region? Base: All respondents, excludes 'unsure' and 'no response' (n = 117).

Reasons for sourcing goods outside City of Karratha

Reasons for purchasing from outside CoK region

% of respondents



The main reason for sourcing goods and materials outside of the City of Karratha continues to be that specialist needs can not be met. This has fallen (improved) by 8% points. It is a bigger issue for senior executives, sole traders, and older businesses (operating over 10 years).

The second reason continues to be availability and supply issues. This is a bigger issue for newer businesses (in operation up to 3 years), younger respondents (14-34 years), businesses located in Karratha LIA and towns outside of Karratha, and people in non-executive senior positions.

Price is the third reason. Very few businesses report issues with quality.

% respondents	Total	Business Owner					Home-based		Gender		Age			# employees				Years of operation			Karratha CBD		Karratha LIA	Outside Karratha
		Business Owner	MD/CEO/GM	Other senior management	KDCCI members	Non-members	Home-based	Non home-based	Male	Female	14-34	35-54	55+	Sole trader	2 to 5	6 to 19	20+	0 to 3	4 to 10	11+	Karratha CBD	Karratha suburbs	Karratha LIA	Outside Karratha
Specialist needs that can't be met in the CoK	47	46	67	40	51	47	50	48	47	42	46	65	61	44	53	44	39	45	61	45	45	43	36	
Availability / supply	31	32	17	40	21	41	34	29	30	31	42	30	23	22	32	25	39	48	24	24	30	30	48	52
Price	15	16	17	7	19	10	16	14	15	16	16	19	4	17	15	16	11	13	21	8	13	19	5	12
Quality	1	1	0	0	0	2	0	1	0	2	0	2	0	0	3	0	0	0	3	0	0	2	0	0
Other	6	5	0	13	9	0	3	6	7	4	0	4	8	0	6	6	6	0	6	8	13	4	5	0

Q. What is the main reason that your business sources goods and materials from outside of the City of Karratha region?

Base: All respondents, excludes 'no response' (n = 139).

Performance

Business Sentiment

Level of agreement

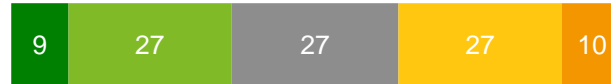
% of respondents

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

2019	City of Karratha				Industry Average	Industry High
	2020	2021	2022	2022		
64	65	55	48	32	48	
45	57	43	36	37	43	
46	55	37	39	NA	NA	

% total agree	Total	Business Owner						Age			# employees				Years of operation			Location						
		MD/CEO/GM	Other senior management	KDCCI members	Non-members	Home-based	Non home-based	Male	Female	14-34	35-54	55+	Sole trader	2 to 5	6 to 19	20+	0 to 3	4 to 10	11+	Karratha CBD	Karratha suburbs	Karratha LIA	Outside Karratha	
Clear vision	48	48	44	53	46	46	42	48	41	53	58	42	46	44	37	50	63	48	48	38	53	41	65	39
Good understanding of issues and challenges	36	34	39	42	39	37	27	42	35	42	37	39	35	33	23	50	53	42	39	31	43	32	48	26
Positive impact on business	39	37	28	53	37	40	36	40	37	43	53	36	35	39	29	50	42	48	36	31	45	37	45	32

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

Base: All respondents, excludes 'no response' (n = 150)

Performance ratings | Overall & Leadership

Performance ratings

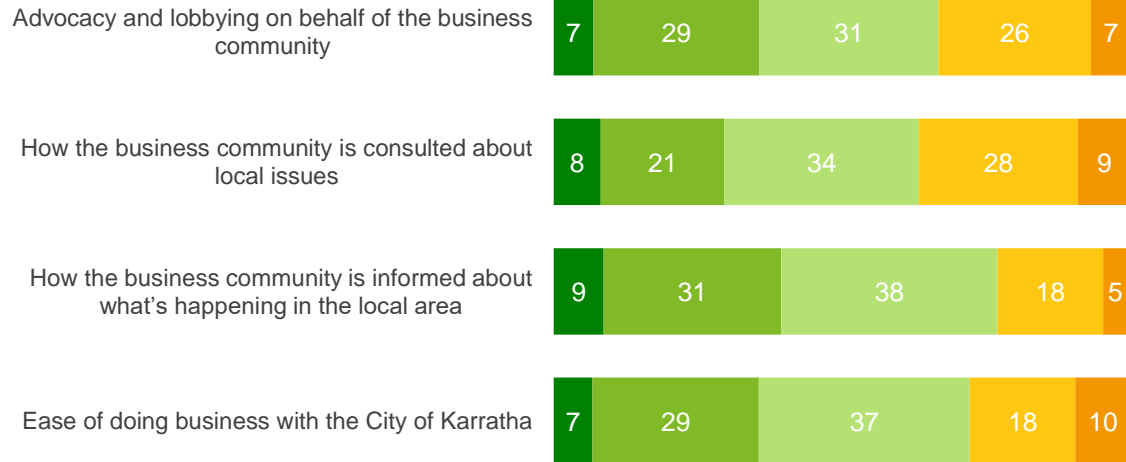
% of respondents



Overall performance



Leadership and engagement



Trends and industry standards

Performance Index Score

City of Karratha				Industry Average	Industry High
2019	2020	2021	2022		
70	77	72	70	68	79
64	72	65	62	55	69
48	57	49	48	45	60
58	64	57	51	46	60
53	57	52	48	42	54
59	63	55	55	46	59
54	62	53	51	57	62

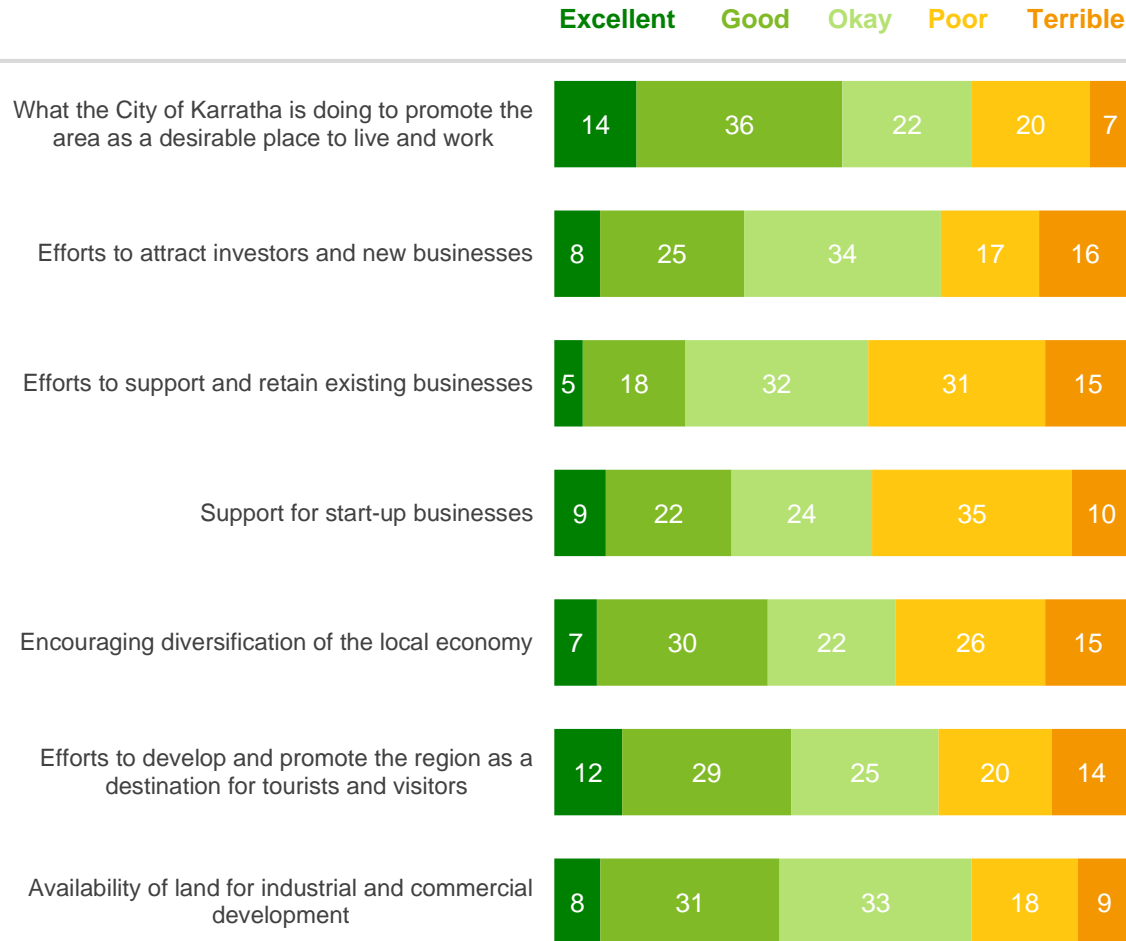
Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = varies from 87 to 154)

Performance ratings | Economic development

Performance ratings

% of respondents



Economic development

Trends and industry standards

Performance Index Score

	City of Karratha				Industry Average	Industry High
	2019	2020	2021	2022		
What the City of Karratha is doing to promote the area as a desirable place to live and work	74	73	60	57	48	57
Efforts to attract investors and new businesses	62	67	56	48	NA	NA
Efforts to support and retain existing businesses	49	58	44	42	45	51
Support for start-up businesses	50	60	50	46	NA	NA
Encouraging diversification of the local economy	62	65	56	47	NA	NA
Efforts to develop and promote the region as a destination for tourists and visitors	67	66	56	51	49	63
Availability of land for industrial and commercial development	60	62	56	53	NA	NA

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

Base: All respondents, excludes 'unsure' and 'no response' (n = varies from 78 to 102)

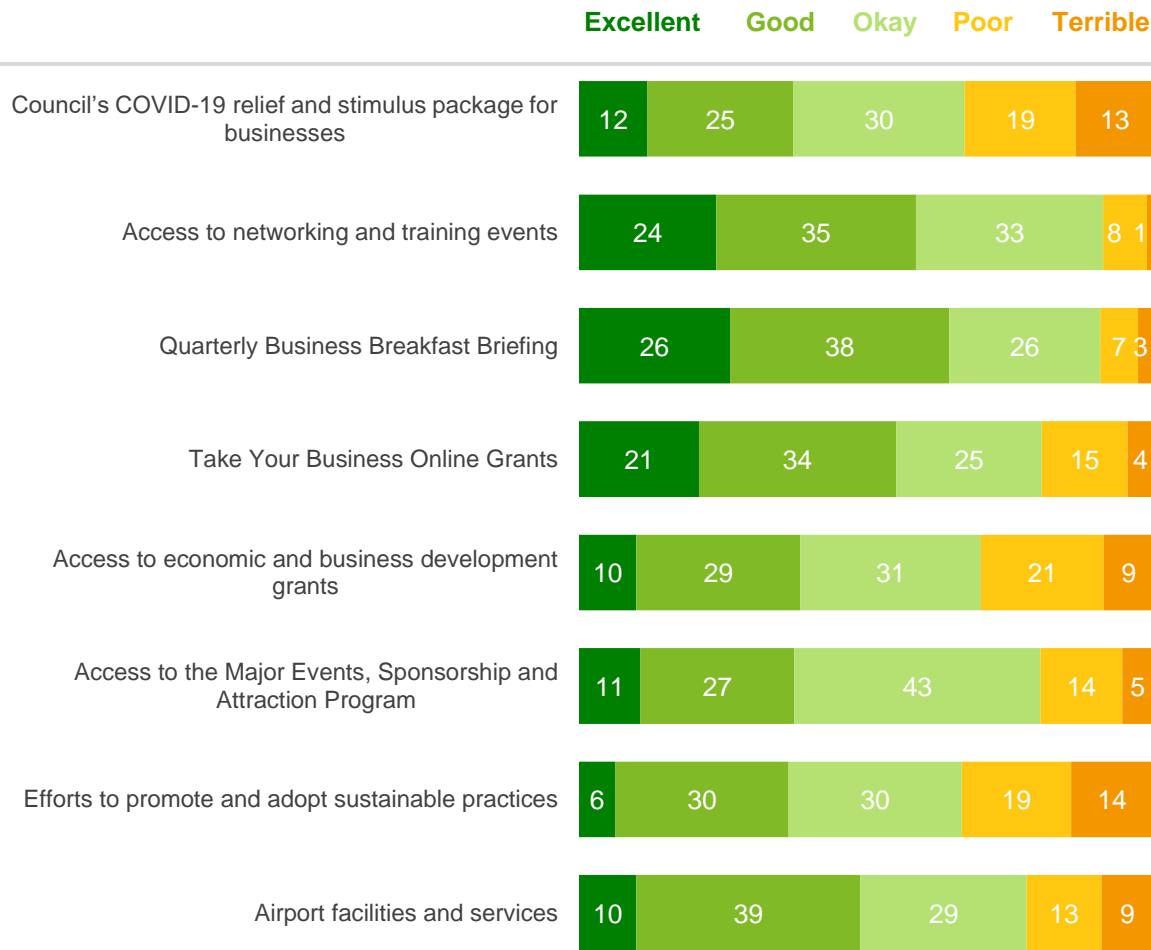
Performance ratings | Business services

Performance ratings

% of respondents



Business services



Trends and industry standards

Performance Index Score

	City of Karratha				Industry Average	Industry High
	2019	2020	2021	2022		
Council's COVID-19 relief and stimulus package for businesses	NA	74	54	51	62	80
Access to networking and training events	NA	77	70	68	NA	NA
Quarterly Business Breakfast Briefing	73	79	73	70	NA	NA
Take Your Business Online Grants	68	69	63	63	NA	NA
Access to economic and business development grants	57	68	57	53	NA	NA
Access to the Major Events, Sponsorship and Attraction Program	NA	64	56	56	NA	NA
Efforts to promote and adopt sustainable practices	60	65	50	49	49	60
Airport facilities and services	73	73	67	57	NA	NA

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

Base: All respondents, excludes 'unsure' and 'no response' (n = varies from 56 to 100)

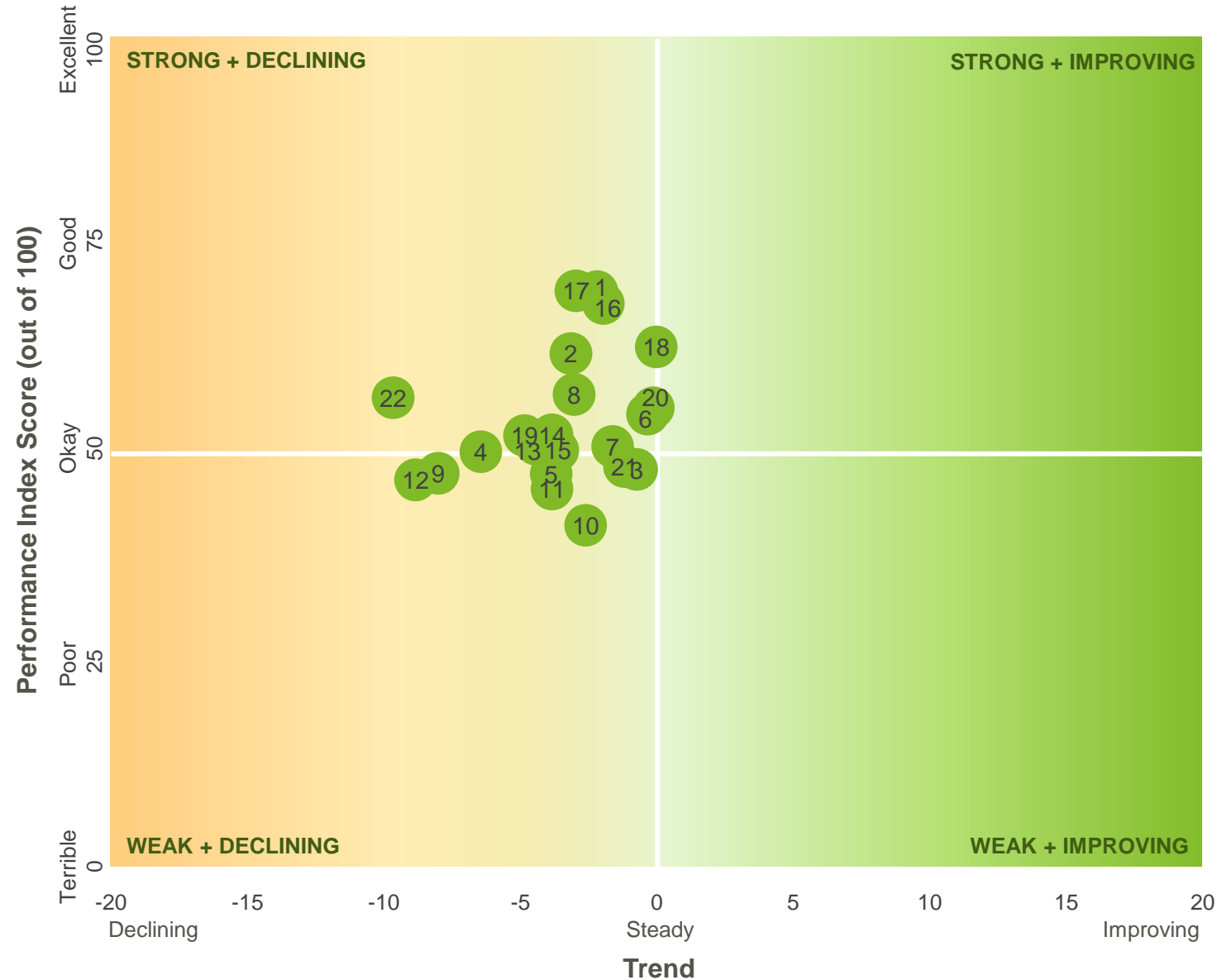
MARKYT  Business Trends Window

The MARKYT® Business Trends Window shows trends in performance over the past 12 months.

In the City of Karratha’s Business Trends Window, detailed overleaf, many services are in decline (see Windows 3 and 4). It is suggested the City focuses on arresting decline for:

- Airport facilities and services
- Efforts to diversify the economy
- Attracting investors and new businesses
- Advocacy and lobbying on behalf of local businesses
- Access to economic / business development grants
- Tourism development and promotion





- 1 Place to work or operate a business
- 2 Governing organisation
- 3 Value for money from rates
- 4 Advocacy and lobbying
- 5 Consultation
- 6 Informing the business community
- 7 Ease of doing business with CoK
- 8 Desirable place to live and work
- 9 Attracting investors and businesses
- 10 Support and retain existing business
- 11 Support for start-ups
- 12 Diversification
- 13 Tourist destination
- 14 Availability of land for development
- 15 COVID-19 relief and stimulus package
- 16 Networking and training events
- 17 Quarterly Business Breakfast Briefing
- 18 Take Your Business Online Grants
- 19 Business development grants
- 20 Major Events, Sponsorship and Attraction Program
- 21 Sustainable practices
- 22 Airport facilities and services

MARKYT  Benchmark Matrix

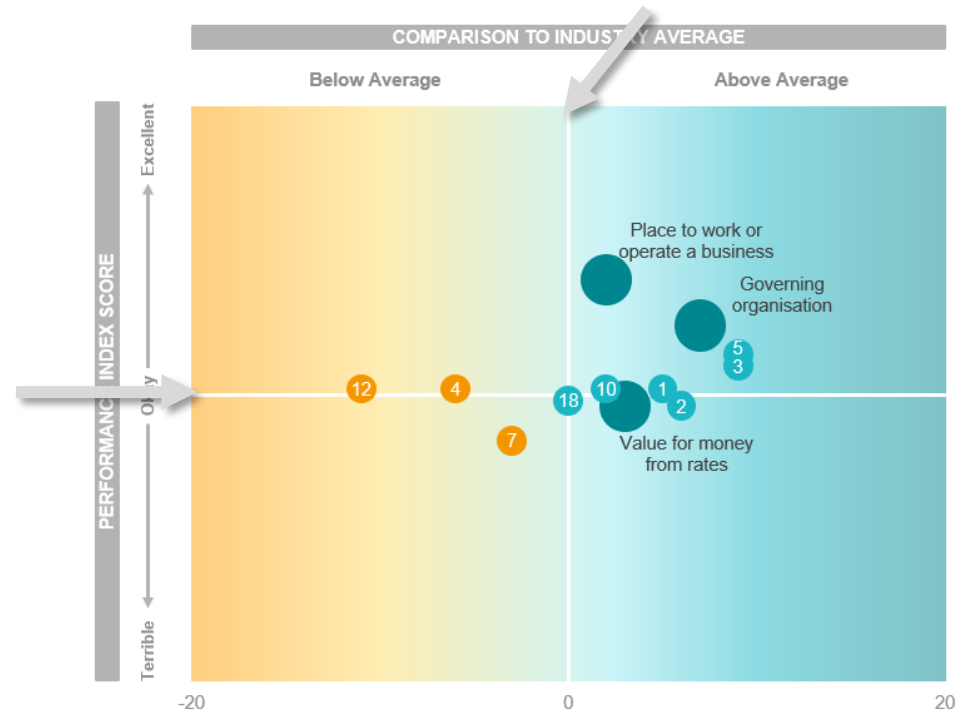
How to read the MARKYT Benchmark Matrix

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

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.

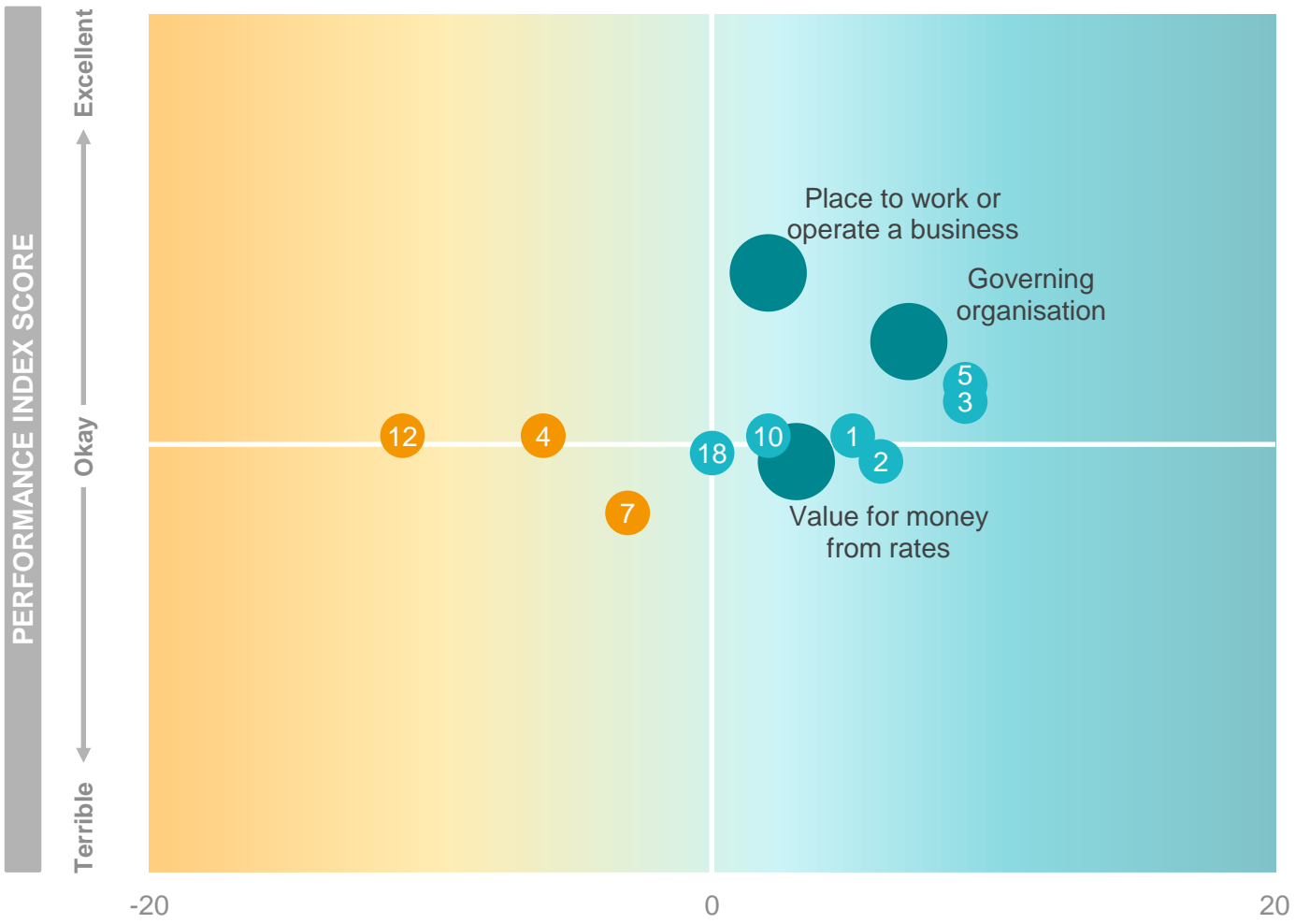
This line represents okay performance based on the MARKYT Performance Index Score. Higher performing service areas are placed above this line while lower performing areas are below it.



COMPARISON TO INDUSTRY AVERAGE

Below Average

Above Average



- 1 Advocacy and lobbying
- 2 Consultation
- 3 Informing the community
- 4 Ease of doing business with CoK
- 5 Desirable place to live and work
- Attracting investors and businesses
- 7 Support and retain existing business
- Support for start-ups
- Diversification
- 10 Tourist destination
- Availability of land for development
- 12 COVID-19 relief and stimulus package
- Networking and training events
- Quarterly Business Breakfast Briefing
- Take Your Business Online Grants
- Business development grants
- Major Events, Sponsorship and Attraction Program
- 18 Sustainable practices
- Airport facilities and services

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

Summary of Business Variances

Business variances | Overall & Leadership

Performance Index Score out of 100	Total	Business Owner		Other senior management		KDCCI members		Non-members		Home-based		Non home-based		Age		# employees				Years of operation			Location			
		Business Owner	MD/CEO/GM	Other senior management	KDCCI members	Non-members	Home-based	Non home-based	Male	Female	14-34 years	35-54 years	55+ years	Sole trader	2 to 5 employees	6 to 19 employees	20+ employees	0 to 3 years	4 to 10 years	11+ years	Karratha CBD	Karratha suburbs	Karratha LIA	Outside Karratha		
Place to work or operate a business	70	70	65	73	68	69	67	69	71	69	67	70	66	67	64	72	72	71	64	69	72	68	73	71		
Governing organisation	62	63	61	62	65	61	63	63	63	65	62	64	63	61	60	68	64	64	61	63	61	64	67	59		
Value for money	48	51	41	46	50	50	49	50	47	55	59	50	45	59	45	54	44	59	52	41	52	49	49	43		
Advocacy and lobbying	51	50	45	61	56	45	49	51	52	52	46	51	53	54	42	50	63	55	48	48	52	52	56	45		
Consultation	48	47	45	58	51	44	45	49	49	49	43	48	51	53	38	51	56	56	42	44	52	46	54	43		
Informing the community	55	55	46	61	57	53	52	56	56	55	53	55	57	57	52	57	59	58	53	53	62	54	63	52		
Ease of doing business	51	53	34	56	52	51	53	50	49	58	50	51	52	61	45	53	50	58	47	49	51	54	54	45		

Business variances | Economic development

Performance Index Score out of 100	Total	Business Owner		Other senior management	KDCCI members		Home-based		Non home-based		Age			# employees				Years of operation			Karratha CBD	Karratha suburbs	Karratha LIA	Outside Karratha
		MD/CEO/GM			KDCCI members	Non-members	Home-based	Non home-based	Male	Female	14-34 years	35-54 years	55+ years	Sole trader	2 to 5 employees	6 to 19 employees	20+ employees	0 to 3 years	4 to 10 years	11+ years				
Promoting the area as a desirable place to live/work	57	58	50	66	59	57	58	58	58	61	59	59	53	56	58	60	57	65	56	54	63	57	62	54
Attracting investors and new businesses	48	48	41	59	51	45	44	50	48	53	43	52	43	44	46	49	54	46	54	43	49	50	50	43
Supporting / retaining existing business	42	41	41	50	45	39	39	43	40	46	40	42	41	43	35	46	47	46	43	37	44	46	42	32
Support for start-ups	46	46	38	69	47	43	41	48	44	49	41	49	40	45	38	55	50	49	47	38	50	46	48	36
Diversification	47	48	43	58	50	44	42	50	45	51	41	51	44	42	47	49	54	45	52	43	48	49	59	34
Tourism development	51	53	48	55	51	52	52	52	48	59	49	59	40	56	52	52	49	58	59	41	56	54	53	41
Availability of industrial and commercial land	53	52	43	67	50	54	47	54	51	56	50	53	54	63	48	55	52	50	54	52	53	52	54	50

Business variances | Business services

Index Score / 100	Total	Business Owner			KDCCI members	Non-members	Home-based		Male	Female	Age			# employees				Years of operation			Karratha CBD	Karratha suburbs	Karratha LIA	Outside Karratha
		MD/CEO/GM	Other senior management	Non-home-based			14-34 years	35-54 years			55+ years	Sole trader	2 to 5 employees	6 to 19 employees	20+ employees	0 to 3 years	4 to 10 years	11+ years						
COVID-19 relief and stimulus package	51	50	36	75	50	49	48	51	44	55	52	51	40	56	49	46	52	57	53	40	56	55	50	41
Networking and training events	68	68	61	75	71	65	69	68	65	72	65	71	65	75	63	70	71	72	66	66	73	67	71	67
Quarterly Business Breakfast Briefing	70	69	69	75	71	69	69	71	70	71	68	72	66	73	63	76	70	73	69	68	77	64	72	65
Take Your Business Online Grants	63	61	69	71	63	64	62	64	56	68	73	61	57	69	58	70	57	69	66	55	75	60	62	57
Economic and business development grants	53	53	53	50	51	55	55	52	48	59	48	57	47	56	53	51	56	54	58	48	59	53	50	51
Major Events, Sponsorship and Attraction Program	56	55	61	58	57	55	54	57	54	61	55	57	55	60	53	58	54	63	57	49	64	54	59	46
Promoting and adopting sustainable practices	49	48	46	63	53	47	53	48	46	55	42	51	52	57	49	44	54	48	55	43	47	57	56	36
Airport facilities / services	57	58	48	64	58	56	58	57	58	59	56	56	60	56	62	56	51	61	56	54	62	57	54	44

New business initiatives and suggestions

Support for local business initiatives

The business community would like the City of Karratha to focus on two key initiatives:

1. **Projects to ensure housing remains affordable** (more strongly supported by senior executives)
2. **Campaigning for more affordable and accessible flights to the region** (more strongly supported by females who operate new, small and home-based businesses)

There is also growing support to **review the City's processes to reduce red tape** (for permits, etc); moving into third place this year. This initiative received greater support among larger businesses and businesses located in towns outside of Karratha.

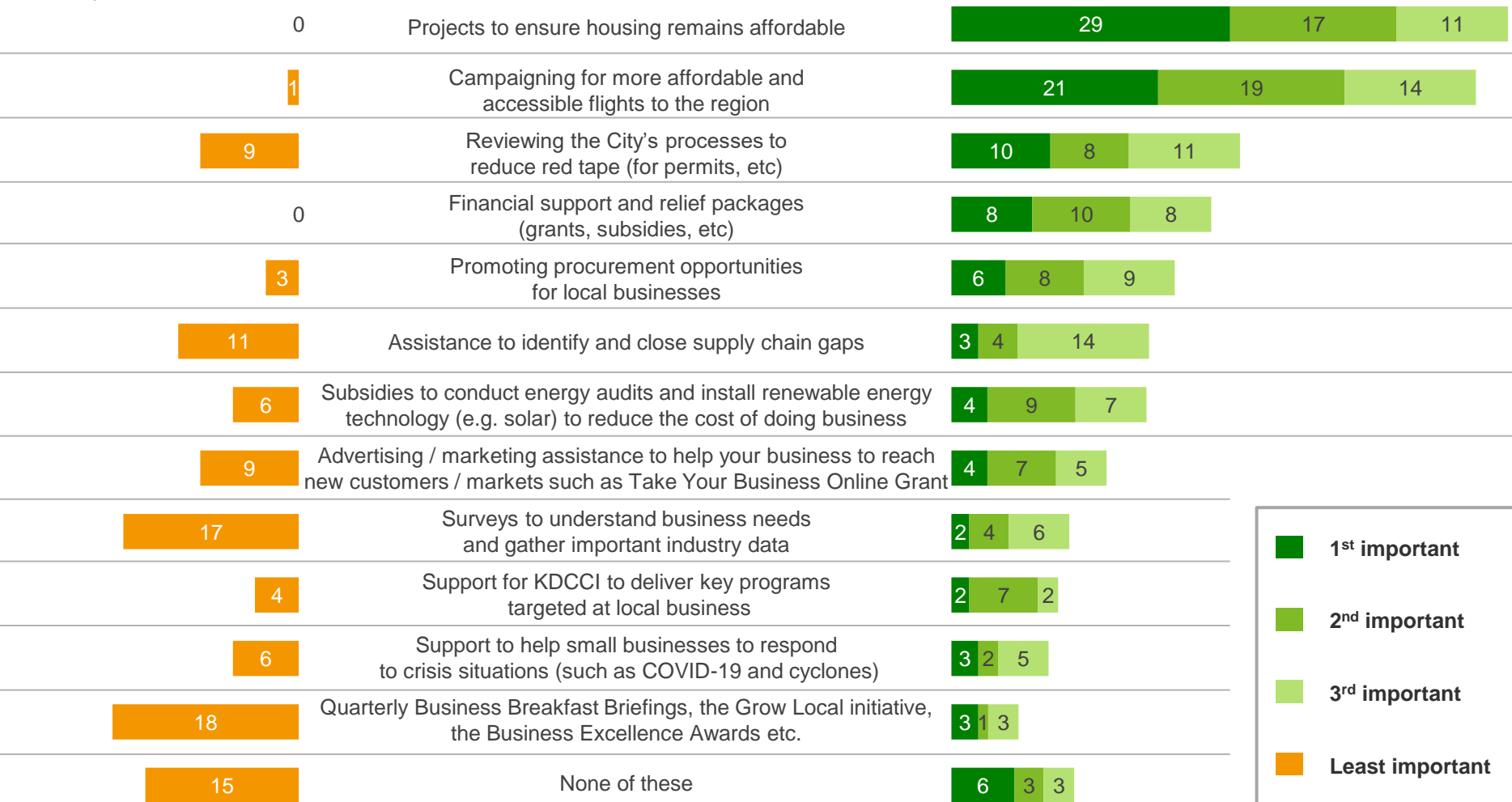
There is general support for all three of these projects across the business community.

Sole traders expressed greater support for **financial support and relief packages**. This is their second highest priority, behind campaigning for more affordable and accessible flights.

Perceived importance of business initiatives

Perceived importance of business initiatives

% 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 xx to xxx)

Importance of business initiatives | demographic variances

% most important (1 st mentions)	Total	Business Owner	MD/CEO/GM	Other senior mgt	KDCCI members	Non-members	Home-based	Non home-based	Male	Female	Age			# employees				Years of operation			Karratha CBD	Karratha suburbs	Karratha LIA	Outside Karratha
											14-34	35-54	55+	Sole trader	2 to 5	6 to 19	20+	0 to 3	4 to 10	11+				
Projects to ensure housing remains affordable	29	20	58	42	26	31	21	32	30	25	37	20	42	6	23	38	37	19	27	36	35	23	30	17
Campaign for affordable/accessible flights	21	25	0	17	17	27	33	16	13	26	21	17	27	39	23	16	16	23	27	15	19	26	30	25
Reviewing processes to reduce red tape	10	10	17	8	11	10	3	14	17	6	5	14	8	0	9	13	21	10	9	13	8	7	10	21
Financial support and relief packages	8	11	0	0	4	13	6	10	9	9	16	10	0	17	11	6	0	13	6	8	11	5	10	8
Promoting procurement opportunities for local businesses	6	6	0	8	9	2	3	7	13	0	0	10	0	6	6	6	5	13	3	3	8	7	5	0
Subsidies to conduct energy audits and install renewable energy technology to reduce costs	4	4	8	0	6	2	6	3	4	4	0	5	4	6	3	3	5	6	0	5	0	7	0	4
Marketing assistance to reach new customers / markets (Take Your Business Online Grant)	4	4	0	8	2	6	9	1	0	8	0	7	0	6	6	3	0	3	6	3	0	2	0	13
Support to help small businesses to respond to crisis situations (such as COVID-19 and cyclones)	3	3	0	8	4	0	0	3	0	4	0	0	8	0	0	6	0	0	0	5	5	2	0	0
Assistance to identify and close supply chain gaps	3	3	8	0	2	4	6	1	4	2	5	2	4	6	6	0	0	3	3	3	3	2	0	4
Quarterly Business Breakfast Briefings, Grow Local initiative, Business Excellence Awards etc.	3	3	0	8	6	0	0	4	2	4	0	5	0	6	0	0	11	3	3	0	5	2	0	0
Support for KDCCI to deliver key programs targeted at local business	2	3	0	0	2	2	6	0	0	4	5	2	0	6	3	0	0	3	3	0	0	5	0	0
Surveys to understand business needs and gather important industry data	2	3	0	0	2	2	0	3	2	2	0	2	4	0	3	3	0	0	3	3	0	2	5	0
None of these	6	8	8	0	11	2	6	7	4	8	11	7	4	6	9	6	5	3	9	8	5	9	10	8

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 xx to xxx)

Business suggestions I

Support local businesses

"Allow businesses greater opportunity to promote themselves to the community and the larger industries."

"It's hard to say the situation since covid, for 18years in business industries this is the first time tough to understand & very hard to recover reason if you keep running your business & not enough Product supply & can't provide what people need. I feel quilty & I am losing my income in the same time ... & make me stress & the same time can't get staff very Stressful ... thank you."

"To remember that there are more than just resources & supporting industry and that there is a growing micro business / women in business community that are under serviced in the initiatives provided."

"Always use local small business."

"Be proactive in helping local businesses progress and develop, rather than finding as many reasons as possible to say no."

"Strengthen the City's local procurement policies to ensure that local businesses are prioritised instead of non-local businesses"

"Exemption for small hobby business to operate out of homes."

"Part time mobile trader fees or fees based on mobile business size and revenue."

"More support for long-term small family businesses. That are adversely affected by the high housing and commercial rates and fluctuating housing costs."

"Rates relief for local small business."

"Make Shipping costs for locals and local business more utilisable through cost."

Sustainability

"Combatting pollution from industry and making them and the EPA and DBCA accountable for their decisions."

"Electric vehicle charging infrastructure."

"Grants to help PTM install solar panels."

"Our city needs to do more to educate the community on climate change and invest in renewable energies, better recycling etc. While this does not relate directly to my business i am shocked that the LIA does not recycle, that most businesses and households still rely on bottled water and too many people do not know how to even recycle properly! There are many young families (in this town especially) and we are concerned for our children's' futures."

"Solar farms."

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

Business suggestions II

Tourism

"Focus on tourism."

"Improve the signage at Karratha airport."

"Improve visitor economy with investment into a caravan park or some sort of tourist accommodation (not the high end hotel they are considering), but more in the family focused area to increase visitors which will attract entrepreneurs to provide more services and tour options for visitors. And not just Aboriginal tourism."

"Promote Point Samson as a holiday destination instead of Karratha. No one holidays in Karratha."

Entertainment and food vans

"Opening up a restaurant/entertainment area on the Karratha Foreshore somewhere near the golf course. We have such a beautiful view as you come over the hill into town but then the view is lost. We are right on the water but don't get to enjoy it unless you go to Dampier. We should take advantage of our natural assets."

"Area for food vans to trade, unrestricted, a park with tables and chairs for animals and close down dreamers once this area is set up for ALL vans Message boards to promote it, promote with advertising, location panels for who is trading more markets and events to promote, The city eats is a HUGE waste of time. no room for the vans as with the business that are promoting this are also not helpful when trading. set up different locations monthly, Bulgarra, Baynton West Park, Nicol Park, Catteral Park, night markets, day markets. If you need people to do this .I for one would certainly assist in doing this. we have the people and the ability to put markets on and the community want this. Assist small business with meetings, business assists , explanations of government and council assists training programs , meeting programs, we are small business who are spending all the time to make business successful but get very little support., assistance etc council meetings that get us all in so we can all discuss the issues."

"Find an area for all the food vans to be together how it used to be and how the people of Karratha want it to be."

"Set aside a dedicated space (The Old Hospital location on Dampier Hyw) to develop as an alternative to "Dreamers Hill". This area has good exposure to passing trade for the "sales component" but also has lots of available space to allow food vendors to set up safely, with ample off road parking space for customers. It already has a range of established trees and basic infrastructure such as power, water and sewer to allow basic amenities to be constructed."

Business suggestions III

Commercial land and property

"Commercial land at gap ridge has been too expensive. 5 years ago no one had the money when prices were almost reasonable, now they are out of 98 percent's reach again. More lots or smaller lots are needed at a lower price."

"Commercial lease incentives, like rent-free periods, rent abatements & fit-out contributions for start-up or small businesses as commercial space rent is extremely high in the City of Karratha."

"For my business, the accessibility and cost of commercial space to purchase or lease is a major drawback. The availability and cost of CoK venues to hire is fantastic! But to keep and maintain my own space is a different story."

"Freeing up land to buy."

Housing

"Focus on...cheap housing."

"I think revisiting the low income housing initiatives for the eligibility for couples both in low income jobs."

"More service worker accommodation."

"Partnering with and providing work and affordable housing to small local businesses."

Infrastructure

"Point Samson Jetty."

"Upgrade the GSM network in the city centre! Currently terrible."

"Yes, utilisation of particular buildings for dedicated community space."

Agriculture

"Water artesian Pivots and farming and all types of cropping."

Business suggestions IV

Governance and rates

"Internal accountability program to get rid of the power hungry idiots that use bureaucracy to there advantage and real world people suffer and lose money because of the incompetent idiots inside the organisation."

"Stop putting the rates up, insurance is absolutely crippling in town for business and customer. We are in dire straights. We need help."

"Reduce red tape."

"Reduce staff levels in COK ."

Engagement

"Better, stronger, culturally appropriate and meaningful engagement with all businesses and residents of the City."

"Engage with small business owners, don't assume. There will be many different facets in communicating with all City businesses, the quaterly breakfasts are excellent for those who are in large organisations who can take the time out of the frontline to attend. What other communication avenues are being tested?"

"Forum(s) to bring out new ideas and innovation to improve "liveability"."

"Will only speak to the City of Karratha privately."

Resourcing

"We'd like to see the gap bridged between DAMA and the recruitmnet of eligible nominees. Is the City able to assist with finding organisations in neighboring countries who may be able to assist with the recruitment of suitable personnel to fill positions not otherwise able to be filled by Australian citizens / residents."

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

Business suggestions V

Improved safety and crime prevention

"Recreation alternatives to ease crime from youth."

"CCTV in the CBD should be considered by the city."

"Improved lighting and revamp of the older parts of the Karratha city centre and car parks, and working with police to move on street drinkers and those disrupting the ability for locally based businesses to maintain a sense of professionalism and safety at and around their places of business operation."

"Support to help businesses cover damage costs from crime in the area."

Mental health services

"Mental health related initiatives and funding for local providers. Support local mental health professionals (counsellors/psychologists etc) to set up as EAP service providers as a local option for the support of local people. Resource sector to procure local services in other areas, why not mental health and well-being as well?"

First nations

"Community involvement from Indigenous residents NOT CEO's making blind decisions for community. And PLEASE STOP telling people and industry that Murujuga Aboriginal Corporation represents the Indigenous community here in Karratha, Ngarluma Country. [name removed] is NOT Ngarluma, and has no authority to even speak on this country for the Ngarluma community. The CEO and Mayor both need to apologize to Ngarluma people for this disrespect in front of senior Ngarluma Elders in the Breakfast on Thursday. Disgraceful, as [name removed] has already been told this formally by Ngarluma representatives."

Seniors

"Age care facilities to house the elderly that built this country."

Business driven recommendations for Council's consideration

Business driven recommendations

1. Develop and share a strong and clear vision for the future. Although the City is the leading council for this measure, only 48% of local businesses agree that the City of Karratha has a clear and well communicated vision for the region.
2. Conduct more targeted engagement with businesses to understand and accommodate the needs of different businesses. Currently, only 36% of businesses feel the City understands local business needs; down from 57% in 2020. And, just 39% feel the City is having a positive impact on their business; down from 55% in 2020. Further, 46% of respondents are unhappy with the City's efforts to support and retain existing businesses.
3. 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 out of 100.
4. Develop and communicate a clear strategy to improve access to affordable housing and accommodation.
5. Develop and communicate the City's strategy to attract workers and their families to the region.
6. Model supply and demand for commercial land and property, and develop an approach to close the gap.
7. Campaign for more affordable and accessible flights to the region.

8. Conduct a detailed review of business's unmet needs in relation to accessing goods and services to help identify and promote new business opportunities to attract new businesses and investors to the region.
9. Provide a review of support services for start-up ventures and determine how to address service gaps.
10. Conduct Service Area Reviews for relevant business services to determine how to improve the ease of doing business with the City, such as applying for grants and permits.
11. Adopt, and encourage local businesses to adopt, sustainable practices, such as green energy, EV vehicles and charging stations, sustainable waste management, etc.
12. Review the rates strategy, with consideration for providing discounts and subsidies to support small businesses.
13. Consider how to better communicate the benefits and value from rates paid by local businesses. The City of Karratha's value for money rating is 12 points behind the industry leader.
14. Share positive, local stories to build economic confidence in the City of Karratha region.



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