



# MARKYT Community Scorecard ©

Prepared for: City of Armadale

Prepared by: CATALYSE Pty Ltd ©

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# Strategic Insights

The City of Armadale has **improved in 40 out of 44 performance measures** according to an independent tracking survey among 502 randomly selected residents\*.

- As a **place to live**, 91% of respondents provided a positive rating, up 5% points.
- As a **governing organisation**, 87% of respondents provided a positive rating, up 14% points.

The City has perceived strengths in waste collections, libraries, festivals, events and cultural activities, and playgrounds, parks and reserves. Relative to the MARKYT® Industry Standards, the City is **performing on par or above average in 30 out of 46 areas**.

Moving forward the community would like the City of Armadale to focus on **4 key priorities**:

1. **Community safety** and working with Police to manage anti-social behaviour, especially in and around Armadale City Centre and train stations.
2. **Value for money from rates**. With challenging economic times, residents are concerned about the cost of rates and ask that rate increases be limited.
3. **Streetscapes**. Residents would like greater care, maintenance and beautification of streetscapes, and for residents to have more pride in their own homes, to make the area more appealing for residents, visitors and investors.
4. **Economic development**. Continue to revitalise and promote the area to attract investors, new industries and businesses, and to create more local job opportunities.



Secondary priorities include education and training, youth services and facilities, and more effective consultation to improve Councillors' and staff understanding of community needs.

Similar to other councils, the City would benefit from developing a **clear, shared and inspiring vision** for the area. Currently, only 39% of residents agree that the City has developed and communicated a clear vision.

The City may also benefit from a strategic campaign to improve residents' overall sense of pride and belief in the area. Currently the City of Armadale has a Net Promoter Score of -42 (on a scale of -100 to +100). This is low and 36 points below the industry average. While residents think the area is improving as a place to live, they are not yet willing to recommend it to others.

# The Study

In October, the City of Armadale administered a MARKYT® Community Scorecard to evaluate community priorities and measure Council's performance against key indicators in the Strategic Community Plan.

Scorecards invitations were sent to 7,000 randomly selected residents (1,000 by mail and 6,000 by email).

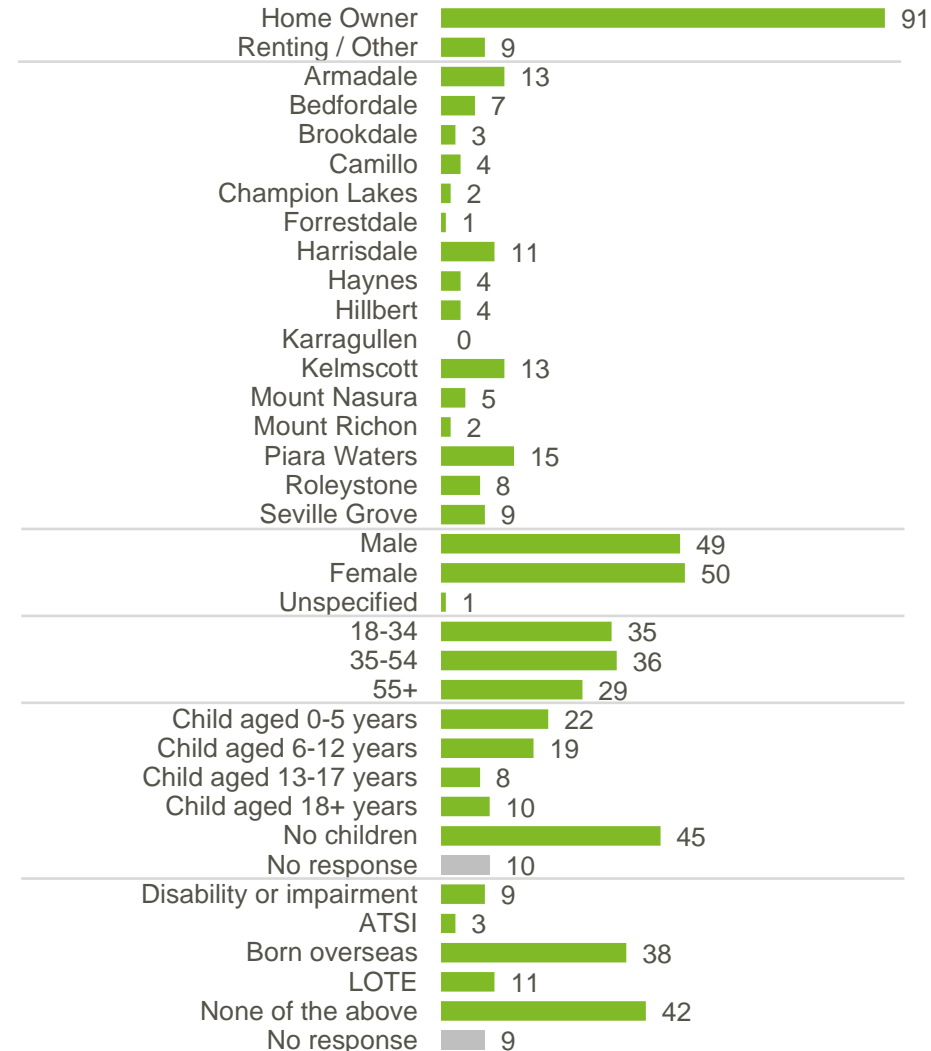
In total, **502 residents** submitted a valid response reducing the sampling error to  $\pm 4.36\%$  at the 95% confidence interval and providing a high level of confidence in the results.

The final dataset was weighted by age and gender to match the ABS Census population profile.

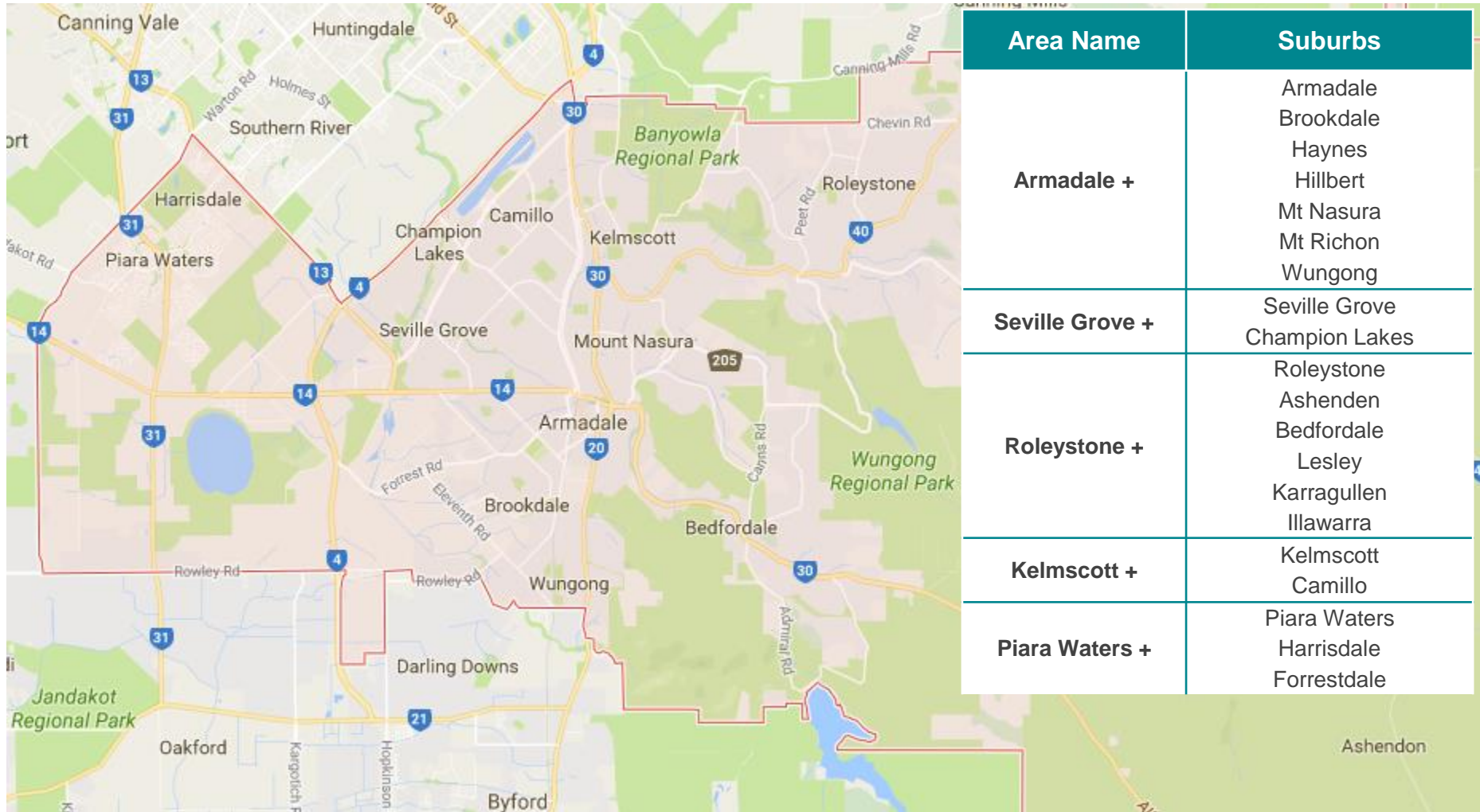
Data has been analysed using SPSS. Where sub-totals add to  $\pm 1\%$  of the parts, this is due to rounding errors to zero decimal places.

Industry comparisons are provided against all councils that have completed a MARKYT® Community Scorecard, along with a subset of like councils.

% of respondents (weighted)



# Area groupings





CATALYSE® has conducted MARKYT® Community Scorecards and Community Perceptions Surveys for 50 organisations. When three or more councils have asked a comparable question, we publish the high score to enable participating councils to recognise and learn from the industry leaders. In this report, the 'high score' is calculated from **WA councils** that have completed an accredited study with CATALYSE® **within the past two years**. Participating councils are listed below.

## Metropolitan



## Regional



Within this report, industry comparisons among a subset group of similar councils have been reported. The following councils have been included in the group analysis based on studies completed from 2016 to 2018.





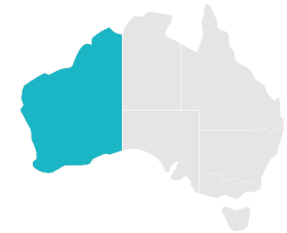
# Overall Performance | industry comparisons

The 'Overall Performance Index Score' is a combined measure of the City of Armadale as a 'place to live' and as a 'governing organisation'. The City of Armadale's overall performance index score is 63 out of 100, 6 index points below the industry standard among a subset of similar councils in Western Australia.

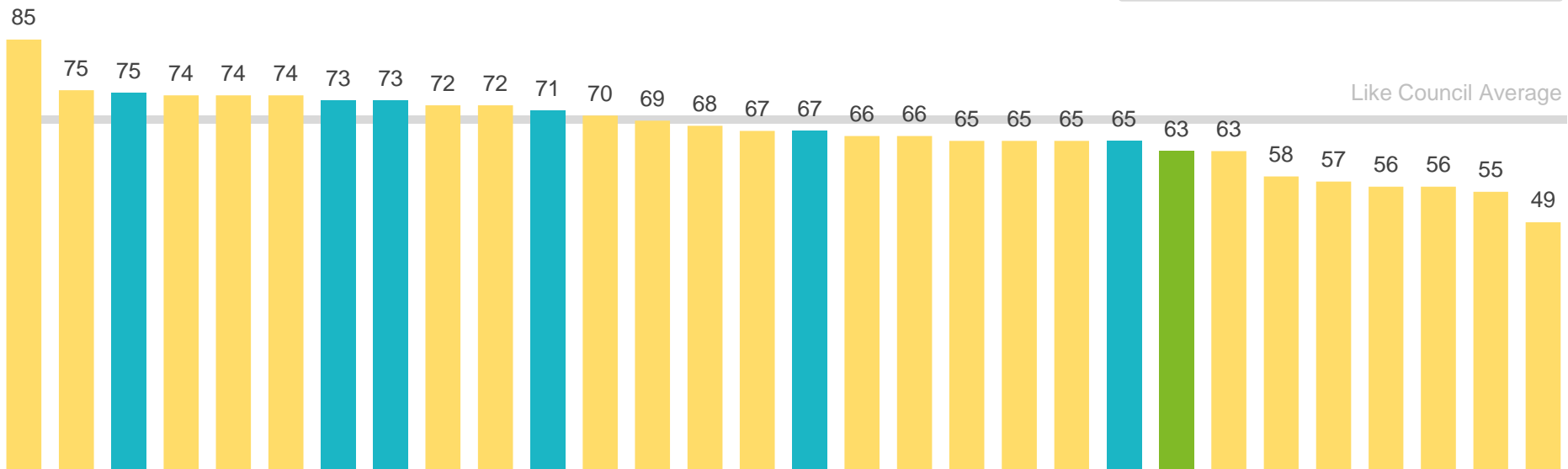
## Overall Performance Index Score

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

- City of Armadale
- Like Councils (Cities of Bayswater, Canning, Cockburn, Kwinana, Mandurah and Wanneroo)
- Other Councils



City of Armadale	63
Like Councils High	75
Like Councils Average	69





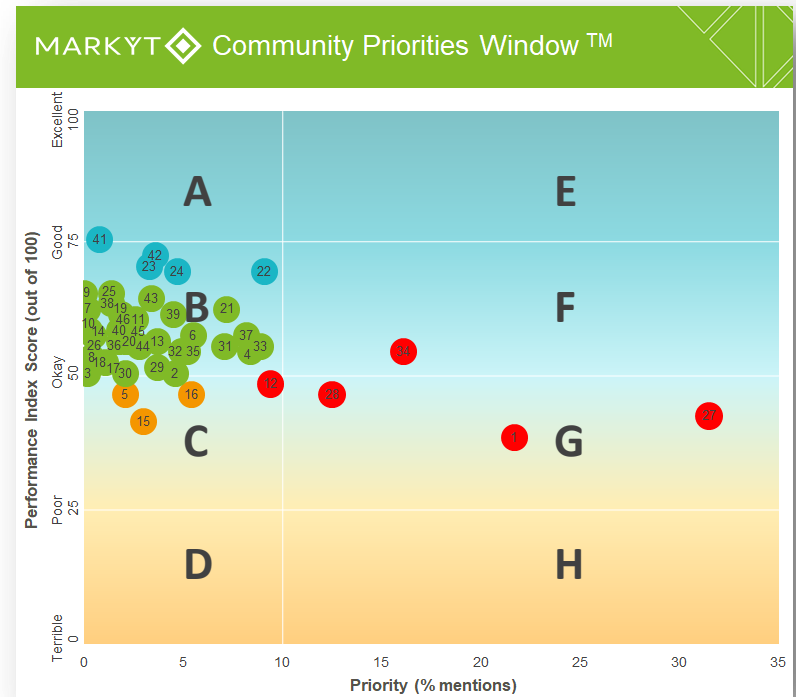
# MARKYT Community Priorities Window™

In the City of Armadale's Community Priorities Window, detailed overleaf, most services are located in window B. These are higher performing areas that receive average ratings between okay and good.

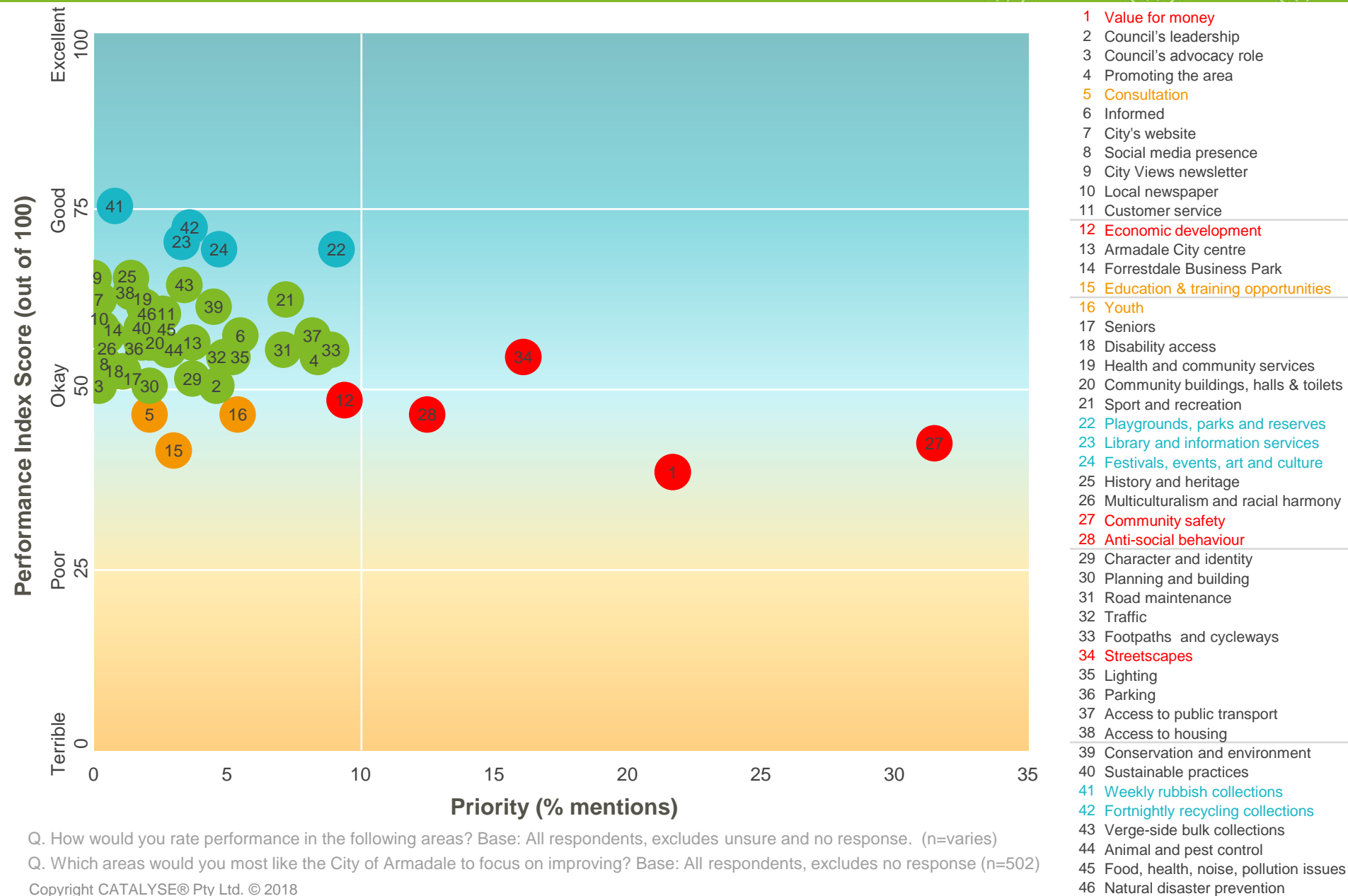
Perceived strengths include waste services, library and information services, festival, events and cultural activities, and playgrounds, parks and reserves.

Moving forward, the community would like Council to prioritise community safety and working with Police to manage anti-social behaviour, value for money from rates, streetscapes and economic development (Windows F + G).

Secondary priorities include other lower performing areas such as education and training, youth services and facilities, and community consultation (Window C).



# MARKYT Community Priorities Window™



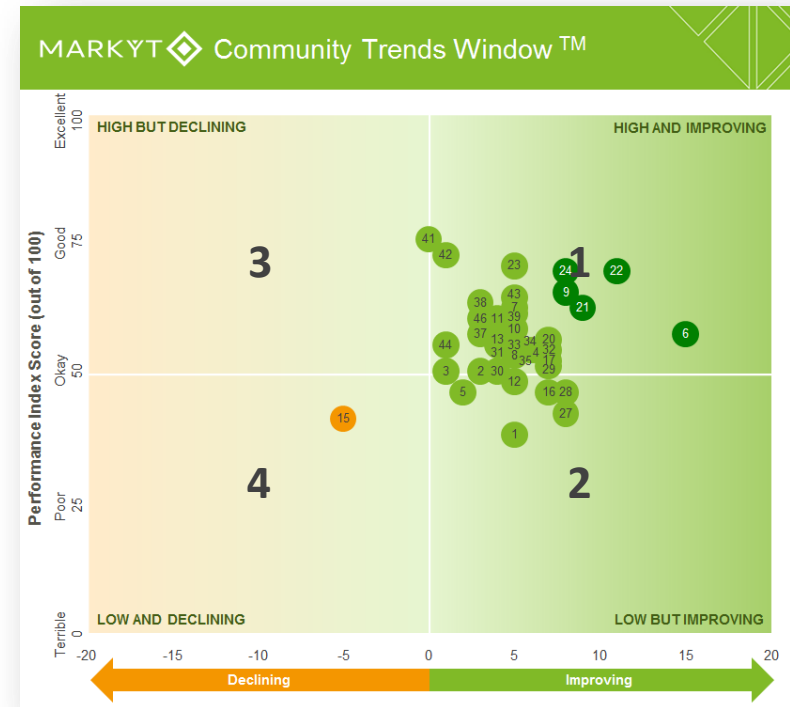
The MARKYT® Community Trends Window™ maps performance over time. There are two dimensions. The vertical axis maps performance and the horizontal axis maps trend data, indicating whether performance has improved, declined or remained the same.

In the City's Community Trends Window, detailed overleaf, most services are ideally located in Window 1. These areas are high performing areas that have improved over the past two years.

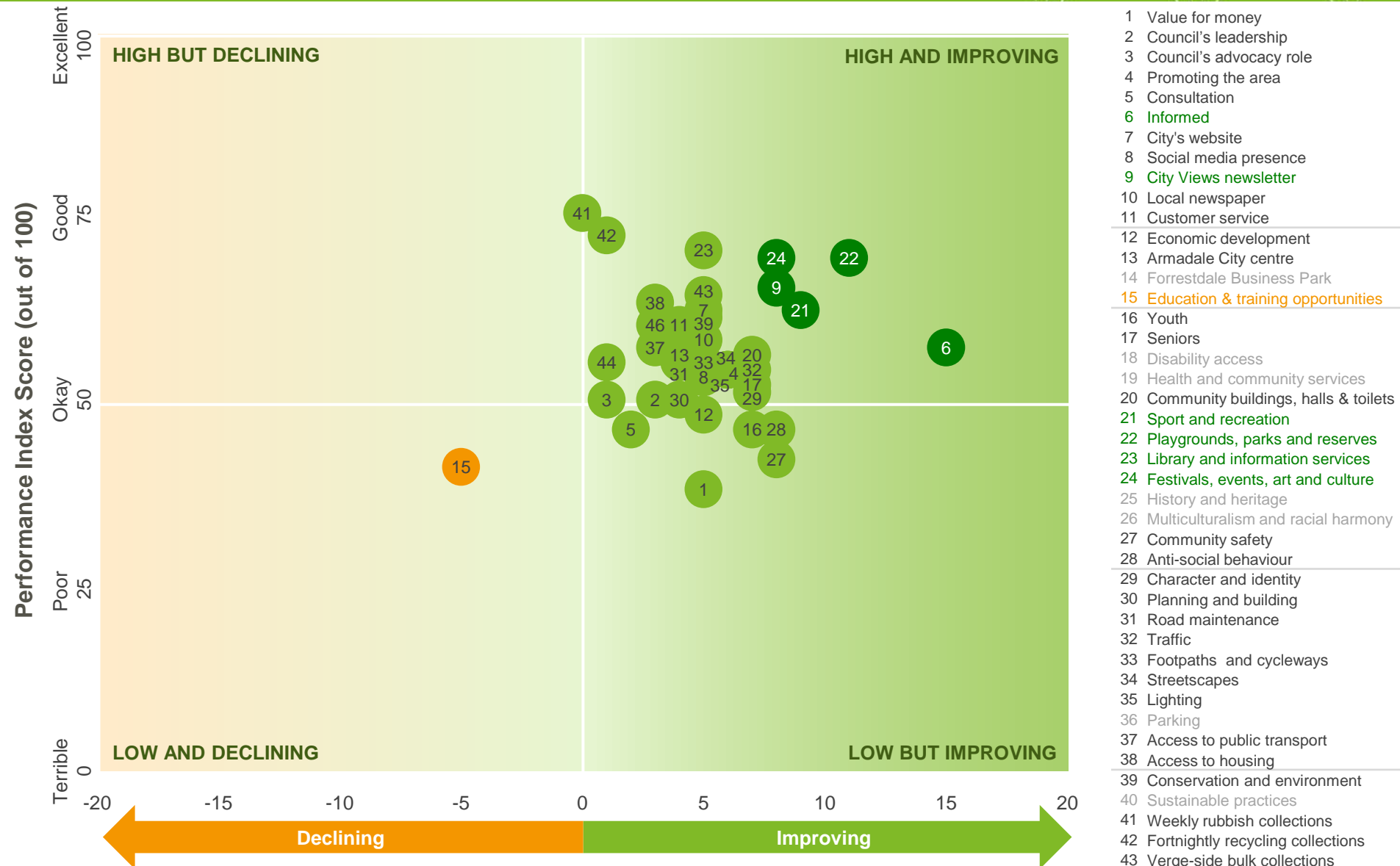
The **biggest, most positive improvers** were:

- how the community is informed
- playgrounds, parks and reserves
- sport and recreation facilities
- festivals, events, art and cultural activities
- the City Views newsletter

Access to education and training opportunities is the only service area where performance has declined (in Window 4).



# MARKYT Community Trends Window™



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

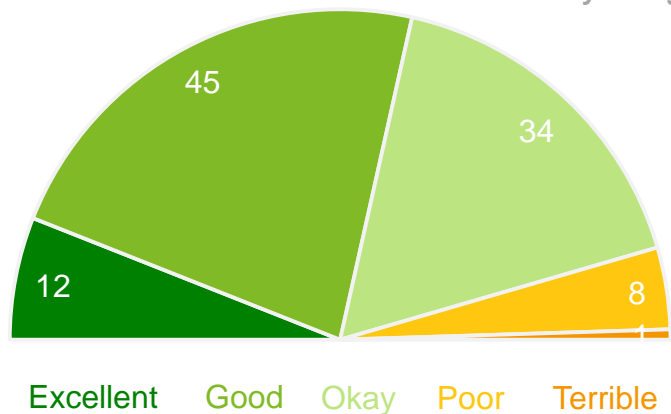
# The City of Armadale as a place to live

## Performance ratings

% of respondents

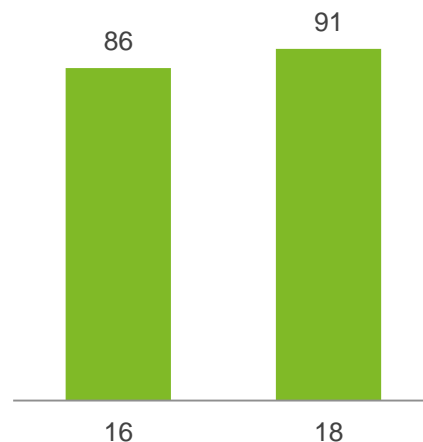
91%

Excellent + Good  
+ Okay ratings



## Trend Analysis

% okay + good + excellent



## Industry Standards

Performance Index Score

Comparisons with like councils:  
Cities of Armadale, Bayswater,  
Canning, Cockburn, Kwinana,  
Mandurah and Wanneroo.

City of Armadale	65
Like Council High	80
Like Council Average	74

## Variances across the community

Performance Index Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	ATSI	Born Overseas	LOTE	Armadale +	Seville Grove +	Roleystone +	Kelmscott +	Piara Waters +
65	66	60	64	67	65	68	66	69	67	60	66	70	69	67	66	65	63	63	71	65	63

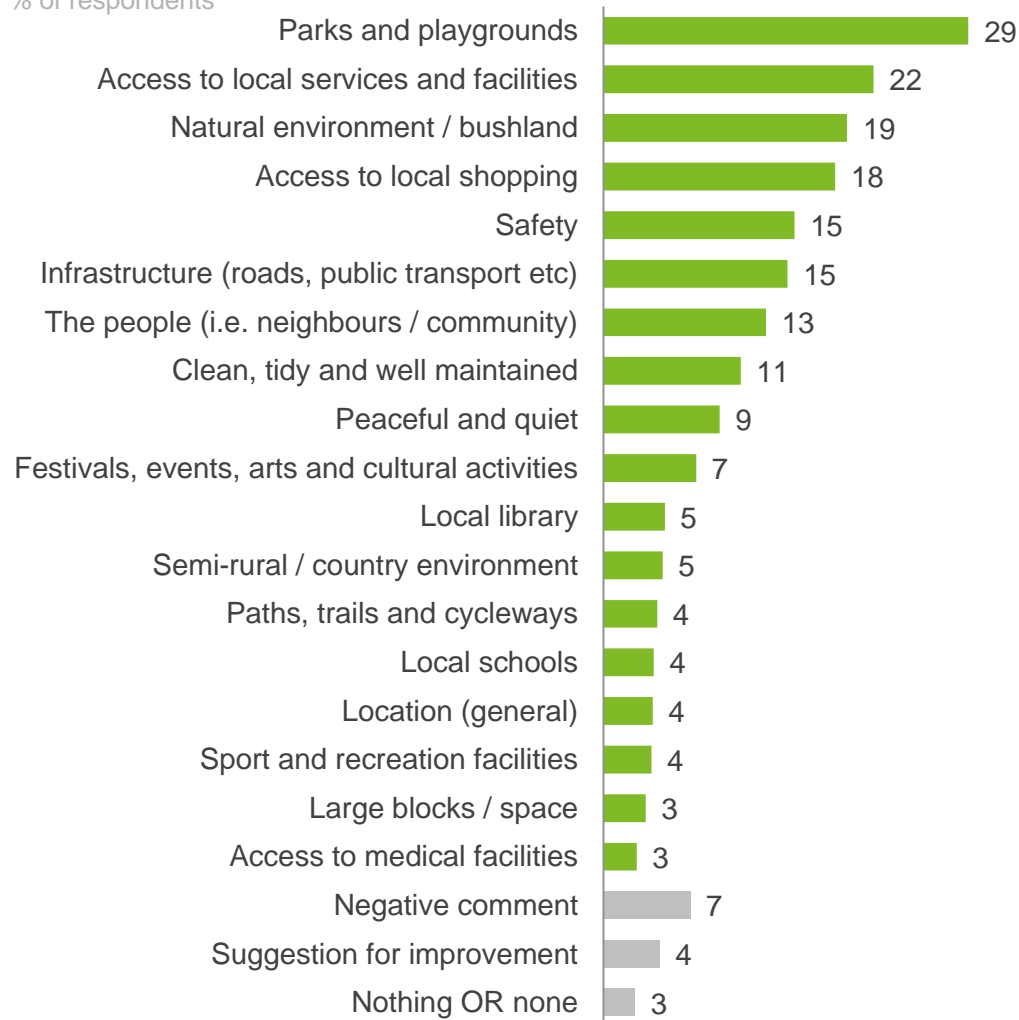
Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 497).



# Most valued aspects of the City of Armadale

% of respondents



Residents love Armadale's public open spaces and easy access to services, facilities, shopping and transport. Although community safety is a priority area, it is also something they value. Safety ratings have improved over the past two years.

*"Love Armadale cause of the great green areas. I think Armadale is one of the best councils for green areas."*

*"The beautiful park in the center of town. The variety of shopping options."*

*"The hills environment surrounded by nature. Has everything one could need for convenient living."*

*"The access to the bush, the open spaces and the closeness of wildlife."*

*"Within Piara Waters, I value the services being provided to local residents. It is a clean and safe place to live, with all the amenities that I need."*

*"The convenience of having a great variety of shops (two large shopping centres with varied big brands/shops). Public transport availability, great parks, especially dog parks, safe walking environment."*

*"The area is new, safe and clean with good amenities close by."*

*"The trees, small community feel and spirit, large block sizes, open spaces and relative safety."*

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

Q. As a place to live, what do you value most about your local area?

Base: all respondents who provided a valid response, excluded 'no response' (n = 454)

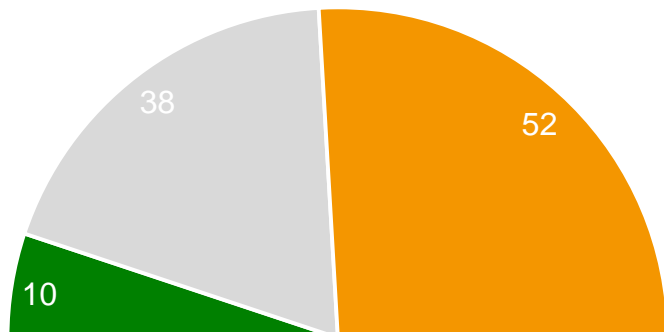
Chart shows responses mentioned spontaneously by 3% or more respondents.

# Community Advocacy

Likelihood of recommending the City of Armadale as a place to live

## Community Advocacy

% of respondents



Promoters (9-10) Passives (7-8) Detractors (0-6)

## Net Promoter Score

Promoters

less

Detractors

equals

NPS  
-42

NPS can range from  
-100 to +100

## Industry Standards

Net Promoter Score

Comparison with like councils that  
collected NPS data:

Cities of Armadale, Cockburn,  
Kwinana and Mandurah.

City of Armadale -42

Group High 10

Group Average -15

## Variances across the community

Net Promoter Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	ATSI	Born Overseas	LOTE	Armadale +	Seville Grove +	Roleystone +	Kelmscott +	Piara Waters +
-42	-41	-48	-46	-37	-39	-46	-45	-44	-38	-53	-42	-28	-23	-48	-38	-38	-43	-39	-27	-33	-54

Q. How likely are you to recommend the City of Armadale as a place to live?

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

Base: All respondents, excludes 'unsure' and 'no response' (n = 491).

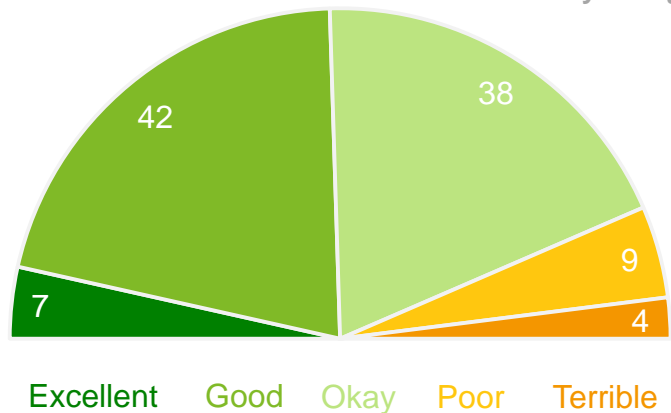
# The City of Armadale as the organisation that governs the local area

## Performance ratings

% of respondents

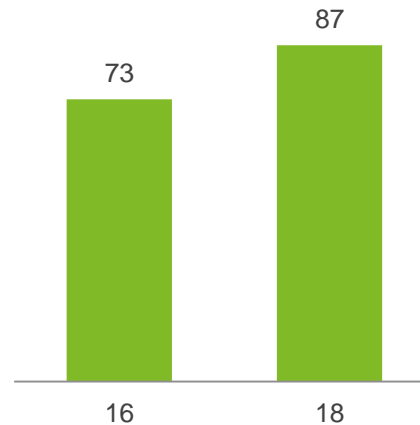
87%

Excellent + Good + Okay ratings



## Trend Analysis

% okay + good + excellent



## Industry Standards

Performance Index Score

Comparisons with like councils:  
Cities of Armadale, Bayswater, Canning, Cockburn, Kwinana, Mandurah and Wanneroo.

City of Armadale	60
Group High	70
Group Average	64

## Variances across the community

Performance Index Score

Total	Home owner	Renting/other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	ATSI	Born Overseas	LOTE	Armadale +	Seville Grove +	Roleystone +	Kelmscott +	Piara Waters +
60	59	70	57	63	62	59	57	64	59	57	60	63	66	64	57	58	63	67	58	63	63

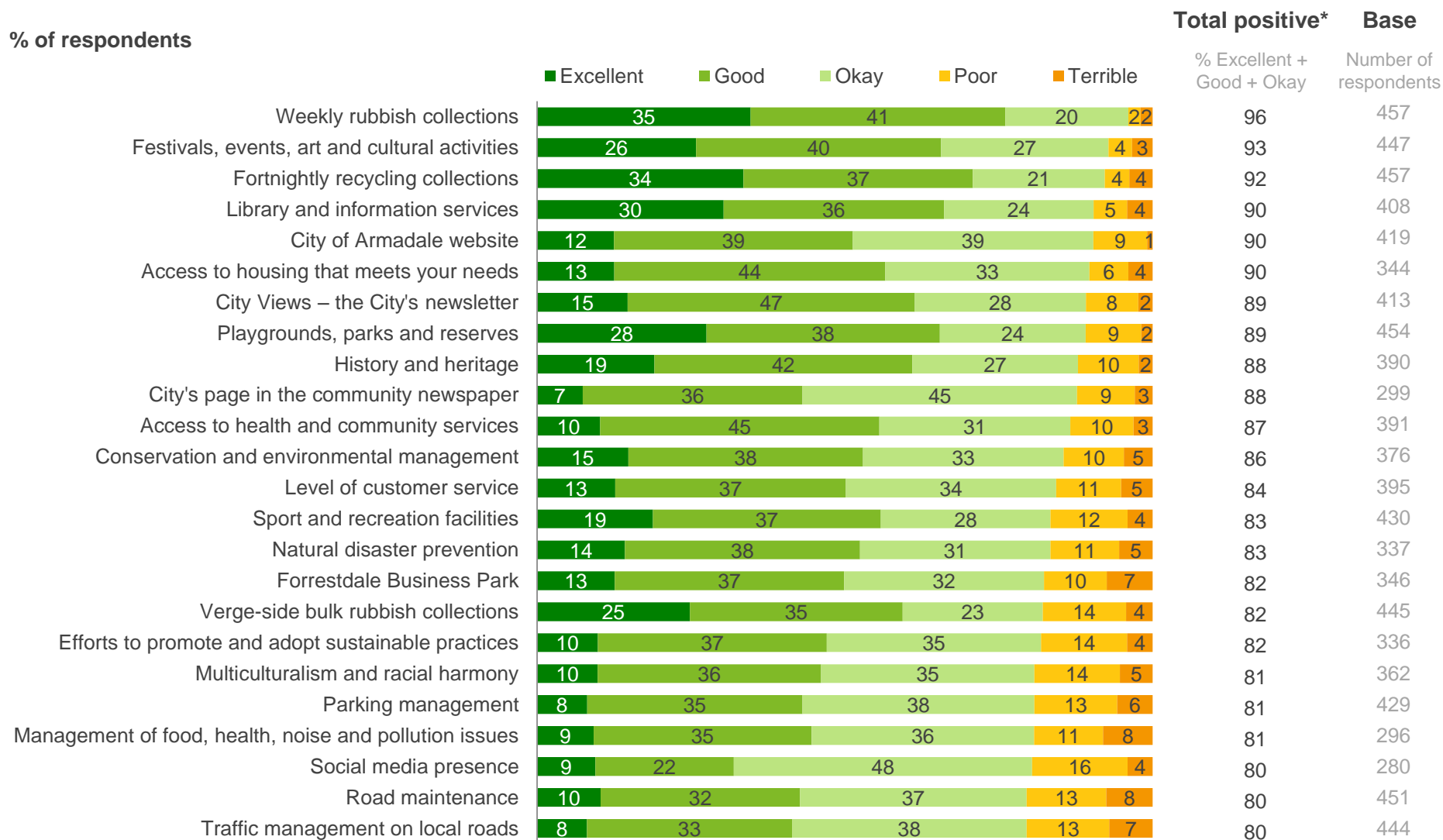
Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 482).

# Higher performing areas

Total positive rating is 80% or higher

## % of respondents



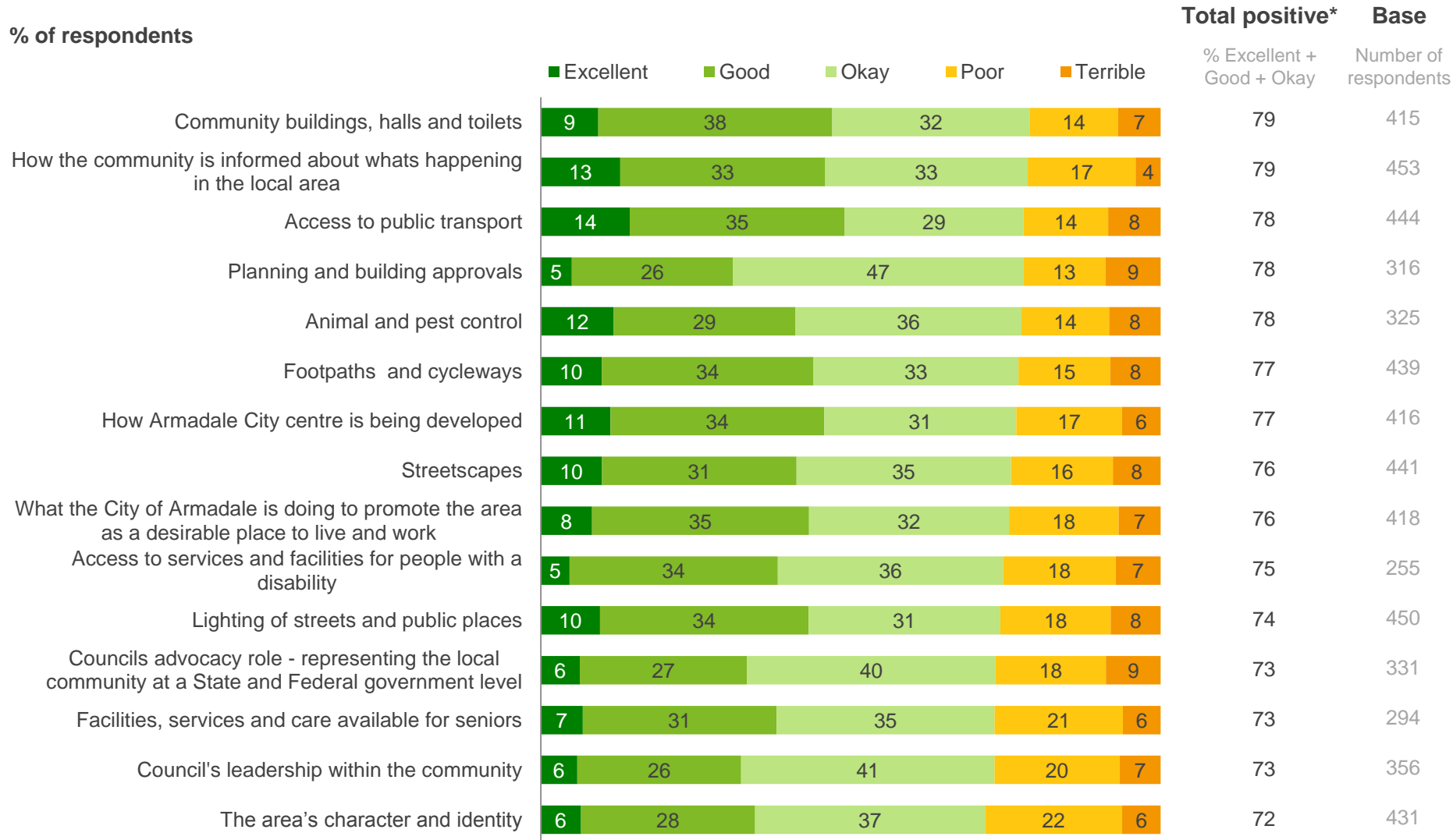
Q. How would you rate performance in the following areas?

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

\* Variances of +/- 1% are due to rounding errors to 0 decimal places

# Moderate performing areas

Total positive rating is 70-79%



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

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

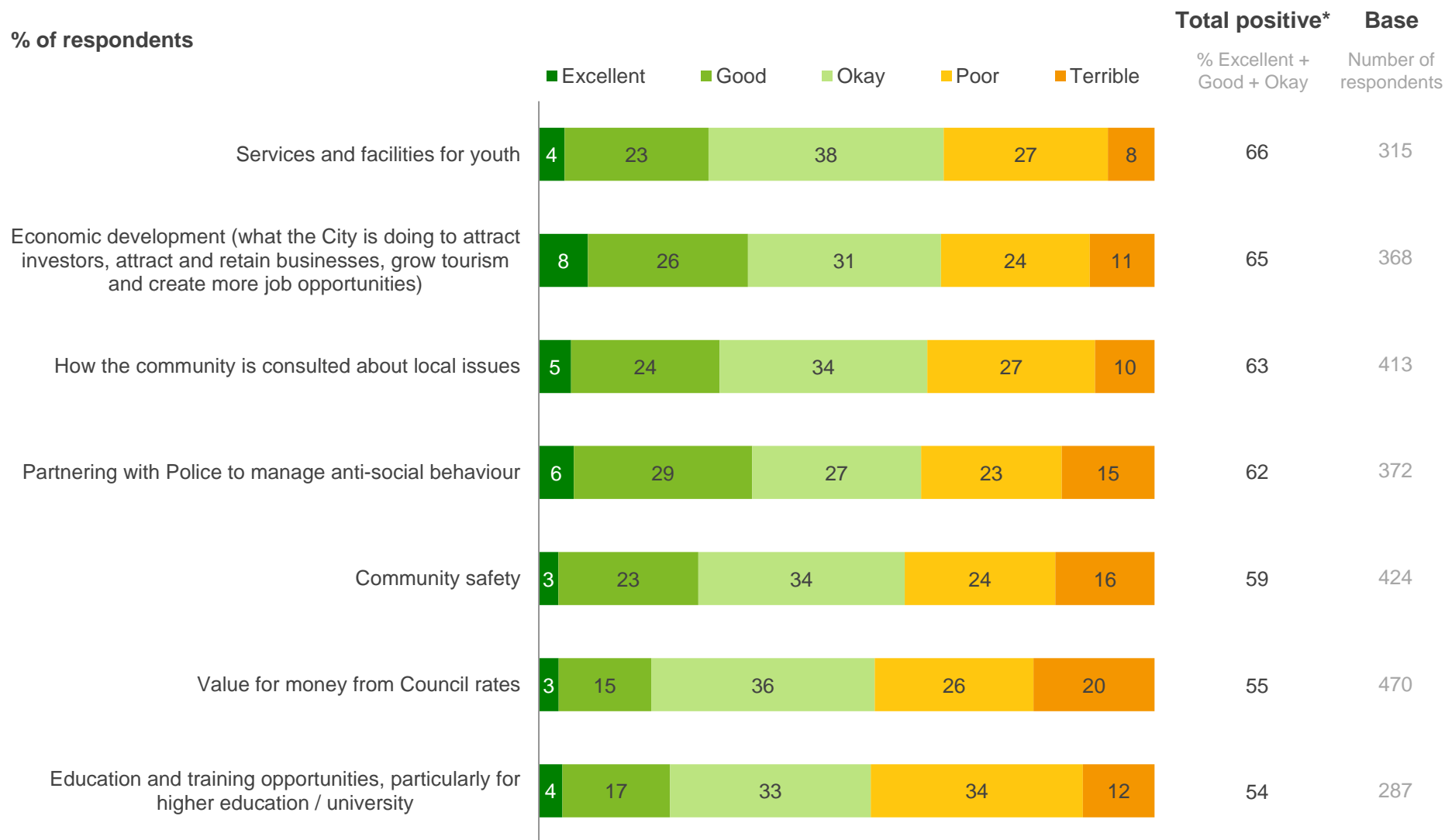
\* Variances of +/- 1% are due to rounding errors to 0 decimal places



# Lower performing areas

Total positive rating is below 70%

% of respondents



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

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

\* Variances of +/- 1% are due to rounding errors to 0 decimal places

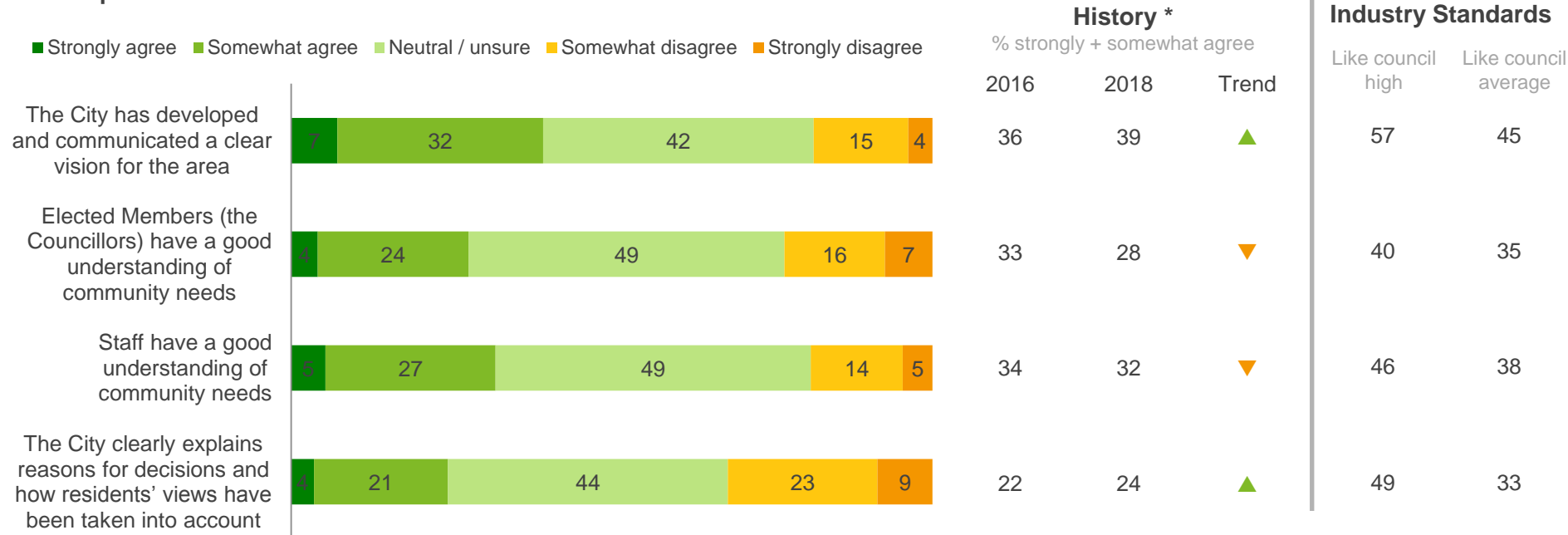
# Community views on visioning and engagement

39% of respondents agreed that the City has a clear vision for the area; up 3% points since 2016. This compares to an average rating of 45% and a high 57% among like councils.

28% of respondents agree that Elected Members and 32% agree that staff have a good understanding of community needs; down slightly from the previous study and below the average rating among like councils, suggesting there is room to improve.

24% of respondents agree that the City clearly explains reasons for its decisions and how residents' views are taken into account; up 2% points from last time though below the industry average among like councils.

## % of respondents



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

Base: All respondents, excludes 'no response' (n = varies from 487 to 489)

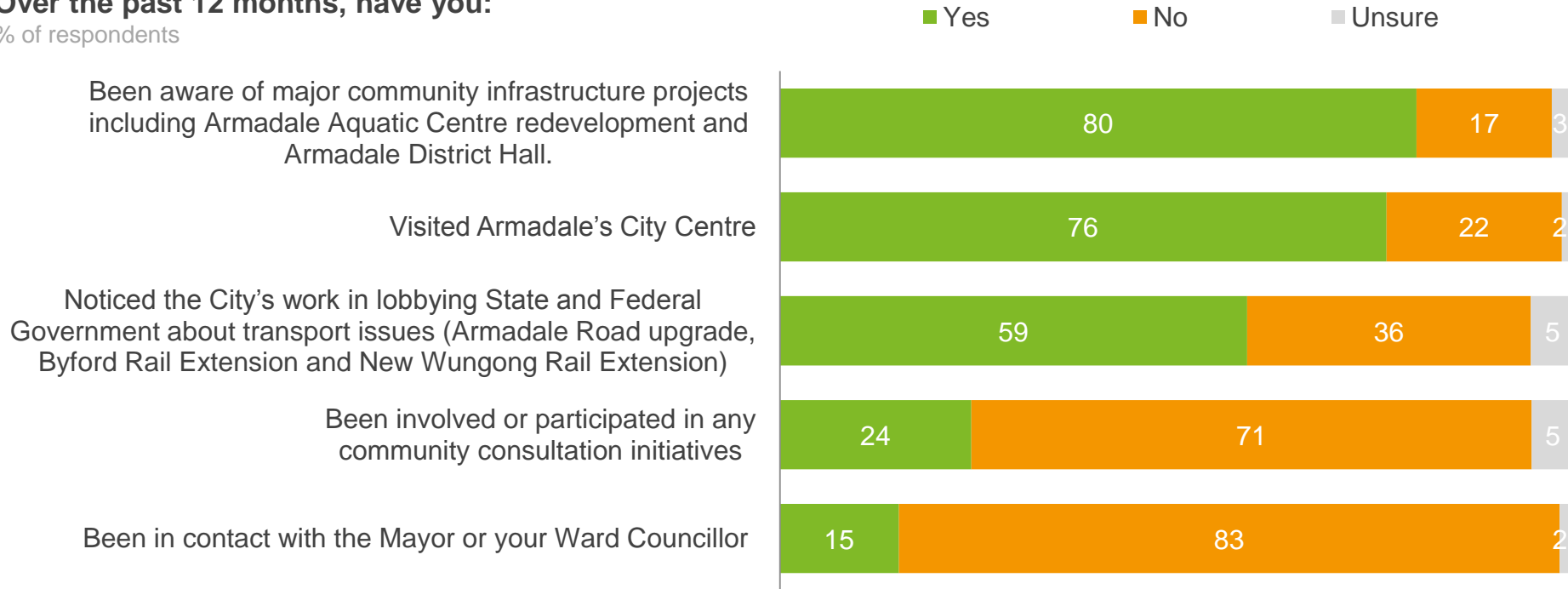
\* Variances of +/- 1% are due to rounding errors to 0 decimal places

# Effectiveness of communication and engagement

The City has effectively communicated key messages. 80% of respondents were aware of recent major infrastructure projects in the City, such as the Armadale Aquatic Centre and Armadale District Hall, and 59% had noticed the City's lobbying efforts around transport issues. 76% had visited Armadale's City Centre, 24% had been involved in some form of community consultation initiatives and 15% had had contact with the Mayor or their Ward councillor over the past 12 months.

## Over the past 12 months, have you:

% of respondents



Q. Over the past 12 months, have you:

Base: All respondents, excludes no response (n = varies between 456-462)

# MARKYT Benchmark Matrix

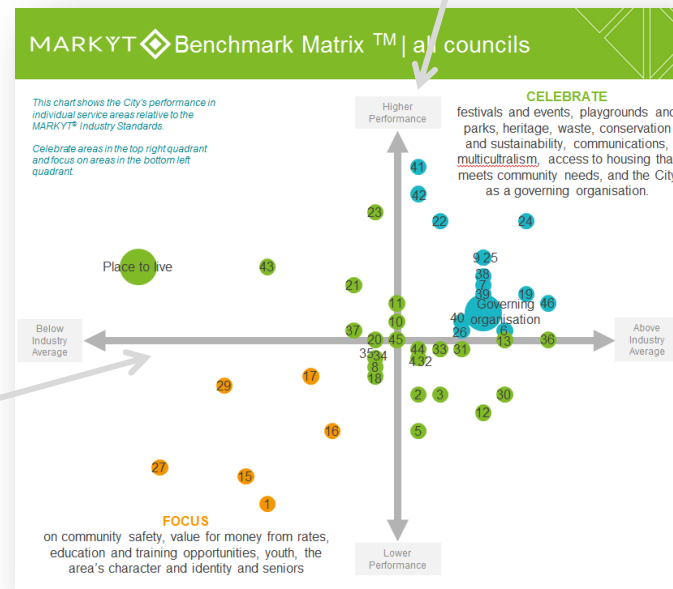
# How to read the MARKYT Benchmark Matrix <sup>TM</sup>

The MARKYT<sup>®</sup> Benchmark Matrix <sup>TM</sup> (shown in detail overleaf) illustrates how the 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 relative to the average score for all measures. The horizontal axis maps performance relative to other councils.

Councils aim to be on the right side of this line, with performance ABOVE the industry or sub-group average.

This line represents Council's average performance for all individual measure. As it represents the average, around half of the service areas will be placed above the line, and around half will be positioned below the line.

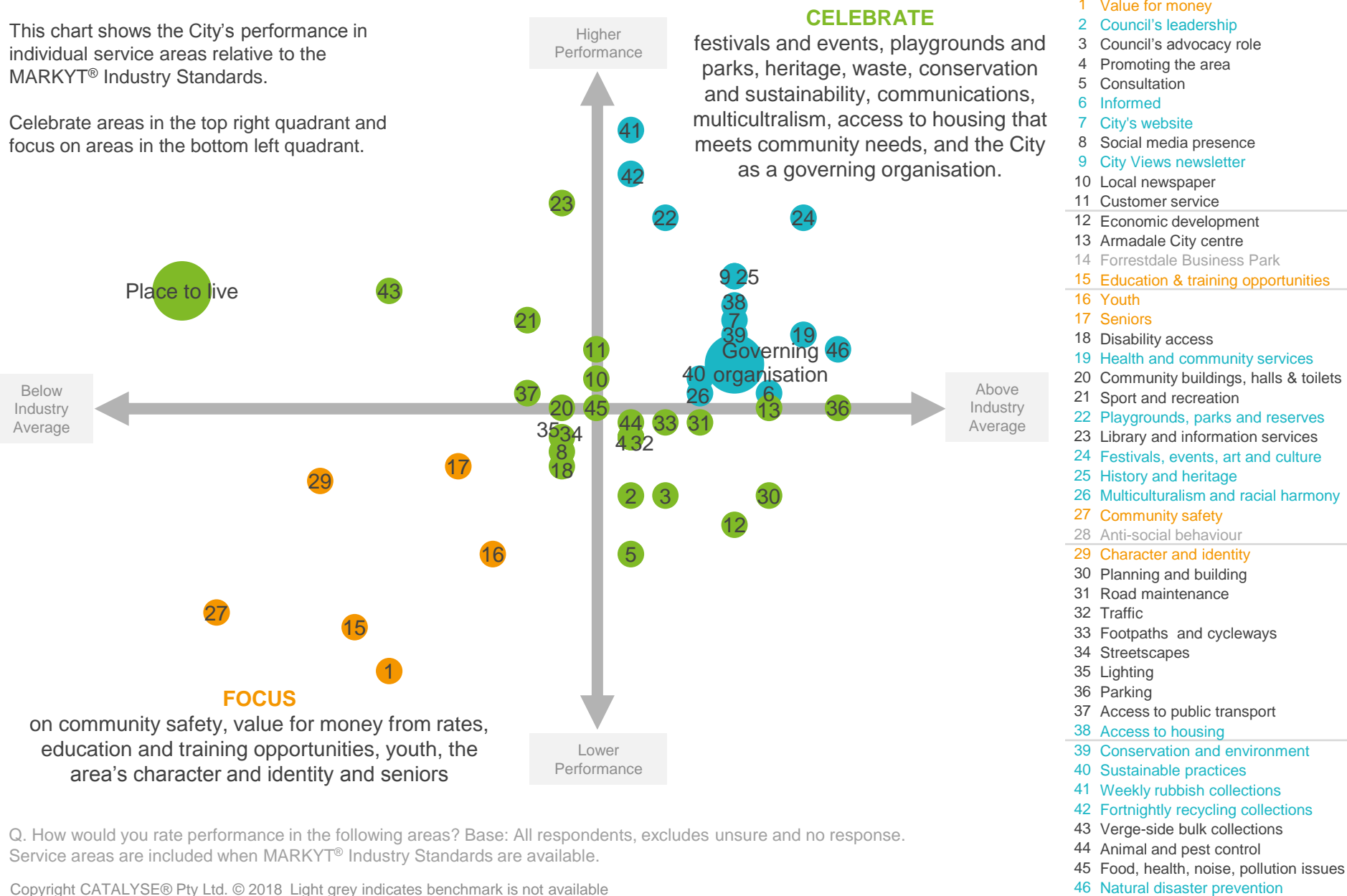




# MARKYT Benchmark Matrix™ | all councils

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

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



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.

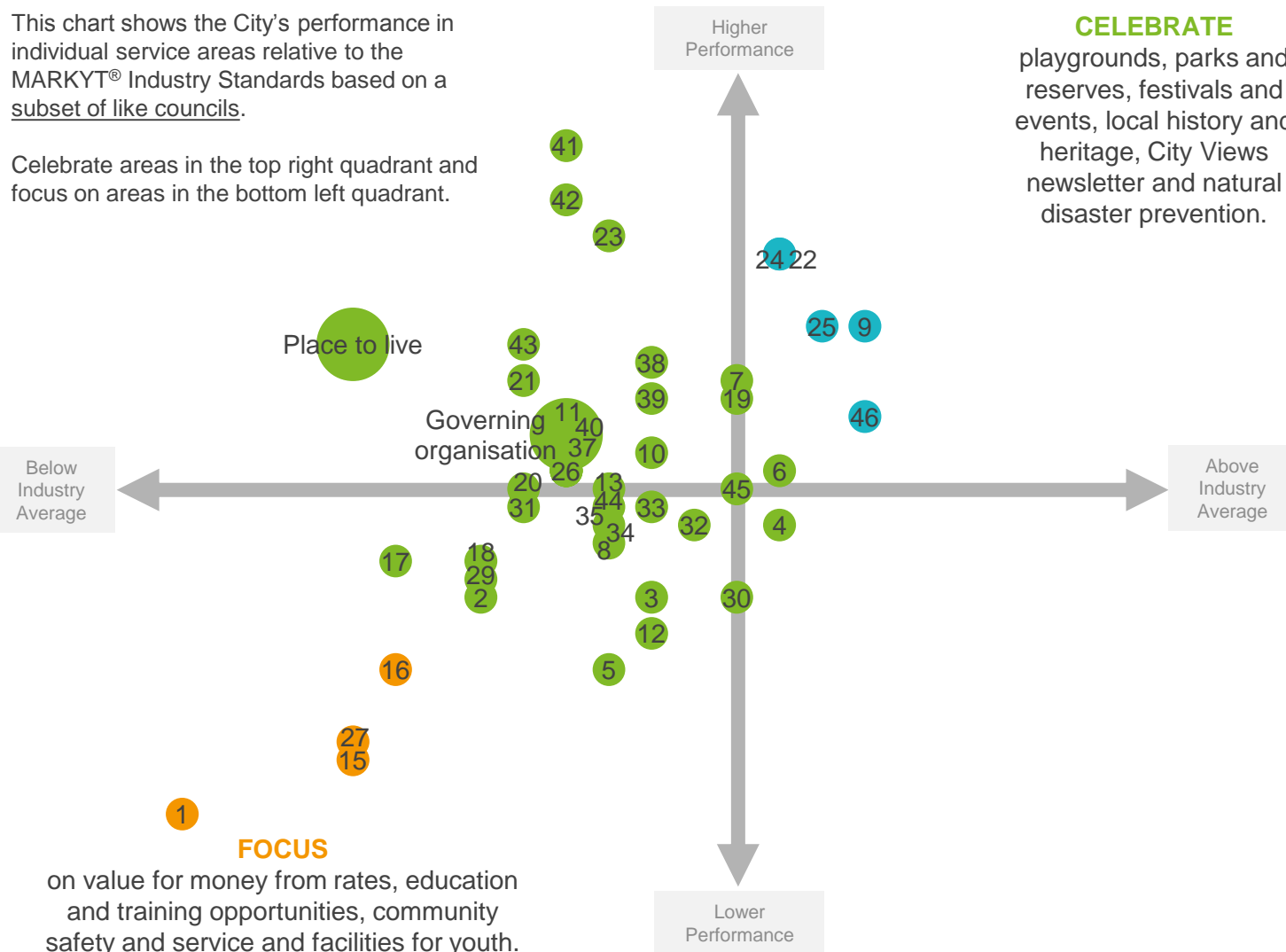
# MARKYT Benchmark Matrix™ | like council subset

This chart shows the City's performance in individual service areas relative to the MARKYT® Industry Standards based on a subset of like councils.

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

**CELEBRATE**  
playgrounds, parks and reserves, festivals and events, local history and heritage, City Views newsletter and natural disaster prevention.

- 1 Value for money
- 2 Council's leadership
- 3 Council's advocacy role
- 4 Promoting the area
- 5 Consultation
- 6 Informed
- 7 City's website
- 8 Social media presence
- 9 City Views newsletter
- 10 Local newspaper
- 11 Customer service
- 12 Economic development
- 13 Armadale City centre
- 14 Forrestdale Business Park
- 15 Education & training opportunities
- 16 Youth
- 17 Seniors
- 18 Disability access
- 19 Health and community services
- 20 Community buildings, halls & toilets
- 21 Sport and recreation
- 22 Playgrounds, parks and reserves
- 23 Library and information services
- 24 Festivals, events, art and culture
- 25 History and heritage
- 26 Multiculturalism and racial harmony
- 27 Community safety
- 28 Anti-social behaviour
- 29 Character and identity
- 30 Planning and building
- 31 Road maintenance
- 32 Traffic
- 33 Footpaths and cycleways
- 34 Streetscapes
- 35 Lighting
- 36 Parking
- 37 Access to public transport
- 38 Access to housing
- 39 Conservation and environment
- 40 Sustainable practices
- 41 Weekly rubbish collections
- 42 Fortnightly recycling collections
- 43 Verge-side bulk collections
- 44 Animal and pest control
- 45 Food, health, noise, pollution issues
- 46 Natural disaster prevention



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 Community Variances

# Summary of community variances

## Leadership, communication and economic development



	Total	Home owner	Renting / other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	ATSI	Born Overseas	LOTE	Armadale +	Seville Grove +	Roleystone +	Kelmscott +	Piara Waters +
Place to live	65	66	60	64	67	65	68	66	69	67	60	66	70	69	67	66	65	63	63	71	65	63
Governing organisation	60	59	70	57	63	62	59	57	64	59	57	60	63	66	64	57	58	63	67	58	63	63
Value for money	39	38	50	36	42	45	31	36	41	40	31	39	50	48	28	37	29	44	46	46	43	44
Council's leadership	51	50	60	47	56	54	49	50	54	50	45	51	57	58	63	49	49	56	60	50	52	56
Council's advocacy role	51	51	55	47	56	53	48	51	56	49	45	52	57	53	53	50	43	57	63	54	49	57
Promoting the area	55	54	68	51	59	58	57	54	55	50	52	53	61	59	60	54	51	57	59	56	59	57
How the community is consulted	47	46	60	47	47	49	47	43	47	44	47	46	49	49	50	49	49	50	52	47	46	50
How the community is informed	58	58	64	56	61	58	63	56	57	57	60	58	57	54	62	58	66	58	61	55	59	58
City's website	63	63	67	62	65	64	65	59	66	64	62	62	67	66	61	62	62	63	66	65	67	63
Social media presence	54	54	62	50	59	56	55	53	52	45	54	55	55	54	63	53	50	56	54	61	58	56
City Views newsletter	66	65	72	62	70	67	67	66	70	59	64	65	68	70	75	66	64	68	68	65	71	68
Local newspaper	59	58	66	55	63	60	58	57	64	57	52	60	64	64	58	58	54	62	57	62	62	62
Customer service	61	60	62	58	64	64	58	59	66	57	54	62	67	67	61	62	62	62	66	62	62	62
Economic development	49	48	58	45	54	52	50	48	49	41	50	46	52	48	56	47	45	47	59	50	52	47
Armadale City centre	57	56	65	52	62	57	61	56	61	57	56	57	58	59	67	55	52	58	62	59	59	58
Forrestdale Business Park	59	58	72	55	64	63	55	58	64	52	57	58	64	66	70	58	56	64	66	60	62	64
Education and training	42	41	49	41	44	44	44	38	34	43	45	39	42	40	48	43	47	40	39	40	43	40

# Summary of community variances

## Community development

	Total	Home owner	Renting / other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	ATSI	Born Overseas	LOTE	Armada +	Seville Grove +	Roleystone +	Kelmscott +	Piara Waters +
Youth	47	47	53	47	49	49	51	49	47	46	47	48	47	46	54	45	45	48	42	45	49	48
Seniors	53	52	60	52	54	55	56	52	53	51	45	54	57	53	60	47	39	56	61	53	55	56
Disability access	53	53	49	53	52	55	46	55	51	54	46	55	56	49	62	49	45	57	52	54	54	57
Health and community services	62	62	65	59	66	65	61	63	61	63	60	62	65	61	66	61	56	67	65	65	63	67
Community buildings, halls & toilets	57	57	54	54	60	58	60	61	60	50	56	58	58	60	60	58	57	58	61	55	55	58
Sport and recreation	63	63	69	63	64	67	63	64	67	55	61	65	65	69	69	62	60	65	60	65	62	65
Playgrounds, parks and reserves	70	70	71	68	73	72	70	69	72	63	70	69	72	69	68	71	65	72	67	71	69	72
Library and information services	71	70	79	64	77	73	68	71	77	66	63	71	78	81	75	69	58	75	73	78	81	75
Festivals, events, art and culture	70	69	81	65	76	73	70	69	73	67	66	71	74	78	75	67	64	74	71	76	73	74
History and heritage	66	66	75	63	70	69	66	62	69	66	63	66	70	69	65	66	60	69	69	68	67	69
Multiculturalism & racial harmony	58	58	52	55	60	58	63	56	60	58	58	57	58	56	57	57	56	56	57	56	60	56
Community safety	43	43	45	43	43	45	45	37	38	42	42	39	49	46	41	43	39	40	38	46	44	40
Partnering with police to manage anti-social behaviour	47	47	49	44	51	48	52	44	43	46	46	44	51	47	52	44	41	45	39	48	50	45



# Summary of community variances

## Built form and local environment

	Total	Home owner	Renting / other	Male	Female	No children	Have child 0-5	Have child 6-12	Have child 13-17	Have child 18+	18-34 years	35-54 years	55+ years	Disability	ATSI	Born Overseas	LOTE	Armadale +	Seville Grove +	Roleystone +	Kelmscott +	Piara Waters +
The area's character and identity	52	52	50	51	52	52	52	51	56	53	47	53	55	55	53	55	53	51	53	56	50	51
Planning and building approvals	51	51	50	49	54	52	55	51	52	45	50	52	51	51	51	52	56	55	55	44	49	55
Road maintenance	56	56	58	55	58	57	60	56	57	49	54	57	58	60	53	57	58	58	62	54	52	58
Traffic management	55	56	55	54	57	56	59	57	56	51	53	57	56	55	50	56	57	61	61	55	50	61
Footpaths and cycleways	56	56	57	53	59	56	58	56	57	51	55	56	56	57	56	54	57	58	62	52	54	58
Streetscapes	55	55	59	52	57	57	54	57	56	48	50	56	58	58	56	55	57	57	57	58	55	57
Lighting	55	55	49	53	57	55	55	56	57	55	51	55	59	53	60	54	53	55	58	56	52	55
Parking management	57	56	58	54	59	58	57	55	57	56	58	55	56	57	55	57	59	60	61	56	54	60
Access to public transport	58	58	65	53	64	61	57	57	60	51	51	60	65	62	61	54	53	67	59	53	71	67
Access to housing	64	64	59	62	66	64	68	65	57	58	63	65	62	58	69	65	67	63	66	66	65	63
Conservation and environment	62	62	64	60	64	63	67	61	60	62	62	63	62	69	62	62	66	65	69	60	62	65
Sustainable practices	59	58	61	58	60	60	60	56	56	61	58	60	58	64	57	59	65	62	62	55	57	62
Weekly rubbish collections	76	75	84	74	79	79	74	75	78	75	75	76	78	82	74	75	77	79	78	75	76	79
Fortnightly recycling collections	73	72	83	71	76	77	72	69	74	71	71	72	77	81	67	75	78	77	75	72	74	77
Verge-side bulk collections	65	65	71	64	67	65	68	67	67	66	61	66	70	66	63	66	63	68	71	68	70	68
Animal and pest control	56	56	55	53	58	56	62	52	59	50	56	56	54	56	76	52	53	59	65	53	55	59
Food, health, noise, pollution issues	57	56	59	55	59	56	63	56	54	53	61	54	55	55	72	59	62	55	61	59	60	55
Natural disaster prevention	61	61	59	59	64	60	65	60	61	67	60	62	61	60	67	63	63	60	68	65	62	60



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