Our Vision

Our Mission
Exceeding your expectations

From the Director
Towards the end of calendar year 2015 we undertook our first customer survey which we then reported back to you on in mid-2016. This was our first opportunity to formally engage with a significant number of our customers to understand your perception of the Planning and Economic Development Division, and to demonstrate to you that we had understood what it was that you believed we could do to improve service delivery. Over the course of the next 12 months we then set about implementing a range of initiatives to improve service delivery which directly responded to your suggestions. We also implemented our Customer Service Charter in an effort to measure the effectiveness of the initiatives we were deploying to continually improve our service delivery in alignment with our customers’ expectations.

This our second Customer Service Newsletter provides us with the opportunity to demonstrate to you what progress we have made on the implementation of these initiatives, how they have influenced performance against our Customer Service Charter, and ultimately how this has influenced your perception and experience with our Division over 2016/2017.

12 months on it seems our efforts have had a positive influence on your perception of the business, seeing improvements in the Development Services Department and significant improvements in the Strategic Planning and Economic Development Department (refer to graphs below). In the main, the initiatives developed in response to our initial survey have been implemented, these appear to have been well received, and have equally had a positive influence on service delivery, albeit the positive effect of some of these may take longer to be fully implemented and appreciated from the customer’s perspective.

I look forward to discussing these changes, our ongoing evolution, and any matter at any time.

Stewart Pentland
Director Planning and Economic Development

Our Business Transformation Journey... commenced in 2015

Engagement
Staff survey, customer survey 2015 and 2016

Vision

Mission
Exceeding your expectations

Business Transformation Strategy
Improvements and initiatives to achieve the Vision/Mission

Operational Need
Implementing the right operational requirements and budget to deliver the strategy

Division Restructure
Organisational reform and restructure to respond

Our Customer Service Charter
Measurement of the effectiveness of the initiatives we are deploymg to continually improve our service delivery in alignment with our customers’ expectations.
Our new structure

The most important of initiatives to be developed and deployed over 2016 has been the structural redesign of the Planning and Economic Development Division. This initiative has been developed in response to both our customer and staff’s feedback. In 2015 our customers told us that it was not good enough to call into a customer service centre and then be handed off to a planner, who then handed off the enquiry to an engineer, who then handed it off to another part of the organisation, and it was the fourth or fifth person that they spoke to who might be able to address their enquiry. What our customers told us they wanted was a fully integrated multidisciplinary service delivery model that took ownership of the enquiry from its inception right through to its delivery. Our customers told us they wanted a case manager or customer relationship manager approach to the way they engaged with our Council.

In parallel with our Customer Survey we also undertook a series of Staff Surveys. Interestingly, our staff survey also identified that our staff enjoyed and preferred working in multidisciplinary teams that had complete ownership of the product they were producing. Greater accountability for the quality and timeliness of the product could occur when the staff worked in multidisciplinary teams that took on the end to end ownership of the product the customer was seeking e.g. a development approval, or policy development.

As a consequence, the Planning and Economic Development Division has been working collaboratively over the course of 2016 to develop our new structure, which was implemented 5 June 2017. In effect, the region has been broken into 4 areas, North/Coastal, Central/West, Corridor/Peninsula, and South (see maps attached). Within each geographic area a multidisciplinary team has been formed in both Development Services including engineers, planners, environmental health, audit, environmental planners, and fast track team members; and in Strategic Planning and Economic Development including statutory planners, infrastructure planners, and master planners.

This team structure is intended to create discrete multidisciplinary teams that have oversight of their respective part of the region from policy creation, through development assessment and asset creation. Heading up these newly formed teams in Development Services will be 4 Team Leaders - planning, and 2 Team Leaders - engineering. Marco Alberti will lead the South Team, Amy White will lead the Corridor/ Peninsula Team, and we welcome Ian Turton who will lead the Central/West Team. Due to workload and operational differences, the engineering Team Leaders will have oversight over two geographic areas of the region.

David Close is the Engineering Team Leader for the Corridor/ Peninsula and the South Teams and we welcome Carmen Garbe as the Engineering Team Leader for the Central/West and North/Coastal Teams. We are presently finalising the appointment of the DS Team Leader - Planning for the North/Coastal team.

In Strategic Planning and Economic Development (SPED) there will be two Team Leaders each overseeing two areas within the region. David Hood will be joining us as the new Team Leader SPED and will have oversight of the South and Corridor/ Peninsula teams whilst Lauren Fishburn will be Acting SPED Team Leader North/Coastal and Central/West.

In addition to the four geographic teams having oversight of the region across both Development Services and Strategic Planning and Economic Development, is our exciting new Innovation stream. These teams will be similarly headed up by a Team Leader, which in Development Services is Tina Malby- Wells and for SPED will be Cathy Ross.

In Development Services the Innovation team is intended to continue the great work started across our MB+ continuous improvement initiatives, data analytics, performance monitoring, and ePlanning. In Strategic Planning and Economic Development the Innovation team is intended to continue and evolve the great work commenced in economic development, place making, commercialisation, and GIS analysis and integration.

The teams were physically co-located and the structure brought into effect 5 June 2017. Whilst this has occurred it is still business as usual as we transition, ensuring that current projects and files are seen through to fruition by existing points of contact, and on current and established milestones. New projects however will now be allocated to the new teams as they are lodged or commenced, and we would encourage you to seek out your new Team Leaders as you initiate new projects with the Council.

We are excited about what this means for our business, our staff’s careers, and our service delivery to our customers. Whilst we have been working diligently behind the scenes to ensure that this transition process occurs seamlessly, with any change there will be a period of familiarisation for all parties. To this end, I would ask that if you are ever experiencing any issues please feel free to raise these with either myself, Kate, Kim or the appropriate Team Leader.

<table>
<thead>
<tr>
<th>TEAM STRUCTURE</th>
<th>Development Services</th>
<th>Strategic Planning</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CORRIDOR/ PENINSULA</strong></td>
<td>Planning Engineering, Audit &amp; Environmental Health Environment</td>
<td>Statutory Planning, Master Planning, Strategic Infrastructure Planning</td>
</tr>
<tr>
<td><strong>SOUTH</strong></td>
<td>Planning Engineering, Audit &amp; Environmental Health Environment</td>
<td>Statutory Planning, Master Planning, Strategic Infrastructure Planning</td>
</tr>
<tr>
<td><strong>NORTH/ COASTAL</strong></td>
<td>Planning Engineering, Audit &amp; Environmental Health Environment</td>
<td>Statutory Planning, Master Planning, Strategic Infrastructure Planning</td>
</tr>
<tr>
<td><strong>CENTRAL/ WEST</strong></td>
<td>Planning Engineering, Audit &amp; Environmental Health Environment</td>
<td>Statutory Planning, Master Planning, Strategic Infrastructure Planning</td>
</tr>
</tbody>
</table>

**INNOVATION**
- MB+
- ePlanning
- Reporting
- Performance Monitoring
- Statistics
- Operations

**Place-making**
- Economic Development
- Commercialisation
- Innovation
- Investment
- Monitoring
- GIS/Analysis
Your Feedback
STRATEGIC PLANNING & ECONOMIC DEVELOPMENT

From the Manager

Since 2015, the SPED team have focussed on responding to our customer's feedback. In particular we have focussed on the implementation of the Planning scheme and developing tools to support its implementation such as our Open Data Portal. We have always maintained that the scheme will be a living document and therefore a large major scheme amendment package with over 130 matters will soon be on consultation.

The proposed amendments respond to a diversity of matters from opening up greenfield areas such as Caboolture West through to changes to the dwelling house code to continue to reduce red tape. We remain committed to ensuring that our planning scheme remains contemporary and welcome feedback on other improvements we can continue to make.

With the new Planning Act commencing 3 July we have also been mobilising to transition our scheme and our operations to align with the new legislation. This mobilisation will see our planning scheme change to respond to the new terminology and new requirements under the Alignment Rules, Development Assessment Rules and the Regulation.

Beyond the planning scheme, the SPED team have also driven the multi-award winning The Mill at Moreton Bay, finalised the first Local Government Infrastructure Plan for the region, undertaken residential land supply and industry supply assessments, progressed the Coastal Hazard Adaptation Strategy, Redcliffe Peninsula Foreshore Master Plan and undertaken structure planning in our Emerging Community Zones to name a few. Our new team structure will strengthen our service delivery model and our communication to you, our customers.

In the economic development space, we are also preparing the Moreton Bay Economic Development Action Plan bringing forward a realistic and accountable plan to drive our already growing economy.

We look forward to continuing the momentum and importantly delivering for our customers and ultimately for our community. If you have any further suggestions or have feedback on the activities of the SPED team please do not hesitate to give me a call or drop me an email.

Kate Isles
Manager Strategic Planning and Economic Development

GOING FORWARD

You told us we could improve by:
1. A more integrated approach to infrastructure planning and financial modelling in the region;
2. Increasing alignment of infrastructure plans and engagement with the State Government and other agencies like Unitywater;
3. Continuing refinement of the Planning Scheme to maximise self-assessment of low risk proposals, and minimise roadblocks and idiosyncrasies that are unique to the region.
4. Delivery of an Economic Development Action Plan
5. Keeping focus and deliver on the current work plan.

OUR FOCUS

Our initiatives to date...

<table>
<thead>
<tr>
<th>Planning Scheme Amendments</th>
<th>Initiative</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuing to work with the State in the finalisation of the major scheme amendment to enable the commencement of notification. This is the first wave of amendments and we have and will continue to ensure the scheme is a living document.</td>
<td>Major amendment with the Minister for approval to consult</td>
<td></td>
</tr>
<tr>
<td>Local Government Infrastructure Plan</td>
<td>Council has finalised the first LGIP for the region. Following consultation the LGIP will soon commence. Further work on an ultimate LGIP is also progressing taking into account the vision and planning assumptions for the new MBRC Planning Scheme.</td>
<td>LGIP with the Minister for approval to adopt</td>
</tr>
<tr>
<td>Industry Reference Group</td>
<td>Valuable partnerships have been established with over 10 organisations to provide a platform to connect on a quarterly basis with Council.</td>
<td>February 2016</td>
</tr>
<tr>
<td>Open Data Portal</td>
<td>GIS access to the various layers of the planning scheme including 1m contours commenced as part of the new MBRC Planning Scheme.</td>
<td>February 2016</td>
</tr>
<tr>
<td>Residential and Industry Land Supply Studies</td>
<td>Two important studies to understand our supply of residential and industry land have been completed, and now inform an active monitoring program.</td>
<td>Completed</td>
</tr>
<tr>
<td>The Mill at Moreton Bay Priority Development Area</td>
<td>The establishment of a full service university campus at the former Petrie Paper Mill site is one of Council’s signature projects. The Strategic Planning department have led the drafting of the proposed Development Scheme, setting the vision for the area.</td>
<td>Underway with final PDA Scheme to be ready for September 2017</td>
</tr>
<tr>
<td>Planning Scheme transition to the new Planning Act</td>
<td>Our transition of the scheme continues with a lot of work to do as we mobilise the systems to change over to the new Act, commencing 3 July 2017</td>
<td>Ready for commence- ment July 2017</td>
</tr>
<tr>
<td>Redcliffe Foreshore Master Plan and Activation Strategy</td>
<td>Unlocking the full potential of our 14km Redcliffe Foreshore has been a key focus of Council through the development of the Foreshore Master Plan. This work will be used to enhance and promote commercial opportunities within Council owned and controlled areas right across the region. Working with the State Government, Council will also look to promote other uses in the area such as water play and greater use of water infrastructure.</td>
<td>Round two consultation now completed. Final Master Plan proposed for July 2019</td>
</tr>
<tr>
<td>MBRC Economic Development Action Plan</td>
<td>Council has commenced the preparation of the MBRC Economic Development Action Plan which will identify key target areas for economic development and growth i.e. education. Implementation activities for each target area will be set and delivered throughout the 2017/18 financial year.</td>
<td>Underway</td>
</tr>
<tr>
<td>Development Incentives Policy</td>
<td>Council is in the process of finalising a policy that aims to incentivise infill development within the Moreton Bay region. This follows a body of work that the Planning and Economic Development Division has led to investigate the effectiveness of incentives to bring forward specific development activity within the region. The policy is proposed to be effective for two years for any application meeting the use criteria determined under the MBRC Planning Scheme.</td>
<td>In progress</td>
</tr>
</tbody>
</table>
Our initiatives to date...

**Customer Service Charter**
Developed in response to customer feedback for measuring and continually improving overall customer satisfaction levels through accountability for our performance. The Commitment Report published twice yearly details how we have performed and met our Customer Service Charter.

**Third Party Certification**
14 Consultants are accredited to certify and lodge fast track applications through the implementation of Third Party Operational Works Pilot and Third Party Plan Sealing. 398 Lots endorsed under the Mb+ Plan Sealing model within an average of 1.56 business day turnaround.

**Fees and Charges**
Improved clarity in the Fee Schedule and the introduction of a sliding fee scale for reconfiguring a lot development.

**Pre-lodgement evolution**
Increased options available to better meet customer needs and improve timeliness of planning advice. Prior to August 2016, 86% of requests had a meeting held. Now 39% of requests received trigger a meeting.

**Online Application Lodgement**
- Online fee calculator provides convenient tool to estimate development application fees.
- Online lodgement of development applications including fee payment offering BPAY or Credit Card by phone.

**Expedited Approval Process**
Applications and assessment processes have been audited including assessment triggers and code provisions informing the MBRC Planning Scheme amendments. Outcomes expected are:
1. Reduction in the frequency of Requests for Information;
2. Reduction in further outstanding issues;
3. Reduction in negotiated decision notices;
4. Increase frequency of properly/well-made applications.

**ePlanning Portal**
A new innovative interface to access property and planning information as "Your One-Stop-Shop" for development, planning and economic information. Watch this space....

**DA Conditions**
A review of conditions and making a draft development assessment (DA) template available online.

Initiatives implemented during 2016 in direct response to what our customers told us included improvements in our payment options, commencement of third party certification for plan sealing and operational works approvals, simplified fees with an online fee calculator now available, evolution of our prelodgement services and a new lodgement portal.

We appreciate the positive comments made in the second survey recognising we have delivered on a number of concerns raised in the first customer survey. Through the second survey our customers have also let us know we still have work to do and have made suggestions for prioritising and focusing our improvement initiatives. From our customer’s suggestions we have identified seven priority actions to concentrate on moving forward.

With the new Planning Act commencing 3 July we have also been hard at work on our processes, procedures and templates to align with the new legislation.

As we work towards completing the transition to our new structure we would like to assure our customers that it is business as usual with Development Services continuing to provide the excellent service our customers have come to expect. As always our leadership team is keen to engage with you and is ready to assist if you have any queries or suggestions.

The Development Services Team looks forward to exceeding your expectations and working with you in the future.

Kim Calio
Manager Development Services

OUR FOCUS GOING FORWARD

You told us we could further improve by:

1. **Faster Approvals** - providing faster approvals including for impact assessable applications, negotiated decisions, and infrastructure agreements;
2. **Timely communication** - telling applicants if delays are expected and discussing potential information requests before issuing;
3. **Fees** - reviewing fees for the mb+ Third Party Certification applications and also further simplifying of operational works fees;
4. **Acknowledging applications** - focusing on delivering the commitment to acknowledge applications by phoning applicants within 48 hours of lodgement;
5. **Expanding mb+** - bringing more application types into the Third Party Certification mb+ model i.e. Material Change of Use and Reconfiguring a Lot;
6. **One-Stop-Shop DA Portal** - improving the user experience and range of information available through Council’s website; and
7. **Draft conditions** - providing draft conditions particularly in instances where non-standard conditions are proposed and also allowing sufficient time for applicants to review.
Pre-lodgement evolution

Our customers told us in the 2015 Survey that whilst our prelodgement service was one of the best, it could be evolved to maximise its benefits. In particular customers wanted:

- Shorter timeframes for meetings; and
- Expedited assessment for applications that had pre-lodgement meetings and as a consequence of lodging ‘well made’ applications.

The new process provides for three types of requests including:

1. **Pre Purchase Advice** will provide you key facts about your property and applicable Moreton Bay Regional Council Planning Scheme requirement in writing.
2. **General Town Planning Advice** will provide you with more specific planning information regarding your proposed development on the subject site.
3. **Technical Advice** - DA Pre-assessment is a series of ongoing meetings between an applicant and Council’s technical staff to discuss a development proposal and engage in collaborative assessment prior to the formal lodgement of a development application.

The new process delivers faster response times both in written form and with more details from the applicant upfront enables improved and more targeted advice to be provided. The improved prelodgement service has evolved to enable fewer meetings whilst still providing timely and reliable advice and the certainty that goes with such advice. This has also had the effect of creating additional capacity for the business to spend on development assessment.

Our prelodgement advice remains a free, easily accessible service and is part of our mission to work collaboratively with applicants to front load and streamline the assessment process, delivering faster approvals and on the ground outcomes. We encourage applicants to take advantage of this opportunity to engage early in the development process.

Complementing the 3 types of prelodgement advice requests is our detailed prelodgement process which is particularly targeted to significant or complex projects. Typically a series of topic specific prelodgement meetings are established to work through relevant matters upfront so that information requests are avoided and formal assessment times are minimised.

Our detailed prelodgement process is delivering. Two examples of its use are:

- **Newport by Stockland** - 1400 lot reconfiguration of a lot permit issued in 5 business days
- **Narangba by Pointcorp** - 470 lot reconfiguration of a lot permit issued in 7 business days.

The opportunity presented by our detailed prelodgement process has also been recognised and is being utilised in some of the Emerging Community areas such as Morayfield South, Caboolture West, Joyner and Warner.

“...This is breaking new ground for both Council and ourselves. The process has had its share of challenges, but the outcome is one I think that all involved can be pleased with. The dedication of you and the Council team is much appreciated - thank you.”

David Laner, Stockland

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Image showing a pie chart with the following distribution:
- 12% Phone Call
- 41% Meeting
- 47% Written

A graph showing response numbers from August 2016 to May 2017 with categories for Meeting Response, Written Response, and Phone Call Response.
The Moreton Bay Region suffers from a significant under supply of tertiary education options. In 2014, there were approximately 19,000 students within the Greater Moreton Bay Region with only 6,000 student places at local universities. In response to these findings, in July 2015, Moreton Bay Regional Council (MBRC) led an ambitious and bold plan and made a strategic land holding purchase being the former Petrie Mill to deliver a major new full-scale university campus.

The project known as THE MILL at Moreton Bay, is the first ever led by a Local government in Australia, will create significant cultural, sporting, recreational and environmental community-owned facilities that an entire region can be proud of. With the University of the Sunshine Coast (USC) campus at its core, the precinct aspires to offer world-class study opportunities to residents in the Moreton Bay Region and broader SEQ Region.

USC’s new Petrie campus is on track for commencement in 2020. Leveraging the investment of the Moreton Bay Rail Link this site’s redevelopment around a core education and employment hub will contribute significantly to many sectors of the local and state economy. Demolition and decommissioning of the site is well underway and this big planning idea will become a reality in a number of years.

Representing a new chapter in Moreton Bay’s history, a traditional industrial site will be transformed into a new destination for learning, innovation and significant community and environmental outcomes. To support the delivery of the University Campus and its opening in 2020, the Deputy Premier Jackie Trad declared The Mill at Moreton Bay Priority Development Area. Council together with EDQ have led the drafting of the proposed development scheme which has recently concluded consultation.

Council worked hard to develop a visually striking and importantly user-friendly document that resonates with the community, business and industry. Supporting the document was a wealth of innovative tools including high quality renders, fly-throughs and the use of virtual reality. This important project, is proudly being led through the Planning and Economic Development Division.
Open Data Portal

A platform to allow public access to Council’s geographic datasets in a variety of formats under a Creative Commons license.

How do I get access to the Open Data Portal?
Visit data.moretonbay.qld.gov.au or through Council’s website by following the links to the MBRC Planning Scheme and then Planning Scheme Maps and then Mapping data.

What kind of data is available?

MBRC Planning Scheme Mapping Layers
Click on the Town Planning icon to access the full list of MBRC Planning Scheme mapping datasets including Zone and Precinct mapping, Overlay Maps and Local Plan Boundaries and Precincts.

What formats can the data be downloaded in?
- Shapefile for use in software such as ArcGIS, Mapinfo, QGIS
- KML for use in eg. Google Earth, OpenStreetMap, KDE Marble
- CSV format for list based location data which can be imported into data tabulating software such as Microsoft Excel

Online Lodgement

Electronic Development Application (eDA)
Fee Calculator, Lodgement and Payment online portal

Launched in October 2016 the innovative online system allows customers to accurately estimate fees, upload various application documents direct into Council’s system, and pay application fees by BPAY or Credit Card by phone.

An email confirmation is immediately received after documents are uploaded. Where BPAY is selected, a ‘Notice to Pay’ advice is issued which can be forwarded to a third party for payment.


378 payments received via BPAY since being launched equalling $1.76m.

To Register for this service, complete the new user registration online or for further information visit Council’s website.
The Planning and Economic Development Division’s Customer Service Charter identifies the way in which we will measure our performance in response to our customers’ feedback. The Customer Commitment Report publishes our Customer Service Charter results twice yearly.

Measuring our performance in this way means we can determine whether the initiatives we have implemented in response to our customers’ feedback are making a meaningful difference to our service delivery.

We are proud to report over the past 5 months our timeliness across multiple application types has improved on last year and is well below statutory timeframes.

- 66% of all code assessable applications have met the 35 business day KPI, up from 64% in Jan - Jun 2016.
- 70% of all operational works applications have met the 20 business day KPI, up from 66% in Jan - Jun 2016.

We look forward to progressing our next suite of initiatives which will continue to put downward pressure on the timeliness of our service delivery and focus our actions on what is important to our customers.

We also anticipate the move to our geographic team structure and our innovation stream will contribute to improved performance.
How have we measured up against the Customer Service

The Jan – May 2017 period illustrates applications that are well-made are decided within 21 business days, and overall 66% of all MCU/RAL applications are with MBRC less than 35 business days. Prelodgement processes and the new MBRC planning scheme has positively influenced the overall number of well-made applications, contributing to an increased number of applications meeting our Customer Service Charter KPI.

Applications that require additional information are with MBRC on average for 64 business days.

The below graphs shows how the business has historically and is currently tracking against the Customer Service Charter adopted August 2016.

**CODE ASSESSABLE MCU/RAL APPLICATIONS**

<table>
<thead>
<tr>
<th>Reporting Period</th>
<th>Applications requiring additional information</th>
<th>Well-made Applications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan - May 2017</td>
<td>50</td>
<td>21</td>
</tr>
<tr>
<td>Jan - Dec 2016</td>
<td>44</td>
<td>25</td>
</tr>
<tr>
<td>Jan - Dec 2015</td>
<td>44</td>
<td>23</td>
</tr>
</tbody>
</table>

**KPI 35BD**

![Bar Chart]

- **36%** Applications with MBRC less than 35BD
- **64%** Applications with MBRC More than 35BD

Jan - June 2016 (239 MCU/RAL Decided)

Jan - May 2017 (214 MCU/RAL Decided Applications)
Operational Works Applications

The Jan-May 2017 period illustrates applications that are well-made are decided within 15BD well under the Customer Service Charter KPI of 20 BD. Overall 70% of all Opworks applications are with MBRC less than 20BD.

Applications that require additional information are with MBRC on average for 24BD which is lower than the same period in 2016.
### Survey Plan Endorsement

In Jan - May 2017 period applications that are well-made were decided within 8BD. Applications requiring an action notice are with MBRC for an average of 16 BD achieving KPI period of 20BD.

<table>
<thead>
<tr>
<th>Reporting Period</th>
<th>Applications requiring action notices</th>
<th>Well Made Applications</th>
<th>Applications requiring additional information</th>
<th>Well Made Applications</th>
<th>Jan - Dec 2016</th>
<th>Jan - Dec 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan - May 2017</td>
<td>16</td>
<td>8</td>
<td>14</td>
<td>16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jan - Dec 2016</td>
<td>18</td>
<td>9</td>
<td>22</td>
<td>21</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jan - Dec 2015</td>
<td>16</td>
<td>10</td>
<td>21</td>
<td>10</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**TOTAL TIME (AVERAGE BUSINESS DAYS)**

- **Council Timeframe**
- **Applicant Timeframe**

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**mb+ plan sealing**

Since its introduction 18 applications have been decided through the mb+ third party certification for plan sealing. On average these were completed within 2 days for Jan- Dec 2016 and within 1 day for the period of Jan - Jun 2017. 14 consultants are now accredited to certify and lodge fast-track applications.

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**Bond Release**

While we have started to consider the cash bond and bank guarantee release process it is early days in making in roads to tangible improvements in this space. Our Customer Service Charter provides for cash bond and bank guarantee to be released within 10 business days of all outstanding matters being complete and all necessary documentation being provided. The data analysis is demonstrating that cash bonds releases are slower than the bank guarantee releases even though we deal with 2 to 3 times more bank guarantees than cash bonds. A total of 227 cash bond and bank guarantee have been released this financial year to date with 183 or 81% released within 10 business days. Of the 44 cash bond and bank guarantee that were not released within 10 business days 73% were for cash bonds. Exploring opportunities to improve our processes and in particular our cash bond release will be a focus moving forward.