

SARA key performance indicators 2013-2014 – Report

August 2014

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1. Introduction

1.1 Background

The establishment of the State Assessment and Referral Agency (SARA) was given effect on 1 July 2013 as part of the Queensland Government planning reform initiatives. The establishment of SARA meant that where the state is an assessment manager or referral agency for a development application, the Chief Executive administering the *Sustainable Planning Act 2009* (SPA), being the Director-General of the Department of State Development, Infrastructure and Planning (DSDIP), became the single entity responsible for the State's interest in development assessment.

Prior to the establishment of SARA, the State's approach to development assessment was fragmented and uncoordinated. Applicants had to deal with multiple State agencies as either assessment manager or referral agency during the assessment process which led to inconsistencies, inefficiencies and at times, resulted in unreasonable imposts on development. SARA provides a single and consistent point of development assessment managed regionally through eleven regional offices across Queensland.

The establishment and operation of SARA is supported by a new on-line application system called MyDAS. MyDAS allows applicants to prepare and lodge or refer particular applications to SARA. MyDAS also allows the department to track how SARA is performing against IDAS timeframes.

1.2 Objectives

As part of the department's ongoing commitment to improving its performance under SARA, key performance indicators (KPIs) were developed to: drive the necessary cultural changes to deliver a successful and efficient development assessment system; to ensure SARA is accountable to its customers; and to inform ongoing and continual improvement to SARA's performance.

The KPIs focussed on four key areas:

1. Customer satisfaction;
2. IDAS timeframes;
3. Information requests; and
4. Appeals.

This report analyses and evaluates SARAs performance against the KPIs set for the 2013-2014 financial year.

1.3 2013-2014 SARA KPIs and methodology

SARAs performance against the set KPIs was measured by a combination of results from an independent customer satisfaction survey (conducted by TNS Consultants) and analysis of data from the MyDAS system.

The table below lists the 2013-2014 financial year KPIs established for SARA, the target set and how this has been measured:

2013-2014 financial year KPI	Target	Measured by
1. Customer Satisfaction		
% of stakeholders that believe SARA meets expectations	<ul style="list-style-type: none"> 80% 	Customer Satisfaction Survey
% of stakeholders that consider the state's assessment is consistent, fair and objective	<ul style="list-style-type: none"> 75% 	Customer Satisfaction Survey
% of stakeholders that consider the commercial aspects of development are taken into consideration by SARA	<ul style="list-style-type: none"> 60% 	Customer Satisfaction Survey
2. IDAS timeframes		
Concurrence agency responses (referral stage)	1. 80% of total referral responses issued are without an extension of time	MyDAS analysis
	2. 5% of total referral responses are issued within 5 business days	MyDAS analysis
Assessment manager decisions (decision stage)	1. 95% of total applications are decided within 40 business days.	MyDAS analysis
	2. 40% of total applications are decided within 20 business days	MyDAS analysis
	3. 5% of total applications are decided within 5 business days	MyDAS analysis

2013-2014 financial year KPI	Target	Measured by
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3. Information requests		
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Information requests issued:

- | | | |
|-----------------------|---|----------------|
| 1. Assessment manager | 1. 50% of total applications are decided without an IR | MyDAS analysis |
| 2. Concurrence agency | 2. 50% of total referral responses issued are without an IR | MyDAS analysis |

Requests to extend information request period:

- | | | |
|-----------------------|---|----------------|
| 1. Assessment manager | 1. 70 % of total information requests are issued without an extension of time | MyDAS analysis |
| 2. Concurrence agency | 2. 70 % of total information requests are issued without an extension of time | MyDAS analysis |

4. Appeals		
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- | | | |
|-----------------------|---|----------------|
| 1. Assessment manager | 1. <3% of total decisions are appealed | MyDAS analysis |
| 2. Concurrence agency | 2. <3% of total referral responses are appealed | MyDAS analysis |

2. SARA achievement of 2013-2014 KPIs

2.1 Customer satisfaction

	2012–2013 pre-SARA ACTUAL	2013–2014 financial year TARGET	2013–2014 financial year ACTUAL	KPI achieved?
% of stakeholders that believe SARA meets expectations	-	80%	48%	✘
% of stakeholders that consider the state's assessment is consistent, fair and objective	20%	75%	58%	✘
% of stakeholders that consider the commercial aspects of development are taken into consideration by SARA	12%	60%	43%	✘

2.2 IDAS timeframes

	2013–2014 financial year target	2013–2014 financial year actual	KPI achieved?
Concurrence agency responses (referral stage*)	1. 80% of total referral responses issued are without an extension of time	1. 97% of total referral responses issued are without an extension of time	✓
	2. 5% of total referral responses are issued within 5 business days	2. 52% of total referral responses are issued within 5 business days (14% when measured from properly referred date**)	✓
Assessment manager decisions (decision stage*)	1. 95% of total applications are decided within 40 business days.	1. 97% of total applications are decided within 40 business days	✓
	2. 40% of total applications are decided within 20 business days	2. 88% of total applications are decided within 20 business days	✓
	3. 5% of total applications are decided within 5 business days	3. 58% of total applications are decided within 5 business days (18% when measured from properly made date**)	✓

*The referral/decision stage begins when SARA advises an applicant that all information required to assess the application has been provided and that an information request will not be made. It ends when a written decision (where SARA is the assessment manager) or referral response (when SARA is the referral agency) is issued to the applicant.

For example, where an extension of time is required, e.g. for the information request period, the referral/decision stage begins when the extended period expires. Where a request for information is made to the applicant, this stage does not begin until the day after SARA receives the response providing all or part of the requested information.

**This is measured from the properly made/referred date (when SARA validates the application) and ends when a written decision (where SARA is the assessment manager) or referral response (when SARA is the referral agency) is issued to the applicant.

2.3 Information requests

	2013–2014 financial year target	2013–2014 financial year actual	KPI achieved?
<u>Information requests issued:</u>			
Assessment manager	3. 50% of total applications are decided without an IR	1. 95% of total applications are decided without an IR	✓
Concurrence agency	4. 50% of total referral responses issued are without an IR	2. 88% of total referral responses issued are without an IR	✓
<hr/>			
<u>Requests to extend information request period***:</u>			
Assessment manager	3. 70 % of total information requests are issued without an extension of time	1. 83 % of total information requests are issued without an extension of time	✓
Concurrence agency	4. 70 % of total information requests are issued without an extension of time	2. 77 % of total information requests are issued without an extension of time	✓

***The information request stage begins on the date of validation and ends at the beginning of the referral/decision stage.

2.4 Appeals

	2013/2014 financial year target	2013/2014 financial year actual	KPI achieved?
Assessment manager	1. <3% of total decisions are appealed	1. 0% of total decisions are appealed	✓
Concurrence agency	2. <3% of total referral responses are appealed	2. 0.06% of total referral responses are appealed	✓

2.5 Summary of key findings

Customer Satisfaction

- Satisfaction with services provided by SARA is polarised, with almost as many customers dissatisfied, as satisfied
- DSDIP staff stand out as a key strength (their helpfulness rated well)
- Priority focus should be on making processes and systems as clear and as intuitive as possible for customers
- Ease of lodging / referring to SARA was rated poorly, as was the ease of use of MyDAS and SDAP
- The MyDAS system was a particularly strong area of discontent for respondents

IDAS Timeframes, Information Requests & Appeals

- SARA is performing at a very high level compared to set KPIs
- A greater variety of IDAS related KPIs are required to measure the performance of SARA against all timeframes identified in SPA
- New KPIs are required to measure the performance of SARA against new business processes such as pre-lodgement meetings and FastTrack 5 applications

3. Information and Data

3.1 Customer Satisfaction Survey

An independent customer satisfaction survey was conducted by TNS Consultants from 23rd June to 15th July 2014. The customer satisfaction survey comprised of a series of questions framed to gauge customer's satisfaction in the following areas:

- Overall satisfaction with service received from SARA
- Satisfaction of the state's assessment
- Staff service
- Pre-lodgement Experience
- Lodgement Experience
- Information Requests
- Electronic Systems
- Supporting Systems and Materials

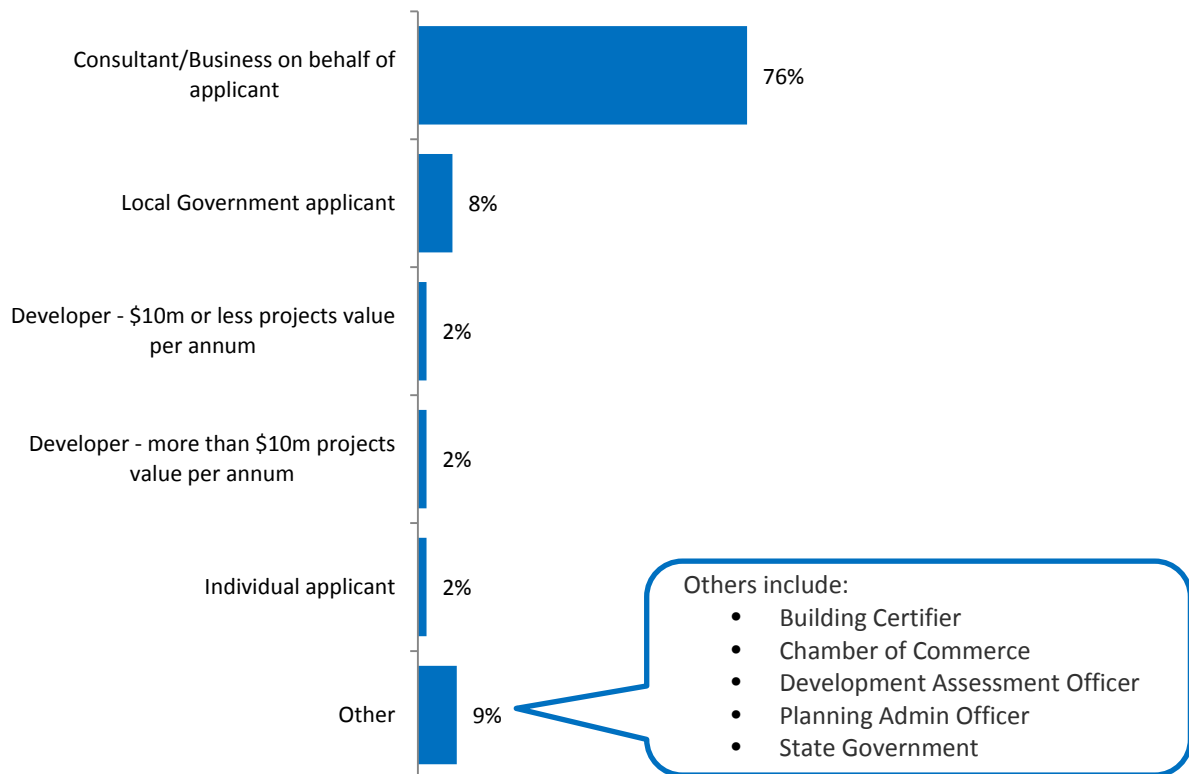
The following is an extract from the customer satisfaction report:

SURVEY METHODOLOGY

How Many Did We Interview?	■ A total of n=182 customers responded to the survey
When Did We Interview?	■ 23 June – 15 July 2014
Sampling Strategy	■ No quotas applied
Interview Methodology	■ Online, self-completed interview (average questionnaire length 10 minutes)
Weighting	■ No weighting applied

RESPONDENT PROFILE

Position/role of those that participated in the research



1. Base: All Customers (n=182)
2. Doesn't add to 100 due to rounding

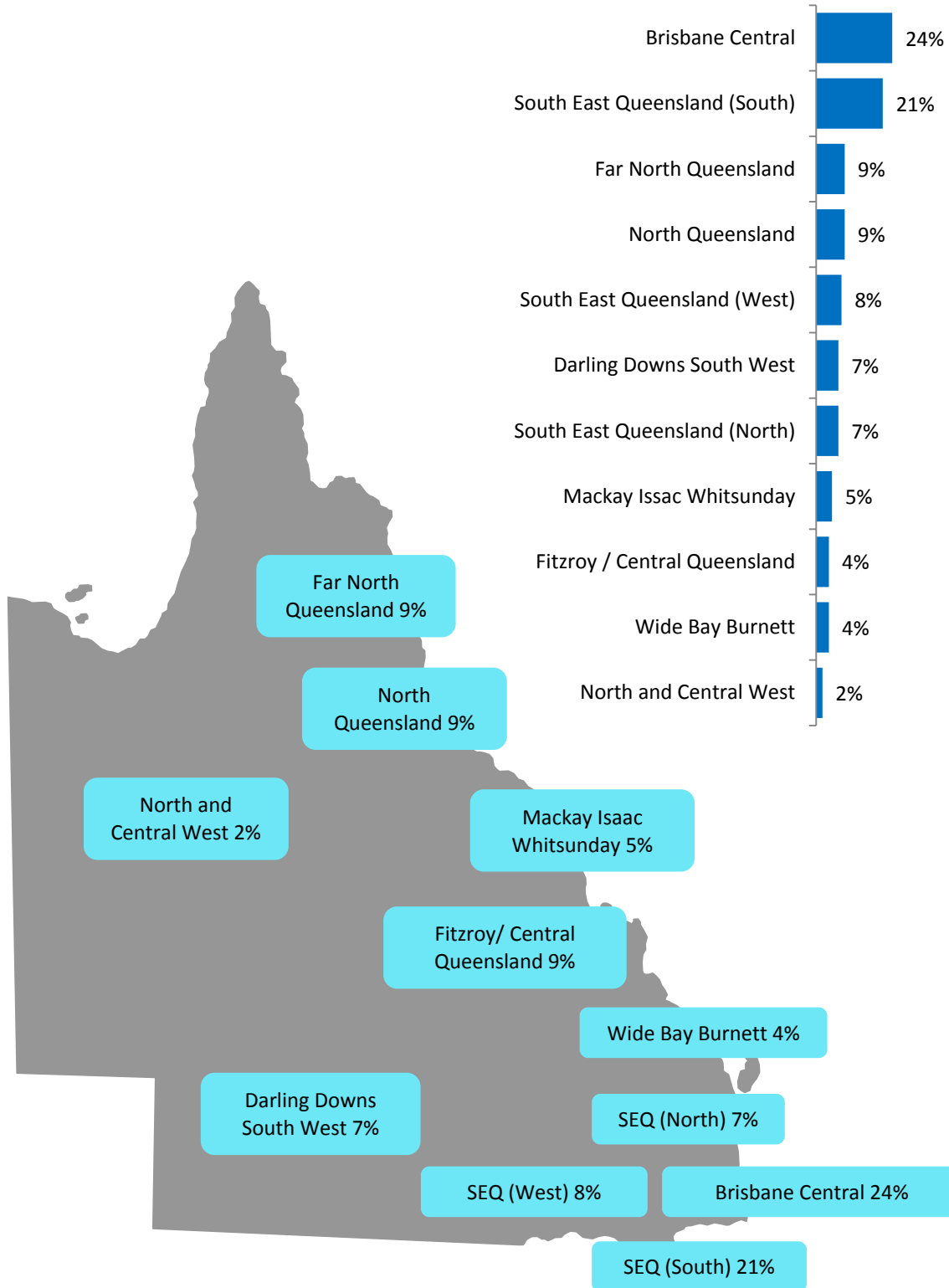
No. development applications lodged/referred to SARA in past 12 months

	No. of development applications lodged by respondents			Total respondents who answered question
	Average	Min	Max	n=
Average of all Respondents	9.4	1	150	149
Consultant/ Business on behalf of applicant	7.9	1	70	123

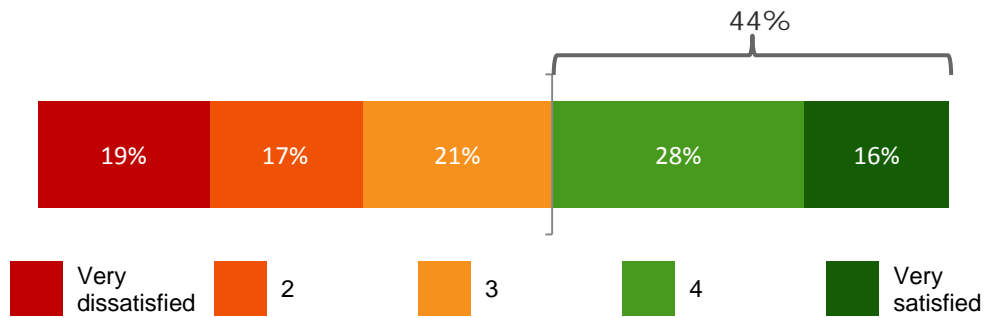
Notes:

3. Base: All Customers (n=149)
4. Excludes don't know responses and outliers

RESPONDENT LOCATION



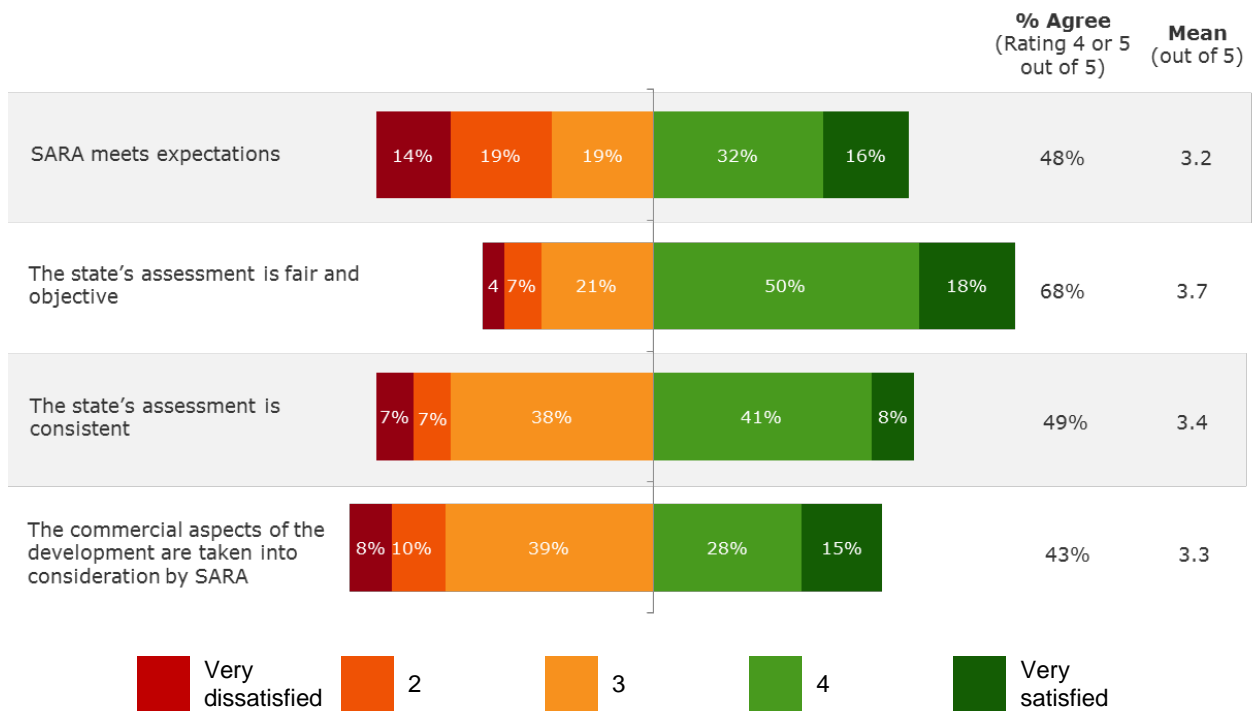
Overall satisfaction with service



Notes:

- 5. Base: All Customers (n=182)
- 6. Base by region: Brisbane central (n=43), SEQ South (n=39), SEQ West (n=14), SEQ North (n=12), Darling Downs South West (n=13), Wide Bay Burnett (n=8), Fitzroy/Central QLD (n=8), North QLD (n=16), North and Central West (n=4), Mackay Isaac Whitsunday (n=9), Far North QLD (n=16)

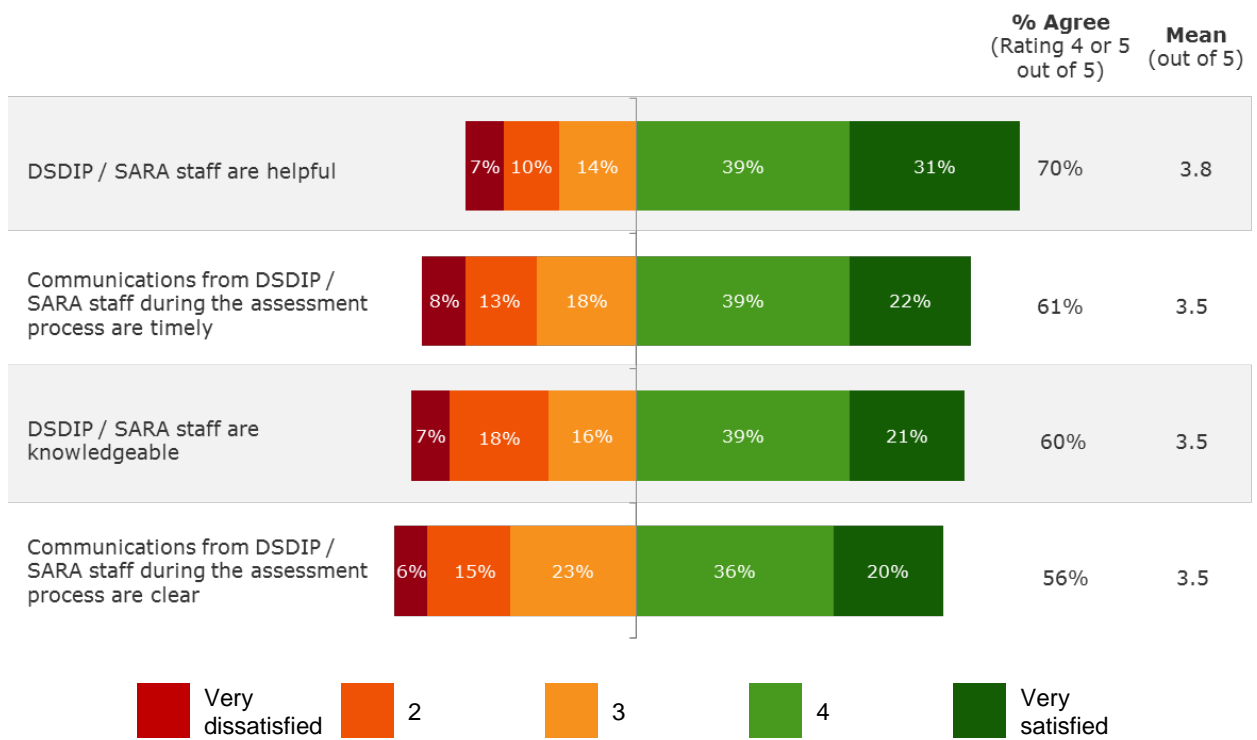
Satisfaction of the state's assessment



Notes:

- 7. Base: All Customers (n=182)

Staff service



Notes:

8. Base: All Customers (n=182)

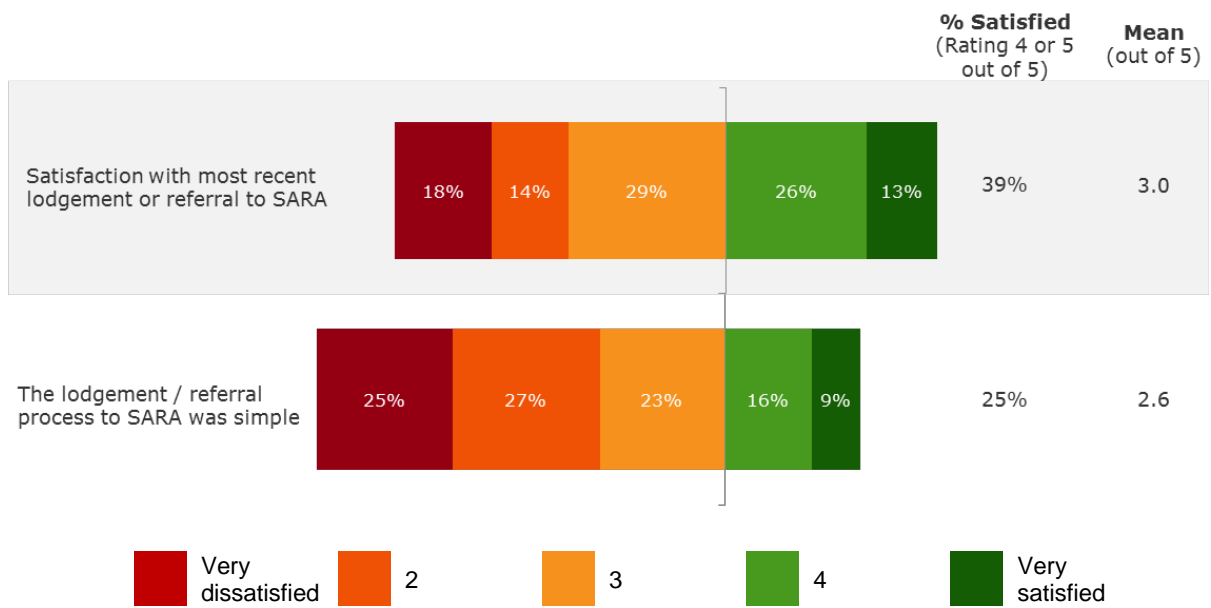
Pre-lodgement Experience



Notes:

9. Base: Those who have attended a pre-lodgement meeting with SARA (n=74)

Lodgement Experience



Notes:

10. Base: All Customers (n=182)

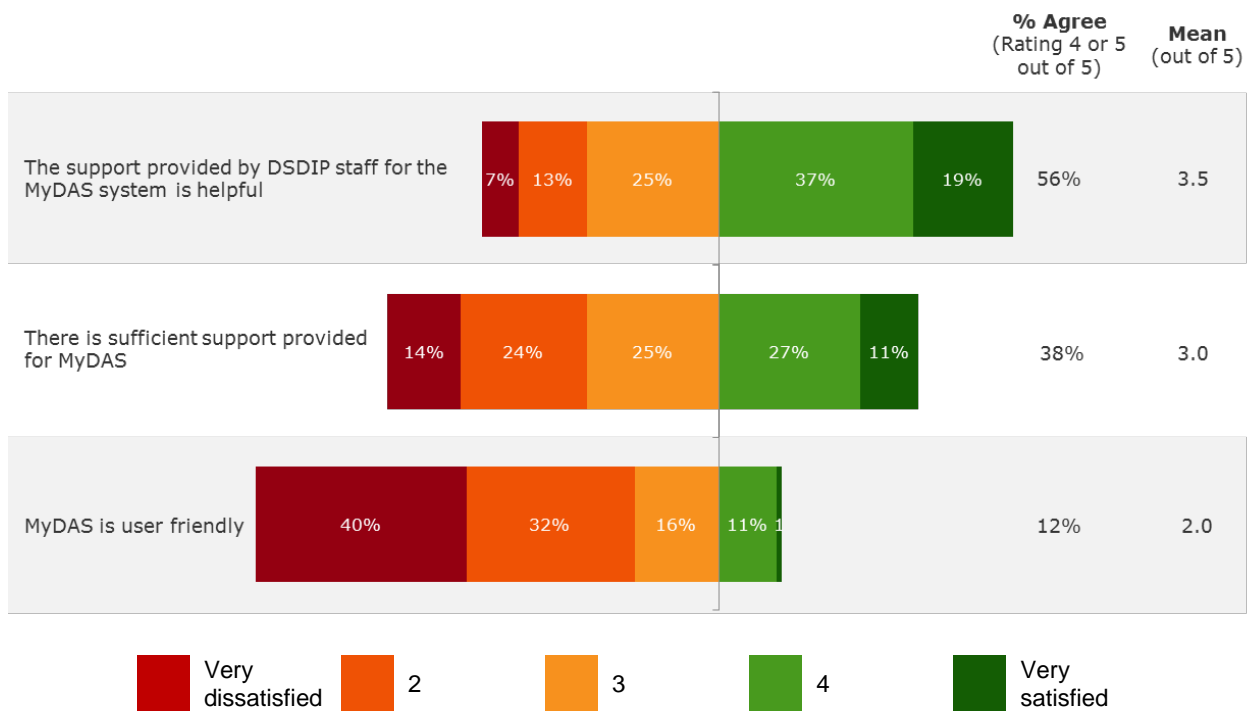
Information Requests



Notes:

11. Base: who had received a written information request in the past 12 months (n=97)

Electronic Systems

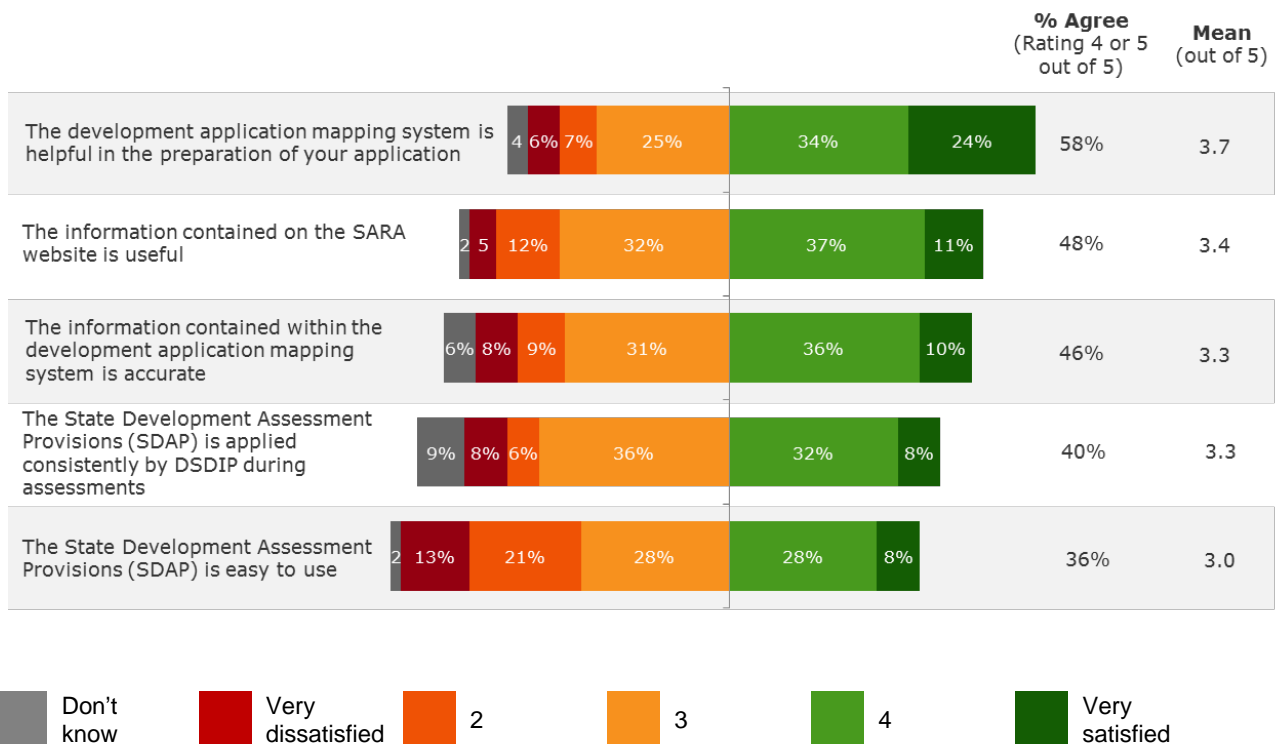


Notes:

12. Base: Support provided by DSDIP staff for MyDAS system is helpful (n=152); Sufficient support provided for MyDAS (n=150); MyDAS is user friendly (n=152)

13. Don't know responses excluded from these results

Supporting Systems and Materials



Notes:

14. Base: All Customers (n=182)

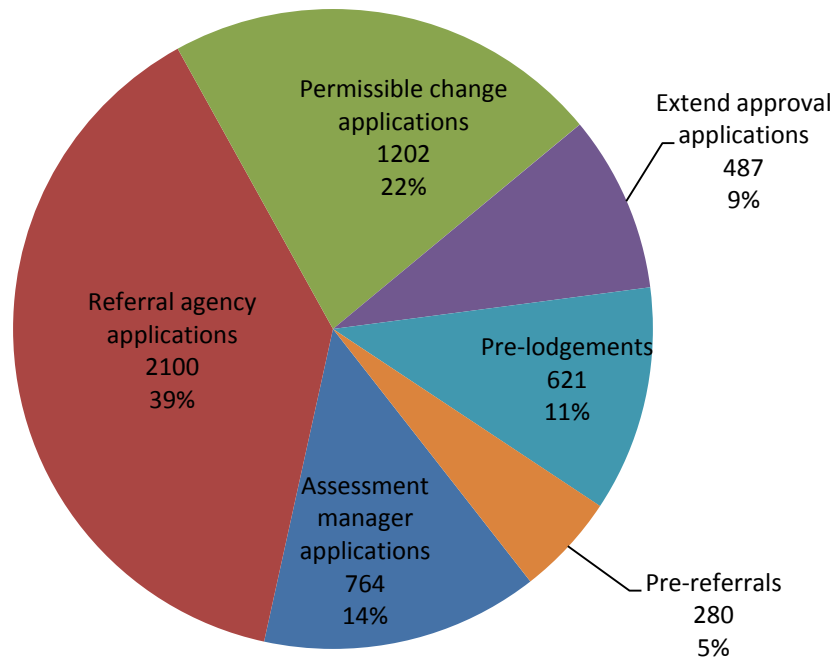
3.2 Key MyDAS statistics

A range of operational and performance data has been collected on SARA during its first year of operation. This section outlines some of the key statistics extracted from MyDAS relating to the volumes and types of applications and referrals processed by SARA.

Over the 2013-2014 financial year, SARA received 5,454 applications (refer to Figure 1 for breakdown) and issued a total of 3,998 decisions, comprising of:

- 632 decisions as assessment manager
- 1,706 decisions as referral agency
- 1,430 decisions for requests for permissible change and to extend relevant period; and
- 230 pre-referral responses.

Figure 1: Applications lodged with SARA



Figures 2 to 4 graphically represent the number of applications received by SARA, arranged by cumulative decisions by application type, requests per month by application type and requests per month by technical agency.

Figure 2: Cumulative decisions by application type lodged with SARA

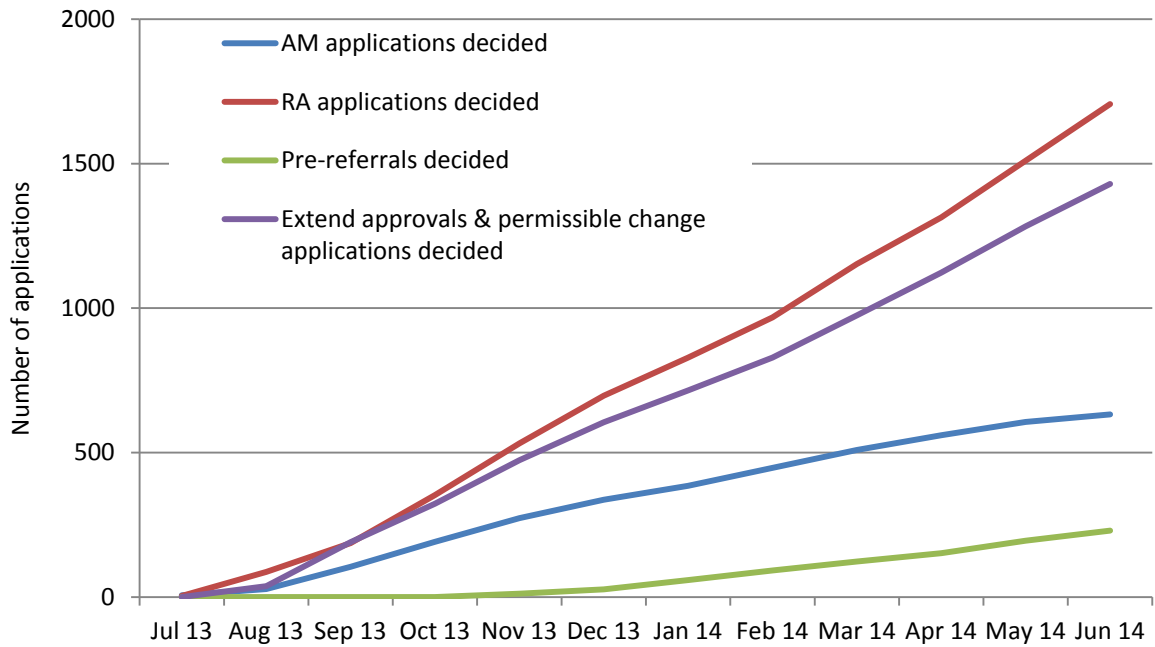


Figure 3: Number of requests per month by application type

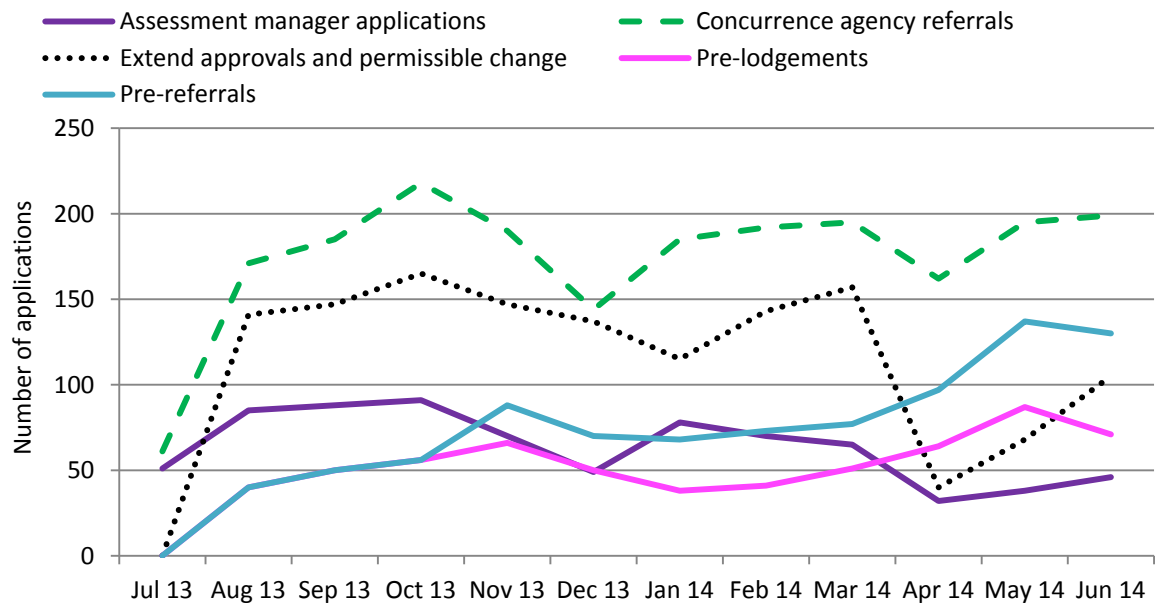
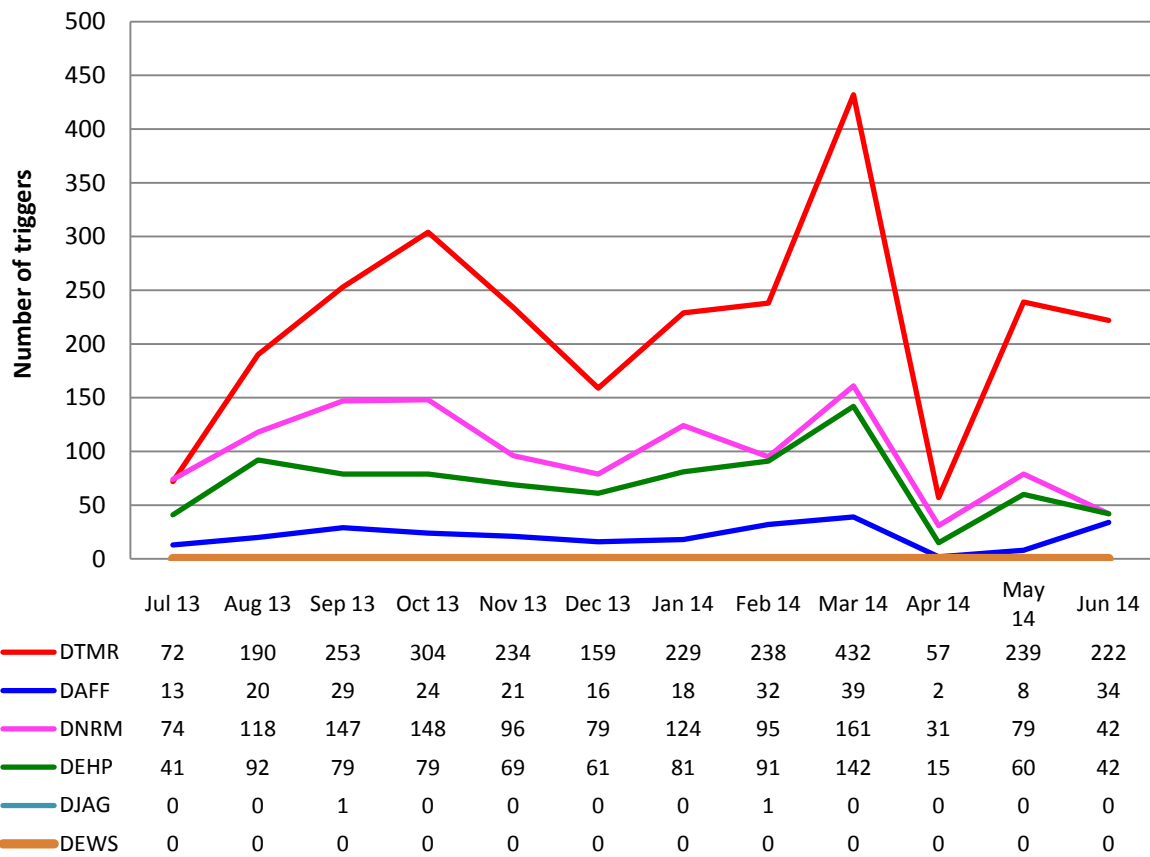


Figure 4: Requests per month by technical agency



*Triggers identified at lodgement (where SARA is either referral agency or assessment manager).

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