Broker business review framework

A practical workbook for reviewing the commercial, operational and professional health of your broking business.

PRINTABLE WORKBOOK
Use this resource as a working document. Add notes, tick completed items and record actions as you go.

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Why review your business?

Mortgage broking can become very reactive. Files, clients, lender questions and settlements can easily consume the week.

A structured review creates space to step back and look at the business as a whole.

The aim is not to produce a long report. It is to identify a small number of priorities that can realistically improve performance, efficiency, client experience and business resilience.

Use this framework quarterly or annually

Work through each section, record what you see, then finish with three to five priorities for the next 90 days.

01 Business performance snapshot

Start with the basic numbers.

REVIEW

	annual settlements
	number of settled loans
	average loan size
	applications submitted
	approvals
	settlements
	conversion rate
	active pipeline
	expected settlements over the next 90 days
	year-on-year growth or decline

ASK

- Is settlement volume moving in the right direction?
- Is the average loan size changing?
- Are applications converting at an acceptable rate?
- Is the pipeline strong enough to support future revenue?
- Are there obvious seasonal patterns?

Do not look at settlement volume in isolation. A larger business is not necessarily a better business if profitability, conversion or file quality is deteriorating.

Notes / actions

02 Pipeline and conversion

A healthy pipeline should be visible and actively managed.

REVIEW

	enquiry
	initial discussion
	information gathering

	assessment
	application preparation
	submitted
	approved
	awaiting settlement
	stalled files
	clients who have stopped responding
	applications taking too long to prepare
	repeated delays in obtaining documents
	lender-related bottlenecks
	opportunities to improve follow-up

ASK

- Where are clients dropping out?
- Which stage causes the most delay?
- Is there a clear process for following up incomplete applications?
- Is every active opportunity recorded somewhere?

Notes / actions

03 Lender usage

Review which lenders you are actually using.

REVIEW

	number of settlements by lender
	percentage of total settlements by lender
	lender concentration
	turnaround times
	approval experience
	policy fit
	service quality
	reasons lenders are being selected

ASK

- Am I overly dependent on one or two lenders?
- Am I using particular lenders because they are familiar rather than because they are the best fit?
- Are there lender accreditations I rarely use?
- Are there lender policies or niches I need to understand better?

A good lender mix should reflect client needs, not habit.

Notes / actions

04 Revenue and profitability

Settlement volume does not tell you whether the business is financially healthy.

REVIEW

	upfront commission received
	trail income
	recurring monthly expenses
	aggregator costs
	CRM and software costs
	marketing expenses
	professional memberships
	insurance
	outsourcing or support costs
	net business income

ASK

- Which costs have increased?
- Are there subscriptions or systems that are not being used?
- Is the business generating enough return for the time involved?
- Are there services that could be delivered more efficiently?

Notes / actions

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05 Lead generation

Identify where new business is coming from.

REVIEW

	referrals from existing clients
	accountants
	financial planners
	real estate agents
	conveyancers
	builders
	professional networks
	online enquiries
	social media
	paid advertising
	repeat clients
	other sources

ASK

- Which sources produce the best clients?
- Which sources convert most consistently?
- Which relationships have gone quiet?
- Am I too dependent on one source?
- What have I done recently to generate future enquiries?

Notes / actions

06 Referral relationships

Review each important referral relationship.

ASK

- Who referred clients during the past 12 months?
- Who has stopped referring?
- Which partners send the right type of client?
- Which relationships need attention?
- What value have I provided recently?
- Is communication consistent?
- Are referral arrangements properly documented where required?

Strong referral relationships usually grow through consistency, trust and good client outcomes.

Notes / actions

07 Client experience

Consider what the process feels like from the client's point of view.

REVIEW

	speed of initial response
	clarity of communication
	frequency of updates
	quality of explanations
	document collection
	application progress updates
	settlement communication
	post-settlement follow-up
	review process

ASK

- Do clients know what happens next?
- Are updates proactive or only provided when clients ask?
- Are common questions being answered consistently?
- Is the client experience dependent entirely on me remembering what to do?

Notes / actions

08 Compliance and file quality

Review whether good compliance habits are built into the process.

REVIEW

	file notes
	needs and objectives
	research
	lender comparison
	recommendation rationale
	supporting documents
	client acknowledgements
	required disclosures
	evidence supporting the credit recommendation

ASK

- Are files consistently ready for review?
- Are file notes completed contemporaneously?
- Is the rationale clear to someone who was not involved in the client discussion?
- Are recurring compliance issues appearing?

Compliance should be part of the workflow, not something added at the end.

Notes / actions

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09 Systems and workflow

Review how efficiently work moves through the business.

REVIEW

	CRM usage
	task management
	document collection
	templates
	email automation
	client updates
	lender submission process
	settlement process
	post-settlement workflow
	review reminders

ASK

- Where is work being duplicated?
- Which tasks are being done manually that could be standardised?
- Are systems actually being used consistently?

- What causes unnecessary rework?

Notes / actions

10 Professional development

Consider the areas where stronger knowledge would improve confidence or client outcomes.

REVIEW

	lender policy
	credit assessment
	complex income
	self-employed lending
	commercial lending
	asset finance
	compliance
	client communication
	business development
	technology and AI
	workflow management

ASK

- What situations do I currently avoid?
- Which types of files take me too long?
- Where do I rely too heavily on someone else?
- What capability would make the biggest difference over the next six months?

Notes / actions

11 Business resilience

Consider what would happen if you were unavailable.

REVIEW

	access to files
	passwords and systems
	client records
	important contacts
	emergency procedures
	cyber security
	insurance
	backup arrangements
	business continuity

ASK

- Could someone understand the status of my active files?
- Is important information stored only in my head?
- Are business-critical systems protected and backed up?

Notes / actions

The review should lead to action

A useful business review should finish with a short list of priorities.

KEEP DOING	What is working and should continue?
IMPROVE	What needs better consistency or attention?
START	What should be introduced?
STOP	What is wasting time, money or effort?
MEASURE	What will you track over the next 90 days?

Review notes

90-day action plan

Select no more than three to five priorities.

Priority / action	Owner	Target date	Measure of success	Review date

A small number of completed actions is more valuable than a long list of intentions.

Want a practical review of your broking business?

Morbanx Aggregation works with independent brokers on business performance, workflow, lender capability, compliance discipline and professional development. A confidential discussion can help identify where support may be useful.

Book a confidential discussion at morbanxaggregation.com.au

IMPORTANT

This resource provides general information for mortgage brokers and does not replace legal, compliance, tax, financial or business advice specific to your circumstances.