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Organisational Performance Excellence Review

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NORBERT VOGEL - AUSTRALIAN KNOWLEDGE MANAGEMENT GROUP PTY LTD



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Introduction

This review was conducted as an independent evaluation of BMRG's performance against the '*Performance Excellence Guide for Natural Resource Management Organisations, Third Edition, 2015*' (the Guide).

The review involved a semi-structured approach to the collection of information through discussions with members of the Board, senior management team, staff and a cross-section of external stakeholders. A review of internal policy, communication, and planning documents provided additional information that was drawn upon to prepare this report.

The objectives and potential benefits of this review to BMRG and its stakeholders include:

- Identification of key strengths and opportunities for improvement
- Providing a basis for prioritisation of strategies for improving organisational capability and performance
- Providing a reference for monitoring progress over time
- Facilitating exchange of information and benchmarking of management practices across the NRM sector
- Providing a commentary on progress made since the previous OPE review

It is recommended that the strengths and opportunities for improvement identified in this report be used as a basis for developing a set of prioritised improvement strategies, supported by action plans to implement them.

Executive Summary

This review was conducted as an independent evaluation of BMRG's performance and capability against the 'Performance Excellence Guide for NRM Organisations, Third Edition'. This was a follow-up review to one conducted in October 2009.

Detailed findings are documented in the body of this report, which is intended to be used as an internal reference document. This section contains a summary of key findings.

Overall conclusions from this review were that:

The last OPE review of BMRG was conducted in October 2009 and substantial changes and governance reforms have taken place since that time. These include the appointment of a new Chair, CEO and other staff. The Constitution was also changed and a substantially smaller Board was appointed.

While reforms of such magnitude caused a deal of disruption within BMRG, the organisation has now stabilised and a range of external stakeholders commented that the new arrangements are now working well and that the 'organisation has moved on'. At the time of this review, further changes were about to occur including the departure of the CEO who will be replaced by an external appointment. This will result in further restructuring and a reduction of one level in the reporting structure.

This organisation is now substantially different than it was during the last OPE review and improvements demonstrated since the last review are evidenced by an elevated profile across all Components in the NRM Performance Excellence Framework.

One of the common themes that emerged during this review was a consistent view by the staff that the organisation's culture had improved substantially in terms of internal cooperation, communication, reduction of a 'silo' culture and the general work environment. The dysfunctional nature of the previous Board is no longer evident and governance processes are sound. Planning processes have been strengthened since the last review but there is still a challenge in gaining greater 'ownership' and awareness of the NRM Plan across the region.

BMRG has established stronger relationships with a range of community organisations, industry groups, local government and Indigenous groups and BMRG was described by government investors as delivering on expectations.

Processes and procedures have been improved but further up-grades to business support systems are needed to reduce duplication and cycle time for work such as management of projects. There is also scope to achieve greater consistency in certain practices across the organisation.

Reporting to investors was described as meeting expectations in terms of timeliness and accuracy and BMRG staff are regarded as 'easy to work with' and responsive to requests or questions.

The organisation has become highly values-driven and care will be needed to build upon what has been achieved in the last two years or so.

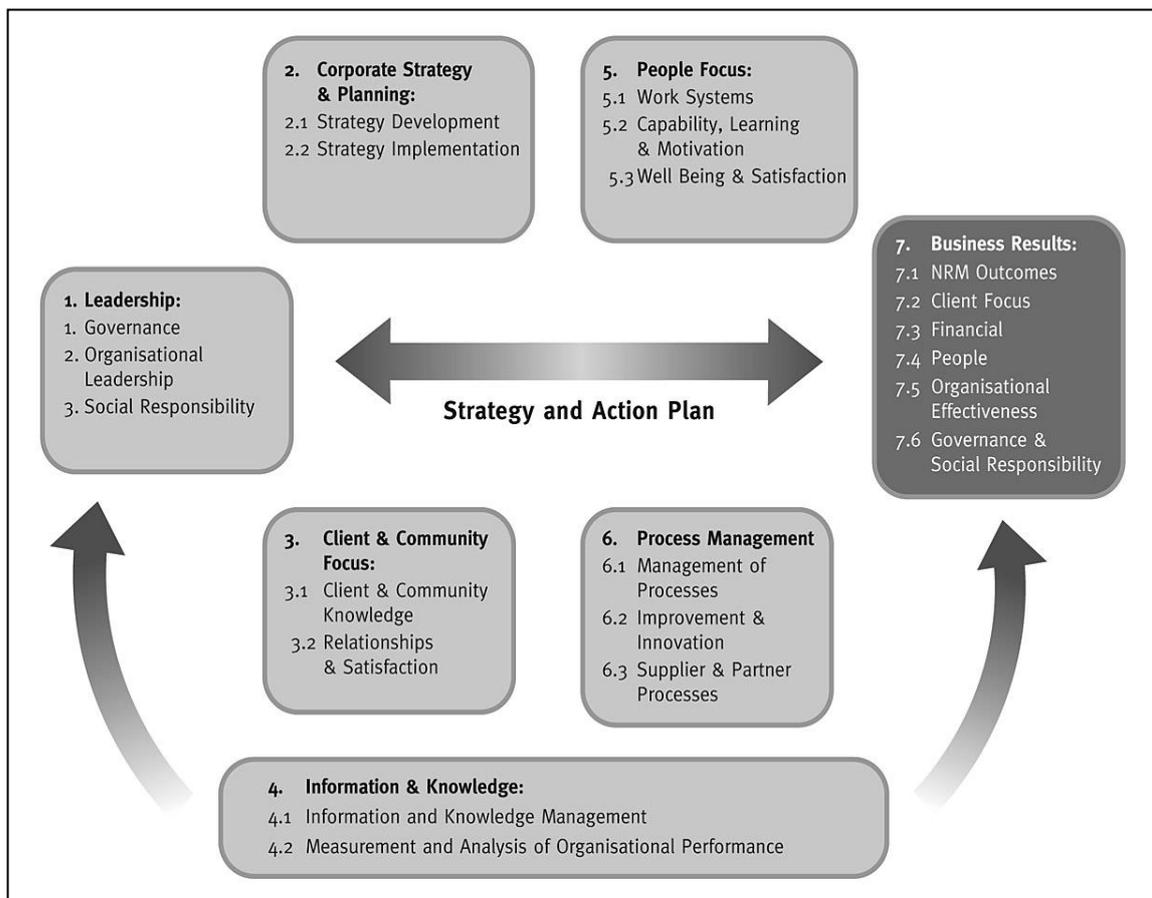
The Review Process

The review was conducted in sequential stages as outlined below:

Step	Activity	Timing
Step 1	Scheduling and planning	April/May 2016
Step 2	Interviews with a cross section of staff, Board members and external stakeholders and document review	23 to 25 May 2016
Step 3	Analysis of information and preparation of report	June 2016
Step 4	Presentation Workshop	13 July 2016

The Evaluation Framework

The “*Performance Excellence Guide for Regional NRM Organisations*” establishes a framework of seven components that serve as the basis of the organisational evaluation. The seven Components, together with Items within each Component are depicted in the diagram below:



How To Use This Report

The detailed findings documented in this report are intended to be used as a reference for identifying and prioritising a manageable number of improvement strategies.

Under each Component contained within the *Performance Excellence Guide for NRM Organisations*, there is a commentary that describes the way in which the Excellence Criteria are being addressed within the organisation. Where relevant and appropriate, comments that draw upon experience gained through organisational evaluations of similar regional NRM organisations are offered to provide additional context and comparisons.

For each Item within each Component, specific 'Strengths' and 'Opportunities for improvement' are listed. These lists are not exhaustive and it is not intended that every opportunity listed be actioned as a matter of priority. These are all part of a total 'system' and relate to each other and in going through this priority-setting process, some individual issues can be grouped. Some have a cause/effect relationship that requires others to be actioned first. It is also important to consider the strengths, to ensure they will be maintained and built upon.

A guide for working through the list is to consider each opportunity (or grouping of opportunities) in terms of relative importance, urgency, ease of implementation and resources required.

The deliverable for this review is a set of improvement strategies supported by an Action Plan, rather than the report in itself. The detailed findings are intended to provide a reference and guide for developing these.

Component 1 - Leadership

Since the time of the last OPE review in October 2009, substantial changes have occurred within BMRG. These include changes of the CEO, Chair, a number of senior staff and a major reform of the Board structure, composition and the BMRG Constitution.

These changes follow some years of turbulence and instability and reached a point where the organisation's members took the initiative to invite the Chair to step down. Prior to that, the Board was described as being 'dysfunctional', characterised by conflicts of interest amongst Board members in representing their own sectorial interests.

This also prompted a decision to change the Board governance structure, requiring a change to the Constitution. After two years of revising the Constitution involving extensive consultation with BMRG members and other stakeholders, the previous Board of up to 15 members was replaced with a new Board consisting up to 5 members. Changes to the Board appointment process were also introduced. While nominations for Board appointments are still put forward by each sector, members representing up to nine sectors are now able to vote for nominees from all sectors. This was not previously the case when members were only able to vote for nominees from their sector, making the election process somewhat of a 'closed shop'.

The current five-person Board was appointed in November 2014 and appears to have been functioning well. The Board does not have a Committee structure as the small size of the Board would make it difficult to sustain a series of Committees. The Board currently meets every two months and addresses topics that would normally be considered in more detail by Committees, such as organisational risks, financial position, audits and governance.

Another consideration in appointing a Board is to ensure there is an appropriate mix of skills that provides a challenge with such a small Board.

Board members currently have a tenure of three years and are required to re-apply after that time. BMRG now has the smallest Board across the NRM sector, and while it was generally described as 'working well', there appear to be some risks associated with maintaining such a small Board. These include:

- Limited time availability to monitor financial performance in more detail
- Challenges in achieving an appropriate and desired mix and range of skills on the Board
- Limited opportunity for the Board to devote to consideration of key strategic issues
- Potential for not having the numbers to form a quorum at times

The magnitude of the reform process undertaken is substantial and some other reforms that have occurred across the NRM sector have met with difficulties including some loss of support from key stakeholders after losing a place on the Board. This has particularly been the case when there has been a change in Board size and structure in moving from a large representational Board to a smaller skills-based Board. Such instances have given rise to stakeholder perceptions that the ability for them to continue to have a 'voice' into the organisation had been taken away. This does not appear to be the case within

BMRG, and external stakeholders who provided input to this review were positive about the direction the organisation had taken.

However, a number of stakeholders including principal investors, commented that the current Board was somewhat 'distanced and isolated' from the outside world and the ability for them to actually meet members of the Board would be welcomed by them. A number of staff made similar comments and ways of achieving greater interaction between staff and Board members, while maintaining appropriate separation between the Board and operational activities, could be explored.

While the appointment of the new Board is widely seen as a positive, there are indications that it might be timely to consider a review of the current arrangements that might lead to further refinements. There does not appear to be a defined process for periodic review of current arrangements and the adoption of a more structured and planned approach may be worth some consideration to supplement the Board self-review process that is currently in place.

The operational activities of the organisation are headed by the CEO who reports to the Board. BMRG currently employs about 20 staff who work from three offices in Bundaberg, Maryborough and Wondai. Most members of staff work part time, which is largely driven by funding constraints. Further changes including the external recruitment of a new CEO are being planned to commence on 1 July 2016.

This transition will be another major change and presents a challenge at a time when staff are not looking forward to more change after the somewhat turbulent recent past. During discussions with staff during, it was clear that there were strong views about the need to preserve the core of the culture that currently exists. This is now characterised by shared values around cooperation, trust and a collective desire to deliver value to key stakeholders. The need to maintain and further strengthen relationships that have been established with key sectors was also reinforced throughout the review.

At the time of this review, the senior management team consisted of the CEO, Operations Manager and the next level of direct reports. As of 1 July, this will change to the CEO and four senior managers. This change will be brought about as a result of the departure of the current Operations Manager, who's position is not being replaced. This will result in the removal of one layer in the reporting structure.

This in itself will present a key challenge to the new leadership team, but will also present opportunities for setting clear direction going forward. While staff are highly respected by external stakeholders, a number of them commented that steps could be taken to reduce staff turnover that had occurred during the reform process. Both the magnitude of turnover and effectiveness of 'handover' to new staff appeared to create difficulties for them and while these may have been unusual times, it seems that it might be timely to review staff appointment and retention policy and supporting processes to avoid similar events in the future.

One of the observations made during this review was the existence of some inconsistencies across the organisation in some areas including the use of business support systems, project management and conduct of staff performance reviews. The new senior management team could consider ways of addressing those practices that require greater consistency across the organisation.

With regard to BMRG's leadership role in the broader community, examples of

contributions made by BMRG's staff and Board were cited during the review. These include volunteer work with community environmental initiatives and engagement of schools, thereby creating awareness of environmental issues amongst students.

BMRG has in place an Environmental and Sustainability Policy to guide the organisation's environmental practices. The policy is somewhat broad and does not indicate specific areas of focus and the level of awareness of this policy and what it actually means in an operational setting was not widespread within the organisation. There appears to be scope for elevating awareness amongst staff and setting some quantifiable targets for driving reduction in environmental footprint.

Item 1.1 Governance

Strengths

- The organisation has successfully completed a period of major transformation a change to the Constitution, appointment of a substantially reduced Board and significant reduction in the overall cost of running the Board.
- These changes are widely supported by a range of key stakeholders.
- Board processes appear to be robust and are supported by documented governance policies and procedures.
- There is clear separation between Board governance and operational processes.
- The current Board appointment process reduces the likelihood of conflict interest that existed on the previous Board.

Opportunities for Improvement

- Consider undertaking a review of current operations of the Board including identification of risks associated with maintaining such a small Board.
- Take steps to enable principal investors and other key stakeholders to meet and interact with Board members more frequently to address a perception that the Board is somewhat 'distanced and isolated'.
- Consider whether current arrangements enable sufficient monitoring of key activities such as level of scrutiny of financial performance that would normally be supported by Board Committees are being examined in sufficient detail and take appropriate action if required.

Item 1.2 Organisational Leadership

Strengths

- The CEO is highly respected for her role in the successful reform process and for strengthening relationships with key stakeholders that had deteriorated.

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- BMRG is respected by a range of key stakeholders who considered that the organisation had significantly improved and was now 'easy to work with'.
- There is evidence of trust and cooperation within the organisation that has established a values-driven culture.

Opportunities for Improvement

- Take steps to ensure practices that require greater consistency across the organisation are identified and effectively communicated and embedded across the organisation.
- Review or establish a staff recruitment and retention strategy to address past instances of high staff turnover that resulted in difficulties experienced by community stakeholders.

Item 1.3 Social Responsibility

Strengths

- BMRG demonstrates its broader social responsibility in a number of ways including involvement of schools in the region.
- BMRG seeks opportunities for collaboration with NRM Bodies beyond its region and actively supports state-wide initiatives under the RGC umbrella to benefit the state as a whole (eg benchmarking of measures of efficiency across NRM regions).

Opportunities for Improvement

- Consider ways of elevating internal and external awareness of the organisation's Environmental and Sustainability Policy and support the policy by providing focus and quantitative targets for reducing the organisation's environmental footprint.

Component 2 - Corporate Strategy and Planning

BMRG has in place a Strategic Plan that was issued in 2015. This Plan provides the central reference for the development of a cascading set of more detailed plans including Business Plans, Operational Plans and Task Plans that provide a 'line of sight' through the planning framework.

The Strategic Plan identifies five-year action plans under five key themes: Governance, Relationships, Delivery, Workplace and Leadership. At the time of the conduct of the last OPE review of BMRG in 2009, a Strategic Plan was at the early stages of implementation. At that time, there was little emphasis on the development of organisational capability, which has now been strengthened. The review in 2009 also identified that the level of 'ownership' and awareness of the Strategic Plan was not high amongst the Board and the organisation as a whole. Subsequent changes in Chair and CEO possibly gave rise to some discontinuity in Plan implementation. It would appear that traction was regained with the appointment of the current CEO and support from the new Board.

While the planning framework that is now in place is sound for providing alignment through the organisation, there is still scope for achieving greater consistency across the organisation in terms of conversion of corporate plans into individual work plans and the process for doing this. There is also opportunity to more closely align reports presented to the Board with performance measures and targets contained in corporate plans.

BMRG also has in place a range of supporting plans including Community Engagement, Communication, Indigenous, Risk Management, Succession Planning, Political Engagement, ICT, Capital Item Management, Water Quality Improvement. In combination, these constitute a comprehensive set of planning documents but it was apparent that staff were not always entirely clear on their specific role in implementing some of these plans.

A diagram that depicts the linkages between these various plans has been published and provides a useful reference. There is, however, scope for providing greater clarity around roles and expectations of staff in the implementation of various support plans. Although planning documents contain dates of issue, consideration could be given to including intended date of review and responsibilities that could form part of a planning review and development schedule for the organisation.

As is the case for regional NRM organisations across the country, BMRG operates within a business environment of reduced and uncertain levels of government funding, making it difficult to undertake any meaningful planning. Low levels of funding have prompted a review of the NRM delivery model across Queensland and various options including possible amalgamations are currently being explored at a state level and BMRG is actively participating in relevant discussions.

BMRG has demonstrated a high degree of agility to respond to internal and external changes over recent years and it seems that such an attribute will again be needed in the near future with further changes planned. The process of preparing an organisational budget continues as an annual cycle. An interim budget is prepared based on best available information at the end of May and is then adjusted as required before the start of the new financial year. It was acknowledged that the preparation and reporting against the budget no longer receives as much scrutiny as it once did when a Board Finance Committee was in place.

In 2015, BMRG issued a 'Political Engagement Plan' to guide approaches to government. The document contains an outline of the three levels of government and key contacts within each level. It also identifies a list of individuals and their current roles and possible changes that could occur with up-coming elections. The document appears to be a useful reference but is somewhat limited in definitive strategies, timelines and responsibilities for taking action.

Given the critical importance of government funding and continued support, there appears to be an opportunity to strengthen this document with more pragmatic strategies and timelines to support achievement of critical goals. Some regional NRM organisations have found it useful to have documents depicting a 'Value Proposition' that summarises the 'value' the organisation can offer to the investor and a statement that describes the relevant capabilities (people, systems, networks, partnerships, assets, knowledge) the organisation has in place. The scope that the regional NRM body has is often not recognised by external stakeholders and could be reinforced in a more proactive way when opportunities present themselves. Maybe such documents exist but none were cited during the review.

While BMRG is limited in what it can achieve on its own, it has an important role in supporting initiatives at a state level. During the conduct of this review, it became evident that there is no direction relating to NRM from the state government and this situation creates serious risks for the sector in Queensland. At the time of the last OPE review, the Queensland Government was at a stage of finalising a policy framework for NRM and this was subsequently issued. However, with subsequent changes in governments, this framework appears to have lost any prominence and the direction of NRM going forward is now very unclear to a range of stakeholders who provided input to this review. One of the strengths BMRG has now established is a strong working relationship with key organisations representing growers and industry bodies. Direct involvement of these bodies would strengthen BMRG's case with government.

Around the time of the last review, BMRG set a direction of pursuing commercial business through an entity called "Earthtrade". A major driver was to spread the funding base and reduce the high reliance on government funding and associated risks, but the difficulties in establishing a commercial arm were found to be substantial. This has been found to be the case with almost all regional NRM bodies in states not operating under statutory models that chose to go down such a path and it appears that associated risks were underestimated or not considered in sufficient detail.

There is now substantial experience in pursuing commercial business amongst regional NRM bodies and some common themes have emerged that others including BMRG can learn from if such a direction is to be pursued again. Lack of success has been attributed to a number of reasons, including:

- A diversion away from core government-funded work.
- Most staff working in this sector do not work in it to get involved in sales or marketing activity.
- The need to maintain clear separation between government-funded and commercial fee-for-service work is critical but some areas tend to become quite blurred.
- There are many instances of regional NRM bodies becoming competitors with partner organisations, resulting in strained working relationships.

- Boards and senior managers are often not experienced in running a commercial business.
- The cost and time involved in promotion and marketing activities is usually underestimated.

BMRG has in place a regional asset-based NRM Plan issued in 2015. This plan was developed with extensive community and stakeholder consultation with strong involvement from the research/scientific community. While stakeholder feedback on the NRM Plan development process was positive, feedback on implementation of the Plan was mixed. BMRG is the custodian of this plan and it is intended to be used by stakeholders involved in NRM in various capacities across the region. Currently, the regional NRM Plan appears to be used more as a reference document by them, rather than a framework that informs development of other related strategies and implementation plans and there is scope for strengthening its application and 'ownership' more widely throughout the region.

The NRM Plan is used within BMRG, particularly for setting priorities and the implementation plan being developed will essentially become the project plan for the organisation.

There is a high level of awareness of potential organisational risks within BMRG and a comprehensive risk assessment has been conducted. Ways of treating various risks have been activated as 'consequences' and 'likelihood' have elevated and this has been particularly the case with progressive reduction in funding. Reduction in overheads and overall cost of running the organisation have been achieved and related actions are continuing, such as rationalisation in the use of office space by moving from two floors to one in the main office building. BMRG has in place a 'Capital Item Management Plan.

Item 2.1 Corporate Strategy Development

Strengths

- A Strategic Plan that provides the central reference for a series of cascading business and operational plans is in place and provides a 'line of sight' for the Board and staff.
- The planning framework is defined by a diagram that depicts the relative positioning of various support plans has been developed and communicated.
- A regional NRM Plan that was developed with extensive input from a range of stakeholders and the scientific community is in place with positive feedback from stakeholders.
- There is general awareness of key organisational risks, with evidence of actions taken to treat risks in line with escalating likelihood and consequences.

Opportunities for Improvement

- Take steps to strengthen the deployment of the Political Engagement Plan in a way that it provides more definitive direction on actual steps to be taken and by whom.

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- Strengthen the use of quantitative data for measures identified in the hierarchy of Corporate Plans and present them in a way that allows easier monitoring of improvement trends and setting of improvement targets.
- While there is general awareness of organisational risks with examples of risks being treated in line with escalating likelihood and consequences, the management of risks was described as ‘needing some attention’ by adopting a more structured approach to monitoring and reporting of risks and their status.
- The introduction of a formal mechanism (such as a compliance register) to identify and manage compliance items may assist in reducing some risks.

Item 2.2 Corporate Strategy Implementation

Strengths

- There has been a significant elevation in awareness of corporate plans and strategic direction amongst staff since the last review.
- Strategy implementation is monitored at Board and senior management levels.

Opportunities for Improvement

- Consider ways of strengthening the focus on improvement of outcomes beyond task completion and levels of activity within planning documents.
- Take steps to strengthen the level of ‘ownership’ and implementation of the NRM Plan amongst stakeholders involved in NRM across the region.

Component 3 - Client Focus and Community Engagement

BMRG is a membership-based organisation that currently has some 95 registered members. While a number of staff noted that it is intended to grow the membership base, there does not appear to be a documented strategy to define the proposed direction with membership. The Action Plan contained within the Strategic Plan has a target of increasing membership by 50%. Currently there is no membership fee and there appears to be an opportunity to better articulate an overall membership strategy for BMRG that outlines the direction for membership and its intended role in supporting achievement of BMRG's overall objectives going forward. There appears to be some lack of clarity around this issue at present.

During discussions with a cross-section of community stakeholders during this review, it became clear that BMRG is viewed in a positive way by them. While BMRG has been through an extensive period of change including major restructuring and downsizing, changes in Chair and CEO, external stakeholders were primarily interested in their current relationship with BMRG, which was widely described as 'very sound' with BMRG being 'easy to work with'. Many commented that the relationship had improved during the past two years, with a genuine desire to continue in the direction that has been set, perhaps in a more strategic, rather than opportunistic way. There is now a sound platform and receptiveness to further strengthen relationships with BMRG and provide support in elevating the importance of NRM with government investors to address the continuing slide in levels of government funding.

There are two Catchment Groups in the region that operate in designated geographic areas. These Catchment Groups were established prior to or at the time the current regional NRM model was put in place. At the last review, relationships between BMRG and the Catchment Groups were somewhat tense. Reasons for this were partly historical but were also attributed to personalities and lack of clarity of respective roles and lack of transparency of processes for determining allocation of funds. This has significantly changed, although there still appears to be some level of tension that is possibly still influenced by events of the past. There continues to be some lack of clarity around respective roles that were described as 'some continuing grey areas'.

Communication with BMRG was described as 'being much better' than it was a few years ago. BMRG has also provided assistance to build capacity of the Catchment Groups in areas such as project management, GIS and general business systems. Training is also provided on a needs basis and face to face meetings now occur every three months.

BMRG also has direct interaction with landholders and community groups such as Landcare, but staff resources available are limited. Much of the direct interaction with landholders and community groups occurs through third parties. At the last review, there was some debate internally as to the extent to which the organisation should endeavour to promote its brand in the wider community. This is still the case now, with some divergence of views on how much time and funding should be allocated for brand promotion across the wider community. For many community stakeholders, BMRG is one step removed from BMRG and brand awareness will always be difficult to promote on a large scale. This again, reinforces the importance and potential of strengthening BMRG's presence through strong relationships with clients and partners in a strategic way. In some regions, the organisation's membership base has played an important role in broadening the NRM Body's reach and brand into the community.

During the conduct of this review, no concerns about the lack of transparency were raised by stakeholders. Issues related to apparent conflict of interest that emerged during the previous review did not emerge on this occasion and the organisation has clearly moved on. Building upon this solid platform and not allowing past problems to re-emerge will be a major and important challenge for the new Senior Management Team when appointed. The general view of stakeholders was that there is now a high level of trust in the process of determining funding allocation and delivery mechanisms and this has been strengthened with the formation of an Assessment Group comprising various stakeholders that add another level of 'independence'.

There are over 20 Local Councils in BMRG's region and six of these are described as having 'high importance' to BMRG. Relationships are managed independently with each Local Council. A range of projects are undertaken with Local Government and these are mainly project-based. Relationships with BMRG were described as 'sound' with BMRG described as 'easy to do business with'. The overall capability that BMRG brings is also valued, particularly that of providing access to knowledge and information and linkages into the broader community and local government.

As is the case with industry bodies, there is a desire to elevate the relationship with local councils to a more strategic level beyond projects as a way of exploring opportunities for making better use of tight funding and limited combined resources. There are not many formal partnership agreements at present but such a direction could be considered as the receptiveness for such an approach appears to be high.

BMRG has had a long association with Indigenous communities and organisations across the region and this continues to be the case. At present, staff resources allocated to the management and delivery of Indigenous programs is relatively high for an organisation this size. They make up an 'Indigenous Team' within the organisation and a substantial focus is the Bunya Ranger program initiative funded through the NLP program. The Bunya regions has significant cultural significance and restoration and work being carried out through this program is significant in other ways including tourism.

Programs that support Indigenous communities and organisations cover a range of aspects including provision of training to elevate cultural awareness, capture of Indigenous knowledge on NRM, capacity building and delivery of on-ground work that will benefit Indigenous communities.

Clearly, related projects are treated as significant but the nature and scope of work being undertaken in other parts of BMRG's region was not as clear. As a general observation, the prominence given to the Bunya program somehow overshadows activities undertaken elsewhere across the region. It was also apparent that staff outside the Indigenous Team were somewhat unclear on the overall scope of work related to engagement of Indigenous communities and there appears to be scope to elevate overall awareness amongst the staff and Board of BMRG's role and scope of activity.

Representatives from Indigenous groups were invited to participate in workshops related to the development of the NRM Plan but it would seem that their Indigenous programs are less integrated within BMRG than in some other regions. BMRG was described as an organisation that 'works beside Indigenous Groups, rather than above or separate to them' and this has helped to establish a constructive and positive relationship that needs to be preserved. On the question of BMRG's overall approach and achievements in working with Indigenous groups, the principal government investors felt that BMRG is performing 'better than most'.

During this review, several people commented that BMRG has done well to engage Industry Groups representing growers in NRM delivery and that working relationships are strong, which was once not the case.

BMRG has in place a Community Engagement Strategy and a Communication Strategy. In recent times, there has been a substantial growth in the use of social media and levels of traffic are monitored. The Web site is primarily intended as a mechanism for dissemination of information rather than an interactive site. A regular newsletter is also published and is distributed to members and broader community stakeholders. The newsletter appears to play a key role as a communication vehicle with stakeholders. BMRG has in place policies and guidelines for communicating with the media. All press releases are vetted and approved by an authorised officer within BMRG.

BMRG is widely respected for its role in flood recovery work after the severe floods in the Bundaberg area. The quick response and professionalism with which the work was carried out was cited by a range of people and it would seem that this could be documented as a case-study to be used by others to learn from.

BMRG's region is at the southern-most position of the Great Barrier Reef and is an active participant in the Reef Alliance group. The organisation is required to comply with system repair program reporting requirements. Close working relationships that are in place with most regional NRM bodies along the reef put BMRG in a good position to work cooperatively with these regional bodies as well as other stakeholders and these should be preserved and built upon.

Item 3.1 Client and Community Knowledge

Strengths

- BMRG has established effective communication channels with a range of stakeholders in the region including growers, landholders, Local Government, Indigenous Groups and Industry groups that provide information on their needs and levels of satisfaction.
- BMRG is widely respected for its role in flood-recovery work after severe flooding in the Bundaberg area can be broadened and strengthened.
- BMRG continues to have a sound working relationship with Indigenous groups, and the work being done in the Bunya area has significant resources assigned to it.

Opportunities for Improvement

- Explore ways in which general awareness of work being done with Indigenous communities beyond the Bunya region can be broadened and strengthened.
- Consider ways in which feedback from community groups can be captured more regularly through delivery chains involving contractors and community groups.

Item 3.2 Relationships and Satisfaction

Strengths

- Community stakeholders were aware of the significant changes that had occurred at Board and staff levels but considered that the organisation has now 'moved on' and that relationships have improved markedly over the last two years.
- The dedication and support provided by BMRG management and staff is widely acknowledged and appreciated by stakeholders.
- Relationships with Local Government, industry bodies, community groups and various community partners appear to be sound.
- A wide range of community and government representatives were actively involved in providing input to the development of the regional NRM Plan.

Opportunities for Improvement

- Take steps to further strengthen relationships with and between the Catchment Groups and ensure there is clarity of respective roles and accountability respective roles.
- Consider adopting more formal strategic relationships with industry groups and selected Local Councils who are keen to move in such a direction as a vehicle for exploring ways of making use of limited combined resources and availability of funding.
- Consider closer engagement of Industry Bodies, Local Government and Catchment Groups to strengthen BMRG's position with government investors in relation to the value it can deliver with the support of key clients and stakeholders in the region.
- Consider conducting a review of the organisation's approach to membership to develop a membership strategy that defines the intended role of membership in supporting BMRG's business objectives.

Component 4 - Information and Knowledge

BMRG has in place an ICT Plan to inform up-grades of information and business support systems. Clearly, improvements have been achieved since the last review to streamline processes including records management and reporting required by government investors. External financial audits are conducted to verify quality of financial reporting and no major concerns have been identified.

Reports on financial performance are monitored at senior management and Board levels but the level of scrutiny that can be applied is now more limited with a small Board and absence of a Finance Committee that had been in place since the new Board was appointed.

Although an ICT Plan is in place, it was unclear as to how the effectiveness of actions driven by that Plan is being monitored and by whom. The proposed introduction of Cloud Services and replacement of some existing systems with Sharepoint were described as 'work in progress'.

While processes relating to the capture, storage and dissemination of information have been enhanced, the need to further refine the overall ICT system was raised as an issue by a number of staff who considered that there is still much duplication and some incompatibility that impacts on efficiency. Staff who raised these issues were not aware of the extent to which actions required are captured in the ICT Plan and the likely timeframe for these concerns to be addressed. It may be timely to capture more details of problems being encountered and identify how they can be addressed in a timely and cost-effective manner.

Improvements have been made to the management of records and staff are no longer able to maintain their own files for storing information, which was the case at the last review. A general reluctance by staff to enter information was raised as an impediment for processes such as CRM and enQUIRE was simply put down to the 'culture, within the organisation and is something the new senior management team will need to address as an organisation-wide issue.

This relates to Information, but at another level, the need to focus on effective Knowledge Management was acknowledged within BMRG. The major driver is minimising risk of loss of knowledge when staff leave but there is also an issue concerning dissemination of NRM-related knowledge as a service to stakeholders. This was singled out as a valued service by a number of stakeholders during this review. It would seem timely to consider the development of a Knowledge Management Plan that identifies specific strategies and related actions and timeframes. This is a big task for which a critical requirement is the transfer of knowledge residing in the heads of staff into systems for storage and dissemination.

Effective management of data and information applies particularly to performance reporting to meet the requirements of government investors. Here again, difficulties related to duplication and incompatibility of business support systems were singled out as concerns by staff.

The process for MERI reporting involves teams within BMRG compiling data for their respective programs and then escalating that data that is then centrally consolidated and reported to the investors. The process was described as 'well established' with

scope for streamlining it for efficiency improvement.

The organisation has a well-established in-house GIS capability for which there is high demand. Mapping services were singled out as most valuable in supporting flood recovery work. BMRG provides assistance build GIS capability of sub-regional groups and other through facilitation of license agreements.

With regard to measures of organisational performance, measures currently reported and used are somewhat of a mix and do not appear to fall within a structured measurement framework in the organisation. This is an approach worth considering to ensure the right levels of measures are used for different purposes and that clear levels of 'authority to act' on measures are in place. Currently there is no clear distinction in measures that relate to business processes, outputs and outcomes that have very distinct purposes, and used by different people within the organisation. A simple 'measurement framework' would help to streamline the appropriate use of measures. The need to move further to reporting of outcomes versus activities and outputs is recognised within BMRG.

Many of the measures identified in corporate plans are mainly about levels of activity, rather than outcomes and achievements and it is difficult to draw any meaningful conclusions on improvements that have been made. Many measures beyond financials are somewhat anecdotal and there is scope for strengthening reporting and use of performance measures throughout the organisation, including clarity around 'authority to act'.

Item 4.1 Information and Knowledge Management

Strengths

- Improvements in the management of records have been demonstrated since the last review.
- An ICT Plan is in place to guide work related to improvement of business support systems.
- There has been a focus on expanding and improving social media outlets which are showing a rise in traffic through monitoring mechanisms.
- Government investors consider that reports submitted to them by BMRG generally meet their requirements and are 'better than most'.

Opportunities for Improvement

- Determine the reasons why staff are concerned about the level of duplication and waste being encountered and take steps to address these in a timely and cost-effective manner.
- Consider the development of a simple measurement framework to strengthen processes for the capture, storage and reporting of performance measures, supported by guidelines on how various measures are to be used and by whom.
- Consider the development of an organisation-wide Knowledge Management system, supported by appropriate staff training in its use, including the need to

establish a culture that recognises the critical importance of entering information into the system for making it work.

- Review measures contained within corporate plans to ensure decision making is appropriate at all levels.

Item 4.2 Measurement and Analysis of Organisational Performance

Strengths

- Reports on organisational achievements and developments are presented to the Board.

Opportunities for Improvement

- Continue to take steps to strengthen the use of quantitative organisational performance measures in a way that depicts improvement trends over time.

Component 5 - People Focus

The majority of the BMRG staff provided input to this review through discussions with the Review Team. A consistent theme that emerged was a view that there has been a significant improvement within the organisation, particularly since the current CEO was appointed. Specific observations made include:

- There is now a culture of ‘one BMRG Team’ and silos are no longer as prominent as they once were
- There is now a culture of cooperation which had not been the case in the past
- Internal communication was described as ‘the best it’s been’
- There is clearer direction for the organisation, although continuing funding uncertainties are still creating concerns about continuing employment.
- There is greater awareness of respective roles across the organisation

This represents a positive trend since the last review that identified each of these points as concerns raised by staff. Despite these improvements, high staff turnover was raised by community stakeholders as a concern. Handover processes have given rise to some disruption and need to be addressed. The reasons for staff turnover was not entirely clear but may have been influenced by significant changes the organisation has experienced and uncertainty of funding leading to concerns about continuity of employment. Exit interviews may have generated some further information on reasons for staff departures and it may be worthwhile developing a staff recruitment and retention strategy, perhaps as part of an overall Workforce Plan.

A recent staff survey provided feedback on levels of staff satisfaction that was used to review a number of policies and protocols. Like many such surveys, it did not focus much on capturing information on staff perceptions on the ‘value’ of working here. Such information is important in determining the value of working here to the staff to better inform strategy development. The capture of information on what is important to staff provides important data in determining ‘value’ as perceived by them could be considered for redesign of the survey instrument.

BMRG has in place a formal staff induction process, supported by an Induction Manual. This provides a structured process for induction of new staff into the organisation but it seems that job-specific induction could be strengthened, particularly when handover to external clients and stakeholders is involved.

BMRG has in place a structured staff performance review process conducted against individual work plans. The process sets performance expectations and is also used to identify professional development needs of staff. It appears that the conduct of performance reviews is somewhat inconsistent across the organisation with lengthy delays between reviews in some cases. Opportunities for undertaking development activities such as formal training are now somewhat limited due to funding constraints. At present, 2% of the operating budget is allocated to professional development, a reduction from 4%, which was once the case. Leadership development is mainly addressed through staff appointed to acting roles as opportunities arise.

Staff mentioned that an approach they welcome is more regular informal feedback on their performance. This varies across the organisation and is highly dependent on individual styles of managers and this is an approach that could be encouraged to

ensure staff receive more regular feedback on their performance, supported by discussions on what changes may be required.

Another change is about to happen in the operational structure in the organisation with an external appointment of a new CEO and the departure of some staff. The new structure that is planned to be in place on 1 July will comprise a five-person Senior Management team and the removal of one layer in the reporting structure.

It is understood that it is planned to have the new reporting structure align more closely with programs. While this may help to simplify reporting for different funding streams, it will require careful management to ensure the improvements listed at the start of this section in the report will not be lost. Across the national NRM sector, structures along program lines have tended to result in more of a silo culture, less flexibility and less cooperation across the organisation across work teams. It also tends to lead to a degree of isolation of work teams and less interaction across teams. Such tendencies have been common in organisations structured along program lines and will require careful monitoring by the Senior Management Team.

The need for more effective internal communication emerged as a key issue during the last review and this has clearly improved. Internal communication is invariably raised as a key concern through these OPE reviews nationally but was regarded as a strength within BMRG. Various communication channels are used with regular scheduled meetings taking place and these were generally described as 'very useful'. This is not the case in many NRM organisations in which face-to-face meetings are not considered by field staff as a good use of their time. This is not the case within BMRG where meetings are considered to be beneficial.

All staff participate in a meeting every two months and Team Leader meetings occur fortnightly. Other team meetings occur either face-to-face as appropriate. Communication is often more challenging when staff work from various locations. While there were signs that staff working from locations outside the main office in Bundaberg felt somewhat isolated at times, it was not raised as a major issue. A greater concern was difficulties encountered with incompatibility of business support systems across offices.

News bulletins are sent out regularly by the CEO and are appreciated by staff. Content for the bulletin is captured by involving staff by providing 3-4 dot points on what they are working on and these are incorporated into a consolidated list of staff contributions. The bulletin is also circulated to Board members.

BMRG has in place a comprehensive set of HR policies that are readily accessible by staff. These contain date of issue, but some staff felt that some were dated and needed up-dating. There was variation on document labelling and numbering of different policies and there is scope for adopting standard conventions for document change control. It may also be useful to develop a schedule of policy review that identifies timelines and responsibilities to ensure policies remain current.

An overall OH&S policy is in place for the organisation and is supported by relevant procedures. Related training is provided to staff and site safety plans are maintained. While there is general awareness of safety across the organisation, there is scope to strengthen the 'safety culture' in the organisation and elevate the prominence given to safety matters. Some staff made reference to an OH&S Committee but were unsure if it was still active. Consideration could be given to re-establishing such a committee as a way of heightening the safety awareness throughout the organisation.

Policies related to working arrangements such as flexibility to provide an appropriate work/life balance are in place. At present, many staff work on a part time basis and the opportunity for some flexibility to meet individual needs are appreciated by staff.

The report on the last review conducted in 2009 noted that ‘most staff are driven by a genuine desire to make a positive contribution to the natural resource condition’ and this is still the case now. A consistent comment made by external stakeholders during this review related to the dedication and efforts of BMRG staff who are well respected across a range of sectors and provides a positive picture from an external perspective.

Item 5.1 Work Systems

Strengths

- Individual performance expectations and how they link to organisational goals and strategies are generally clear to staff.
- Internal communication was described by staff as having improved considerably and is now ‘working well’.

Opportunities for Improvement

- Take steps to ensure greater consistency in the conduct of staff performance reviews throughout the organisation.
- Strengthen the focus on improvement of outcomes as part of the staff performance review process.
- Strengthen the job-specific induction process for new staff and ensure that a smooth transition occurs in the handover to a new staff member.

Item 5.2 Capability, Learning and Motivation

Strengths

- Staff are able to identify professional development needs.
- Staff are clearly motivated to make a positive contribution to improving the natural resource condition and environment in the region, and this is acknowledged by external stakeholders.

Opportunities for Improvement

- Explore ways in which effective professional development can be provided to staff within an environment of reduced funding allocation for such activities ie experiential learning versus attendance at courses that attract fees.
- Adopt a more structured approach for leadership development throughout the organisation.

Item 5.3 Well-being and Satisfaction

Strengths

- Policies that allow flexibility and an appropriate work/life balance are appreciated by staff.
- Documented Occupational and Health and Safety policies are in place and an aim of zero accidents is listed in the Strategic Plan.

Opportunities for Improvement

- Explore ways in which the OH&S culture and can be strengthened through more active staff involvement through mechanisms such as an OH&S Committee.

Component 6 - Process Management

Systems and procedures to enable tighter and more consistent management of projects have been up-graded since the last review but the level of duplication that is still occurring with the enQuire system continued to be raised during this review, as did the time it has taken to rectify such problems. Perhaps it may be timely to review the ICT Plan and reassess specific actions and timelines and make adjustments if required, if that would help to provide greater focus on this issue as it impacts on much of the work being done as well as reporting to investors.

Financial data for managing projects is accessible to project staff. An up-dated summary of financial performance is sent to project staff each Friday and they find this approach useful. Authorisation for expenditure is based on a delegation policy which is clear to staff who indicated delegation levels are not impeding staff from doing their job in a timely way.

On the issue of the management of business processes, examples of process improvement were cited during this review and these were predominantly driven by technological solutions. While examples of some process mapping was cited, there is no structured and consistent approach to business process improvement. Some NRM organisations have adopted structured approaches based on ISO 9000 standards, and others have taken up an option of Integrated Management Systems by combining Quality (ISO 9000 series), OH&S (ISO 8000 series) and Environmental (ISO 14000 series) into one system. Such a task requires substantial effort with a high level of staff involvement to be successful. Quantifiable cost savings have been achieved in such instances and a decision as to whether BMRG wants to take such a path will need careful consideration.

A structured approach to the pursuit of continuous process improvement involving the use of flowcharting conventions and process improvement tools is an approach that could be considered for BMRG at an appropriate time.

Both the Queensland and Commonwealth Governments currently have a focus on improving efficiency in the NRM sector and this has largely been achieved through reductions in overheads and downsizing. Opportunities for further efficiency improvements in this way are becoming more limited and an approach that seeks to achieve efficiency gains through reduction of waste, non-value adding activities and cycle time reduction is a way of achieving continuous improvement of business processes.

Another opportunity is to have a specific focus on innovation that can help achievement of large step improvements in service delivery and productivity. While examples of adoption of original ideas were cited during this review, there is no structured approach for managing innovation as a way of strengthening an innovation culture within BMRG. It may be timely to define what innovation might look like within BMRG and develop an approach for managing innovation within acceptable levels of risk.

The management of partnerships as part of the service delivery chain also requires processes for effectively doing this. The term 'Partnerships' is used in a generic way within BMRG and a Partner was described as 'anyone we work with'. A small number of formal partnerships are in place but there does not seem to be a clear definition of a partnership or the types of partnerships BMRG intends to establish.

These typically fit under three categories, namely strategic, tactical and those simply involving regular communication, information exchange and informal cooperation. Ways of managing partnerships in each category vary substantially, as do the risks and importance to BMRG. It was also apparent that many 'partnerships' evolve as opportunities arise, rather than as part of a planned and proactive strategy.

Currently, some formal partnership agreements are in place. In most other cases, sound working relationships are considered to be sufficient without the need for formal agreements or MOUs. While such an approach is common in the NRM sector, such agreements can serve an important role by providing a clear process by which the partnership is managed and clarity around respective roles and accountabilities of the partner entities. They also lower the risk of loss of momentum of the partnership when key people involved in the partnership leave, which has often been the case in the NRM sector when partnerships have been heavily reliant on strong personal working relationships. Lack of clarity around accountability has also given rise to disputes when expected outcomes have not been achieved.

The current Strategic Plan does not give much prominence to partnerships and there is scope for adopting a more proactive, strategic approach by better defining the types of partnerships BMRG wants to pursue and ways of measuring and monitoring the outcomes that key partnerships are delivering. As regional NRM bodies are taking on more of a role as a coordinator, broker and facilitator, partnerships will take on more prominent roles within the regional delivery model.

It is also critical that there is clarity around respective roles of partner organisation, an issue recently raised by the Auditor General of Victoria following a review of partnership arrangements. In many cases, there was lack of clarity of specific accountabilities between partners and respective accountabilities within a partnership now need to be defined more precisely.

Item 6.1 Management of Processes

Strengths

- Project management guidelines and procedures are in place.
- Procedures for managing contractors are documented.

Opportunities for Improvement

- Develop a structured and consistent approach to the management and improvement of business processes.
- Introduce the application of basic process improvement tools and provide training in their use to staff.

Item 6.2 Improvement and Innovation

Strengths

- Examples of efficiency improvements achieved through the use of technology were cited during the review.

Opportunities for Improvement

- Take steps to elevate the profile of the process for staff to put forward improvement ideas and ensure that staff have the ability and time to be involved in evaluating ideas to take them forward to implementation.
- Establish a clear position on 'Innovation' within BMRG and define what it might look like, supported by processes and policies for managing innovation within acceptable levels of risk.

Item 6.3 Supplier and Partner Processes

Strengths

- Examples of sound working relationships between BMRG and some of its partners were cited during this review.

Opportunities for Improvement

- Clearly define the types of partnerships that exist and map out the types of partnerships BMRG intends to establish in a strategic way and strengthen the prominence given to partnerships in the Strategic Plan
- Further strengthen the reporting of performance measures to monitor what difference critical partnerships are making to investors and the broader community.
- Ensure there is clear accountability for on-ground delivery between partners.

Component 7 - Business Results

This Component examines actual results being achieved in six result areas identified within the NRM Performance Excellence Framework. As a general observation, improvements have been achieved in all areas since the last review but it is often difficult to quantify actual improvement trends. Performance reports tend to report completion of tasks and planned activities but results being achieved tend to be somewhat anecdotal in a number of areas.

In the area of governance, positive feedback was obtained in relation to the transition to a smaller Board and the process of election/appointment of Board members. The previous Board was described by some stakeholders as 'dysfunctional' and prone to stakeholder perceptions of 'conflict of interest' which does not appear to be the case now. Some risks associated with a small Board were identified and a review of related risks may be timely.

Financial performance is reported in some detail and is monitored at Board and senior management levels. There is, however, less scrutiny of financial performance without a Finance Committee of the Board and related issues could be analysed more closely to determine possible actions. State government funding for NRM has been progressively reduced in recent years and funding from the Australian Government has continued to decline, to the point where business sustainability is becoming a concern. BMRG has responded to lower levels of government investment funds in a number of ways, including downsizing, rationalising the use of resources such as office accommodation and exploration of options available through closer cooperation with other regional NRM bodies in the state.

BMRG is considered by its state and Australian Government investors to be delivering on expectations in terms of on-ground delivery and quality of reporting. Reports are generally accurate and responses to questions or requests for further information are provided in a timely manner. The CEO and BMRG staff were described as 'easy to work with and responsive to any requests for information and transparent'. The fact that the current CEO is about to leave the organisation was raised as a concern and described as 'leaving a big hole'.

From the Australian Government perspective, BMRG was advised to be more mindful of the overall NLP program and objectives and there is an opportunity to consider how this might work. Details that prompted that observation were not provided during this review and further information on what this might look like could be obtained to determine possible steps to take. This feedback probably applies to the NRM sector as a whole, rather than specifically BMRG, but needs to be confirmed with the investor.

In the area of Client Focus and Community Engagement, most of the results available were anecdotal and ways of identifying improvement trends were limited during this review. However, discussions held with a cross section of community stakeholders, local government and industry groups indicated BMRG had been successful in strengthening working relationships, particularly during the last two years. This has clearly created a solid platform for building higher level strategic relationships that will help BMRG build a stronger position in working with community groups and build their capacity. It will also help in gaining community support for advocacy and creation of 'champions' for NRM and BMRG amongst a range of industry sectors in the region.

A key item on the agenda of both the State and Australian Governments is improvement of efficiency across the NRM sector as a whole. The Queensland regional bodies have taken a proactive approach to this at a state level by establishing a benchmarking exercise by comparing overheads of regional bodies. BMRG had a lead role in this exercise but it led to some debates around definitions and validity of comparisons across the state. With the continuing focus on 'return on investment' it is important for the regional bodies to be able to quantify actual improvements in efficiency being achieved over time, which requires a base line to be established that can provide a reference for monitoring trends over time.

While such a base-line measure is not reported within BMRG, a range of cost-saving initiatives would indicate that there have been efficiency improvements in the past two or three years. It may be useful to determining what this actually means to the government investors and establish a way of actually measuring and reporting this.

With regard to results related to the organisation's people, again anecdotal feedback from staff would indicate substantial improvements in the work environment and levels of satisfaction of staff. However, high staff turnover was raised as a concern during the review. It is not clear whether this forms part of a trend or whether it was restricted to a specific period during which other factors influenced high levels of staff separation.

Higher levels of internal cooperation and the establishment of a values-based culture provides a strong platform for moving forward.

Strengths

- There is evidence that BMRG has improved its performance across the six result areas within the NRM Performance Excellence Framework

Opportunities for Improvement

- Consider the use of more quantitative measures to enable monitoring of results, improvement trends and efficiency

Organisational Profile

The evaluation was conducted in accordance with standard convention for globally recognised Performance Excellence Models. Three evaluation dimensions are used, namely:

- *Approach* How are things being done or planned to be done?
- *Deployment* . What is being done and how well?
- *Results* What is being achieved?

Scores are allocated for each of these assessment dimensions as per the following scoring matrix extracted from the ‘Performance Excellence Guide for Natural Resource Management Organisations’.

Score	Approach	Deployment	Results
0	No approach	No deployment	No results
1 - 2	Beginning of an approach	Major gaps in deployment	Early performance levels
3 - 4	Beginning of an approach to evaluation and improvement	Early stages in some areas	Good performance levels in some areas
5 - 6	Effective systematic approach	Well deployed in most areas	Improvement trends and good performance in most areas
7 - 8	Approach is well integrated	Well deployed with no significant gaps	Performance is good to excellent in all key areas
9 - 10	Approach is fully developed	Fully deployed in all areas	Excellent performance, trends and results

Following is an organisational profile for BMRG.

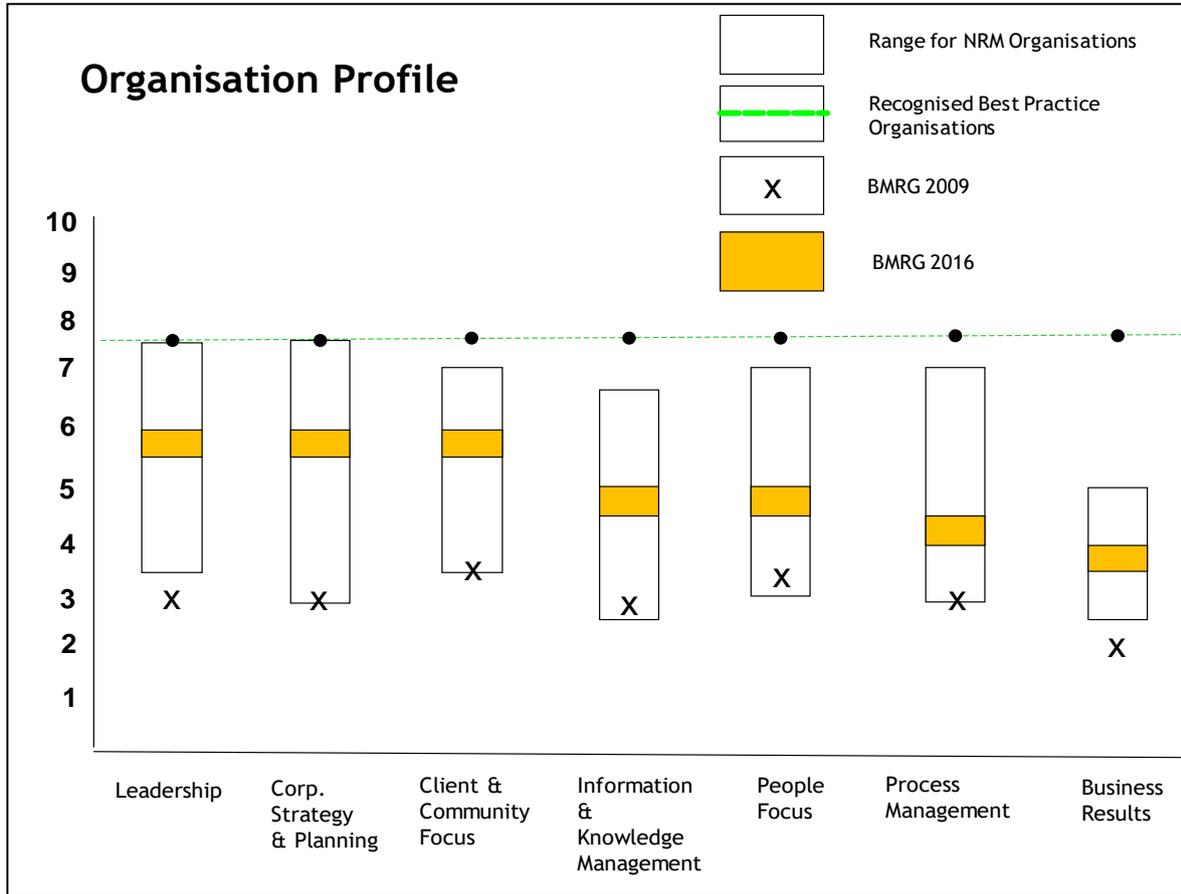
The chart also shows scoring ranges for 21 Regional NRM Organisations that have participated in this type of review during the past three years.

Also included are mean scores of organisations in all sectors recognised as best practice on a global scale as recipients of National Organisational Excellence Awards across several countries.

The purpose of this profile is to help identify greatest opportunities for improvement and strengths in the organisation and compare relative performance across the national NRM sector. The profile can also be used as a basis for monitoring progress over time and as a comparison with recognised high performing organisations across all sectors.

It is important to note that scores are NOT based on a linear scale out of 10.

Scores need to be interpreted relative to the qualitative descriptors contained in the table above. Scores contained in this report are intended for internal use only as they are subject to misinterpretation if they are more widely distributed.



BMRG has demonstrated improvement across all Components of the Performance Excellence Guide for Regional NRM Organisations since the last review was conducted in 2009.

A focus on implementation of improvement opportunities identified in this report will further elevate organisational capability and performance.

Attachment 1 - Persons Interviewed

The review involved discussions and interviews with a cross section of staff, Board members and selected external stakeholders. A total of 28 people were involved in this activity, either individually or in small groups. Following is a list of persons who participated in discussions.

Name	Position/Affiliation
Tony Ricciardi	Chair
Dr Tanzi Smith	Director
Vanessa Elwell-Gavins	Director
Penny Hall	CEO
Emily Maher	Operations Manager
Alan Jamieson	Corporate Services Manager
Linda Wills	Invasive Species Technical Officer
Rod Buchanan	Senior Biodiversity Extension Officer
Chris Stone	Communications Officer
Sue Sargent	Partnerships Manager
Joel Hodge	Project Officer
Saranne Giudice	Project Officer
Kevin Bowden	GIS Officer
Kirsten Wortel	Program Manager
Selina Hill	Indigenous Administration Officer
Paul Dawson	Project Officer
Kay Enkelmann	Project Officer
Jo-Anne Watts	Administration Officer
Cathy Mylrea	Program Manager
Donna Robinson	Queensland Government Liaison Officer

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Nick MaClean	Bundaberg Regional Council
Brad Wedlock	Mary River Catchment Care Coordinating Committee
Bree Grima	Bundaberg Fruit and Vegetable Growers
Rob Doyle	Growcom
Katy Muller	Burnet Catchment Care Association
Damien O'Sullivan	Senior Beef Extension Officer
Mal Collinge	Bunya People's Aboriginal Corporation
Neil Bensley	Director Queensland Section, Biodiversity Conservation Division AG Department of Environment