

Confidential



Organisational Performance Excellence Review

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ANDREW DRYSDALE - ALSAJAD NRM

CHRIS NORMAN - GOULBURN BROKEN CMA

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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, Version 3, 2019*' (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, Version 3'. This was a follow-up review to one conducted in June 2016.

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:

Since the last review conducted in June 2016, the BMRG governance arrangements with a smaller Board of five has bedded down. There has been a small change in Board composition with a change of one Director. This stability has resulted in a highly functional Board.

Soon after the 2016 review, a new CEO was appointed. The CEO was tasked by the Board to change the focus of BMRG from being an 'internal' focusing organisation to an 'external' focusing organisation. This resulted in a high turnover of staff with only three existing staff being with the organisation longer than four years.

The strong leadership shown by the CEO and Chair, with an outward focus, has resulted in BMRG's profile and reputation improving with most stakeholders interviewed commenting that it is now an outcome driven organisation that delivers. There are remnants of historical conflicts with some stakeholders, but most felt BMRG embrace a strong partnership ethic which they valued.

There was a consistent message from staff interviewed that morale has improved significantly over the last six months. The primary reason provided for this improvement was the development of the BMRG Operational Plan which was considered a very inclusive process. A high degree of ownership of the Operational Plan exist across the BMRG staff. It was reported that the high staff turnover had an unsettling impact on staff resulting in, at times, a stressed workplace and low morale. It was generally felt that the retrenching process could have been handled with more consideration for staff wellbeing, and this still requires ongoing monitoring and attention.

With the organisational focus being outward over the last three years, there is evidence that some of the internal systems, processes and procedures are not functioning as well as they could. There was a general awareness of this across the Senior Management Team of the organisation and it was stated that several systems, processes and procedures are being reviewed or new systems and processes being implemented as a component of the Operational Plan. The process of handover between staff was highlighted as an area needing some dedicated focus.

A common theme that emerged during this review was a consistent view that the staff of BMRG are a professional and committed group of people. They are accessible and timely in their response to enquiries. The CEO was singled out by many stakeholders interviewed as being very committed and her ethos of delivering through partnerships was valued.

Partners who have or had contractual relationships with BMRG had no issues with the management of their contracts. A government investor raised concerns that in 2018 a major contract fell behind schedule and that this appeared to be a result of a transitional issue with

staff changeover. The contract is now back on track and regular contact with the program manager is most appreciated.

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.

Some stakeholders commented that BMRG need to provide more leadership in the development of key regional policies and be more transparent in how they generate their policies. Reef Regulations and the Paradise Dam issues were provided as examples. The NRM Plan is a tool that can be used to capture regional priorities and build agreed policies around those priorities. The delivery of a set of regional policy forums is another tool that may be used to develop policies.

The BMRG partnership with the three Indigenous Organisations of the region needs special recognition. BMRG's Indigenous Engagement Program has provided clear evidence that the capacity of Indigenous Organisations has benefited from the program. The leaders of these organisations valued the 'true' partnership BMRG has built with them.

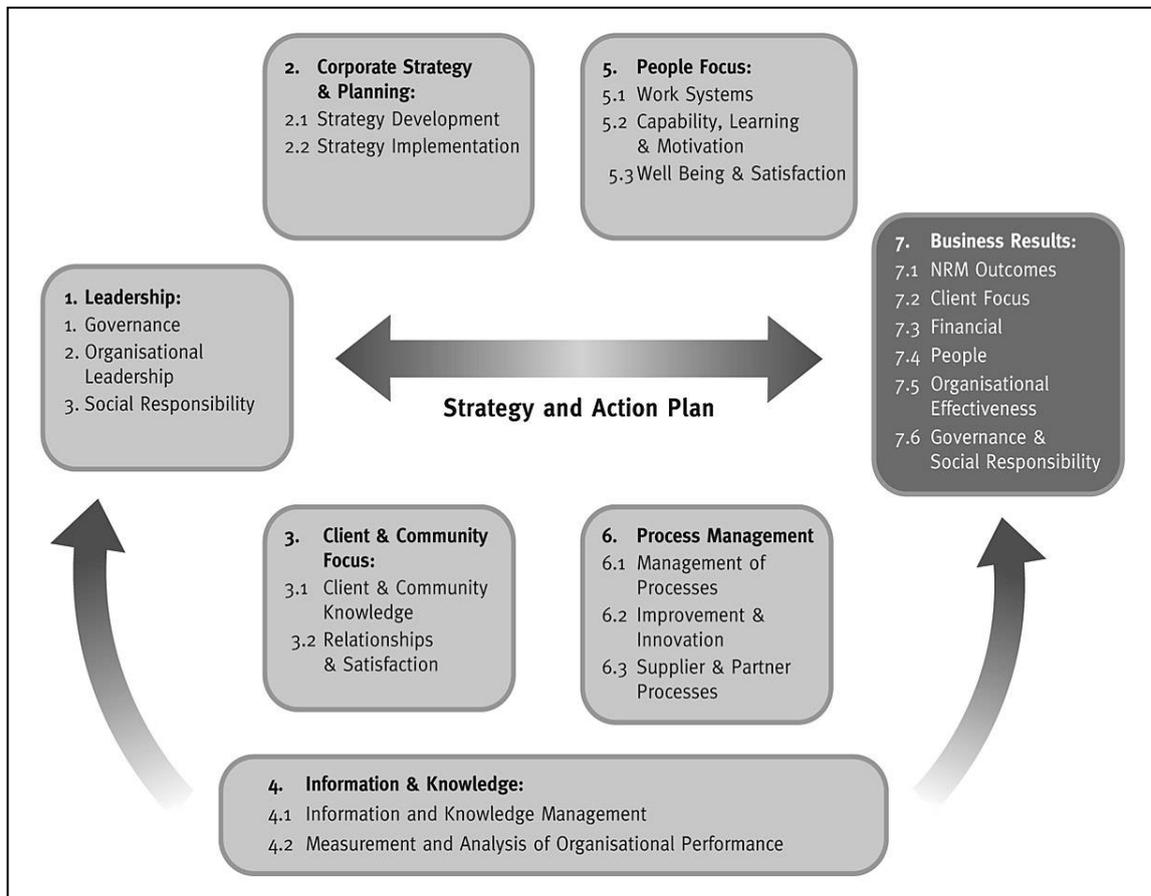
The Review Process

The review was conducted in sequential stages as outlined below:

Step	Activity	Timing
Step 1	Scheduling and planning.	July/August 2019
Step 2	Interviews with a cross section of staff, Board members and external stakeholders and document review.	16 to 22 October 2019
Step 3	Analysis of information and preparation of report.	October 2019
Step 4	Presentation Workshop	January 2020

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

At the time of the last OPE Review in 2016, BMRG had recently undergone a major restructure of the Board and constitution. Soon after the 2016 Review a new CEO was appointed. Since the appointment of the new CEO the Board and governance arrangements have been relatively stable with the turnover of one Director. The Board have identified a major risk with the existing terms (three years) of the Directors ending at the same time and not being staggered. Steps are in place to alter the constitution so that the Director terms are staggered. This will mitigate the risk of losing corporate knowledge from the Board. Note : Constitutional Change voted for at AGM November 2019.

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.

The following were identified as possible risks for the Board at the 2016 OPE Review due to the small Board size:

- 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 financial literacy of the Board appears to be relatively high with Board members often questioning financial reports. Budgets are reported against at each meeting. A concern regarding the 2019-20 budget being tabled with the Board in September 2019 for endorsement rather than prior to the commencement of the financial year was raised. The timing of tabling of future annual budgets is an area for consideration by the Executive for future years. There was no evidence that the Board size has had a detrimental effect on the financial management of the organisation. It needs to be noted that government funding agreements were not signed until June, July or August and sometimes later so budgets cannot always be prepared prior to June 30.

The existing Board has an array of skills in its membership. Whilst the Board can be described as 'skills based' there is no process nor guarantee that future Boards will consist of a mixture of required skills to underpin an effective Board as they are elected by members, not appointed based on skills. There is scope to co-op appropriate skilled people onto the Board when there aren't the necessary skills residing in the Directors. These people can be either permanent or on a need's basis and would act in an advisory capacity and not voting members. To incorporate a skills requirement into the election/appointment process would require a constitutional change and could be considered in future constitution reviews.

The Board is mindful of the need to be operating at a strategic level without dropping into the operations of the organisation. There is no evidence that the Board are dropping down into operational matters. This is largely managed by having the CEO delivering the various program reports to the Board and the Chair being very mindful of the need to stay strategic in the Board's deliberations. There is however a risk that the Board are unaware of the organisational capacity, or lack of, that resides in its staff. An opportunity exists for the senior Program Managers

to occasionally deliver their reports directly to the Board which would foster an appreciation of the capacity of the senior staff by the Board.

There was no evidence that the size of the Board has impacted on its ability to meet and satisfy the constitutional requirement of having an appropriate quorum.

Commentary on the Board performance by stakeholders was positive. Some were aware of the legacy challenges the Board had to overcome from the post 2015 Board structure and they felt they have done this well. Some stakeholders indicated they would like more interaction with the Board whilst appreciating that the Board must comply with good governance practices. It was suggested that regional Board meetings with an informal gathering before or after the meeting allowing Directors to meet stakeholders and general community members may be a way to achieve this.

The Board have a good awareness of the Strategic Plan and the five strategic objectives of the organisation and highlighted that the findings of this review would feed into the review of the Strategic Plan which will occur in early 2020. There is an opportunity to raise the profile of the five strategic objectives and keep it front in mind of the Board by the CEO structuring her report against the five strategic objectives.

The operational activities of the organisation are headed by the CEO who reports to the Board. BMRG currently employs about 24 staff which fill 23 FTEs 22 staff work full time, 1 part time and 1 casual who work from two offices, Bundaberg and Wondai. There has been a large turnover of staff since the 2016 review. This turnover has largely been driven by strategic change of direction as stipulated by the Board and funding changes. The high turnover has impacted on staff morale and created challenges for some partnership and investor relationships due to a change of personnel. The last 12 months has seen seven staff leave the organisation for various reasons and constitutes a relatively high (25%) turnover rate. There is an opportunity for the Board to monitor this turnover rate and set some organisational targets regarding staff retention. Ongoing monitoring of staff morale and wellbeing is required.

Whilst the magnitude of reform regarding the Board size and makeup isn't as great as before the 2016 review the organisational reform required to achieve the Board's strategic objective of being more outcome and delivery focused has been extensive. The stakeholder feedback indicates that the reform was necessary and welcomed with BMRG now considered a very professionally run organisation producing significant outcomes. The risk that the future reform processes could pose to staff wellbeing and key partnerships can be mitigated by adopting a well-planned change management strategy.

The majority of stakeholders consider BMRG as the leading NRM body for the region and are looking to the organisation to provide leadership on NRM policy issues for the region. Some felt BMRG are lacking in providing this leadership. An opportunity exists for BMRG to become more active in building a consensus-based policy position on behalf of the stakeholders of the region on prevailing and future NRM based issues. It is acknowledged that at times this may be difficult given the polarising nature of some policy issues such as vegetation management.

A lack of coordination across the region regarding collaborative research was identified as an issue. An opportunity for BMRG to take a leading role in facilitating the development of a regional research and development strategy was suggested.

This would strengthen the partnership between research institutions, industry, primary producers and BMRG and increase the likelihood of attracting more research investment into the region.

The Board indicated that a regular review of the Board performance would be welcomed and encouraged. There are a number of products such as 360-degree reviews, which can be used to review the Board performance. It was suggested that a review of the Chair's performance should occur at the same time. All reviews to be undertaken in the spirit of continual improvement. An issue of the Board not providing input into the recent CEO performance review, as stipulated in the Board charter, was raised by Directors. There is an opportunity to include Directors in future reviews and make this a more inclusive process. It needs to be noted that the Chair has the ultimate responsibility for carrying the CEO performance review.

A risk policy exists for the organisation with the CEO providing a risk report at each meeting. It was generally felt that the risk management and reporting could be elevated. Some organisational risk identified included:

- Funding uncertainty - is the reserve large enough?
- Staff burnout and morale.
- Loss of corporate knowledge in the Board.
- Loss of CEO and no succession plan nor capacity planning in place to address this.

An opportunity exists for the Board to carry out a risk workshop annually and that the outcomes of this workshop with identified risks and mitigating actions being built into the CEO's workplan. Regular reporting against the status of the risks would become a standard agenda item.

BMRG have provided leadership at a state, national and global scale. BMRG's Chair and staff are well engaged in statewide organisations and activities. The CEO has played a leading role in the development of the Land Restoration Fund. The Great Sandy Biosphere partnership is largely driven by BMRG. This has earned BMRG a growing reputation at a national and global scale. Cross regionally, BMRG remain a committed member of the Reef Alliance.

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.

In addition to the feedback gained from stakeholders and staff through this review, there is an opportunity to adopt quantitative performance indicators which the Board can monitor to help them ensure that BMRG is a highly effective and efficient organisation. Some exist and are described in the Strategic Plan such as:

- Membership to increase by at least 50% (this needs to be time bound).
- Annual income to be greater than \$6m.
- Zero accidents, number, and severity of minor incidents is reduced.

In addition to these, financial, HR and client satisfaction indicators and associated targets could be adopted. These could include but not limited to:

- Overheads as a percentage of total expenditure.
- Annual staff retention percentage.
- Uptake of e-Bulletin.
- Increase in client satisfaction.

Item 1.1 Governance

Strengths

- The organisation has successfully transitioned into operating under a reduced Board size.
- Key stakeholders have supported the new arrangements.
- 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 Board has strong ownership of the Strategic Plan.
- The Board has but in place processes to address a potential loss of corporate knowledge through an orderly turnover of Directors.

Opportunities for Improvement

- Consider undertaking an annual review of the Board and Chairs Performance.
- Consider developing a process which allows the Board to identify key organisational risks.
- 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'.
- Investigate possible organisational performance indicators that can be quantified and readily measured and processes for reporting against these indicators.
- Consider ways that the whole Board can have input into the CEO's performance review carried out by the Chair.
- Review the Boards skills requirements and assess whether gaps exist and how to best fill any gaps.

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.
- BMRG is respected by a range of key stakeholders who considered that the organisation had significantly improved and was now 'easy to work with'.
- BMRG is considered the leading organisation for NRM issues in the region by most stakeholders.

Opportunities for Improvement

- Consider having senior Program Managers occasionally attending Board meetings to present their reports.
- Consider reviewing or establishing a staff recruitment and retention strategy.
- Look for opportunities to lead the development of policies pertaining to key NRM issues which are important to the regional stakeholders and promote the policies.
- Consider facilitating the development of a Regional NRM Research & Development Strategy or equivalent.
- Consider aligning Board agendas against the five organisational objectives identified in the BMRG Strategic Plan to keep those objectives front in mind of Board and Management.

Item 1.3 Social Responsibility

Strengths

- BMRG demonstrates its broader social responsibility in a number of ways including involvement of schools in the region and providing grants to build the capacity of community groups.
- BMRG seeks opportunities for collaboration with NRM Bodies beyond its region and actively supports state-wide initiatives under the NRMQR umbrella to benefit the state as a whole (e.g. developing a regional role in the Land Restoration Fund).
- BMRG is recognised as a leader in promoting the Great Sandy Biosphere.

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 Operational Plans and Work Plans that provide a 'line of sight' through the planning framework. The Board and staff have a general awareness of the Strategic Plan and its organisational objectives.

The Strategic Plan identifies five-year action plans under five key themes: Governance, Relationships, Delivery, Workplace and Leadership. This plan is due for review in 2020 and the Board intend to take into consideration the outcomes of this OPE review in doing so. The structure of the Strategic Plan is robust with strategic goals, an action plan and measures of success described under each of the five strategic areas. An opportunity exists in the review process to make the 'measures of success' time bound.

The staff have recently been involved in the development of an Operational Plan with all who were interviewed identifying the plan development process as being inclusive and they are looking forward to progressing the implementation of the Operational Plan. Working groups have been established to develop 90-day work plans to start the implementation of the Operational Plan.

The implementation of the Operational Plan provides the core business for fortnightly meetings of the Senior Management Team Executive. The development of the Operational Plan has got staff focussed on the whole organisation, not their specific program areas. It is intended to have the Operational Plan initiate the development of continuous improvement processes. Some Board members indicated that they would like to have an introduction session to the Operational Plan so they can gain a better understanding of the operational priorities of the organisation.

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

BMRG also has in place a range of aging corporate plans including Community Engagement, Communication, Political Engagement plans. The Senior Management Team are working through a process to review these plans. There is no long-term Information Communication Technology (ICT) strategy but an ICT Architecture Plan is in place. A register of plan reviews would allow the Board to monitor the implementation of the review process. The Operational Plan has identified time frames for reviews of various policies and plans.

BMRG has in place a web based 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. The NRM Plan is intended to be widely used as a reference by a range of stakeholders with an interest in NRM. The impression gained through discussions with stakeholders was that the NRM Plan is not widely used or understood across the region and there is an opportunity for BMRG to help develop a greater understanding and 'ownership' across a range of stakeholders involved in NRM. Regional priority workshops are held across the region. Stakeholders appreciated

the opportunity to provide input into the direction of the organisation at these workshops. An opportunity exists to link the NRM Plan and outcomes of these workshops to guide BMRG in the development of policies around priority regional NRM issues. Managing heightened expectations that come with asking stakeholders to identify priorities and funding the delivery of those priorities, will be a challenge for BMRG.

BMRG have delivered on their target of generating an annual income of greater than \$6 million. Given the declining investment governments are making into NRM programs, this is a big achievement. BMRG are expanding their income base from a reliance on several government programs through building partnerships with commercial providers such as GreenCollar. BMRG are subsidising staff costs through cost-share arrangements with partners or outsourcing their technical staff. The goal of expanding the income base is applauded and further emphasis on increasing the income base, encouraged. The CEO and Board have embraced the need to explore the establishment of Outback to Reef NRM with FBA and DCQ to find efficiencies and grow capacity and business.

BMRG have fostered a culture of innovation in the organisation. An Innovation Plan is being developed with an Innovation Working Group established to drive the plan development. Innovation is generally encouraged through the Senior Management Team, with the implementation of the Operational Plan expected to result in further uptake of new technology. The work the GIS team are doing with drones is an example of this innovation.

It was stated that each staff person has a work plan. The development of annual work plans and reviewing staff performance against the work plan appears to be quite patchy across the organisation. An opportunity exists to take a more structured approach to scheduling the development of work plans and review of performance by the Senior Management Team.

BMRG has 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 BMRG Chair and CEO have been successful in securing several meetings with Queensland Government Ministers.

Stakeholders commented on the need for BMRG to better promote their capacity and achievements. The NRM sector generally is poor at promoting their value proposition. 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. BMRG have developed communication and engagement plans to satisfy some program funding requirements and are working to develop a 'whole of organisation' communication and engagement plan. This is to be completed by December 2019. There is an opportunity to ensure that the plan embraces a 'Value Proposition' theme.

There is a general level of awareness of potential organisational risks within BMRG and a comprehensive risk management policy exists which was endorsed by the Board in 2017. The policy states "The management of risk is to be integrated into BMRG's existing planning and operational processes and is to be fully recognised in BMRG's reporting processes." The CEO provides a business risk report to each Board meeting which provides a status report against five key risk areas. There is an opportunity to expand this to identify actions that are in train to reduce exposure to the five key risks areas.

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 Board has a good knowledge of the Strategic Plan and staff reasonable knowledge.
- The Board plan to review the Strategic Plan in 2020.
- An Operational Plan exists which was developed in full consultation with all staff. A high degree of staff ownership exists for the Operational Plan.
- The planning framework is defined by a diagram that depicts the relative positioning of various support plans has been developed and communicated in the Operational Plan.
- There is general awareness of key organisational risks, with evidence of actions taken to treat.
- A well-structured web-based Regional NRM Plan exists.

Opportunities for Improvement

- Consider strengthening 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.
- An opportunity exists for the Board to workshop organisational risks and build these into a regular reporting cycle by the CEO.
- An opportunity exists in the Strategic Plan review process to make the 'measures of success' time bound to allow easier monitoring of outcomes by the Board.
- Consider holding an introduction session to the Operational Plan for the Board so they can gain a better understanding of the operational priorities of the organisation.
- Consider mechanisms that can better promote BMRG's 'value proposition'.

Item 2.2 Corporate Strategy Implementation

Strengths

- BMRG have delivered on their target of generating an annual income of greater than \$6 million.
- The implementation of the Operational Plan forms the basis of the agenda for fortnightly meetings of the Senior Management Team (Executive).
- The CEO provides a business risk report to each Board meeting which provides a status report against five key risk areas.
- 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.
- BMRG hold regional priority workshops for stakeholders which are welcomed by stakeholders.
- An Innovation Plan is being developed with an Innovation Working Group established to drive the plan development.

Opportunities for Improvement

- There is opportunity to more closely align reports presented to the Board with performance measures and targets contained in these plans.
- 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.
- An opportunity exists to link the NRM Plan and outcomes of the priority workshops to guide BMRG in the development of policies around priority regional NRM issues.
- Consider measures to link work plans and associated performance reviews of staff to the objectives/outcomes identified in the strategic and operational plans.

Component 3 - Client Focus and Community Engagement

BMRG is a membership-based organisation that currently has some 164 registered members. This is a 43% increase on the membership at the time of the 2016 review. The Action Plan contained within the Strategic Plan has a target of increasing membership by 50% but doesn't identify over what period. Several stakeholders who were very supportive of BMRG weren't members. One stakeholder interviewed shared that they were soon to carry out a BMRG membership drive through their sector. There does not appear to be a documented implementation process to deliver the strategic objective of growing the membership base.

During discussions with a cross-section of community stakeholders during this review, it became clear that BMRG's reputation has improved since the 2016 review. Consistent feedback was provided that BMRG are an outcome driven organisation which embraces partnerships. Terms such as "easy to deal with, responsive, trusted, innovative, outcome driven, 'can do' organisation" were used to describe BMRG by stakeholders. The CEO was consistently recognised for her inclusive approach to stakeholders which has resulted in many strong partnerships. The CEOs 'open door' policy and regular catch-ups was sited as being important to and appreciated by stakeholders. A few of these partnerships have been formalised through Memorandums of Understanding (MoU). There is an opportunity to have more MoUs with partners. Several stakeholders indicated they would welcome this.

Whilst feedback from stakeholders regarding stakeholder satisfaction with BMRG performance is being sought verbally, there appears to be no formal process to collect this feedback. An opportunity exists for BMRG to formally establish feedback loops that collect stakeholder satisfaction to establish trends and identify areas for improvement.

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 Catchment Groups it was identified that the relationship with these catchment groups was improving. This review identified that the relationship with the catchment group interviewed continues to improve. There continues to be some lack of clarity around respective roles and that greater effort to acknowledge these roles when joint work is delivered was identified as a possible issue.

Other community-based groups commented that BMRG's longevity and continuity has established credibility. They appreciated the BMRG business model of outsourcing delivery rather than doing it 'in house'. They felt this has resulted in a building of trust. The professionalism of staff was recognised and particularly the supporting role the Regional Australian Landcare Facilitators played for community groups was singled out. The community groups acknowledged the sponsorship and community grants BMRG provide as being important and appreciated. An opportunity for BMRG and stakeholders to promote their achievements through an annual or biannual community day was identified.

BMRG have established a stakeholder/communication matrix which identifies appropriate communication tools/mediums for the different categories of stakeholders. This matrix is comprehensive and provides a useful mechanism for guiding communication approaches and resource allocation. The matrix could be expanded or an associated one developed, which maps appropriate/specific stakeholder engagement mechanisms as well as communication mediums. An opportunity exists to link establishing the 'effectiveness of

the use of different communication and engagement mediums' with stakeholder satisfaction surveys.

The majority of stakeholders who were interviewed receive the weekly e-Bulletin (which has a subscription of over 2000) and felt it was very informative. A number of them use the e-Bulletin to promote their events. This information could be used to inform the establishment of a set of subscription targets. A quarterly newsletter is soon to be published and distributed to members and broader community stakeholders with the first edition due for the 2020 AGM.

BMRG's relationship with Local Governments continue to be strong. It was stated that this relationship has resulted in funding coming to the region that may not have happened if the partners hadn't worked collaboratively in applying for the funding. Local Government appreciates the 'honest broker' role that BMRG play in the region to drive collaboration around contentious issues and projects.

Industry stakeholders appreciated the coordination role BMRG plays in attracting and devolving funds to the sector. Some felt BMRG need to exhibit more strategic leadership around key NRM issues and not be confined to be a vehicle for devolving funding. The funding cuts to NRM and agriculture by governments is resulting in competition between BMRG and industry at times although this may not always be evident. It was suggested that BMRG could outsource (at cost) its GIS/remote sensing/mapping capacity to assist with QA requirements for growers. This already occurs with QFF and other NRM groups.

BMRG have built a strong effective partnership with the Aboriginal organisations of the regions. The partnerships have been built on strong inclusive leadership provided by BMRG's Chair and CEO. Successful projects have been developed between BMRG and the organisations. The Bunya Rangers program and Great Sandy Biosphere were provided as examples of the Aboriginal organisations and BMRG working together. BMRG is supportive of growing the governance of the organisations as demonstrated through BMRG facilitating the development of a business plan for one of the organisations. The Aboriginal stakeholders are included in BMRG events as well as BMRG staff attending Aboriginal events.

An opportunity was identified by one of the Aboriginal stakeholders for BMRG to facilitate a process which would regularly bring together the three Aboriginal organisations. The purpose of these meetings is to drive a more collaborative approach to grow the organisations business through the sharing of experiences and business.

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 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. 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 a stakeholder/communication matrix which identifies appropriate communication tools/mediums for the different categories of stakeholders.
- BMRG's e-Bulletin has over 2000 subscribers and is valued by stakeholders.
- BMRG is soon to recommence the publication of a quarterly newsletter. BMRG has also developed and implemented new website.

Opportunities for Improvement

- An opportunity exists to link establishing the 'effectiveness of the use of different communication and engagement mediums' with stakeholder satisfaction surveys.
- An opportunity exists for BMRG and stakeholders to promote their achievements through an annual or biannual community day.
- Consider ways in which feedback from stakeholders and members can be captured more regularly through mechanisms such as satisfaction surveys.

Item 3.2 Relationships and Satisfaction

Strengths

- BMRG's membership is increasing with 164 registered members. This is a 43% increase on the membership at the time of the 2016 review.
- Community stakeholders were aware of the significant changes that had occurred at Board and staff levels and generally considered that the organisation is a more 'outcome driven' organisation supported by a professional group of staff.
- Productive partnerships with stakeholders exist with a few partnerships formalised through MoUs.
- Stakeholder satisfaction with BMRG's performance is high amongst stakeholders.
- Relationships with Local Government, industry bodies, community groups and various community partners appear to be strong with a couple of exceptions and in those cases it is improving.

- Local Government appreciates the ‘honest broker’ role that BMRG play in the region to drive collaboration around contentious issues and projects.
- BMRG have built a strong effective partnership with the Aboriginal organisations of the regions.

Opportunities for Improvement

- Consider developing an implementation plan to grow the membership base.
- Consider formalising more existing partnerships through the establishment of MoUs.
- An opportunity exists for BMRG to formally establish feedback loops that collect stakeholder satisfaction to establish trends and identify areas 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 outsourcing (at cost) BMRG’s GIS/remote sensing/mapping capacity to assist with QA requirements for growers.
- An opportunity was identified by one of the Aboriginal stakeholders for BMRG to facilitate a process which would regularly bring together the three Aboriginal organisations.

Component 4 - Information and Knowledge

Staff reported that the general level of information sharing within the organisation is improving. This has been substantial since the Operational Plan has been developed. The Senior Management team meet fortnightly and appears to be well attended. Observations were shared by staff and some stakeholders that the organisation is now operating as a whole unit and not in silos although there appears to be an element of 'siloing' of the administration/corporate team or confusion by some staff members as to their role in these meetings and teams. The introduction of project staff meetings was identified as being very positive but again administration staff's exclusion from these enhanced the siloing of these staff. An opportunity exists to clarify the administration staff's roles and responsibilities staff in the project staff meetings.

Since the 2016 review there has been a complete overhaul of IT systems and all the hardware and software has been replaced to improve performance. Prior to the upgrade the system had been hacked twice. With advanced security capacity, no hacking has occurred since the upgrade.

BMRG has in place an ICT Architecture Plan that guides the upgrades of information and business support systems. The introduction of Cloud Services and replacement of some existing systems with Sharepoint are being operationalised.

External financial audits are conducted to verify quality of financial reporting and no major concerns have been identified. The procurement and payment systems have improved significantly with a fortnightly payment cycle introduced. The need to pay invoices outside this cycle is tracked and is declining.

Reports on financial performance are monitored at senior management and Board levels. Project managers are well engaged in the financial management of projects including developing and maintaining budgets.

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. It appeared that exit interviews were a little haphazard although staff did acknowledge that they would not be aware of these occurring if they had. A major investor commented that in 2018 the early delivery of a significant program was behind schedule and felt poor staff changeover (handover) processes was possibly the cause of this.

BMRG should 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 corporate knowledge from departing staff to ensure information is not lost and is recorded.

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'. Major government investors had no issues with reports being delivered on time nor quality of reports.

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 and potentially QA systems for farmers. BMRG provides assistance build GIS capability of sub-regional groups and other through facilitation of license agreements. GIS capacity is outsourced to QFF for the reef program.

With regard to measures of organisational performance, measures currently reported and used are somewhat of a mix of scales and parameters, and do not appear to provide the Board with a clear picture of organisational performance. 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 'organisational and business 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.

Item 4.1 Information and Knowledge Management

Strengths

- Staff consider internal communication is improving and welcome the introduction of regular staff meetings.
- Internal work area 'silos' are breaking down.
- BMRG have a complete overhaul of IT hardware and software.
- An ICT Architecture Plan is in place to guide work related to improvement of business support systems.
- There has been a focus on expanding and improving the circulation of information through the e-Bulletin and social media outlets which are showing a rise in traffic through monitoring mechanisms.
- Government investors consider that reports submitted to them by BMRG meet their requirements.
- Financial management and reporting is operating well.

Opportunities for Improvement

- Consider including administration/corporate staff in project staff meetings where appropriate and clarify administration staff's roles and responsibilities with regard to these meetings.
- 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.
- An opportunity exist to review the staff exit interview process to ensure all staff are interviewed before leaving and a loss of essential project and corporate knowledge is transferred to new or existing staff.

Item 4.2 Measurement and Analysis of Organisational Performance

Strengths

- Regular performance reports including financial and risks reports 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

Over the last three years BMRG have experienced high staff turnover. In the last 12 months, eight staff have left the organisation for a variety of reasons. This resulted from a change in organisational structure, declining funding and rationalisation of offices. An opportunity exists to develop a workforce capability plan which identifies current and future required skills and competencies.

It was reported that during the period of change, staff were concerned about the wellbeing of vacating staff and over all morale of the team dipped to a low point. A consistent theme from staff interviewed was that there has been a significant improvement in morale within the organisation in the last six months. The development of an Employee Assistance Program to assist staff to cope with change and associated emotional and financial stress, could be considered. Another opportunity exists for BMRG to develop a staff satisfaction survey and track the organisation's staff wellbeing.

Specific observations made from the review team include:

- The desire to have 'one BMRG Team' and no silos is being achieved although there is still a little way to go
- There is still an element of uncertainty regarding the tenure of some positions
- Internal communication was described as improving
- The workplace is flexible, accommodating family and other commitments
- There is a general awareness of respective roles across the organisation although some uncertainty exists with newly appointed staff
- All staff have a heavy workload.

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 appears that job-specific induction could be strengthened, particularly when handover to external clients and stakeholders is involved. Most of the recently appointed staff interviewed indicated that they had been through the induction process.

Secondment opportunities are being created to give staff the opportunity to work internationally as well as secondment with numerous Australian NRM Groups. In addition to this, BMRG have a program in place like a graduate program. Several staff are recently graduated university students and their high energy and capacity was highlighted by both colleagues and external stakeholders. An opportunity exists to have these staff work across the program areas or neighbouring regional bodies (FBA and DCQ) to expand their knowledge and experience set.

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. There is an opportunity for the Senior Management Team (Executive) to develop a Performance Review Register and that each report against the register on a monthly basis.

Most staff interviewed indicated that they have undertaken development activities such as formal training over the last 12 months. They valued this opportunity. At present, 2% of the operating budget is allocated to professional development.

The flatter organisational structure which removed a tier of management appears to be working well with a professional five-person Senior Management Team (Executive) in place. This Team meets fortnightly and their efforts to operate as a 'one BMRG team' is setting a good example for the rest of the staff.

BMRG has in place a comprehensive set of HR policies that are readily accessible to staff. These contain date of issue, but some staff felt that some were dated and needed up-dating. The HR policies have the date they were adopted and when they are due for review as recommended by the 2016 review. Not all staff interviewed knew how to access the HR policies providing an opportunity to lift staff awareness on how to access the HR policies.

Policies related to working arrangements such as flexibility to provide an appropriate work/life balance are in place. The opportunity for some flexibility to meet individual needs are appreciated by staff.

A general finding of these reviews found that 'most staff are driven by a genuine desire to make a positive contribution to the natural resource condition' and this is the case for BMRG staff. 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.

An overall OH&S policy is in place for the organisation and is supported by relevant procedures. 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. Consideration could be given to establishing an OH&S Committee as a way of heightening the safety awareness throughout the organisation and ensuring that the OH&S policies and practices are being adhered to. Particular areas of OHS that appear to be inconsistently understood relate to driving, working alone, and tracking staff movements (especially at night following late meetings).

Internal communication largely relies on Team Leaders communicating directions (organisational and project details) back to their staff in an ad hoc way. The reintroduction of a quarterly newsletter for external and internal circulation, will help improve this internal communication.

The review team did not interview any BMRG staff from the Wondai office and was not able to ascertain if any issues existed as a result of the staff working away from the main office. Zoom videoconferencing has been introduced to allow better communication between the two offices and was reported to be working well.

Item 5.1 Work Systems

Strengths

- BMRG has in place a comprehensive set of HR policies that are readily accessible to staff.
- BMRG has in place a structured staff performance review process conducted against individual work plans.
- BMRG has in place a formal staff induction process, supported by an Induction Manual.
- An overall OH&S policy is in place for the organisation and is supported by relevant procedures.

Opportunities for Improvement

- An opportunity exists for the Senior Management Team to develop a Performance Review Register and that each report against the register on a monthly basis.
- An opportunity exists to lift staff awareness on how to access the HR policies.
- Strengthen the job-specific induction process for new staff and ensure that a smooth transition occurs in the handover to a new staff member.
- Consider establishing an OH&S Committee as a way of heightening the safety awareness throughout the organisation and ensuring that the OH&S policies and practices are being adhered to.

Item 5.2 Capability, Learning and Motivation

Strengths

- External stakeholders recognise the dedication and efforts of BMRG staff.
- There has been a significant improvement in morale within the organisation in the last six months.
- Staff can identify professional development needs through the Performance Review process.
- Two percent of the operating budget is allocated to professional development.
- 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.

- Secondment opportunities are being created to give staff the opportunity to work internationally as well as secondment with other Australian NRM Groups.

Opportunities for Improvement

- An opportunity exists to develop a workforce capability plan that identifies areas of required skills and competencies, and formalises and structures organisational development.
- An opportunity exists to have graduate program staff work across the program areas and/or neighbouring regional bodies (FBA and DCQ) to expand their knowledge and experience set.

Item 5.3 Well-being and Satisfaction

Strengths

- Policies that allow flexibility and an appropriate work/life balance are appreciated by staff.
- There has been a significant improvement in morale within the organisation in the last six months.

Opportunities for Improvement

- The establishment and promotion of an Employee Assistance Program to assist staff to cope with change and associated personal and financial stress, could be considered.
- An opportunity exists for BMRG to develop a staff satisfaction survey and track the organisation's staff wellbeing.

Component 6 - Process Management

A general observation from both staff and stakeholders was that BMRG is finding different innovative ways of doing things in a more resourceful way.

The enQUIRE system is fully operational and considered a good project management system. However, it was recognised that the full capacity of enQUIRE isn't being realised. There appears to be confusion around the responsibilities and roles people have in reading data entry and access. There is a range of Customer Relationship Management (CRM) systems in BMRG, and enQUIRE could be used as the primary CRM.

There is an opportunity to develop clear processes around some standard areas such as roles, contracts and enQUIRE functioning. Concerns were raised pertaining to the need to have the reinstatement of some clear policies and procedures which clarify who is responsible for what e.g. OH&S and administrative processes.

Managing of staff time appeared to be clunky with no formal timesheets required and TOIL appeared to be self-managed. Whilst there is no evidence that TOIL is being abused by staff, the likelihood of picking it up if it was would be minimal. An opportunity exists to review the TOIL policy to protect both the organisation and staff from possible OH&S issues. Another opportunity is to inform staff of how the TOIL is being processed.

There are formal evaluation/cross checking processes in place for managing contracts, agreements and projects. An example was provided by an industry partner where both parties agreed to a review of their agreement which delivered an increase in jointly developed projects.

Stakeholders indicated their satisfaction with BMRG's contractual processes. These were described as being transparent, advice is provided where reporting difficulties occur, and payments are provided on time.

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 were cited, there is no structured and consistent approach to business process improvement.

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. BMRG are looking to the partnership with FBA and DCQ and the development of Outback to Reef NRM to achieving efficiencies and increase capacity.

BMRG is fostering a strong innovation culture amongst its staff. An innovation plan is being developed and a staff working group has been established to oversee the development of the innovation plan.

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.

Item 6.1 Management of Processes

Strengths

- enQuire is fully operational.
- There is an opportunity to develop clear processes around some standard areas such as roles, contracts and enQuire functioning.

Opportunities for Improvement

- Develop a structured and consistent approach to the management and improvement of business processes.
- An opportunity exists to review the TOIL policy to protect both the organisation and staff from possible OH&S issues.
- Inform staff on how TOIL is processed once submitted by staff person.

Item 6.2 Improvement and Innovation

Strengths

- BMRG is fostering a strong innovation culture amongst its staff.

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

- Stakeholders are satisfied with BMRG's contractual processes.

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.
- Consider using enquire as the primary Customer Relationship Management system.

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, the transition to a smaller Board has been completed. Feedback and document reviews indicated that the Board is functioning well. The Board are operating a strategic level and not dropping down into operational issues. Board members are contributing to discussions and seek information regarding various aspects of the organisational performance. The Board are reported to have sound financial literacy.

Financial performance is reported in some detail and is monitored at Board and senior management levels. 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 have successfully delivered on their strategic target of generating more than \$6 million per annum over the last two years.

BMRG is considered by its State Government investor 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 BMRG staff were described as responsive and professional. Representatives of the Australian Government weren't interviewed but the other government representatives weren't aware of any issues from the Australian Government. Special recognition needs to be made of BMRG's record of being one of only two Queensland NRM Regions which met all mandatory performance requirements of the previous Australian Government NRM program (NLP1) for two years.

In the area of Client Focus and Community Engagement, the most improvement has been gained since the 2016 review. Overwhelming feedback was that BMRG are engaging, accessible and a professional organisation. Other than anecdotal feedback and some tracking of e-Bulletin and social media uptake, 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, since the last review. This has clearly created a solid platform for building higher level strategic relationships that will help BMRG to continue to build a stronger position in working with community groups and build their capacity.

There has been a significant improvement in the engagement and capacity building of the Aboriginal organisations in the BMRG region. The reviewers felt this was the 'jewel' in BMRG's crown!

A key item on the agenda of both the State and Australian Governments is improvement of efficiency across the NRM sector as a whole. Previously the Queensland regional bodies had 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. This process is no longer delivered across the State but BMRG can continue it for their organisation. 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. This benchmarking process could be delivered through Outback to Reef Alliance.

BMRG have been very supportive of working with neighbouring regional bodies to establish Outback to Reef Alliance that may lead to more efficient delivery, shared resources and growing of the business. This is reflective of activities occurring across the State by regional bodies looking for closer collaboration amongst each other and was acknowledged recently by a State Government Minister.

The professionalism and commitment by staff were extensively acknowledged. Whilst staff turnover has reduced in the last 12-18 months it appears to be still significant at around 28% for the last 12 months. Whilst the level of morale of the staff has increased significantly in the last six months, there is an underlying concern around job security for some staff. The high turnover was sighted as a possible reason for project delivery issues resulting from poor staff transition management. Loss of corporate knowledge is another issue which requires improved processes to mitigate.

BMRG have embraced innovation as a foundation plank for the organisation. There is evidence that BMRG is driving innovative approaches to delivery and management of the organisation.

Systems, policies and protocols are extensive for the organisation. The level of compliance to these systems, policies and protocols across BMRG varied. The recently developed Operational Plan has moved to a deployment phase with a number of reviews of policies and plans happening or about to happen. It is too soon to establish how well this is being done.

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 (particularly in the areas of customer/stakeholder satisfaction, staff satisfaction, culture and OHS management).

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.

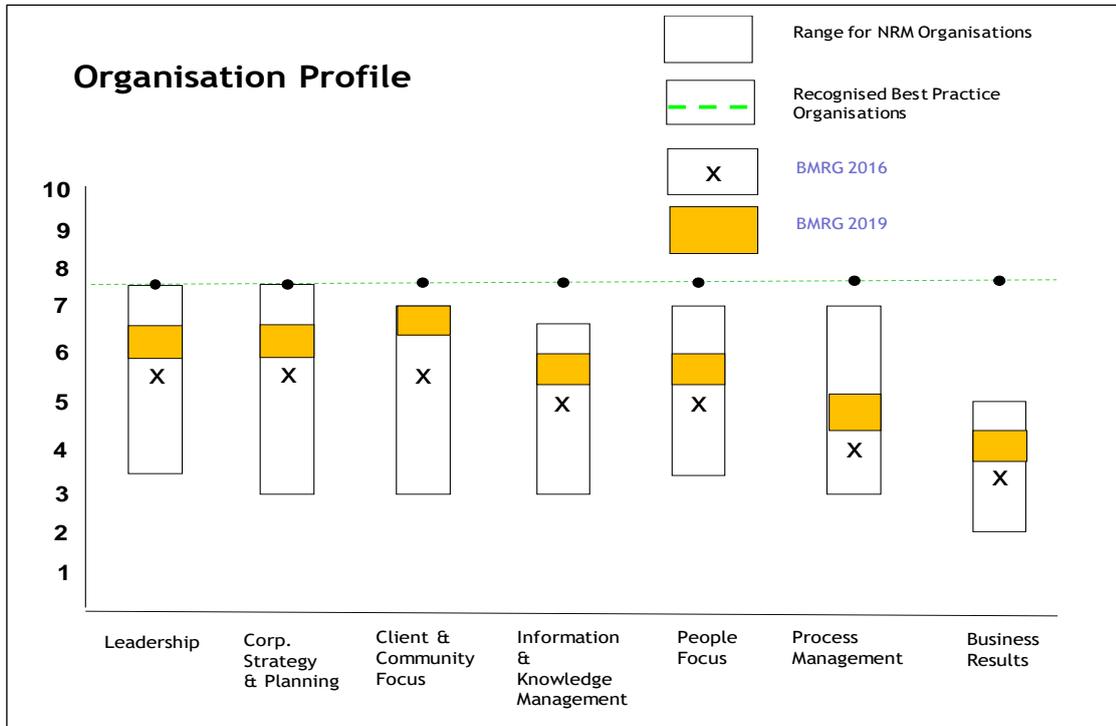
The chart also shows scoring ranges for 21 Regional NRM Organisations that have participated in this type of review during the past three years.

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. The green line indicates global best practice against each component.



BMRG has demonstrated improvement across all Components of the Performance Excellence Guide for Regional NRM Organisations since the last review was conducted in 2016.

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

The review involved discussions and interviews with a cross section of staff, Board members and selected external stakeholders. A total of 31 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
Phil Brown	Director
Vanessa Elwell-Gavins	Director
Beth Shanks	Director
Mike Moller	Director
Sheila Charlesworth	CEO
Dean Collins	Senior Manager
Jason Ogden	Senior Manager
Cathy Mylrea	Senior Manager
Nick MacClean	Senior Manager
Chris Shay	Financial Controller
Kim Darcy	Corporate Service Officer
Tess Bowe-Fernley	Corporate Service Officer
Emma Baker	Project Officer
Kevin Bowden	Technical Officer
Ben Galea	Project Officer
Simon Hunt	Project Officer
Kerry Blackman	Aboriginal Organisation Stakeholder
Brent McLellan	Aboriginal Organisation Stakeholder
Christine Royan	Aboriginal Organisation Stakeholder
Dale Holis	Industry Stakeholder
Bree Grima	Industry Stakeholder

Donna Robinson	Queensland Government Liaison Officer
Angela Williams	Industry Stakeholder
Brad Wedlock	Catchment Committee Stakeholder
Phil Moran	Landcare Stakeholder
Kristy Fraham	Community Development Stakeholder
Bill Trevor	Local Government Stakeholder
Simon White	University Stakeholder
Ian Heiner	State NRM Group Stakeholder
David De Paoli	Farming Stakeholder