

BMRG Strategic Plan 2015-2020

Vision

To protect and enhance the agricultural and natural environment of the Burnett Mary region for future generations

Mission

The Burnett Mary Regional Group's mission is Natural Resource Management (NRM) for the protection and enhancement of our agricultural and natural environment.

We achieve this by:

- collaborating with partners and our community including our traditional owners, to foster an enduring culture of stewardship for the region's natural resources.
- using best-practice governance and evidence based methods to deliver practical outcomes that address regional priorities.

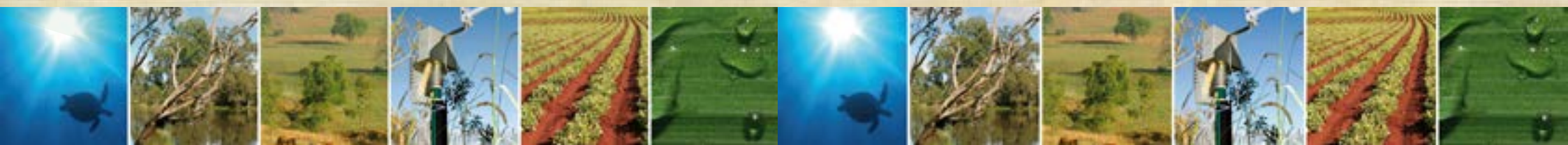
Values

BMRG's core values of honesty, integrity, accountability, respect and commitment to excellence will always guide our decisions and actions taken to achieve our vision

Strategic Plan

BMRG's Strategic Plan is underpinned by 5 key areas:

- **Governance** - BMRG is a robust and progressive organization with best practice management and governance that meets the industry standard.
- **Relationships** - To strengthen and build productive, collaborative relationships, including members, partners, industry, Traditional Owners and other community organisations.
- **Delivery** - Implement appropriate actions that protect and enhance our regions natural resources.
- **Workplace** - To have skilled staff working in a harmonious and safe workplace culture.
- **Leadership** - To be the respected regional leader for NRM in the Burnett Mary region



BMRG is a robust and progressive organization with best practice management and governance that meets the industry standard.

Strategic Goal

Five Year Action Plan

Measure of Success

The BMRG constitution reflects the needs of the organisation and its members

Review constitution every Board cycle.

Any revisions to the constitution accepted by membership and implemented

BMRG has a functioning, strategic, high capacity board

Ensure the Board structure and performance aligns with best management principles and contributes to strategic outcomes. Annual board reviews undertaken. External reviews. New or replacement board members are recruited that meet the skills base of the BMRG Board.

Recommendations identified at annual reviews are successfully implemented and demonstrated by following review. Level of satisfaction of members and partners in BMRG Board performance. New or replacement directors that meet the strategic needs

BMRG organisation will meet and uphold the Qld Regional NRM Groups Governance standards.

BMRG will adhere to the RGC probity guiding principles, and uphold the values of respect, integrity, transparency, accountability, empowerment, honesty and teamwork. BMRG will also uphold the NRM outcomes of compliance, collaboration, risk evaluation and implementation.

The Queensland Regional Arrangements status of being a transparent, accountable and efficient community based model for delivering NRM outcomes is protected

BMRG has a functioning, efficient, high capacity senior management team delivering best management practice

Annual reviews for CEO (by Board) and for senior managers (by CEO) based on performance plans

KPI's in Performance Plans are met, and recommended areas for improvement are addressed

BMRG's organisational structure reflects priorities and changing needs of effective governance and delivery

Review and redefine organisational structure in accordance with the available budget each year

Organisational structure is a clear reflection of the budget and workload

BMRG is a sustainable and resilient organisation during periods of change

Broaden the funding base and/or reduce costs through effective change management.

At all times the business remains viable, functional, with a strong work culture

BMRG has a robust and effective, strategic risk management system

Regularly review risk assessments and define and take relevant actions

Risks are brought to the Board in a timely manner and are effectively managed

The Burnett Mary Regional NRM Plan facilitates prioritisation and implementation of key actions.

Support the development, implementation and reviews of the Regional NRM Plan. Implement an annual community based review process based on completed actions and updated information

Progress is being made towards targets identified in the NRM Plan. Number of actions from Plan identified and recorded.

BMRG has Strategic and Corporate Plans to guide NRM Activities in the BM Region in place.

Corporate plans to be completed by June 2015, and reviewed annually.

Corporate plans are functional, and provide practical, clear direction for the whole organisation.

The BMRG organizational culture is based on continuous improvement, business focus and development.

Operational Performance Excellence review or update to be conducted regularly, at a minimum of every five years

Minimum standards for our industry are met, with improvements demonstrated and priority recommendations implemented.

BMRG succession plans protect the organisation from sudden changes at Board or senior staff level

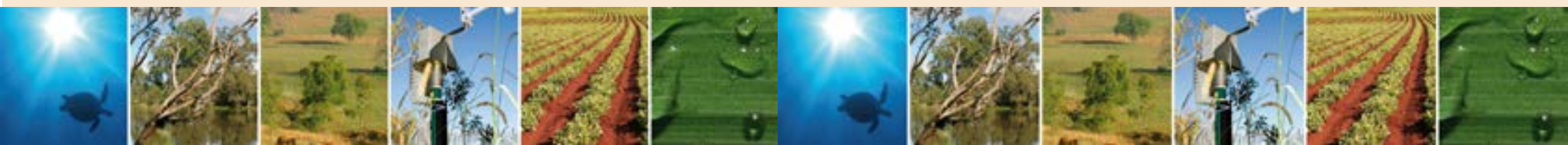
Devise appropriate succession and knowledge transfer plans for potential staff turnover and review regularly.

Appropriate succession plans are in place. Knowledge transfer mechanisms are in place.

BMRG succession plans protect the organisation from sudden changes at Board or senior staff level

Implement timely strategic direction to support the Board in its review of policies; provide professional and relevant advice on emerging issues.

New suite of policies to be written to adapt to changing requirements



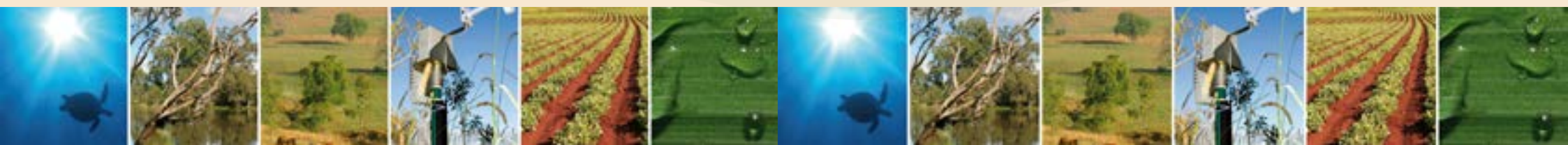
To strengthen and build productive, collaborative relationships, including members, partners, industry, Traditional Owners and other community organisations.

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<p>BMRG influences and advises government and other decision makers on significant Regional NRM priorities.</p>	<p>Build positive working relationships at high levels to build credibility and influence policy and directions. Revise the BMRG Political Engagement Plan. Document how BMRG engages communities, encourages participation, fosters empowerment and builds capacity. Document involvement/presence in broader industry groups. Provide submissions to relevant plans and reviews.</p>	<p>BMRG Political Engagement Plan is revised and implemented Community Engagement document is prepared. Wide involvement in industry and consultative groups is demonstrated. Regional recommendations are recognised when input is provided through submissions or reviews.</p>
<p>Community based NRM groups prosper and benefit from BMRG's collaboration and support</p>	<p>Develop and implement an effective BMRG Traditional Owner Engagement Strategy, which will include determination of current capacity, and current gaps. Seek business support for these groups to develop business structures through funded programs</p>	<p>Comms platform (Facebook, website, Bulletin, media monitoring) analytics are regularly monitored and show a sustained increase over time. Site analytics show performance at or above the current industry rates. Improved relationships demonstrated through community surveys. Informal and formal community feedback. % of BMRG total investment flowing to community groups. Value of cash/in-kind leverage of BMRG's support to community groups.</p>
<p>Traditional Owner groups prosper and benefit from BMRG's collaboration and support.</p>	<p>Develop and implement an effective BMRG Traditional Owner Engagement Strategy, which will include determination of current capacity, and current gaps. Seek business support for these groups to develop business structures, either through funded programs or external means.</p>	<p>Implementation of the Indigenous Engagement Strategy. Improved relationships to be demonstrated by the number and/or size of informal and formal relationships in place. Business support to be developed and achieved for BMRG's Traditional Owner groups. Level to which TO-based plans contribute towards outcomes of the NRM plan. Level to which TOs are influencing NRM agendas.</p>
<p>Members are engaged, responsive and interested in BMRG activities</p>	<p>Provide regular opportunities to engage BMRG members through weekly NRM Bulletin, quarterly Natural Matters, workshops and reports. Investigate and document means of value adding membership..</p>	<p>BMRG membership to increase by at least 50%. Members' survey indicates satisfaction with BMRG.</p>
<p>Enduring and long-term relationships are supported in our delivery</p>	<p>Funding and/or support is provided to community based organisations based on capability and effective prioritisation.</p>	<p>Improved relationships to be demonstrated through community surveys. Maintain or build our stakeholder collaboration as demonstrated by case studies.</p>
<p>BMRG has strong and mutually successful relationships with other Qld NRM bodies</p>	<p>Involvement in RGC network is supported at all levels. New collaborative/ consortium funding opportunities are sought</p>	<p>New collaborative/ consortium funding opportunities are achieved. Collaborative projects initiated and implemented. Reduction of resources required. United front results in strong impact on government decisions, and positive results.</p>
<p>BMRG engenders trust and respect with funding partners</p>	<p>Communicate the results of the organisational performance reviews to funding partners and the public. Record and document funding successes and promote them. Complete all contracts on time and at required standard. Organise Ministerial visits to the region to demonstrate mutual support between BMRG and Government.</p>	<p>Good relationships at all levels is evident amongst funding partners, with no complaints about delivery, trust or attitude. Contracts completed on time and at required standard. Positive feedback from Government Ministers and mutual support demonstrated by ministerial visits.</p>



Implement appropriate actions that protect and enhance our regions natural resources.

Strategic Goal

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Measure of Success

All BMRG projects align with the regional NRM Plan.

All project proposals are framed against targets / desired outcomes of the NRM plan. Project reports reflect achievements that deliver NRM targets.

Reviews demonstrate that projects align with the regional NRM plan. Project reports identify NRM plan target outcomes.

BMRG will seek all relevant and appropriate funding opportunities to protect and enhance our natural resources

BMRG delivers timely and professional submissions that address the requirements of funding bodies.

Successful applications for funding to raise BMRG income to a minimum of \$6M per year

BMRG is positioned to immediately and effectively respond to disasters

Effective planning for disaster management, incorporating flood recovery actions, is in place.

BMRG participates in broader disaster management forums and responds appropriately, and in a timely fashion, to future disasters.

BMRG delivers services in a professional and cost effective manner, with demonstrated outcomes that meet or exceed the targets and expectations of funding bodies.

Operational staff prepare, on time, project plans that include unambiguous methodologies, budgets to match reporting requirements and timelines in the form of Gantt Charts. Reporting is completed to a professional standard, by due dates with clear demonstration of outputs/outcomes, met or exceeded.

Project milestones are met, projects are delivered on budget and on time, to align with funder expectations. Outputs/outcomes are met or exceeded. The number of deferred activities is minimised and justified (e.g. due to weather / natural disaster circumstances). Positive feedback is received from funding bodies. The number of alterations to project reports is minimised.

BMRG programs are professional, outcome oriented, and effective

BMRG decisions are based on best-available information - science and previous experience. BMRG projects are assessed by panels of experienced and impartial professionals who focus on genuine NRM outcomes and whose decisions will satisfy regular project auditing.

BMRG has an effective monitoring and reporting system with regular reporting on NRM outcomes. Random audits demonstrate effective NRM outcomes and that they meet their contractual commitments and the targets set out in BMRG's funding contracts. Outcomes help to meet targets within BMRG's NRM plan.

BMRG activities build community capacity and have enduring positive impact.

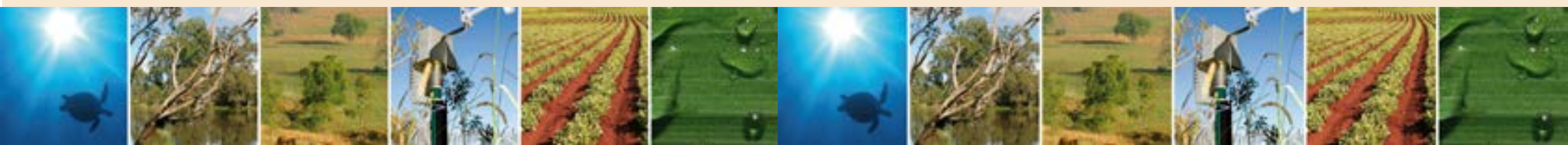
BMRG invests in activities that increase community capacity and deliver quality NRM outcomes.

The number of community capacity building programs increases.

Increase capacity of land managers.

BMRG activities inform land managers and encourage them to share information with their peers. Case studies, project results and project learnings are made readily-accessible to non-participant land managers.

The level of voluntary adoption of improved practice and repeat business from landholders will increase. Community surveys will show an increase in adoption of improved practices delivering NRM outcomes, outside funded the programs and projects of BMRG.



Leadership

To be the respected regional leader for NRM in the Burnett Mary region

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Measure of Success

BMRG is recognised for its environmental leadership, and this is demonstrated by the organisation's behaviours and practices.

BMRG participates in key NRM and business networking opportunities, and will raise its public profile through media, engagement, communication and participation. BMRG will also demonstrate social and environmental conscience in its own workplace and activities. Staff will act in a professional manner and follow BMRG's Code of Conduct.

Public profile is raised. BMRG workplace is environmentally aware and socially responsible. Business networking and engagement activities result in positive NRM outcomes for the Burnett Mary Catchments.

BMRG creates an environment where other NRM organisations within the BM region can flourish

BMRG promotes/ champions excellence of other groups and individuals, and inspires change and participation in NRM activities

Communities within BMRG area are properly recognised for their contribution to NRM in the region. Improved relationships to be demonstrated through community surveys. BMRG promotes excellence at Qld and National Landcare Awards and any other opportunities that arise. NLP delivery will achieve growth and dev'nt of NRM organisations in the BM region.

BMRG provides effective advocacy to influence NRM policy, investment and planning in the region.

Information provided to RGC as requested for key advocacy and submission papers. Other advocacy positions for matters of regional significance to be developed by Board as required. Actions will be identified and implemented to develop BMRG's public profile.

Advocacy papers and position statements developed as required. BMRG's public profile is increased.

Workplace

To have skilled staff working in a harmonious and safe workplace culture.

Strategic Goal

Five Year Action Plan

Measure of Success

BMRG continues to build and maintain an organisational culture based on a strong set of values and a philosophy of continuous improvement. BMRG manages to build pride, a strong team and maintain strong staff morale during periods of change. Staff are satisfied with BMRG as a flexible and supportive employer.

Staff are regularly updated on budgetary, programming and staffing changes. Where staff contribute to extra-curricular community activities with a social or environmental benefit, BMRG will encourage, recognise and support where possible. Staff satisfaction survey to be conducted and reviewed annually, and appropriate changes implemented. Staff appraisal process to be reviewed and implemented. Improvement will be assessed through staff annual performance review process.

Staff turnover outside of budgeting constraints less than 5% per year. Staff surveys, OPE and other review processes indicate good to high level of satisfaction with BMRG as employer. Annual staff performance reviews and exit interviews also indicate good to high level of satisfaction with BMRG. Evidence of demonstrable improvements implemented as a result of annual reviews/surveys. Morale is maintained regardless of funding climate.

BMRG has a strong and effective OHS culture with zero accidents.

Professional, effective WH&S policies and procedures are kept updated according to current legislative requirements. BMRG will create and maintain a healthy and safe work environment by integrating OHS risk management into our daily business operations.

Zero accidents, and number and severity of minor incidents is reduced.

BMRG supports staff training and professional development

Staff training and development supported in line with the budget and staff and program needs.

Budget continues to support staff training and development. BMRG continues to employ and maintain professional staff that are able to deliver high quality NRM outcomes.

BMRG employs and retains a core of technical, creative, multi-skilled, and talented staff

Recruitment procedures are documented and enacted. BMRG's core values are always upheld with regard to treatment of staff. Position Descriptions and pay levels are reviewed regularly or as appropriate.

Exit interviews show no loss of skilled staff due to dissatisfaction with BMRG's professionalism or corporate culture.

