Stakeholder Management (Neighbour Relations) - NSW National Parks and Wildlife Service.

CONTENTS

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Note all Appendix are available on request (see inquiries box)and not included with these documents.

EXECUTIVE SUMMARY

This study forms part of the Australian and New Zealand Environment and Conservation Council's (ANZECC) Benchmarking and Best Practice Program.

The objective of the study was to apply the benchmarking methodology to determine best practice in neighbour relations. Specifically:

- To research performance in neighbour relations; and
- To compare the results of the reviews and develop strategies to promote best practice.

Information was collected from nine Australian nature conservation organisations including eight ANZECC member organisations and Melbourne Parks and Waterways.

A five step benchmarking process was applied and information was collected by questionnaire:

STAGE	PROCESS
Stage 1	Literature review and training
Stage 2	Planning and promoting
Stage 3	Benchmarking - internal review
Stage 4	Benchmarking - external review
Stage 5	Communicate findings and develop strategies

A large amount of information has been collected and analysed and the results indicated:

1. Private urban and rural landholders adjoining parks and reserves are a significant stakeholder group totalling 256,638 for the nine organisations surveyed;

2. Stakeholder data, particularly neighbour data, is not generally systematically recorded and stored in databases and many of the results are estimates;

3. Organisations share the same high priority issues: fire, weed control, feral animal control, household pets, access, rubbish dumping;

4. Knowledge of issues is generally based on experience and rarely on customer research;

5. Approximately 29% of all staff have a role in neighbour relations highlighting that a high level of resources are committed annually to neighbour relations. This effort is not necessarily systematically coordinated or included in performance plans;

6. Many organisations use a small range of methods to communicate with neighbours eg. telephone, face to face contact, letters and meetings;

7. A wide range of innovative strategies and initiatives exist to resolve neighbour relations issues;

8. Organisations generally could not separate annual funding for neighbour relations, but the stakeholder/neighbour relations funds for five organisations was in excess of $30 million, which illustrates that funding is considerable;

9. The most common tool for managing neighbour relations was policies;

10. Specific neighbour relations performance measures generally do not exist (excluding NPWS). Many organisations rely on customer service standards and dissatisfaction systems such as complaints to measure performance; and

11. Market research has generally been targeted at park visitors.

Based on the results 17 best practice strategies in neighbour relations are provided for consideration.

The study recommends that standard performance measures be adopted by ANZECC members to allow ongoing benchmarking in neighbour relationshese could be linked to wider ANZECC stakeholder measures, and the same measures could be used by other benchmarking groups such as the Strategic Partners Group.

INTRODUCTION

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1.1 Background

Every nature conservation agency in Australia has a large number of neighbours to its parks and reserves in both urban and rural areas. This interface has major resourcing and planning implications, and can impact on the success of achieving conservation objectives and can result in major local political issues (NPWS 1994).

The linkage of neighbour relations with benchmarking coincided with a growing move by nature conservation agencies throughout Australia to apply benchmarking as a means to achieving best practice in parks and conservation management. Evidence of this growing commitment has been the establishment by the Australian and New Zealand Environment and Conservation Council (ANZECC) of the Benchmarking and Best Practice Program. Urban park agencies have similarly formed the Strategic Partners Group, with the aim of sharing knowledge of world's best practice in the drive for excellence in the provision of parks, recreational areas and environmental settings.

Benchmarking of neighbour relations was initiated by the NSW National Parks and Wildlife Service, and focused on reviewing internal performance in neighbour relations. The study was subsequently included in the ANZECC Benchmarking and Best Practice Program with the aim of researching external performance in neighbour relations.

1.2 Objectives

The objective of the study was to apply the benchmarking methodology to determine best practice in neighbour relations. Specifically:

- To research performance in neighbour relations; and
- To compare the results of the reviews and develop strategies to promote best practice.

1.3 Scope

The project collected information from ANZECC Working Group members, and Melbourne Parks and Waterways.

An internal review of neighbour relations was conducted by the NPWS and questionnaires were circulated to all Districts. The NPWS's results are incorporated into the overall results.

Acopy of the project brief is provided in Appendix 1.

1.4 Definition of Neighbours

The term 'neighbour' used in this study encompassed adjoining landholders, communities adjoining parks and reserves, stakeholder groups representing neighbours, significant park user groups and other Government agencies.

It was recognised that 'neighbour' strictly speaking refers to those who have a common boundary with the land management organisation (NPWS, 1996), and the emphasis of the study and findings was on this group. However, it is recognised that different jurisdictions have different views as to what constitute neighbours. For this reason, information was collected on a range of stakeholder groups, so as to not eliminate important groups such as Aboriginal communities, community land management groups, government utilities, and local government.

1.5 Benchmarking

A literature review was undertaken into benchmarking and best practice and a bibliography is provided as part of the report.

In reviewing the literature it was apparent there are a variety of definitions and models of best practice and benchmarking. Whilst benchmarking has arguably been in practice for many years, the mostly widely recognised test case was the Xerox Corporation in 1979. In this case, Xerox received affirmation that production costs of photocopier machines were significantly higher in the United States than in Japan, and used benchmarking to gain a competitive advantage. Robert Camp has been recognised as instrumental in this test case, and his 1989 book *Benchmarking: The Search for Industry Best Practice That Lead to Superior Performance* is one of the best known general references on benchmarking.

Camp (1989) defined benchmarking as "the continuous process of measuring products, services, and practices against the toughest competitors or those companies recognised as industry leaders".

Czuchry, Yasin and Dorsch (1995) reviewed benchmarking literature and supported Spendolini's (1992) definition that "benchmarking is a continuous systematic process for evaluating products, services and work processes of organisations that are recognised as representing best practices for the purpose of organisational improvement".

Czuchy, Yasin and Dorsch (1995) found the four most widely cited benchmarking process models are: (1) Alcoa's Six Steps to Benchmarking, (2) AT & T's 12-Step Benchmarking Process, (3) the 10-Step, five-phase process model detailed by Camp (1989), and (4) the five-stage process model offered by Spendolini (1992).

Macneil *et al.* (1994) identified that Australian research into benchmarking has found that there are problems for Australian businesses using foreign benchmarking models. These references were tailored to the business culture and environment of that country. This situation has changed and in 1993 the Best Practice Program and the National Industry Extension Service (NIES) published the *Benchmarking Self Help Manual* - the first 'how to' benchmarking text written for Australian organisations. This was a valuable reference for this study.

The NIES *Benchmarking Self Help Manual* described a seven step generic benchmarking process and Macneil *et al.* (1994) described the Macneil -Testi Benchmarking model which consists of thirteen steps. Both models are provided in Appendix 2.

The literature indicated that all models are customised to suit the special circumstances of each organisation. Every organisation will approach benchmarking from their own unique perspective, and will need to adjust the process to fit its own circumstances.

There are generally three major types of benchmarking:

1. internal benchmarking (between operations within a business);
2. industry or functional benchmarking (between enterprises in the same product markets); and
3. process or generic benchmarking (between businesses in different industries that share common processes such as purchasing, recruiting employees, new product testing and so on). (Macneil *et al* 1994).

Internal benchmarking was conducted within the NPWS review and functional benchmarking was used in this study.

RESULTS AND ANALYSES

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2.1 Introduction

A benchmarking questionnaire was completed by the following nine organisations (see Chapter 4):

- Natural Resources Group, Department of Environment and Natural Resources - South Australia;
- National Parks Service, Department of Natural Resources and Environment - Victoria;
- Department of Conservation and Land Management - Western Australia;
- Parks and Wildlife Service, Department of Environment and Land Management - Tasmania;
- Parks and Conservation Service - ACT;
- National Parks and Wildlife Service, Department of Environment - Queensland;
- National Parks and Wildlife Service - NSW;
- Parks and Wildlife Commission of the Northern Territory; and
- Melbourne Parks and Waterways - Yarra Valley parks only.

A list of benchmarking partners and contact details is provided in Appendix 4.

The information in this report was current as at September, 1996, at which time the draft report was released. Changes and additions have since been made based on feedback from three organisations, including adding the results for the Parks and Wildlife Commission of the Northern Territory.

2.2 Organisation overview

Background information was collected including number of staff, annual budget, mission statement, and total area of land managed. This information is summarised in Appendix 5 - Figure 5.1 Benchmarking partner analysis.

Information on the categories of parks and reserves was also collected and is provide in Appendix 5 - Figure 5.2 Categories of parks and reserves.

2.3 Neighbour profile

Organisations indicated the total number of stakeholders belonging to twelve categories of stakeholder groups. The results are presented in Appendix 5 - Figure 5.3 Neighbour profile.

Based on the figures provided, urban and rural landholders adjoining parks and reserves, managed by the nine organisations totalled 256,638.

In most cases organisations have provided best estimates, which would account for the large variation in results.

Specific details of ethnic groups was generally poorly known.

2.4 Park management issues - private landholders adjoining parks

Organisations were asked to identify neighbour relations issues, rank the issues in order of importance, and indicate the source of the data. Organisations were then asked what neighbours see as issues relating to their organisation's activities. These issues were ranked and the source of the data recorded.

All issues were listed and grouped under common themes eg fire, fencing, weed control. The results are summarised in Appendix 5 - Figure 5.4 Park management issues . Where an organisation nominated an issue as most important it was shown in **bold**. Each issue was ranked based on the number of times it was raised, and further ranked based on the number of times it was nominated as the most important issue. From this ranking system the most important neighbour relations issues were:

Priority Issues

1.	Fire
2.	Weed control
3.	Feral animal control
4.	Household pets
	Access
5.	Rubbish dumping
	Stock movements/grazing
	Control of native animals
	Fencing
6.	Encroachments
	Water management

Neighbour Priority Issues

1.	Fire
2.	Feral animal control
3.	Access
4.	Weed control
	Fencing
5.	Water management

Seven of the nine organisations sourced the issues data from experience, correspondence and enquires. The NPWS also source data from community attitude surveys and Melbourne Parks and Waterways from customer data.

Four organisations went onto listed issues associated with other stakeholder groups such as government utilities and Aboriginal communities. Of these, the following issues ranked highly:

- Local Government   - adjacent land use and boundary issues (subdivision and tenure);
- Aboriginal Communities - consultation and involvement in site and park management; and traditional use including hunting and access to flora;
- Government Utilities - Construction and maintenance of communication facilities.

2.5 Staffing for neighbour relations

Organisations identified the positions in the organisation responsible for neighbour relations (including staff position, number of staff, and percentage of time allocated per year). The responses are collated in Appendix 5 - Figure 5.5 Staffing for neighbour relations.

In summary, 1562 staff across the nine organisations were involved in neighbour relations, and on average 33% of their time was allocated to neighbour relations per year. As the total number of employees in the nine organisations totals 4344 (see Appendix 5 figure 5.1**)**, 29% of all staff have a role in neighbour relations.

It should be acknowledged that a range of different approaches were used in responding to this question, which makes it difficult to compare the information. Therefore, this information should be considered indicative only.
The NPWS has a dedicated neighbour relations coordinator and neighbour relations officers. The Tasmania Department of Environment and Land Management has a full time liaison

officer for councils and committees. In the majority of other cases rangers and community liaison/education officers were the prime contacts for neighbour relations.

2.6 Training to assist in neighbour relations

Organisations were asked if there has been any training to assist staff in dealing with neighbours/stakeholders. The responses are collated in Appendix 5 - Figure 5.6 Training to assist in neighbour relations.

General training in communication, negotiation, interpretations, and conflict resolution has been made available by a number of organisations. Facilitator training has been recently conducted by the NPWS and customer service training for managers has been conducted by the Victorian Department of Natural Resources and Environment.

2.7 Communication strategies

Organisations were asked to ranked ten methods they use to communicate with stakeholders. The results are presented in Appendix 5 - Figure 5.7 Communication strategies. The most highly ranked methods for communicating with landholders were: telephone, face to face contact, letters, and meetings.

2.8 Cooperative activities and programs with neighbours

Organisations listed co-operative activities and programs they have with their neighbours. A full list is provide in Appendix 5 - Figure 5.8 Cooperative activities and programs with neighbours. The program content was not assessed as part of this study, and further details can be obtained by contacting the relevant organisation.

Cooperative activities and programs for fencing, fire, feral animals, access, and pest plants are common to all organisations.

Programs and activities nominated by organisations to be very successful included:

- Good Neighbour Program - Victorian Department of Natural Resources and Environment
- Land for Wildlife - Victorian Department of Natural Resources and Environment
- Parkcare program - ACT Parks and Conservation Service and Victorian Department of Natural Resources and Environment.
- Friends groups - most agencies
- Landcare - most agencies
- Coastcare - most agencies
- Integrated planning with rural neighbours - WA CALM
- Partnerships with other agencies such as Department of Natural Resources and Environment with Melbourne Parks and Waterway; and SA Department of Environment and Natural Resources with Aboriginal communities over management of sites and pest control.

2.9 Mechanisms to gain stakeholder/neighbour input

Organisations nominated mechanisms for neighbours to provide input to decision making processes. The responses are summarised in Appendix 5 - Figure 5.9 Mechanisms to gain stakeholder input to decision making.

Common mechanisms included:
- park advisory councils, committees and boards;
- input to park management plans and fire plans;

- inviting written feedback; and
- agency representation on local boards/associations.

South Australian Department of Environment and Natural Resources has established consultative committees which include landholder representatives. The NPWS has held workshops and field days to coincide with corporate priority areas such as new park and wilderness proposals.

2.10 Strategies to enhance relations with private landholders

Organisations listed strategies which have been implemented to enhance relations with private landholders (this included issue, strategy, and an evaluation). A full list of the strategies is provided in Appendix 5 Figure 5.10 Strategies to enhance relations with private landholders.

Strategies which were evaluated as successful by each organisation included:

- Consultative committees - SA DENR
- Household Pets Program - Vic DNRE
- Parkcare Program - Vic DNRE
- Good Neighbour Program - Vic DNRE
- Wheatbelt Region Communication Plan - WA CALM
- South Coast Region Communication Plan - WA CALM
- Sponsor a community seminar - ACT P&CS
- Information meetings - TAS DELM
- Annual and quarterly neighbour nights - Melbourne Parks and Waterways
- Community Fire Guard Program - NPWS
- Cooperative Pest Management Programs - NPWS
- Joint fencing programs - Qld DE&H
- Enthnobotany program - NT PWC

2.11 Other initiatives which benefit neighbour relations

Organisations were asked if there were other initiatives taken which benefit neighbour relations. The responses are summarised in Appendix 5 - Figure 5.11 Other initiatives which benefit neighbour relations.

Significant initiatives included:
- Locating facilities and ranger stations in rural communities;
- Casual employment of neighbours as guides - SA DENR;
- Development of a statewide neighbour relations policy and brochure - NPWS;
- Broadening participation by neighbours in corporate priority areas such as threatened species - NPWS;
- Notesheets - TAS DELM; and
- Provision of contract services and concession arrangements for neighbour participation in park management - PWC NT.

2.12 Annual funding for neighbour relations

Organisations were asked what funding is allocated each year to neighbour relations activities, and if funds were allocated for specific activities or strategies. The responses are provided in Appendix 5 - Figure 5.12 Annual funding.
Generally, it was not possible for organisations to accurately separate the neighbour relations component of the annual budget. Five organisations did identify neighbour/stakeholder funding and the total funds amounted to $30,688,000.

2.13 Recording stakeholder information

Organisations identified how stakeholder information was recorded. The responses are summarised in Appendix 5 - Figure 5.13 Recording stakeholder information.

The NPWS, CALM, and Melbourne Parks and Waterways record stakeholder information in databases. Most other systems were file based.

2.14 Tools for managing neighbour relations

Organisations nominated how often legislation, policies, guidelines, and specialists were used in managing neighbour relations issues. The results are presented in Appendix 5 - Figure 5.14 Tools for managing neighbour relations.

Guidelines followed by policies and specialists were the most often used methods for managing neighbour relations. The SA DENR often uses participative methods including seeking advice from consultative committees.

2.15 Policies and guidelines

Organisations listed relevant neighbour relations policies and guidelines. A list of policies and guidelines is provided in Appendix 6. The NPWS and Queensland Department of Environment and Heritage have neighbour relations policies and copies are provided in Appendix 6.

2.16 Neighbour relations performance measures

Organisations identified how they measure performance in neighbour relations and stakeholder management. The results are summarised in Appendix 5 - Figure 5.15 Neighbour relations performance measures.

The NPWS has the following specific neighbour relations performance measures:
- Number of districts with neighbour database
- Number of neighbours on neighbour database
- Number of neighbours
- Number of neighbours contacted

These measures have been useful in allocating resources. However, additional measures which provide greater feedback about the quality and effectiveness of the NPWS's performance are currently being developed.

In the majority of cases organisations use indirect measures including number of complaints and newspaper articles Customer or community service standards exist for the ACT P&CS, Melbourne Parks and Waterways, CALM and NPWS.

2.17 Market research

Organisations listed market research which they have conducted into neighbour relations or customer service. The results are presented in Appendix 5 - Figure 5.16 Market research.

Market research was mostly directed at park visitors. CALM has conducted attitude surveys of rural landowners concerning the growing of commercial tree crops; the Victorian DNRE surveys neighbours prior to major pest plant and animal control programs; and the NPWS has conducted stakeholder attitude and community opinion surveys.

OUTCOMES AND RECOMMENDATIONS
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3.1 Outcomes

This study has benchmarked neighbour relations for the ANZECC Working Group and a considerable amount of data has been collected. All organisations surveyed had strengths and weaknesses in neighbour relations, and approached the project with enthusiasm. The results indicate:

1. Private urban and rural landholders adjoining parks and reserves are a significant stakeholder group totalling 256,638 for the nine organisations surveyed;
    1a. There are different approaches as to what constitutes "neighbours". The results in the Appendices reflect this.

2. Stakeholder data, particularly neighbour data, is not generally systematically recorded and stored on databases and many of the results are estimates;

3. Organisations share the same high priority issues: fire, weed control, feral animal control, household pets, access, rubbish dumping;

4. Knowledge of issues is generally based on experience and rarely on customer research;

5. Approximately 29% of all staff have a role in neighbour relations highlighting that a high level of resources are committed annually to neighbour relations. This effort is not necessarily coordinated or included in performance plans;

6. Many organisations use a small range of methods to communicate with neighbours eg. telephone, face to face contact, letters, and meetings;

7. A wide range of innovative strategies and initiatives exist to resolve neighbour relations issues;

8. Organisations generally could not separate annual funding for neighbour relations, but the stakeholder/neighbour relations funds for five organisations was in excess of $30 million, which illustrates that funding is considerable;

9. The most common tool for managing neighbour relations is policies;

10. Specific neighbour relations performance measures do not exist (excluding NPWS). Many organisations rely on customer service standards and dissatisfaction systems such as complaints to measure performance; and

11. Market research has generally been targeted at park visitors.

Based on observations from the project, and the framework for assessing customer focus developed by the Australian Quality Council (AQFA, 1994), the following best practice strategies in neighbour relations are recommended:

BEST PRACTICE. LEADERS	TO BE AVOIDED. LEADERS DON'T
Establish the strategic direction for neighbour relations in the mission, corporate plan and organisation objectives.	
Consult and communicate with employees about neighbour relations to develop a shared understanding and commitment to corporate goals and strategies .	
Appoint a program champion to oversee development and implementation of the neighbour program (Schaenman *et al.*, 1990).	
Develop and implement a neighbour relations strategy in consultation with management, employees and neighbours.	
Undertake market research to determine neighbour needs and priorities.	Make assumptions based on own interpretation of the needs or issues (Drucker, 1990).
Develop training for staff aimed at responding to neighbour issues.	
Establish ongoing feedback mechanisms for neighbours/ stakeholders, and an annual review process is set up.	
Establish measures of neighbour satisfaction.	Measure customer dissatisfaction such as complaints. (low complaints does not necessarily correlate with satisfaction (AQFA, 1994))
Establish neighbour benchmarking measures that allow comparison with similar organisations.	
Establishes key performance indicators (KPIs) for neighbour relations, with input from staff and neighbours. KPIs are incorporated into staff performance plans.	
Reward and encourage innovation in neighbour relations, and establish partnerships (including researchers, other organisations and customers) to seek breakthrough innovations.	
Adopt the most appropriate technology and keep up to date neighbour records.	
Use a continuum of communication methods with neighbours.	Limit communication methods.
Target neighbour strategies, initiatives and resources at high priority issues.	Have a large number of strategies and initiatives that are not targeted at high priority issues.
Resolve neighbour relations issues using collaborative methods.	Resolve issues using directive methods such as legislation.
Apply a holistic approach to solve neighbour issues, and integrate solutions with other agencies.	
Refine neighbour programs by testing in a small area for a small target population before implementing the programs widely (Schaenman *et al.,* 1990)	

3.2 Conclusions

In conclusion, the results of this study can help better inform organisations in dealing with neighbour relations. The results provide a basis for organisations to assess their performance in neighbour relations, and will hopefully encourage organisations to exchange ideas and successful strategies.

The degree to which best practice recommendations are implemented will depend on the corporate priorities of each organisation. However, to allow ongoing benchmarking standard measures should be adopted such as:
- Number of urban and rural neighbours;
- Number of staff working on neighbour relations;
- Amount spent on neighbour relations; and
- Amount of market research into neighbour relations.

Such measures could be linked to wider ANZECC stakeholder evaluation measures, and the same measures could be used by other benchmarking groups such as the Strategic Partners Group.

METHODOLOGY

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4.1 Introduction

A combination of the Macneil *et al.* (1994) and NIES (1993) benchmarking models formed the basis for the five step benchmarking process applied during this study.

Neighbour Relations - 5 Step Benchmarking Process

STAGE	PROCESS
Stage 1	Literature review and training
Stage 2	Planning and promoting
Stage 3	Benchmarking - internal review
Stage 4	Benchmarking - external review
Stage 5	Communicate findings and develop strategies

4.2 Stage 1: Literature Review and Training

1. *Identify processes to benchmark*

   - Processes to benchmark were identified in consultation with senior managers.

2. *Review literature and training*

   - A literature review of benchmarking and neighbour relations was made.
   - Training was provided by way of a half day benchmarking workshop conducted by the Royal Institute of Public Administration Australia.

4.3 Stage 2: Planning and Promoting

1. *Establish strategic intent, gain commitment and set scope*

   - The strategic intent and objectives of the project were established within the organisation and a project brief was developed.
   - A draft project brief was circulated to ANZECC Working Group members, and was modified to limit the objectives to not identifying performance gaps, as requested by Victoria and Tasmania.
   - The project was endorsed by the NPWS Executive and ANZECC Working Group.

4.4 Stage 3: Benchmarking - Internal Review

1. Determine and standardise collection methods

- All 26 NPWS districts were selected as the sample, and a questionnaire was selected as the sampling method which was divided into seven parts.

> Part 1   Compiler and district details
> Part 2   District neighbour profile
> Part 3   Neighbour relations activities in districts - communication strategies
> Part 4   Community participation in Service activities
> Part 5   Park management issues
> Part 6   Resource package allocation - strategies to enhance relations
> Part 7   Neighbour relations response process

2. *Gather data and analyse*

- Eleven responses were received and the data was collated and analysed.

4.5 Stage 4: Benchmarking - External Review

1. *Identify best practice sources and seek their support*

- Benchmarking partners were nominated by the ANZECC Working Group and contact was made with each partner. Letters were sent to all agency contacts enclosing the project brief and any other requested information such as background notes on benchmarking.

2. *Determine and standardise collection methods*

- A questionnaire was selected as the data collection method consistent with the method applied for the internal review.
- The questionnaire was modelled on the internal questionnaire which had the NPWS Corporate Plan as the primary framework.
- The questionnaire was also developed with reference to benchmarking texts. References which provided useful were Watson (1992) *The Benchmarking Workbook: Adapting best practices for performance improvement* and Harrington (1991) *Business Process Improvement: The breakthrough strategy for total quality, productivity, and competitiveness.*
- The questionnaire was divided into six parts and a copy is included in Appendix 3:

> Part 1   Background
> Part 2   Organisational overview
> Part 3   Neighbour profile
> Part 4   Activities and strategies
> Part 5   Processes
> Part 6   Performance measures

- The questionnaire went through a series of internal drafts and further refinements and was sent to benchmarking partners with a covering letter asking for feedback.

3. *Gather data and document performance*

- Benchmarking partners were initially given four weeks to complete the questionnaire, and this deadline was extended.
- Follow up calls were made to benchmarking partners to ensure they had received the questionnaires and to discuss its contents and deadline. Disc copies were provided where requested.
- Thank you letters and progress reports were sent to all benchmarking partners when responses were received.

4.   *Analyse data to determine improvement opportunities.*

- The results were collated into tables corresponding to each question and are presented in Chapter 2 and Appendix 5.

4.6 Stage 5: Communicate findings and develop strategies

1. *Identify improvement opportunities*

- Based on the results best practice strategies in neighbour relations have been developed and are discussed in Chapter 3.

2. *Present results to ANZECC members*

- A project report has been prepared for consideration by ANZECC Working Group and has been circulated to nominated benchmarking partners.

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Appendix 1: Project Brief

Appendix 2: Benchmarking Models

NIES Benchmarking Self Help Manual

1. Recognise need for change, gain commitment and set the scope
2. Identify processes to benchmark
3. Select teams and train
4. Analyse your own processes
5. Partner selection process
6. Build relationships and conduct the visit
7. Analyse gaps and develop implementation strategy

The Macneil-Testi Benchmarking model consists of thirteen steps:

1. Establish the strategic intent and strategic objectives of the organisation and identify critical success factors.
2. Begin educating all members of the organisation, gaining their commitment to change, and assign responsibility for benchmarking.
3. Analyse organisation processes and current performance and select processes for benchmarking according to strategic imperatives.
4. Identify best practice sources and establish necessary relationships.
5. Determine and standardise data collection methods.
6. Gather data - visit partners, measure and document partner performance.
7. Analyse data to determine current performance gap and identify improvements opportunities.
8. Communicate benchmark findings to employees at all levels.
9. Establish functional goals and develop implementation plans.
10. Obtain resources and implement specific actions.
11. Monitor, report, and assess progress based on best practice goals.
12. Recalibrate benchmarks to incorporate upwards movement in best practice.
13. Integrate benchmarking outcomes into the strategic planning process.

Appendix 3: Benchmarking Questionnaire

Appendix 4: Benchmarking Partners

Name: Mr Daryl Moncrieff
Position: Regional Planning Officer, Wheatbelt Region
Organisation: Department of Conservation and Land Management
Address: PO Box 100
NARROGIN, WA 6312
Telephone: (098) 811 444
Facsimile: (098) 813 297
Role in neighbour relations: Liaison with neighbours regarding all planning matters.

Name: Dr Lynn Webber
Position: Manager, Community Programs and Consultation
Organisation: NSW National Parks and Wildlife Service
Address: Level 7 43 Bridge Street
PO Box 1967
HURSTVILLE, NSW 2220.
Telephone: (02) 9585 6680
Facsimile: (02) 9585 6447
Role in neighbour relations: Statewide co-ordination of neighbour relations.

Name   :   Ms Julie Crawford
Position: Manager, Murrumbidgee River Corridor,
                            Conservation and Wildlife Section
Organisation: ACT Parks and Conservation Service
Address: PO Box 1119
                            TUGGERANONG ACT 2901
Telephone: (06) 288 4930
Facsimile: (06) 288 4876
Role in neighbour relations: Management of nature reserves.

Name: Mr Odile Arman
Position: Manager, Canberra Nature Park,
                            Conservation and Wildlife Section
Organisation: ACT Parks and Conservation Service
Address: PO Box 1119
                            TUGGERANONG ACT 2901
Telephone: (06) 207 2088
Facsimile: (06) 207 2096
Role in neighbour relations: Management of nature reserves.

Name: Mr Dene Cordes
Position: Manager, Community Liaison Unit,
                            Natural Resources Group
Organisation: SA Department of Environment and Natural Resources
Address: 13th Floor, Wakefield House
                            30 Wakefield Street,
                            GPO Box 1047
                            ADELAIDE SA 5001
Telephone: (08) 226 5764
Facsimile: (08) 226 5796
Role in neighbour relations: Co-ordinate the Friends of Parks, Consultative Committees,
Campground hosts, Overseas volunteers.

Name: Mr Peter Mooney
Position: Southern Area Manager, Parks and Wildlife Service
Organisation: Department of Environment and Land Management
Address: 134 Macquarie Street
                 GPO Box 44A
                 HOBART, Tas. 7001
Telephone: (002) 336 764
Facsimile: (002) 238 308
Role with respect to neighbour relations: A large percentage of time is involved with committees and consultative groups involving neighbours.

Name: Mr Jeff Saker
Position: Park Supervisor, Yarra Valley Parklands
Organisation: Melbourne Parks and Waterways
Address: 378 Cotham Road
                 Private Bag 8
                 KEW Vic. 3101
Telephone: (03) 9846 4499

Name: Mr Scott Butler
Position: Commercial Manager Parks
Organisation: Melbourne Parks and Waterways
Address: 378 Cotham Road
                 Private Bag 8
                 KEW Vic. 3101
Telephone: (03) 9816 7012
Facsimile: (03) 9816 6897

Name: Mr Richard Clarkson
Position: Principal Conservation Officer
                 Queensland National Parks and Wildlife Service
Organisation: Department of Environment
Address: 160 Ann Street
                 PO Box 155
                 BRISBANE Qld 4000
Telephone: (07) 3227 7820
Facsimile: (07) 3227 7676
Role with respect to neighbour relations:
Co-ordinate policy and operational methods across the state of Queensland for Natural Resource management issues ie. fire management, feral animal/weed control, rehabilitation and neighbour relations.

Name: Mr Tony Long
Position: Chief Ranger, Murray Park Management Area
                 Victorian National Parks Service
Organisation: Department of Natural Resources and Environment
Address: North East Area
                 1 McKoy Street
                 PO Box 303
                 WODONGA, Vic. 3689
Telephone: (060) 955 6103
Facsimile: (060) 55 6100
Role in neighbour relations:
Responsible for one of nineteen Park Management Areas in the State, with responsibility for management of staff including rangers, planners, and cultural officers in twelve work locations. Chief Rangers liaise with a large range of client groups including involvement in many issues associated with neighbour relations.

Name: Mr Ron Billyard
Position: Senior Planner
                   Strategic Planning and Development
Organisation: Parks and Wildlife Commission of the Northern Territory
Address: Head Office
                   PO Box 496
                   PALMERSTON, NT 0831
Telephone: (08) 8999 4487
Facsimile: (08) 8999 4413

Appendix 5: Results

Appendix 6: Neighbour/Stakeholder Policies and Guidelines

CALM
Policies:
- Policy Statement 1 - Planning (includes public input to planning process)
- Policy Statement 3 - Dieback (management of control of dieback, including access)
- Policy Statement 15 - Community Involvement (Public Participation and Volunteers)
- Policy Statement 18 - Recreation, Tourism and Visitor Services
- Policy Statement 19 - Fire Management
- Policy Statement 25 - Community Education and Interpretation
- Policy Statement 34 - Visual Resource Management on Lands and Waters Managed by CALM.
- Policy Statement 35 - Aboriginal Employment and Training
- Policy Statement 39 - Fees and Charges (covering costs for CALM services)
- Policy Statement 41 - Beekeeping on Public Land
- Policy Statement 51 - Access for Commercial Fishing through CALM Lands
- Policies in preparation - Defence Force use of CALM Managed Lands and Waters

Circulars:
- Circular 19/86 - Entry Fees, National Parks
- Circular 4/87 - CALM Aboriginal Community Development and Training Program
- Circular 1/89 - Fire Protection of CALM Managed Plantations on Private Land
- Circular 1/94 - Self Registration for the Collection of Camping Fees
- Circular 14/94 - Tourism and Recreation Income

Administrative Instructions:
- AI 31 - Public Involvement in Planning
- AI 41 - Guidelines for Approving Commercial Tourist/Recreational Activities on Lands and Waters Entrusted to CALM
- AI 43 - Operational Guidelines for Volunteer Activities
- AI 58 - Fox Baiting on CALM Managed Land and in Other CALM Programs
- AI 59 - Merchandising

NPWS
- Neighbour Relations Policy
- Quality Customer Service

- Access and Equity Manual
- Field Management Policies

ACT- P&CS

- Conservation and Wildlife draft policy/procedures
- Requirement for agreed Property Management Agreement via Rural leases
- Policies in Management Plan
- Provision for Conservator to require "Management Agreement" between ACT P&CS and agencies whose work may conflict with nature reserve management (eg. utility providers)
- Park Care co-ordination process - organised groups as contact points (policies/guidelines being developed eg. Bush care manual)

SA - DENR
- Fencing policy guidelines
- Coastal access policies
- Pest animal culling policy
- Fire management plans
- Park management plans
- Friends of parks manuals
- Trade Union guidelines
- Consultative Committees terms of reference

Tasmania - DELM
- Plans of management, parks, fires, etc.
- Advisory group guidelines
- Many publications such as die back control, weed control, coastal erosion control.

Melbourne Parks and Waterways
- Park Bylaws
- Flora and Fauna Guarantee Act
- Management Plans
- Concept Plans
- Planning Scheme

- State and Federal Legislation
- Wildlife Act
- Noxious Weeds Act

Victoria - DNRE

- Clearing along boundaries by private landholders
- Advisory committees in parks
- Activities of public authorities in parks
- Commercial tour operations
- Providing a variety of recreation experience
- Tourism
- Livestock grazing in wetlands
- Defence force training on public land
- Apiculture on public land
- Election of committees of management
- Park management planning
- Park management plans

Northern Territory - PWC

- Aboriginal Land Policy
- Concessionary Operations Policy
- Local Management Committee Policy
- Urban Land - Commission Involvement Policy
- Crocodile Policy
- Feral Animal Policy
- Dingo Control Policy
- Environmental Education Policy
- Park plans of management
- Park fire management plans
- Park exotic plant control plans
- Park By-laws
- Management agreements for conservation on private lands