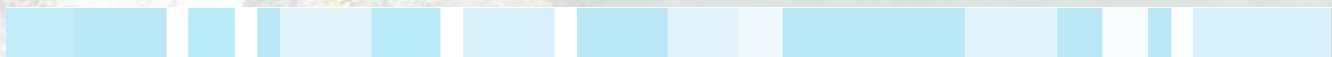




Department of Industry - Lands Reserve Trust Induction Program

Summary Notes and Self-Assessment



Title: Reserve Trust Induction Program

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Disclaimer

The information contained in this publication is based on knowledge and understanding at the time of writing (March 17). However, because of advances in knowledge, users are reminded of the need to ensure that information on which they rely is up to date and to check the currency of the information with the appropriate officer of NSW Trade & Investment, or the user's independent advisor.

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Version Control

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1.1	03/09/2013	General Manager, Crown Lands	Rebrand of document to Trade & Investment template. Non-functional hyperlinks removed. General content not updated.
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Introduction

Welcome to the NSW Department of Industry - Lands Reserve Trust Induction Program.

This induction is designed to inform members of trust boards that manage Crown reserves in New South Wales.

Being a trust board member is a great way to get involved in your local community and have a say on how public land is used. Trust board members play a valuable and important role in the management of the Crown reserve system in this state. This induction gives a general overview of the key roles and responsibilities of trust board members.

More comprehensive guidelines for trust board members can be found in the Reserve Trust Handbook available on the Department of Industry - Lands website. A link to the handbook is provided at the end of this induction.

The NSW Government has recently released Guidelines around Boards and Committees. The Guidelines provide an outline about roles and responsibilities in Boards and Committees, the relationship between the Government and boards or committees, and information about transparency, integrity and accountability. A link to the Guidelines is shown on this slide, and will also be available at the end of this induction.

The key objectives of this induction program are to:

- Provide an overview of the Crown reserve system;
- Outline the basic roles and responsibilities of trust board members; and
- Demonstrate the importance of operating a trust in an open, accountable and transparent way;

The Department of Industry - Lands Reserves Team provides support for reserve trust boards. Staff can assist with operational use and management matters including any Ministerial approvals that may be required. The Department of Industry - Lands Reserves Team can be contacted at:

Department of Industry - Lands Reserves Team

PO Box 2215, DANGAR NSW 2309

Phone: 1300 886 235

Fax: 02 4925 3517

Email: reserves@crowmland.nsw.gov.au

Website: www.crowmland.nsw.gov.au

Part 1 – Crown reserve system

What are Crown reserves?

Part one of the induction program gives an overview of the way Crown reserves are managed in New South Wales.

Let's start at the beginning and look at what Crown land is. Crown land is State owned land managed by the New South Wales Government under the *Crown Lands Act 1989*.

Crown reserves are parcels of Crown land set aside for community use, enjoyment or protection. There are around 35,000 Crown reserves in New South Wales, covering an area of 1.3 million hectares.

Crown lands are administered by the Department of Industry - Lands under the New South Wales Department of Industry, Skills and Regional Development (known as the NSW Department of Industry) and come under the portfolio of the Deputy Premier.

Crown lands managed under the *Crown Lands Act 1989* should not be confused with other forms of state owned lands such as national parks or state forests. The national park system is quite specific in its aim to protect high nature conservation lands and wilderness areas. The state forest system manages NSW state forests for the economic, environmental and social benefit of the people of NSW.

The Crown reserve system provides for a much more diverse range of uses and public facilities including parks and playgrounds, community halls, showgrounds, sporting fields, racecourses, cemeteries and reserves for environmental protection and heritage conservation. It is a flexible system that can respond to changing community needs.

How are Crown reserves managed?

Crown reserves are generally managed under formal trust arrangements with a legal corporate body (called a Reserve Trust) headed by a Trust manager appointed to take responsibility for the operation, future planning and management of the reserve.

Reserve trusts are corporate bodies and must operate under the rules of the *Crown Lands Act 1989*. In many ways, a reserve trust operates like a company. A reserve trust is given a corporate name and becomes a legal entity. An example of a corporate name is the Brownsville Oval (R128573) Reserve Trust. A reserve trust is recognised at law as being independent or separate from the Government.

Once a reserve trust has been created, the Minister defaults to managing it's affairs until another person or corporation is appointed. Reserve trusts can be managed in different ways. A trust board consisting of community members; a corporation like a local council or registered community organisation; the Minister; or an administrator could be appointed to manage a reserve trust. This induction program is specially designed for trust boards.

Because a reserve trust is a corporate body, it can undertake legally binding transactions. It can enter into agreements and contracts; employ staff; purchase or sell goods and services; establish bank accounts; and borrow funds. A reserve trust can also sue and be sued.

Reserve trusts are responsible for managing reserves on behalf of the people of New South Wales, and not just for a particular user group.

Some reserve trusts need to be managed under a specific set of regulations known as the *Crown Lands (General Reserve) By-laws 2006*. These by-laws set out guidelines for things like meeting conduct and procedures, general administration and regulation of reserve uses. All trust board members need to know whether the by-laws apply to their reserve trust. You can check by seeing whether your trust is listed in Schedule 1 of the by-law. A link to this will be provided at the end of the induction.

Even if the by-laws don't apply to your trust they can still provide a useful guide when considering the rules and regulations your board may wish to establish for the operation of your reserve and trust.

A trust board is made up of three to seven community members appointed by the Minister. The Minister can also appoint additional board members to represent relevant community organisations or government bodies. Trust board members are responsible for the day-to-day use, management and planning of a reserve.

Trust membership is voluntary, but members may be reimbursed for reasonable out of pocket expenses while carrying out board duties, if the board approves.

Members are appointed for five years and can apply for reappointment at the end of their term.

What is a trust board?

A trust board is made up of three to seven community members appointed by the Minister. The Minister can also appoint additional board members to represent relevant community organisations or government bodies. Trust board members are responsible for the day-to-day use, management and planning of a reserve.

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A trust board is made up of three to seven community members appointed by the Minister. The Minister can also appoint additional board members to represent relevant community organisations or government bodies. Trust board members are responsible for the day-to-day use, management and planning of a reserve.

Trust membership is voluntary, but members may be reimbursed for reasonable out of pocket expenses while carrying out board duties, if the board approves.

Members are appointed for five years and can apply for reappointment at the end of their term.

There are some key guiding principles to keep in mind when undertaking trust board activities.

Board members should:

1. Maintain a good understanding of the roles and responsibilities of a trust board member
2. Conduct activities with transparency, integrity and accountability
3. Manage the reserve in line with its public purpose and under the principles of Crown land management
4. Ensure all planning for the reserve is aimed at protecting and enhancing the public use and enjoyment of the reserve and delivering benefit for the broad community
5. Always act in good faith and in accordance with the law

Trust boards need be aware of the basic principles that guide the management of Crown land in New South Wales. These principles require Crown reserves to be managed in a sustainable way, providing social, environmental and economic benefits for the community. Trust boards should encourage reserves to be used by a broad range of groups and for different types of activities, of course taking into consideration the specified reserve purpose(s). A link to the principles will be provided at the end of this induction.

Part 2 – Managing Crown reserves

Part two of the induction program looks at the day-to-day management tools that can be used to by a trust board to manage a reserve.

2.1 Land use and planning

General principles

The type of uses and activities allowed on a reserve should generally be consistent with the specified public purpose of the reserve or any additional uses authorised by the Minister.

A trust can charge fees for entry and use of reserve facilities. Commercial facilities and activities are acceptable on a Crown reserve as long as they enhance the public's enjoyment of the reserve and are in line with the reserve purpose. An example of an appropriate commercial facility would be a kiosk or cafe on a recreation reserve with day picnic facilities. Commercial facilities should never overpower or dominate the reserve.

When planning the future use and development of a reserve, a trust should consider the reserve purpose and the type of uses permitted under relevant planning instruments like council's Local Environmental Plan. If a trust's plans for a reserve are in conflict with the current reserve purpose, they should talk to Department of Industry - Lands about the possibility of reviewing the purpose or considering additional uses.

Rules and regulations

Trusts can establish and enforce regulations for use of the reserve such as speed limits, noise restrictions and safe public access. Generally, public access to a reserve and reserve buildings should only be restricted for health and safety reasons. Appropriate signage should be erected to clearly advise of any rules that apply.

Trusts have the authority to manage behaviour to protect the reserve and reserve users. Examples of situations that may require careful management include trail bike riding, rubbish dumping, bonfires or other activities that may damage trust property or impact other users. Maintaining good relationships with local police and rangers will also help in these situations. Advice and guidance on dealing with visitor access is available in Chapter 6 of the trust handbook.

Formal agreements for use of reserves

Reserves are often used by a range of bodies such as sporting clubs, show and agricultural societies, community groups and commercial operators. Because the trust is not conducting these activities, it should protect itself from the risks involved by establishing formal agreements with users.

A formal agreement (such as a lease or licence) documents the terms and conditions on which the other party can use the reserve and passes on any responsibility for risks involved. Trusts can enter into leases and licences with individuals or organisations that may want to use all or part of the reserve. Some licence types, such as temporary licences, are simple to draw up and do not require Ministerial approval. Others such as formal leases and licences will require authorisation by the Minister before they can be issued.

Trust boards need to ensure all lease and licence holders pay an appropriate rent and have insurances in place.

Trusts should consult with Department of Industry - Lands when arranging lease and licence agreements.

Planning

Having a clear and documented vision for the use of the reserve, what your board wishes to achieve and how it plans to do this is essential.

It is recommended that trust boards start by developing a simple management strategy document that clearly sets down:

- The key values the community holds for the reserve and wishes to protect (i.e. what they consider makes the place special)
- A short, medium and long-term vision for the reserve.
- The overarching management objectives and strategies that will be used to protect the key values and achieve the vision for the reserve.

A documented management strategy is a good way to communicate to all stakeholders the trust's vision and plans for the reserve. This document should then be supported by a range of more specific planning tools. The types of planning tools required will vary depending on the nature of the reserve and the range of issues the trust needs to manage.

In some cases it will be necessary to develop a higher level plan of management for the reserve. Adopted by the Minister, a plan of management is a legally enforceable statutory planning instrument for the reserve. A trust board will be guided by the Department of Industry - Lands on which planning tools are best suited to their particular reserve. This decision may vary as circumstances change or new land use proposals or conflicts arise.

Further advice on preparing planning tools can be found in Chapter 5 of the trust handbook.

2.2 Accountability and transparency

Because a reserve trust is taking care of public land on behalf of the broader community it is essential that a trust board operates in an honest, transparent and accountable way.

Code of conduct

Reserve trust managers, their employees and volunteers are required to undertake their duties in accordance with the Crown Reserve Code of Conduct, which sets the minimum standard of professional behaviour expected by managers of public land.

The Crown Reserve Code of Conduct has six key principles:

- Respect for people
- Care for children
- Integrity and public interest
- Responsibility to the Minister for Lands
- Responsive services
- Economy and efficiency

For more details, the Crown Reserve Code of Conduct can be accessed on the Department of Industry – Lands website.

Conflicts of interest

The number one duty of a trust board member is to act in the best interests of the reserve trust.

There may be occasions when a board member's duty to the reserve trust clashes with their personal or professional obligations creating a conflict of interest situation. Personal or professional obligations include a board member's business or workplace, family or friends or membership of a community group.

An example of a conflict of interest would involve a board member's son being employed by a trust without the position being advertised, or a board member's family business being given a contract to carry out maintenance works on a reserve without any other quotes being asked for. These decisions would be unethical and could damage public confidence in the board.

To ensure openness and transparency it is a legal requirement that all trust boards keep a pecuniary interest register to record declared conflicts of interest. The trust board's code of conduct should set out the policy and procedure to be followed when a potential conflict of interest arises.

Handling complaints

Even in the best run organisation, there will be occasions when someone will have a complaint. Complaints should be viewed as an opportunity to provide better services to the public and improve trust operations.

It's a good idea for trusts to develop a procedure for managing complaints. A complaints register is a useful tool that provides a record of all complaints received and how they were handled.

The trust board should ensure that it has a process for regularly evaluating its own performance against a clear set of goals and objectives. Reviewing the complaints register will help with this evaluation process. Guidance on how to develop a complaints register is available in Chapter 26 of the trust handbook.

Privacy and public access to information

Trust board members need to be mindful of their privacy and public access to information obligations. Boards need to be careful about the way personal information is collected, stored, accessed, used and disclosed. Misuse of personal information is a serious issue which could result in complaints or legal action.

Government information public access legislation commenced in July 2010. This legislation replaces what was formerly known as Freedom of Information rights. The legislation gives the public the right to request access to certain information that a trust, as a public authority, might have.

Board members should familiarise themselves with more detailed information on their obligations in these areas, which is available in Chapters 24 and 25 of the trust handbook.

Meetings

Board members should attend all meetings and take an active interest in the affairs of the trust. Established meeting procedures should be followed, with all actions taken by the trust authorised by a resolution of the board. It is recommended that a trust board meets at least four times a year. Ideally trust boards will be made up of a people with different backgrounds, skills and beliefs. The rights of board members to express differing views at trust meetings in an open and honest manner should always be respected and encouraged.

Recordkeeping and Annual Reporting

Trust boards must account for all trust activities and funds by keeping true and accurate records. It is a legislative requirement that the trust board keeps accurate minutes of all meetings, income, expenditure, assets, liabilities, reserve improvements, leases and licences and uses of the reserve.

The trust is also required to provide an annual report to the Minister on trust activities. Annual reports and financial statements provide important information to support the partnership between trusts and the Department of Industry - Lands in the management of Crown reserves. Each reserve trust must submit an annual report to the Minister by 30 September each year. The Crown Reserves Reporting System (CRRS) is a simple online program that allows trusts to lodge their reports electronically. CRRS can be accessed on the Department of Industry - Lands website, and a link will be provided at the end of this induction.

An annual report includes information such as trust board meeting dates, number of staff and volunteers, details of any OHS programs, financial statements, details of any funding received or leases and licences on the reserve. Instructions on annual reporting and how to use CRRS are available in Chapter 23 of the trust handbook.

2.3 Financial management

Good accounting practices and financial management is a basic principle of successful business. It is also an essential part of managing a reserve. All board members need to have a good understanding of the trust's financial position.

It is important that accounting books and other financial records are kept up to date at all times to ensure information is available about:

- how the reserve is performing
- its operating costs
- funds needed to develop the reserve, and
- compliance with legal requirements

Further information and guidance is available in the trust handbook.

Using trust funds

It is important to keep in mind that unless a special approval has been granted by the Minister, trust funds can only be used to maintain and improve the reserve itself and must not be used for other purposes. Trust funds can only be donated to a user group or spent on non-reserve activities with the Minister's approval.

Generating income

The best way to guarantee ongoing financial sustainability for the trust is to apply user-pay practices and encourage appropriate commercial activities within the reserve. Keep in mind that any use must be in line with the specified reserve purpose. Generally, there are three types of income available to trusts:

User fees - this could include rent from lease and licence agreements, short term hiring fees or entry and parking fees.

Grants and loans - grants and loans can support the general maintenance or development activities of the reserve or may be targeted at a specific project. The Department of Industry - Lands manages a fund that provides grants or loans to improve infrastructure on Crown reserves. Many other federal, state and local government agencies also offer funding programs. Further information can be found in Chapter 19 of the trust handbook.

Sponsorship and fundraising – this includes income received through corporate sponsorship for events or special fundraising activities.

2.4 Asset Management

In this section we look at maintaining buildings and infrastructure, managing the natural environment and human resources or paid staff and volunteers.

First we'll look at Buildings and infrastructure.

Buildings and infrastructure

Keeping the reserve land, buildings and infrastructure in good condition is important to extend the life of the facility and reduce the need for costly rebuilding. Crown reserves must be managed carefully to minimise safety or risk issues. Trusts must keep a register of structures, facilities, and other assets – including the land itself – and record the value and condition of each item. A maintenance plan should be developed with regular inspections carried out to identify maintenance needs. A trust has a special responsibility to ensure the proper conservation and protection of heritage items and artefacts.

Natural environment

Reserve trusts have a legal responsibility to ensure the environmental and scenic values of a reserve are protected and enhanced.

Trusts need to develop and implement appropriate strategies to manage things like:

- noxious weeds
- plants and animals, particularly endangered and threatened species.
- water quality and sustainable use
- bushfire risks
- conservation of heritage areas and scenic values
- pesticides use
- contaminated land

- potential threats created by existing or proposed adjoining land uses and activities

Qualified Crown land management specialists can provide trusts with advice on environmental issues.

Human Resources (paid staff and volunteers)

A trust can employ staff or engage volunteers to help manage a reserve. Staff and volunteers are one of the trust's most valuable assets. Trusts should ensure this resource is well managed and their contribution is acknowledged. Trusts must comply with employment laws and provide a safe and healthy work environment for all staff – paid or unpaid. When employing staff, care needs to be taken to make sure it is done legally and with all required Employment Award benefits and insurances in place. The recruitment process must be fair and equitable. For example, it would not be appropriate to give a job to a friend unless they are selected as part of a formal recruitment process. Any employee, volunteer or contractor should have the appropriate skills or training to carry out the required duties.

Trust should have formal procedures in place for dealing with workplace grievances.

Background checks may need to be made on employees and volunteers, particularly if their role will involve working with children or vulnerable adults, or performing financial duties. Chapter 15 of the trust handbook outlines a trust board's obligations in these areas.

2.5 Risk Management

Risk management involves the identification of potential risks and the development of documented procedures to avoid and minimise these risks or deal with incidents. A trust board has an obligation and a duty of care to protect anyone who is involved with the trust or anyone who uses or accesses the reserve.

Risk management is closely linked with financial management and asset management and involves things such as ensuring a safe workplace, controlling hazards, having good signage and implementing evacuation procedures in an emergency.

Trusts need to think about three key risk management questions:

- What can go wrong?
- What will we do to prevent it?
- What will we do if it happens?

A risk management checklist is a useful tool for identifying the key requirements a trust needs to address. A template is available for use in the trust handbook.

Insurance and liability

Board members are generally protected against most legal claims provided they have acted in good faith and in accordance with the law. Members can still be personally liable if they have knowingly acted illegally or intentionally breached the trust directions or guidelines.

Trust boards are offered public liability, property and volunteer workers insurance through the NSW Government's Treasury Managed Fund. This insurance does not cover high risk or commercial activities.

Full details on insurance coverage and responsibilities are available in Chapter 8 of the trust handbook.

Work Health and Safety

Reserve trusts are legally required to ensure the health, safety and welfare of employees and all others who come onto the reserve, such as the public and volunteers. Trusts need to take active steps to identify and manage foreseeable risks. Developing and establishing a system of

procedures will help to meet a trust's WHS obligations. Full details on these requirements can be found in Chapter 10 of the trust handbook.

Emergency management

Trusts need to be prepared to cope with emergency events such as floods, fires, chemical spills, gas leaks, or power failures. An emergency management plan is a key tool that will reduce the impact of any emergency and help ensure all trust members, employees, contractors and volunteers know their responsibilities during an emergency. Guidance on how to prepare an emergency management plan can be found in Chapter 9 of the trust handbook.

2.6 Marketing and promotion

It is important that a trust board communicates information about the reserve, trust activities, future plans and decision making processes to the community. Promoting reserve and trust activities has three advantages:

- It makes people more aware of the facilities that are available
- It can increase the number of people using the reserve, and
- Community awareness can also result in increased support, be it through volunteers, increased user numbers or financial support

There are a range of marketing tools that can be used to promote an event, communicate news about the reserve, remind the community of reserve facilities or advise of upgrades and changes.

Types of useful tools include:

- a website
- signage
- media releases and media interviews
- advertisements
- sponsorships

It is a good idea for each trust to agree on a designated media spokesperson. This will ensure consistent information is conveyed to the community. It will also reduce the risk of information being provided to the media without board approval.

Conclusion

Thank you for completing this induction program. Please remember that you are not alone in your role. There is a wealth of information available to you within your own trust board and from Department of Industry - Lands. Please contact the Department of Industry - Lands if you have questions or require guidance at any time.

Useful links

General:

Department of Industry - Lands –

<http://www.crownland.nsw.gov.au>

Reserve Trust Handbook –

http://www.lpma.nsw.gov.au/trusts/trust_handbook

Risk management checklist –

http://www.lpma.nsw.gov.au/_data/assets/word_doc/0004/28471/Risk_Management_Check_List_Aug_2009.doc

Annual reporting online system (Crown Reserve Reporting System) –

http://www.lpma.nsw.gov.au/trusts/crown_reserves_reporting_system_crrs

Crown Reserves Funding Information –

http://www.lpma.nsw.gov.au/crown_land/crown_reserves/funding

Legislation:

Crown Lands Act 1989 –

[http://www.legislation.nsw.gov.au/viewtop/inforce/act+6+1989+FIRST+0+N?TITLE="Crown_Lands_Act_1989_No_6%22&nohits=y](http://www.legislation.nsw.gov.au/viewtop/inforce/act+6+1989+FIRST+0+N?TITLE=)

Principles of Crown land management – Section 11 *Crown Lands Act 1989* –

[http://www.legislation.nsw.gov.au/viewtop/inforce/act+6+1989+FIRST+0+N?TITLE="Crown_Lands_Act_1989_No_6%22&nohits=y](http://www.legislation.nsw.gov.au/viewtop/inforce/act+6+1989+FIRST+0+N?TITLE=)

Crown Lands Regulation 2006 –

[http://www.legislation.nsw.gov.au/viewtop/inforce/subordleg+508+2006+FIRST+0+N?SRITITLE="Crown_Lands_Regulation_2006%22&nohits=y](http://www.legislation.nsw.gov.au/viewtop/inforce/subordleg+508+2006+FIRST+0+N?SRITITLE=)

Crown Lands (General Reserves) By-law 2006 –

[http://www.legislation.nsw.gov.au/viewtop/inforce/subordleg+493+2006+FIRST+0+N?SRITITLE="Crown_Lands_\(General_Reserves\)_By-law_2006%22&nohits=y](http://www.legislation.nsw.gov.au/viewtop/inforce/subordleg+493+2006+FIRST+0+N?SRITITLE=)

Reserve trust website examples:

Wee Jasper Reserves –

<http://www.weejasperreserves.com.au/index.html>

Bidjigal Reserve –

<http://www.bidjigal.org.au/>

NSW Government:

New South Wales Government Boards and Committees Guidelines –

http://www.dpc.nsw.gov.au/_data/assets/pdf_file/0020/154127/2013-170983_NSW_Government_Boards_and_Committees_Guidelines.pdf

Reserve Trust Induction Self-Assessment

If you have not completed the Reserve Trust Induction online, this form can be used to confirm your completion of the induction. This enables us to record that this trust board membership obligation has been fulfilled and to issue you with a Certificate of Achievement in recognition of you completing the induction.

Note: It is a requirement that each individual Trust Board member complete the induction. Please photocopy and submit this form for each individual member.

Once you have completed the form please sign and submit to the Department of Industry - Lands Reserves Team via mail, fax or email:

Department of Industry - Lands Reserves Team

PO Box 2215, DANGAR NSW 2309

Phone: 1300 886 235

Fax: 02 4925 3517

Email: reserves@crowland.nsw.gov.au

Trust Board Member Information

First Name: _____

Middle Name (if applicable): _____

Last Name: _____

Name of Reserve Trust (as it appears on your approval letter): _____

Reserve Number (as it appears on your approval letter): _____

Your email address: _____

Part 1 – Crown reserve system

Please review the statements below, ticking where you agree with a statement. The information relevant to each statement can be found in the preceding pages.

- I understand the difference between a reserve trust, a trust manager and a trust board.
- I know how to access the Reserve Trust Handbook on the Department of Industry - Lands website.
- I understand that reserves need to be operated and managed for the benefit of the broader community and not just individual user groups.
- I have a clear understanding of the key guiding principles for trust board members.
- I understand the need to check whether my trust is listed in Schedule 1 of the *Crown Lands (General Reserves) By-laws*.

I am aware of the need to familiarise myself with the principles of Crown land management as described in the *Crown Lands Act 1989*.

Part 2 – Managing Crown reserves

Please review the statements below, ticking where you agree with a statement. The information relevant to each statement can be found in the preceding pages.

2.1 Land use and planning

I understand the trust board can only authorise uses of the reserve that are consistent with the purpose of the reserve or any other additional purpose(s) authorised by the Minister.

I understand that commercial activities that enhance the public's use and enjoyment of a reserve may be acceptable on a Crown reserve.

I am aware that a trust board is able to establish and enforce regulations for the use of the reserve.

I understand the benefits of establishing formal written agreements with regular reserve user groups.

I understand that lease or licence agreements for use of the reserve (except temporary licences) requires the Minister's consent.

I am aware of the need for the trust to manage not only the current uses of the reserve but to also plan for its long-term use and development.

2.2 Accountability and transparency

I understand the importance of operating within the guidelines of a code of conduct.

I understand my obligation to declare any conflict of interest that I might have in relation to my trust board activities.

I am aware of the need to keep a register of pecuniary interests.

I am aware of the need to keep proper and accurate records and provide an annual report on trust activities.

I recognise the value of maintaining a complaints register and establishing a process for reviewing the trusts performance.

2.3 Financial management

- I understand the need to maintain a good understanding of the trust's financial position.
- I am aware that trust funds can only be used for the purpose of managing and improving the reserve unless a special approval has been granted by the Minister.
- I understand the importance of applying user-pay practices.
- I understand why it is important for the trust to continually monitor for government funding opportunities under federal, state and local government programs.

2.4 Asset management

- I am aware of the importance of establishing a good maintenance program for the reserve.
- I understand the need to ensure all workers, paid and unpaid, are appropriately managed and acknowledged as one of the trust's most valuable assets.
- I understand that reserve trust responsibilities involve not only managing financial and built assets but also the intrinsic and natural values of the reserve.

2.5 Risk management

- I understand the need for trusts to implement procedures to manage risks.
- I am aware of the need to ensure that the trust has appropriate insurances in place at all times.
- I understand the importance of establishing emergency evacuation procedures.

2.6 Marketing and promotion

- I understand the value of marketing and promoting the reserve and trust activities.
- I understand the importance of electing a dedicated media spokesperson.

Confirmation

I confirm my completion of the Reserve Trust Induction Program.

Name: _____

Signature: _____

Date: _____