Trust Handbook Appendices

Supplementary material to the Reserve Trust Handbook

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Appendix A – Preparing Plans of Management

Example of key components of a consultant's brief for a plan of management

Purpose of the Plan of Management

[Reserve Name] Reserve Trust has resolved to prepare a Plan of Management for [Reserve Name] to reinforce and conserve the reserve's values and gain acceptance for the concept plan.

The plan will result in clear and achievable management strategies that reflect the trust's and the community's expectations.

Specific objectives of the plan are to:

- Identify the values of the reserve to the community.
- Identify potential opportunities for future development of the reserve based on community priorities.
- Identify threats to the ecological quality of the bushland.
- Address issues, including leases and licences, the preferred mix of recreational facilities, conflict between users, weed invasion in bushland, safety of children using the play equipment, and the recreation needs of residents.
- Prepare a concept plan showing practical future developments.
- Recommend performance measures by which the objectives of the Plan shall be achieved, and the manner in which those measures will be assessed.
- Prepare guidelines for future management and maintenance of the reserve.

Description of the study area

[Reserve Name] is Crown reserve R [ ] and comprises a [#] hectare site which incorporates a range of recreational facilities. The land is managed by [Reserve Trust Name] Reserve Trust.

The study area is described as: [name of reserve/park, Lot number(s), Deposited Plan number(s), Volume and Folio within the local government area, parish and county]. [Reserve Name] is zoned [eg 6(a) Existing Open Space].

The following caveats apply to the land: (leases, licences, easements, rights of way).

Scope of Works

The consultant will be required to:

- Prepare a Plan of Management to satisfy the objectives outlined in this brief and the means by which the trust can achieve the Plan's objectives and performance targets.
- Review relevant information. [Reserve Name] Reserve Trust holds the following relevant information: maps and plans, Local Environmental Plan, Open Space and Recreation Strategy Plan, Management Plan, rural lands study, Section 94 Plan, five-year capital works program.
- Liaise with trustees, staff and relevant government departments and authorities.
- Carry out extensive community consultation to:
    - Determine community goals, values and expectations for the future use and management of the reserve.

    - Identify and assess community recreational needs and opportunities for future development of the reserve.

- Key stakeholders include [list key user groups and other stakeholders]
- Prepare an Issues Paper for discussion by the Steering Committee after the community consultation phase.
- Prepare an A1 size landscape concept plan showing proposed changes and development of the reserve.
- Identify costs and sources of funding for future development and works.
- Prepare a draft Plan of Management and report for review by the Steering Committee and suitable for public exhibition.
- Review and prepare a report on public submissions to the exhibited draft Plan.
- Provide guidelines for future management and maintenance of the Reserve, including performance measures and means of monitoring the trust's achievement of performance targets.
- Prepare the final Plan of Management for adoption by the Minister.

Timeframe

The appointed consultant will be required to commence the study within two (2) weeks of appointment and complete the Plan of Management within 16 weeks of commencement. Any offer of appointment will be required to be accepted within two (2) weeks of appointment.

Deliverables

The appointed consultant will be required to:

- Attend four meetings of the reserve Steering Committee at
    - inception of the study,
    - after the community consultation,
    - at the review of the draft report by the Steering Committee, and
    - to consider public submissions.
- A presentation to [Reserve Name] Reserve Trust will also be required prior to the Plan of Management being placed on public exhibition.
- Submit five bound and one unbound copies of
    - the Issues Paper
    - the draft Plan of Management and report (plus with one copy of the A1 size landscape concept plan) suitable for public exhibition)
    - the report on public submissions, and
    - the final Plan of Management.
- Submit a copy of the final report on computer disk.
- Submit two A1 size laminated copies of the final concept landscape plan, accompanying figures, maps and plans.
- Prepare progress reports outlining work completed to date to accompany claims for payment.

Management

[ ], a trustee of [Reserve Name] Reserve, will be responsible for overall management of the Plan and day-to-day liaison with the consultant. The [Reserve] Steering Committee will consist of three trustees. Representatives of reserve users and local resident groups will form the reference group for the Plan.

Information required from consultants

- In response to this brief, the consultant is required to provide the following information:
- For each member of the project team, information relating to qualifications, experience and role in this project. It is expected that the team would include specialists in disciplines such as recreation planning, environmental planning, landscape architecture and community consultation.
- Demonstrated experience in preparation of plans of management, including contact names and telephone numbers of two referees for recent plans of management.
- A timetable for completion of the Plan of Management.
- A program for community consultation.
- Proposed lump sum fee including all expenses, for each stage of the study. Progress claims should be made monthly to reflect work completed to date.
- Details of public liability, workers compensation and professional indemnity insurance.
- Any suggestions for variation of the tasks outlined in this brief.

Selection criteria

The criteria that will be used to select the preferred consultant are as follows:

- A demonstrated, appropriate method for preparation of the plan of management.
- Experience in preparing similar plans of management.
- Understanding of community involvement in the planning process.
- Demonstrated successful outcomes in similar work elsewhere.

Submission of proposals

Submissions for the Plan of Management should be sent to the address below:

Submissions will be received until 5pm on (date).

Further information

Any questions regarding this brief should be directed to [ ] by telephone [number] or fax on [number].

Sources of Information

Source	Guidelines or other information
Department of Primary Industries - Lands www.crownland.nsw.gov.au/	Land title information Mapping and aerial photography An understanding of how land fits into its regional context Identification of stakeholder groups Land assessment assistance and information, including any assessments of the reserve, common or local area Crown lands policies see Appendix D
The local council	Identification of local recreational needs Baseline data such as flood studies, traffic studies, state of environment reports, heritage studies Relevant council policies and plans, including the council management plan, state of the environment reports, strategic land management plans, open space strategies, local policies for approvals, individual management plans for neighbouring or adjoining council reserves State and regional environmental planning policies, local environmental plans, development control plans and other EPIs and policies affecting development (an application can be made under section 149 of the Environmental Planning and Assessment Act) Identification of stakeholder groups Venues for exhibition of draft management plans
Office of Environment & Heritage www.environment.nsw.gov.au	Property vegetation plans Floodplain management plans Catchment action plans and catchment blueprints and water management plans Regional vegetation management plans Implementation and co-ordination of the Government's Wetlands Management Policy Property management plans
Heritage Branch, Office of Environment & Heritage www.heritage.nsw.gov.au	Conservation management plans, interpretation plans and archaeological assessments for individual sites (these may also be held by the local council)
NSW Rural Fire Service www.rfs.nsw.gov.au/	Bushfire codes and risk management plans
Australian Government Department of Sustainability, Environment, Water, Population and Communities www.environment.gov.au	Natural Heritage Trust National Strategy for Ecologically Sustainable Development National Strategy for the Conservation of Australia's Biological Diversity

Appendix B - Employment resources

Preparing a position description

The following checklist can be used to ensure all aspects of a role have been reviewed prior to the development of a position description:

Purpose of the position

- Why does this job exist?
- What is the job holder expected to achieve?

Key responsibilities

- What significant activities does the job involve?
- What are the main areas of performance or responsibility?
- What levels and standards of performance are expected?

Organisation

- Who does the job holder report to?
- Who reports to the job holder?

Relationships

- Who does the job holder work with inside and outside the organisation?
- What internal and external meetings does the job holder attend?

Decision making

- What kinds of problems does the job holder deal with?
- How complex are these problems?
- Are they handled on the job holder's own authority?
- What kinds of problems need to be referred higher in the organisation?

Authority

- What authority does the job holder have?

Financial Scope

- What financial activities / responsibilities does this job holder have for the Trust?

Knowledge, skills and experience

- What must the job holder know, and be able to do, in order to perform satisfactorily in this position?
- What level of financial delegations can be made in this role without reference to the trust board?

Working conditions

- What is the working environment and conditions like?
- Does the job make any special demands on the job holder?
- Are there any special circumstances?

Preparing for interviews

The following information will assist the trust board in preparation for conducting interviews. Undertaking this preparation will also assist candidates to be well prepared for attending the interview:

- Hold interviews promptly after the closing date for applications, preferably within 10 working days
- Promptly arrange for applicants to be contacted to advise them of:
    - the date, time and venue of the interview
    - the names and job titles of panel members
    - how long the interview will take (the time allotted should be adequate to give all interviewees a reasonable opportunity to show how they meet the job requirements)
    - the assessment methods to be used
    - other necessary information for their interview (e.g. copies of documents they need to bring)
- Give applicants adequate notice of the interview date, particularly if travel is required. Alternate methods such as telephone interviews should also be considered where relevant.
- Check whether any applicants have particular requirements such as interpreters
- Choose a venue which is suitable for all applicants including those with disabilities
- If you are contacting an applicant at their current place of work, take care not to reveal the nature of the call
- Plan your interviews:
    - develop questions in advance
    - have more than one person on the interview panel
    - decide which panel member will facilitate discussion around each question
    - if some criteria or questions are more important than others, a weighting system should be agreed upon
- Job interview questions need to:
    - be based on the selection criteria i.e. the specific capabilities (knowledge, skills and abilities) needed to do the job.
    - test applicant's capabilities (knowledge, skills and abilities) and how these could be used in the job.
    - give an indication of a person's ability to perform. Behavioural based questions (where you ask about situations or the type of work involved in the job) allow applicants give examples of similar work or situations from their own experience.
    - be carefully planned and structured. Each selection criteria should be covered by at least one question, to test how well each person meets the criteria.
    - be consistent. As much as possible, the main questions should be asked in the same way for each applicant. This gives a fair basis for comparing responses. It's ok to repeat or rephrase a question if necessary. The main point to remember is

that you give all applicants a fair chance to demonstrate their capabilities to the panel.

Example behavioural interview questions

The following questions are examples of behavioural interview questions that can be used during a job interview process. Determining past behaviour through questions such as these can be a useful tool in predicting future behaviour and whether this will align to the requirements of the position description.

There is a method know as 'STAR' situation / task / action and result. You should look for this with each behavioural question posed.

- Tell me about a situation where you had to solve a difficult problem.
    - What did you do?
    - What was the outcome?
    - What do you wish you had done differently?
- Give me an example of a time when you had to be quick in coming to a decision.
    - What obstacles did you face?
- Is there a situation in the past in which you took the initiative?
    - What did you do?
    - Why?
    - What was the outcome?
    - Were you happy with the result?
- Tell me about a time when you had to deal with a difficult person.
    - What was the situation?
    - What were your actions?
    - What was the outcome?
- Give me an example of a time when you had to manage a project from start to finish.
    - What was the project?
    - What did you do to ensure that all the details were managed and deadlines were met?
    - What was the outcome?
- Describe a situation that required you to manage a number of competing priorities at the same time.
    - How did you handle it?
    - What was the result?
- Tell me about a time when you led a group of people to achieve a goal.
    - What was the situation?
    - What were your actions? How did you motivate the group?
    - What was the outcome? Did you achieve the goal?

Appendix C – Financial Recordkeeping and Reporting Templates

Appendix C.1 - Sample cash books

SAMPLE CASH RECEIPTS BOOK

Date	Details	Amount Banked	Kiosk*	Vans Camping	Washing Machines	Driers	Gate	Elec	Rent	GST**	Interest
March 1		654	350	50	80	40	30		50	54	
March 8		1,250	375	60	75	45	45	500	50	100	
March 15		600	275	55	85	50	35		50	50	
March 22		600	250	50	70	50	30		50	50	50
March 30		872	380	70	90	70	50		50	72	90
Total for month Banked		**3,976**	**1,630**	**285**	**400**	**255**	**190**	**500**	**250**	**326**	**140**

**   not all items attract GST*

*** only if registered for GST*

SAMPLE CASH PAYMENTS BOOK

Date	Parties Paid	Cheque No	Amt Paid	Maint Property Equip	Wages	Kiosk Supplies	Cleaning	Elec	Water	GST	Sundries
Mar 1	GIO	123	275							25	250
Mar 3	J Brown	124	55	50						5	
	Sydney Water	125	253						230	23	
	Davids Wholesalers	126	550			500				50	
Mar 13	Thompson – Petty Cash	127	22	10			4			2	6
Total Monthly Payments			**1,155**	**60**		**500**	**4**		**230**	**105**	**256**

Appendix C.2 - Cash payment (petty cash) book

Date	Details	Cheque Number	Docket Amount	Repairs Cleaning	Property	Equip	Phone	Fuel	Sundries
Sep 3	Float $30		4	4					
Sept 9			10		10				
Sept 11			6					6	
Sept 14	Reimbursed	Chq 127	20	4	10			6	

Appendix C.3 - Rent register

Hirer/Licensee's Name	Site No. / Area	Amount Payable	Date Due	Collected / Paid	Arrears / Comments
Trotting Club	1 (5 ha)	$216	1st of each month	31.08.12	
Casual Caravan Pty. Ltd.	2 (10 ha)	$350	1st of each month		$350 rent in advance for hire

Note: If the maintenance of rent register based on the suggested format becomes inconvenient because of the volume, a card for each licensee may be more practical.

Appendix C.4 - Asset register

Asset description	Date of Purchase / Date of Sale	Cost / Purchase Price / Sale Price	Current Valuation	Date sold
4 H.P. Ride on mower (new) Serial no. 10-1786	16.04.07	$3,457	$4000	-
15 H.P. Tractor/Slasher (20 years old – poor condition) Serial no. 117-AX178	Gift from Council 02.11.08	-	$3000	-
Box Trailer 1.3 x 2.0m. Wooden on steel frame. (15 years old – poor condition) Regn. FTE-136	Gift from Department of Primary Industries - Lands	-	$150	-
2 H.P. Chain saw (7 years old – fair condition). Serial no. 85-19AZ	01.02.10	$400	$150	-
Caretakers fibro, tiled 2 bedroom cottage. (30 years old, fair state of repair)	-	$800 (construction cost in 1962)	$35,000	-

Note: Under the accrual method, a plant card is required for each individual asset item. In this case, each card should include information relating to the regular provision of depreciation and net book value of the asset.

Appendix C.5 - Cash budget guide

Income	Current Year	Next Year	Expenditure	Current Year	Next Year
Fee/s Rentals: Camping/Caravans Showers/Washing Machine Electricity Car Entry/Parking Picnic Grazing Rights Leases Hire of Buildings & Facilities			Administrative Expenses: Insurance -Public risk -Fire/Storm -Workers' Compensation -Personal Accident Audit Fees Bank Charges Telephone Advertising Printing/Stationery Other		
Interest: Bank Term Investments			Wages: Salaries/Wages Secretary's Fees Commissions		
Other Income: (e.g. hire of halls pavilions, stables, fees from trotters, rent from show societies, kennel clubs, pony clubs, etc. and from sporting clubs)			Operating Expenses: Equipment Fuel Electricity Water Rates Sanitary Other		
Donations:			Repairs/Maintenance: Painting Buildings Grounds Roads/Paths Vehicles Other Plant		
			Plant/Equipment: Replacement – existing Additional – new		
			Interest: Bank Loans		
			Repay/Loans: Principal Only		
			Capital Improvements:		
			Other Expenditure:		
Total			**Total**		
ADD – If applicable, portion of reserves to be expended during year ……… (see note below)			ADD – Transfer to reserves. Contingency amount to be set aside for future expenditure …		
Total			**Total**		
SHORTFALL – Surplus expenditure over income			Surplus income over expenditure		

Note: Amount/s to be withdrawn from savings or investments for payment of / towards some particular item/s, e.g. to offset proposed capital expenditure.

Appendix C.6 - Financial trend analysis

Receipts	**Year 1**	**Year 2**	**Increase / Decrease**	**Year 3**	**Increase / Decrease**
Activity Income					
Government Income					
Investment Income					
Other Loans					
TOTAL RECEIPT					
LESS PAYMENTS					
Operating Expenses (including Wages)					
Administrative Expenses					
Capital Works Loans					
Investments Established					
TOTAL RECEIPT					
Net Surplus/ Deficiency					
Investments Held					
Apparent Trend (any difficulties apparent/likely)					

Appendix C.7 Financial handover statement

FINANCIAL HANDOVER STATEMENT

TRUST ………………………………………………………………………………………..

DATE OF HANDOVER ……………………………………………………………………..

This is a statement of the financial position at the date of handover by

………………………………………………….. (Departing President) to

………………………………………...…………… (Incoming President)

ACCOUNTS:

Details of collections on hand:	Account	Receipt	Total Nos.
	__________	___________	__________
Balance of bank account:	Account	Balance	Last Cheque Drawn
	__________	___________	__________
Details of investments:	Type of Interest	Amount	Where Held
	__________	___________	__________
	__________	___________	__________
Details of orders placed but not paid	Order No.	Amount	Account
	__________	___________	__________
	__________	___________	__________

Equipment
To the best of my knowledge, the equipment registers constitute a true record of accountable items on hand at the reserve at the date of handover. A stocktake was undertaken on ……/……./…… and a copy is attached.

……………………..	…./…../….	……………………..	…/…../…..	
Departing President	Date	Witness		Date

The above statement agrees with financial records of trusts at date of handover

……………………..	…./…../….	……………………..	…/…../…..	
Incoming President	Date	Witness		Date

Note: A copy of this statement is to be forwarded to Department of Primary Industries - Lands within one month of a change in the total composition of the Board.

Appendix D – Complaint Register Template

Date Received	Received By	Complainant	Address	Phone No:	Details of Complaint	Service	Person/ Group	Action/ Resolution	Status	Outcome	Date Advised/ Resolved
dd/mm/yy Date the Trust received the complaint	*Name of person receiving / registering the complaint*	*Name of person making complaint*	*Address of complainant e.g.: street / PO Box / email*	*Contact phone number*	*Brief description of the nature of the complaint*	*Details of the service the complaint refers to*	*Details of the person / group the complaint refers to*	*Activities taken to investigate and resolve the complaint*	*Current status of the complaint e.g.: reject, uphold, dismissed*	*Details of the grounds upon which the decision is based*	*dd/mm/yy Date the complainant was advised of the outcome*

Appendix E – Temporary Licence, s108 Crown Lands Act 1989

Temporary Licence

On this day of two thousand and the Reserve Trust (hereinafter referred to as the "Trust" being a corporation constituted under Section 92 of the Crown Lands Act 1989 (herein after referred to as the "Act") and being the appointed Trust for the whole of the land within Reserve No. for .

Notified on and situated at , hereby grants pursuant to Section 108 of the Act a temporary licence to the person(s) specified in Section 1 of Schedule 1 (hereinafter referred to the "licensee") subject to the following terms and conditions:

1 That the licensee pays the Trust the specified licence fees.

2 That the licence remains in force for the period specified in Section 4 of the Schedule 1

3 That the licensee shall not interfere with any other person authorised by the Trust to use the reserve or any part thereof.

4 That the licensee will not use the land specified in Schedule 1 Section 2 except for the purpose(s) authorised by this licence.

5 That the licensee shall comply with all the special conditions specified in Section 6 of Schedule 1.

6 That any notice provided for in this licence shall be deemed to be validly served if;

- a it is personally served on the licensee or where the licensee is a corporation or association, on an officer of the corporation or association; or
- b it is sent by prepaid ordinary mail addressed to the licensee at the address shown in Section 5 of Schedule 1.

7 That the Trust does not make or give any warranty, promise or covenant to the licensee for quiet enjoyment of the licence area.

Seal affixed and attested on behalf of the Trust.

By: Witness: Dated

Signed by the Licensee:

Witness:

Dated:

Temporary Licence

SECTION 1: Licensee	
SECTION 2: Licensee's Rights	The Licensee shall have the use of the area shown by on diagram attached as Schedule 2 for the purpose of (hereinafter called "the licensed area") (must be for prescribed purpose).
SECTION 3: Licence Fee	
SECTION 4: Licence Period	The licence period shall be for (not to exceed 12 months). The Trust reserves the right to determine the Licence without prior notice if there is a breach by the licensee of any of the licence conditions.
SECTION 5: Address for service of notice	<to be completed by licensee>
SECTION 6: Special Conditions	(a) The licensee shall keep the said licensed area and buildings clean and tidy and all papers and other rubbish shall be collected and removed. The licensee shall control noxious weeds as directed by the "local control authority". The licensee shall immediately repair and make good, damage occasioned by the licensee's use of the licensed area. (b) The Licensee shall indemnify and keep indemnified the Trust and the Minister administering the Crown Lands Acts against all actions, suits, claims, debts, obligations and other liabilities that may arise from the activities of the Licensee during the currency of the Licence. (c) The Licensee shall, before occupying the licensed area, take out a public risk insurance policy for the term of the licence, for the amount of $20,000,000 for any one claim whereby the Trust and the Minister shall during the continuance of this Licence be indemnified against claims and demands arising from death or bodily injury or damage to property arising out of the Licensee's use of the licensed area. (d) The Licensee shall maintain all other insurances as may be required by the Workers' Compensation Act or any other Act or Acts of Parliament in regard to the conduct of activities of the Licensee on the licensed area. Copy of such coverage is to be handed to the Trust before occupying the Licensed area. (e) No relationship of landlord and tenant is or is intended to be created between the parties hereto by virtue of this License or in any way whatsoever. (f) The following activities shall not be conducted unless supervised by a Manager, being the Licensee, or an authorised employee of the Licensee.

	g)	The manager, or other authorised employee of the Licensee, is responsible for supervising activities, and must be a person approved by the appropriate controlling body.
	(h)	The Trust reserves the right to remove from or refuse entry to the licensed area any person regardless of any arrangements or contract with the Licensee.
	(i)	All improvements, erections and fixtures now or hereafter to be erected on the licensed area are acknowledged by the Licensee to be absolute property of the Crown, but the Licensee shall maintain and repair such improvements, erections and fixtures during the period of this Licence.
	(j)	This Licence is subject to the provisions of the Crown Lands Act 1989, including section 108 and 109 of that Act.
	(k)	The Licensee shall not sublet, assign or otherwise deal with the Licensed area.