Trust Handbook Appendices

Supplementary material to the Reserve Trust Handbook

**Important Information**

The information contained within the handbook is currently being reviewed and progressively replaced to reflect statutory changes contained within the Crown Land Management Act 2016 and Crown Land Management Regulation 2018.

The handbook contains outdated terminology and references, however, much of the information contained within this handbook remains relevant and will remain available for reference until new guidance material becomes available.

Transition guides provide an overview of the legislation changes for Crown land managers and are available on the department’s website. Crown land managers should seek advice from the department when planning a new activity on the reserve, unsure or require assistance.
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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

<table>
<thead>
<tr>
<th>Source</th>
<th>Guidelines or other information</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Department of Industry - Lands</strong>&lt;br&gt;www.crownland.nsw.gov.au</td>
<td>Land title information&lt;br&gt;Mapping and aerial photography&lt;br&gt;An understanding of how land fits into its regional context&lt;br&gt;Identification of stakeholder groups&lt;br&gt;Land assessment assistance and information, including any assessments of the reserve, common or local area&lt;br&gt;Crown lands policies see Appendix D</td>
</tr>
<tr>
<td><strong>The local council</strong></td>
<td>Identification of local recreational needs&lt;br&gt;Baseline data such as flood studies, traffic studies, state of environment reports, heritage studies&lt;br&gt;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&lt;br&gt;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)&lt;br&gt;Identification of stakeholder groups&lt;br&gt;Venues for exhibition of draft management plans</td>
</tr>
<tr>
<td><strong>Office of Environment &amp; Heritage</strong>&lt;br&gt;www.environment.nsw.gov.au</td>
<td>Property vegetation plans&lt;br&gt;Floodplain management plans&lt;br&gt;Catchment action plans and catchment blueprints and water management plans&lt;br&gt;Regional vegetation management plans&lt;br&gt;Implementation and co-ordination of the Government’s Wetlands Management Policy&lt;br&gt;Property management plans</td>
</tr>
<tr>
<td><strong>Heritage Branch, Office of Environment &amp; Heritage</strong>&lt;br&gt;www.heritage.nsw.gov.au</td>
<td>Conservation management plans, interpretation plans and archaeological assessments for individual sites (these may also be held by the local council)</td>
</tr>
<tr>
<td><strong>NSW Rural Fire Service</strong>&lt;br&gt;www.rfs.nsw.gov.au</td>
<td>Bushfire codes and risk management plans</td>
</tr>
</tbody>
</table>
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 known 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

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

* not all items attract GST
** only if registered for GST
### SAMPLE CASH PAYMENTS BOOK

<table>
<thead>
<tr>
<th>Date</th>
<th>Parties Paid</th>
<th>Cheque No</th>
<th>Amt Paid</th>
<th>Maint Property Equip</th>
<th>Wages</th>
<th>Kiosk Supplies</th>
<th>Cleaning</th>
<th>Elec</th>
<th>Water</th>
<th>GST</th>
<th>Sundries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mar 1</td>
<td>GIO</td>
<td>123</td>
<td>275</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>25</td>
<td>250</td>
</tr>
<tr>
<td>Mar 3</td>
<td>J Brown</td>
<td>124</td>
<td>55</td>
<td>50</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sydney Water</td>
<td>125</td>
<td>253</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>230</td>
<td>23</td>
</tr>
<tr>
<td></td>
<td>Davids Wholesalers</td>
<td>126</td>
<td>550</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>50</td>
<td></td>
</tr>
<tr>
<td>Mar 13</td>
<td>Thompson – Petty Cash</td>
<td>127</td>
<td>22</td>
<td>10</td>
<td></td>
<td></td>
<td></td>
<td>4</td>
<td>230</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Total Monthly Payments</td>
<td></td>
<td>1,155</td>
<td>60</td>
<td>500</td>
<td>4</td>
<td></td>
<td>230</td>
<td>105</td>
<td>256</td>
<td></td>
</tr>
</tbody>
</table>
# Appendix C.2 - Cash payment (petty cash) book

<table>
<thead>
<tr>
<th>Date</th>
<th>Details</th>
<th>Cheque Number</th>
<th>Docket Amount</th>
<th>Repairs Cleaning</th>
<th>Property</th>
<th>Equip</th>
<th>Phone</th>
<th>Fuel</th>
<th>Sundries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sep 3</td>
<td>Float $30</td>
<td></td>
<td>4</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sept 9</td>
<td></td>
<td></td>
<td>10</td>
<td></td>
<td>10</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sept 11</td>
<td></td>
<td></td>
<td>6</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Sept 14</td>
<td>Reimbursed</td>
<td>Chq 127</td>
<td>20</td>
<td>4</td>
<td>10</td>
<td></td>
<td></td>
<td></td>
<td>6</td>
</tr>
</tbody>
</table>
### Appendix C.3 - Rent register

<table>
<thead>
<tr>
<th>Hirer/Licensee’s Name</th>
<th>Site No. / Area</th>
<th>Amount Payable</th>
<th>Date Due</th>
<th>Collected / Paid</th>
<th>Arrears / Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trotting Club</td>
<td>1 (5 ha)</td>
<td>$216</td>
<td>1&lt;sup&gt;st&lt;/sup&gt; of each month</td>
<td>31.08.12</td>
<td></td>
</tr>
<tr>
<td>Casual Caravan Pty. Ltd.</td>
<td>2 (10 ha)</td>
<td>$350</td>
<td>1&lt;sup&gt;st&lt;/sup&gt; of each month</td>
<td></td>
<td>$350 rent in advance for hire</td>
</tr>
</tbody>
</table>

*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

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

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

<table>
<thead>
<tr>
<th>Income</th>
<th>Current Year</th>
<th>Next Year</th>
<th>Expenditure</th>
<th>Current Year</th>
<th>Next Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fee/s Rentals:</td>
<td></td>
<td></td>
<td>Administrative Expenses:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Camping/Caravans</td>
<td></td>
<td></td>
<td>Insurance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Showers/Washing</td>
<td></td>
<td></td>
<td>-Public risk</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Machine</td>
<td></td>
<td></td>
<td>-Fire/Storm</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electricity</td>
<td></td>
<td></td>
<td>-Workers’ Compensation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Car Entry/Parking</td>
<td></td>
<td></td>
<td>-Personal Accident</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Picnic</td>
<td></td>
<td></td>
<td>Audit Fees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grazing Rights</td>
<td></td>
<td></td>
<td>Bank Charges</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leases</td>
<td></td>
<td></td>
<td>Telephone</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hire of Buildings &amp; Facilities</td>
<td></td>
<td></td>
<td>Advertising</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest:</td>
<td></td>
<td></td>
<td>Printing/Stationery</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bank</td>
<td></td>
<td></td>
<td>Other</td>
<td></td>
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<tr>
<td>Term Investments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Income:</td>
<td></td>
<td></td>
<td>Operating Expenses:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(e.g. hire of halls pavilions,</td>
<td></td>
<td></td>
<td>Equipment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>stables, fees from trotters,</td>
<td></td>
<td></td>
<td>Fuel</td>
<td></td>
<td></td>
</tr>
<tr>
<td>rent from show societies,</td>
<td></td>
<td></td>
<td>Electricity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>kennel clubs, pony clubs, etc.</td>
<td></td>
<td></td>
<td>Water</td>
<td></td>
<td></td>
</tr>
<tr>
<td>and from sporting clubs)</td>
<td></td>
<td></td>
<td>Rates</td>
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<tr>
<td>Donations:</td>
<td></td>
<td></td>
<td>Sanitary</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>Other</td>
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<tr>
<td>Total</td>
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<tr>
<td>ADD – If applicable, portion</td>
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<tr>
<td>of reserves to be expended</td>
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<tr>
<td>during year ........... (see</td>
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<tr>
<td>note below)</td>
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</tr>
<tr>
<td>Total</td>
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<tr>
<td>SHORTFALL – Surplus expenditure</td>
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<tr>
<td>over income</td>
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</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Receipts</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Increase / Decrease</th>
<th>Year 3</th>
<th>Increase / Decrease</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity Income</td>
<td></td>
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<tr>
<td>Government Income</td>
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<tr>
<td>Investment Income</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Other Loans</td>
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<tr>
<td><strong>TOTAL RECEIPT</strong></td>
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<tr>
<td><strong>LESS</strong></td>
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<tr>
<td><strong>PAYMENTS</strong></td>
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<tr>
<td>Operating Expenses</td>
<td></td>
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<tr>
<td>(including Wages)</td>
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<tr>
<td>Administrative Expenses</td>
<td></td>
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<tr>
<td>Capital Works Loans</td>
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<tr>
<td>Investments Established</td>
<td></td>
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<td></td>
</tr>
<tr>
<td><strong>TOTAL RECEIPT</strong></td>
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<td></td>
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<tr>
<td>Net Surplus/ Deficiency</td>
<td></td>
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<td></td>
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<tr>
<td>Investments Held</td>
<td></td>
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<td></td>
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<tr>
<td>Apparent Trend (any difficulties apparent/likely)</td>
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</tbody>
</table>
**Appendix C.7 Financial handover statement**

**FINANCIAL HANOVER STATEMENT**

TRUST …………………………………………………………………………………………………

DATE OF HANOVER …………………………………………………………………………

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

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

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

<table>
<thead>
<tr>
<th>ACCOUNTS:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Details of collections on hand:</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Balance of bank account:</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Details of investments:</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Details of orders placed but not paid</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

**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.

………./…./….... …./…./…… …./…./…… …./…../…… Date

Departing President Date Witness Date

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

………./…./….... …./…./…… …./…./…… …./…../…… Date

Incoming President Date Witness Date

**Note:** A copy of this statement is to be forwarded to Department of Industry - Lands within one month of a change in the total composition of the Board.
Appendix D – Complaint Register Template

Content in this section is superseded.

Refer to ‘General administration’ section at:

Appendix E – Temporary Licence, s108 Crown Lands Act 1989

Content in this section is superseded.
Refer to ‘Short term licenses’ section at:
SECTION 1: Licensee

The Licensee shall have the use of the area shown by [Diagram attached as Schedule 2] for the purpose of [prescribed purpose].

SECTION 2: Licensee's Rights

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 3: Licence Fee

SECTION 4: Licence Period

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.

Content in this section is superseded.

Refer to ‘Short term licenses’ section at:

(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.

Content in this section is superseded.

Refer to ‘Short term licenses’ section at: