Travelling Stock Reserves
Delivering better TSR services for our community
Acknowledging Traditional Custodians
Local Land Services acknowledges that First Nations peoples are the traditional custodians of the land and pays respect to Elders past, present and future. We also recognise the unique, diverse and enduring cultures of First Nations peoples.

Message from the Chair
This state-wide plan provides our LLS staff, Travelling Stock Reserve stakeholders, investors, partners and customers with our shared vision and common mission. It sets out our agreed strategies, approaches, principles and quality system so we, together, can continue managing the reserves in the ever changing environment we operate in.

Extensive consultation with landholders, drovers, non-government organisations, first nations peoples, recreational fishers, conservationists, rate payers and government agencies shaped the plan. We acted on what was discussed during the Travelling Stock Reserve network review, preparation of the Local Land Services Reconciliation Action Plan and, of course, the development of this plan.

Richard Bull
Local Land Services Chair

This Plan aims to improve social, economic, environmental and cultural outcomes while maintaining grazing as an important economic use and conservation tool. Importantly this plan establishes the need for shared responsibility and collaborative funding.

Travelling Stock Reserves in NSW have a proud history. To ensure a strong future we need to encourage partners and stakeholders to co-invest in the management of the reserves. Over time this allows to transition our funding model from a private to a collaborative model.

The success of this plan is dependent on support from the community who we have put at the centre of our thinking and strategies. Together we must focus on ensuring that Travelling Stock Reserves remain healthy and sustainable and that our industries, and the communities they support can prosper.

Richard Bull
Local Land Services Chair

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Our strategy
Our vision
To inspire others in public land management by setting the new standard.

Our mission
To connect with our community to maintain or improve TSRs for future generations.

Our goals
Social: provide and promote a wider range of tourism and recreational uses and facilities within TSRs.
Economic: maintain the financial benefits of TSRs, particularly in times of drought, flood, fire, and other emergencies.
Environmental: advance the contribution that TSRs make to biodiversity conservation at various scales.
Cultural: enrich the value that people give to, and derive from culturally important items and places in TSRs.

Our plan
Consistent classification: manage as a single resource - values and uses consistently identified.
Collaborative action and funding: focus on our four goals - funding underpinned by collaboration, contestable grants and accountability.
Working with our community: staff are on the ground when it matters - feedback is valued and acted on.
Quality management system: improve performance, be accountable and increase community satisfaction.

Our scope
The TSR area in NSW that Local Land Services is responsible for – approximately 534,000 hectares or almost 30 per cent of NSW TSRs.

Developed in consultation with the community.
Adopted by statewide Local Land Services Board early 2019.
Supersedes the 2016 Framework.
Reviewed and improved in five years.

Our travelling stock routes

What are TSRs?
Travelling stock reserves are parcels of Crown land reserved under the Crown Land Management Act 2016 for use by travelling stock.

TSRs include stock routes, which are corridors (ranging from 60 metres to almost two kilometres wide) that connect smaller watering and camping reserves, generally spaced 10 to 20 kilometres apart (based on a day’s walk for cattle or sheep). The total TSR network in NSW covers almost two million hectares, with 75 per cent in the Western Division of NSW.

Why are they important?

Stock use
TSRs are important for agricultural productivity e.g. travelling stock, access for stock, emergency refuge and transport to market. Strategic grazing controls weeds, reduces fire hazard and improves conservation.

Biodiversity conservation
TSRs provide corridors connecting otherwise isolated patches of habitat providing opportunities for many native plants and animals to survive the rigours of a changing climate. Their location on fertile soils and in over-cleared landscapes means they support threatened species and habitats that have largely been cleared elsewhere, and are therefore at risk of extinction and poorly represented in the formal conservation estate. TSRs are also an important source of native seed.

Aboriginal cultural heritage
TSRs are important to Aboriginal people for access and connection to Country, cultural practices and Aboriginal cultural heritage protection. Many TSRs are also the subject of Aboriginal land claims (NSW Aboriginal Land Rights Act 1983) or Native Title determination (Commonwealth Native Title Act 1993).

Historical significance
TSRs contain many places of historic or scientific significance associated with pastoralism, droving life and coach travel.

Recreation
TSRs provide public open space for passive recreation such as bush walking, horse riding and bird watching. They also provide important and valued access points to rivers and creeks for fishing and boating.

Emergency management
All regions experience exceptional circumstances caused by fire, flood, drought or biosecurity risks that result in unforeseen or unconventional hardship or threats. TSRs provide emergency refuge or fodder for stock.

Other productive uses
Productive uses include apiary, forestry and carbon sequestration.

Who manages our TSRs?

NSW Department of Industry, Lands and Water 1,455,523 ha
Local Land Services 533,911 ha
Trusts and local councils 281 ha

Our community

Customers
People who use TSRs or enjoy the amenities they provide, such as landholders, drovers, day-visitors, neighbours and the Aboriginal community.

Stakeholders
People, organisations and government agencies that have a special interest in TSRs. Key stakeholders and partners include peak body organisations such as Combined Action to Retain Routes for Travelling Stock (CARRT), Landcare NSW and local Landcare groups, environmental groups, local government and government agencies such as the Office of Environment and Heritage and the Department of Aboriginal Affairs.

Investors and partners
People, organisations and government agencies that invest in public benefit initiatives on TSRs. Government organisations include the NSW Environmental Trust, NSW Biodiversity Conservation Trust, and NSW and Federal governments.

Local Land Services
The organisation and its people who are responsible for the governance and management of TSRs.

Our plan of management

Our innovative approach
A single statewide plan that:

- Articulates a shared vision and common mission
- Recognises the state-wide significance of the TSRs
- Future proofs use of TSRs with changing community expectations
- Maintains grazing as an important economic use and conservation tool
- Introduces more accountable and transparent decision making
- Adopts a statewide classification model using a consistent system
- Transitions to a new funding model
- Showcases investment opportunities
- Improves social, economic, environmental and cultural outcomes
- Develops and maintains information and knowledge sharing resources
- Implements a customised quality system which provides a structured service delivery
- Leads the community to understand the constraints, values and opportunities for TSRs
- Results in greater collaborative action and improved outcomes

Reviewed and improved in five years.

Supersedes the 2016 Framework.
Adopted by statewide Local Land Services Board early 2019.
Articulates a shared vision and common mission.
Recognises the state-wide significance of the TSRs.
Future proofs use of TSRs with changing community expectations.
Maintains grazing as an important economic use and conservation tool.
Introduces more accountable and transparent decision making.
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Developed in consultation with the community.
Adopted by statewide Local Land Services Board early 2019.
Supersedes the 2016 Framework.
Monitored and reported annually to Government and the community.
Reviewed and improved in five years.

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Who manages our TSRs?
Our four point plan

1. Consistent classification
2. Collaborative action and funding
3. Working with our community
4. Quality management system

1. Consistent classification

Decision making at the state level

Our statewide classification system will guide decisions about opportunities, risks and management for different TSR uses and values. To conform to Crown land legislation and respect the original purpose for which TSRs were established, the classification system is based primarily on travelling stock use.

Four categories are used to classify TSRs at a state scale based on uses and values. The results are presented visually in the Statewide Travelling Stock Reserves Classification Map, which is also available as an interactive tool on <website address> together with maps of livestock ‘highways’ and conservation values. Guidelines were considered in developing the State Map (See Appendices 1 and 2).

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Category 1</td>
<td>TSRs that are only used for travelling stock or emergency management and biosecurity purposes. These sites have no other important uses or values.</td>
</tr>
<tr>
<td>Category 2</td>
<td>TSRs that are used for travelling stock, emergency management or biosecurity purposes, but they are also important and used for other reasons, e.g. biodiversity conservation, Aboriginal cultural heritage or recreational purposes.</td>
</tr>
<tr>
<td>Category 3</td>
<td>TSRs that are rarely if ever used for travelling stock or emergency management, but are important, valued and used for other reasons, e.g. biodiversity conservation, Aboriginal cultural heritage or recreational purposes.</td>
</tr>
<tr>
<td>Category 4</td>
<td>TSRs that are no longer used or valued for any of the above reasons.</td>
</tr>
</tbody>
</table>

Decision making at a local level

In recognition of the diversity of TSRs across the state Local Land Services will record decision making at a local scale using map classes provided at Appendix 2. This information will be updated annually and presented in a Local Travelling Stock Reserves Classification Map included in local operational plans.

How to use the maps?

Customers
- Identify where grazing opportunities may exist on TSRs
- Identify permit conditions that are likely to apply
- Access and collaboration for Aboriginal people and recreational fishers

Investors and Partners
- Understand the range of investment opportunities
- Develop local operational plans
- Identify types of stock permits to issue
- Progress opportunities for improved multiple use and biodiversity conservation

Stakeholders
- Better appreciate the constraints, values and opportunities associated with TSRs
- Understand how Local Land Services plans to balance community expectations
2. Collaborative action and funding

Our new funding model

Local Land Services must transition from a private to a collaborative funding model and adopt a more entrepreneurial approach that showcases TSR investment opportunities.

Currently permits and leases generate most TSR revenue, which is used to fund compliance, statutory obligations and routine management on a cost recovery basis. This private funding model means that very little revenue is invested in public benefits. Collaborative funding from grants enables practice change leading to improved social, economic, environmental and cultural outcomes. As a community, we need to increase this source of funding.

We will adopt a more entrepreneurial approach to attract and sustain grant funding from investors. Opportunities will be actively explored and mutually agreed on a case-by-case basis.

Mitigating our reputation risks

We acknowledge the reputation risk of over-promising and under-delivering on the available opportunities. This risk will be mitigated by:

- Presenting a wide field of possibilities without setting expectations too high
- Actively exploring investment opportunities, in collaboration with the community
- Keeping all interested people and organisations informed
- Allocating sufficient resources and having sufficient expertise to deliver commitments in full and on time
- Reporting achievements openly and honestly, including no or limited progress

<table>
<thead>
<tr>
<th>Our community</th>
<th>Funding principle</th>
<th>Revenue source</th>
<th>Opportunities</th>
<th>Investment in public benefit</th>
<th>Funding focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customers</td>
<td>Impactor/risk creator</td>
<td>Permits and leases</td>
<td>Limited – business as usual</td>
<td>Underinvestment</td>
<td>Maintain</td>
</tr>
<tr>
<td>Customers &amp; Investors</td>
<td>Cost sharing</td>
<td>Joint funding</td>
<td>Improved multiple use, in collaboration with the community</td>
<td>Limited</td>
<td>Increase</td>
</tr>
<tr>
<td>Investors</td>
<td>Beneficiary pays</td>
<td>Contestable grants</td>
<td>Improved biodiversity conservation, in collaboration with the community</td>
<td>Practice change leading to improved social, economic, environmental and cultural outcomes</td>
<td>Actively explore</td>
</tr>
</tbody>
</table>

What’s driving our change?

A number of factors are driving change in how we govern and manage TSRs. We acknowledge some have been longstanding, while others are more recent.

Drivers of change affecting TSRs

<table>
<thead>
<tr>
<th>Drivers</th>
<th>Effects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Modernisation of transport and abattoirs</td>
<td>Efficient and refrigerated road transport and decentralisation of abattoirs has reduced the value of many TSRs since the 1950s.</td>
</tr>
<tr>
<td>Changes in community attitudes</td>
<td>Many TSRs are now more important, valued and used for reasons other than traveling stock, e.g. biodiversity conservation, Aboriginal cultural heritage or recreational purposes.</td>
</tr>
<tr>
<td>Stakeholder dissatisfaction</td>
<td>A grazing-based funding model has resulted in significant underinvestment in public benefits. Inconsistent processes and performances have also contributed to three major organisational changes in the last 30 years.</td>
</tr>
<tr>
<td>Inadequate revenue</td>
<td>Permit or lease revenue is sufficient to fund basic TSR operations only. Important assets are not maintained or leased and not replaced in some cases. Subsidisation from rate payers is sometimes required.</td>
</tr>
<tr>
<td>New grant programs</td>
<td>New and well-resourced contestable grant programs provide greater opportunity for Local Land Services to secure funding for public benefit initiatives.</td>
</tr>
</tbody>
</table>

Legislation and policies relating to TSRs have continued to evolve in response to these drivers since the establishment of Local Land Services, including:

- 2014-18 Crown land management review completed followed by four years of engagement with the community - the Crown Land Management Act 2016 commenced on 1 July 2018.
- 2015-16 The NSW Travelling Stock Reserves State Planning Framework 2016–21 (the 2016 Framework) was published after consultation during late 2015. The Framework defines six TSR categories and related principles for regions to use in developing their regional management plans and local operational plans.
- 2016 Development of the ‘Aboriginal Land Agreement Negotiation Framework’ in partnership with the NSW Aboriginal Land Council.
- 2017 Travelling Stock Reserves Review was conducted in 2017, and an interim report was released in November of that year. The review showed that a key network of TSRs continued to be used for travelling stock, and that TSRs are used and important for a number of complementary values. TSRs were divided into four categories based on uses and values.

3. Working with our community

Our commitments to our customers, stakeholders, investors and partners will support the delivery of quality work and results.

Our commitment to our customers

We will understand your changing needs and aspirations so we can better focus our efforts where we have greatest impact. We will provide services that makes doing business with us easier.

Our commitment to our stakeholders

We will understand how together we can improve TSR management, focus on areas of greatest need, be transparent in our processes and decision making and share a common purpose. We will develop and maintain an adaptive approach to improving outcomes.

Our commitment to our LLS people

We will provide and nurture our people with the support, skills and motivation necessary to help them deliver in a client focussed, collaborative and adaptive organisation.
4. Quality management system

Our approach

We will use:

- quality assurance to ensure consistency of process and decision-making among our regions.
- quality control, including audits, to ensure that quality requirements have been fulfilled.

We will adopt a phased approach that meets our needs. Processes and competencies will be progressively developed. The Quality Management System will be consistent with ISO 9000:2015: Quality management systems - Fundamentals and vocabulary. Certification to ISO 9001:2015: Quality management systems - Requirements may be considered after 2020.

Our management principles

We will manage TSRs as a single resource of State significance in the best interests of the people of NSW. Decisions will be based on best available data, information and knowledge necessary to maintain or improve the resource base.

Decision will also be guided by the following principles:

- Environmental protection compliance with environmental law and application of the precautionary principle
- Use and conservation of natural resources application of ecologically sustainable development and multiple use principles
- Land administration application of a collaborative funding model based on the impactor/risk-creator pays, cost-sharing and beneficiary pays principles
- Accountability and transparency decisions should be consistent, efficient, effective, fair and capable of withstandng public scrutiny

Our quality management system

This Plan is the guiding document for all others. Operating detail consistent with the policy, principles and strategy of this Plan is provided in these supporting documents:

- Local operational plans
- Permits and agreements
- Best Management Practice Toolkit

Local operational plans

Local operational plans will provide a structured way of delivering a better TSR service to the community. The plans will set out all TSR activities planned for the next financial year, as justification of an annual operating budget.

Operations fit into four broad categories:

- Issuing permits and ensuring compliance with conditions (e.g. for travelling stock)
- Biosecurity duty and other statutory obligations (e.g. animal welfare, pests and diseases of animals, weeds, invasive species and fire management)
- Routine management (e.g. dam desilting and fence repair)
- Public benefit initiatives (e.g. revegetation to enhance woodland bird habitat)

Permits under the LLS Act

<table>
<thead>
<tr>
<th>Permit Type</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stock permit</td>
<td></td>
</tr>
<tr>
<td>Walking stock permit</td>
<td>Authorises stock to walk on a TSR at a rate in the order of 10km per day</td>
</tr>
<tr>
<td>Slow travel permit</td>
<td>Authorises stock to walk on a TSR at a rate in the order of 5km per day</td>
</tr>
<tr>
<td>Short term grazing permit</td>
<td>Authorises stock to graze on a TSR for a period less than three months</td>
</tr>
<tr>
<td>Long term grazing permit</td>
<td>Authorises stock to graze on a TSR for a period greater than three months and up to five years</td>
</tr>
<tr>
<td>Reserve use permit</td>
<td></td>
</tr>
<tr>
<td>Apiary</td>
<td>Authorises a person to keep bee hives on a TSR for commercial honey production</td>
</tr>
<tr>
<td>Recreation</td>
<td>Authorises a community event or fundraising activity on a TSR (recreational camping permits are rarely issued)</td>
</tr>
</tbody>
</table>

To build capacity in regions and ensure our staff are visible, competent and responsive, initial attention will be given to defining recruitment and professional development requirements so that the right set of skills and personal attributes are targeted.

Local operational plans will be based on a statewide template (See Appendix 3) for consistent format and content among our different regions, and released for public information after approval by local boards.

Local boards will monitor and report achievements set out in their local operational plans, including usage, compliance and revenue levels. The need for, or risk of, cross-subsidisation will be disclosed to ensure transparency.

Permits and agreements

We will continue to authorise uses on TSRs by issuing stock permits, reserve use permits and stock watering point leases. Compliance monitoring and the types and conditions of permits will be standardised among different regions and be informed by the quality management system. There will be autonomy for regions to tailor for unique regional requirements.
Best Management Practice Toolkit
We will develop and maintain a Best Management Practice Toolkit for TSRs (see Appendix 4). This Toolkit will be used as an information and knowledge sharing resource to:
- Strengthen uniformity in language and process
- Provide confidence that processes are being carried out as planned
- Elevate and sustain consistently high standards of management
- Inform preparation of local operational plans and conditions applied in stock permits, reserve use permits, leases and agreements
- Identify opportunities for collaborative action and improved outcomes

The Toolkit already comprises four documents funded by NSW Environmental Trust. Similarly detailed documents will be prepared over the next five years covering additional TSR topics as resources allow and with input from our customers, stakeholders and investors.

Measurement and evidence
We will demonstrate to customers, investors and stakeholders that our decisions are sound and effective using a framework to measure, evaluate, report and improve achievements over time.

We will be held to account against seven evidence-based, TSR-specific metrics.

<table>
<thead>
<tr>
<th>TSR-specific metrics</th>
<th>Key accountabilities</th>
<th>Measure</th>
<th>2024 target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality of service</td>
<td>Annual customer satisfaction score</td>
<td>85%</td>
<td></td>
</tr>
<tr>
<td>Financial sustainability</td>
<td>Revenue ($ per annum) from grants</td>
<td>Increase grant revenue to $5 million per year</td>
<td></td>
</tr>
<tr>
<td>Social Goal</td>
<td>Number of collaborative opportunities created with recreationalists/tourists</td>
<td>Nine collaborative projects created (one per region but not including TSRs in the Western Division, where recreational use is not authorised)</td>
<td></td>
</tr>
<tr>
<td>Economic Goal</td>
<td>Number of DSE grazing days per annum</td>
<td>Maintain the seasonally adjusted 2019/20 baseline</td>
<td></td>
</tr>
<tr>
<td>Environmental Goal</td>
<td>Area (ha) managed under conservation agreements</td>
<td>Increase to 150,000ha</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number of monitoring points providing data, information and knowledge</td>
<td>Habitat condition maintained or improved on all grant-funded sites</td>
<td></td>
</tr>
<tr>
<td>Cultural Goal</td>
<td>Number of collaborative opportunities created with First Nations peoples</td>
<td>Ten collaborative projects created (one per region)</td>
<td></td>
</tr>
</tbody>
</table>

What success could look like?

Our Success
While achieving our 2024 targets is realistic, given the available opportunities, support from our community will be needed to make these and other possibilities a reality and allow TSRs to achieve their full potential.

Critical success factors
Our ability to effectively implement this Plan is dependent on successful transitioning from a private to a collaborative funding model, as well as continuous improvement. The critical success factors for contestable funding are:
- our capacity to engage the community, identify opportunities for improved multiple use, and convert these ideas into compelling applications in contestable grant programs
- accessibility of contestable grant programs (eligibility, timeframes, funding limits, etc.)
- comparative merit of our applications against other submissions or applications
- our capacity to identify and implement corrective and preventative actions in a timely manner, and to deliver sustained performance over long time frames

We are confident of meeting these challenges with the support of the community.

VISION
To inspire others in public land management by setting the new standard

<table>
<thead>
<tr>
<th>SOCIAL GOAL</th>
<th>Number of collaborative opportunities created with recreationalists/tourists</th>
<th>Nine collaborative projects created (one per region but not including TSRs in the Western Division, where recreational use is not authorised)</th>
<th>More people connecting with and visiting TSRs</th>
</tr>
</thead>
<tbody>
<tr>
<td>ECONOMIC GOAL</td>
<td>Number of DSE grazing days per annum</td>
<td>Maintain the seasonally adjusted 2019/20 baseline</td>
<td>TSRs connect regions and states</td>
</tr>
<tr>
<td>ENVIRONMENTAL GOAL</td>
<td>Area (ha) managed under conservation agreements</td>
<td>Increase to 150,000ha</td>
<td>TSRs continue to play an important role in emergency management</td>
</tr>
<tr>
<td></td>
<td>Number of monitoring points providing data, information and knowledge</td>
<td>Habitat condition maintained or improved on all grant-funded sites</td>
<td>Driving continues to be an important use of TSRs</td>
</tr>
<tr>
<td>CULTURAL GOAL</td>
<td>Number of collaborative opportunities created with First Nations peoples</td>
<td>Ten collaborative projects created (one per region)</td>
<td>More rural landscapes reconstructed around TSRs</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Stock use is widely recognised as an important conservation tool</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>More TSRs making a greater contribution to the protected area estate</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>More landscape groups actively engaged in TSR management</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>More interpretative sites explaining the historical importance of TSRs</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>More Aboriginal people engaged and employed in TSR management</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>More sites showcasing where Aboriginal cultural heritage and travelling stock co-exist</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Cultural burning practiced on more TSRs</td>
</tr>
</tbody>
</table>
## Appendix 1.

### TSR Classification and Management Guide

<table>
<thead>
<tr>
<th>Category</th>
<th>Guideline</th>
</tr>
</thead>
</table>
| General  | Engage an expert panel  
Make decisions based on best available data, information and local knowledge  
Ensure the weighting given to different uses and values is commensurate with community support and opportunities  
Use consistent TSR classifications at regional boundaries  
Ensure access to stock permits and reserve use permits are equitable  
Avoid granting new long term permits or leases where other revenue sources provide adequate alternate funds  
Use strategic grazing as a management tool to maintain or improve the resource base  
Continue uses that do not degrade or damage the land  
Maintain or enhance ecological linkages and connectivity  
Maintain or enhance vegetation condition where funding permits  
Avoid fertilizer applications  
Avoid supplementary fodder except in emergency management situations  |
| Category 1 | Designate the Map Class as either:  
1a – walking and/or slow travel permit  
1b – emergency management or biosecurity purposes  
Rating of conservation value is low  
Potentially no incompatible uses  
Avoid investments to improve the resource base as they are unlikely to be effective  |
| Category 2 | Designate the Map Class as either:  
2a – walking and/or slow travel permit  
2b – strategic grazing under an agreement  
2c – long term grazing permit or lease  
2d – short term grazing permit  
Rating of conservation value is medium or high  
Include all TSRs livestock ‘highways’  
Compatible uses and values include biodiversity conservation, Aboriginal cultural heritage and passive recreation  
Avoid conflicting management or uses that restrict travelling stock, such as large non-grazing conservation areas and incompatible active recreational uses  
Develop management plans for high conservation value TSRs in Map Class 2c  
Consider alternative funding sources prior to renewing long term grazing permits or leases  
Seek investments to improve conservation value and access for recreation and Aboriginal cultural practices  |
| Category 3 | Designate the Map Class as either:  
3a – excluded under an agreement  
3b – strategic grazing under an agreement  
3c – short term grazing permit  
3d – long term grazing permit or lease  
3e – excluded for conservation but not under an agreement  
3f – stock watering places  
Rating of conservation value is high-medium  
Compatible uses and values include biodiversity conservation, Aboriginal cultural heritage and passive recreation  
Avoid conflicting management or uses such as emergency management, stock grazing under long term grazing permits, active recreation and forestry  |
| Category 4 | Designate the Map Class as 4a – not grazed  
Rating of the conservation value is low  
Compatible uses and values is carbon sequestration  
Record values or uses that exist for purposes other than grazing, conservation, Aboriginal cultural heritage or recreation  |

### Appendix 2. Classification decision tree

- **State level decision making**
  - **1. Primary Use**
    - Is the TSR used primarily for travelling stock or emergency management and biosecurity purposes?  
      - YES  
      - NO
  - **2. Other uses & values**
    - Does the TSR have other uses and values such as biodiversity conservation, Aboriginal cultural heritage or recreation?  
      - YES  
      - NO
  - **3. Category**
    - CATEGORY 1:  
      - 1a Walking and/or slow travel permit  
      - 1b Emergency management or biosecurity purposes
    - CATEGORY 2:  
      - 2a Walking and/or slow travel permit  
      - 2b Strategic grazing under an agreement  
      - 2c Long term grazing permit or lease  
      - 2d Short term grazing permit
    - CATEGORY 3:  
      - 3a Excluded under an agreement  
      - 3b Strategic grazing under an agreement  
      - 3c Long term grazing permit or lease  
      - 3d Long term grazing permit or lease  
      - 3e Excluded for conservation but not under an agreement  
      - 3f Stock watering places
    - CATEGORY 4:  
      - 4a Not grazed

- **Local level decision making**
  - **4. Designate map class**
    - 1a Walking and/or slow travel permit  
    - 1b Emergency management or biosecurity purposes  
    - 2a Walking and/or slow travel permit  
    - 2b Strategic grazing under an agreement  
    - 2c Long term grazing permit or lease  
    - 2d Short term grazing permit  
    - 3a Excluded under an agreement  
    - 3b Strategic grazing under an agreement  
    - 3c Long term grazing permit or lease  
    - 3d Long term grazing permit or lease  
    - 3e Excluded for conservation but not under an agreement  
    - 3f Stock watering places  
    - 4a Not grazed
## Appendix 3.

### Local operational plan template

<table>
<thead>
<tr>
<th>Category</th>
<th>Guideline</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Introduction</td>
<td>Local context and factors influencing TSR governance and management for the next 12 months</td>
</tr>
<tr>
<td>1.1 Requirements</td>
<td></td>
</tr>
<tr>
<td>1.2 Local TSR uses, values and principles</td>
<td></td>
</tr>
<tr>
<td>1.3 Seasonal outlook</td>
<td></td>
</tr>
<tr>
<td>2. Local Classification Map</td>
<td>Local map to record decision making or signal intent regarding TSR uses and values</td>
</tr>
<tr>
<td>3. Resource plan</td>
<td>Local plan to efficiently and effectively allocate resources (employee time, operating and capital costs) against budgets to deliver the TSR program set out in chapters 4, 5 and 6</td>
</tr>
<tr>
<td>3.1 Human resources</td>
<td>Staffing, Core competencies, Training plan, Safety plan</td>
</tr>
<tr>
<td>3.2 Financial resources</td>
<td>Grant revenue and expenditure, Permit revenue and expenditure, Capital expenditure, Variance plan</td>
</tr>
<tr>
<td>4. Authorisations</td>
<td>Local plan to authorise TSR uses, disclose and justify contentious issues and ensure compliance using a risk-based approach</td>
</tr>
<tr>
<td>4.1 Stock use</td>
<td></td>
</tr>
<tr>
<td>4.2 Reserve use permits</td>
<td></td>
</tr>
<tr>
<td>4.3 Potentially incompatible uses</td>
<td></td>
</tr>
<tr>
<td>4.4 Compliance plan</td>
<td></td>
</tr>
<tr>
<td>5. Funded public benefit initiatives</td>
<td>Local plan to deliver contracted commitments with investors</td>
</tr>
<tr>
<td>5.1 Biodiversity conservation</td>
<td></td>
</tr>
<tr>
<td>5.2 Aboriginal cultural heritage</td>
<td></td>
</tr>
<tr>
<td>5.3 Historical significance</td>
<td></td>
</tr>
<tr>
<td>5.4 Recreation and tourism</td>
<td></td>
</tr>
<tr>
<td>6. Other coordinated work</td>
<td>Local plan to fulfil statutory obligations and complete routine management requirements using a risk-based approach</td>
</tr>
<tr>
<td>6.1 Emergency plan</td>
<td></td>
</tr>
<tr>
<td>6.2 Animal welfare plan</td>
<td></td>
</tr>
<tr>
<td>6.3 Biosecurity plan</td>
<td></td>
</tr>
<tr>
<td>6.4 Invasive species plan</td>
<td></td>
</tr>
<tr>
<td>6.5 Asset plan</td>
<td></td>
</tr>
<tr>
<td>6.6 Miscellaneous plans</td>
<td></td>
</tr>
<tr>
<td>7. Customer service charter</td>
<td>Local plan to improve customer service processes and relationships</td>
</tr>
<tr>
<td>7.1 Core values</td>
<td></td>
</tr>
<tr>
<td>7.2 Service levels</td>
<td></td>
</tr>
<tr>
<td>7.3 Voice of customer</td>
<td></td>
</tr>
<tr>
<td>7.4 Complaints handling</td>
<td></td>
</tr>
<tr>
<td>7.5 Privacy</td>
<td></td>
</tr>
<tr>
<td>8. Quality improvement plan</td>
<td>Local plan to assess performance in delivering a quality TSR service, and to plan future improvements to ensure long-term success</td>
</tr>
</tbody>
</table>

## Appendix 4.

### Best Management Practice Toolkit outline

<table>
<thead>
<tr>
<th>Topic</th>
<th>Description</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>SOCIAL</td>
<td>Recreational use Manual</td>
<td>Details the policies and procedures for providing recreational activities and servicing recreational facilities on TSRs.</td>
</tr>
<tr>
<td>Customer, stakeholder, investor and partner relationship Strategy</td>
<td>Describes the risks and opportunities to maintaining or improving the satisfaction of interested parties that could have an impact on the results achieved.</td>
<td>Medium</td>
</tr>
<tr>
<td>Monitoring and Audit Strategy</td>
<td>A framework to assist LLS staff to monitor, evaluate, report and improve TSR management outcomes.</td>
<td>Very high (Draft)</td>
</tr>
<tr>
<td>ECONOMIC</td>
<td>Compliance Handbook</td>
<td>Defines and explains the purpose of the TSR compliance program, including the laws that govern TSRs, the professional and ethical standards that must be followed, training and accreditation, the chain of responsibility, and guidelines for compliance monitoring and action.</td>
</tr>
<tr>
<td>Drovers Code of Conduct</td>
<td>Describes what a drover or person responsible for stock walking or grazing on a TSR or along public roads should know and/or do (to update the 2004 code).</td>
<td>Very high</td>
</tr>
<tr>
<td>Standard permits and leases</td>
<td>Defines the classes of permits and leases, standard conditions and pricing, to be uniformly adopted among different regions, with scope for regional adaption.</td>
<td>Very high</td>
</tr>
<tr>
<td>Asset management</td>
<td>Describes the best management practices to manage items of TSR property, plant or equipment.</td>
<td>Very high</td>
</tr>
<tr>
<td>ENVIRONMENTAL</td>
<td>Environmental impact assessment</td>
<td>Defines best practice to identify, predict, evaluate and mitigate environmental and other impacts associated with TSR development proposals and policies, plans and programs, including long term grazing permits.</td>
</tr>
<tr>
<td>Best environmental management practice</td>
<td>A tool to assist LLS staff to consistently determine the conservation value of individual TSRs; and identify management practices that maintain or improve biodiversity conservation outcomes.</td>
<td>Very high (Draft)</td>
</tr>
<tr>
<td>Regional TSR vegetation guides</td>
<td>Tools describing vegetation formations, endangered ecological communities and site managed species in each region to enable rapid assessment of the potential status of native vegetation in the field.</td>
<td>Very high (Draft)</td>
</tr>
<tr>
<td>Rapid conservation assessment method: training package and guidelines</td>
<td>A tool to rapidly assess the conservation value of a site and enable changes in condition to be monitored over time.</td>
<td>Complete</td>
</tr>
<tr>
<td>Management Plan template</td>
<td>Management Plan template for long term grazing permit and lease areas</td>
<td>Very high</td>
</tr>
<tr>
<td>Information management system</td>
<td>Map and database of TSR Conservation Values</td>
<td>Very high</td>
</tr>
<tr>
<td>CULTURAL</td>
<td>Aboriginal Cultural Heritage Guide</td>
<td>A guide to investigating, assessing, reporting on and preserving Aboriginal cultural heritage within TSRs.</td>
</tr>
<tr>
<td>Information management system</td>
<td>Map and database of TSR Cultural Heritage</td>
<td>High</td>
</tr>
<tr>
<td>Historical Significance Guide</td>
<td>A guide to investigating, assessing, reporting on and preserving historically significant sites and items within TSRs.</td>
<td>High</td>
</tr>
</tbody>
</table>