



Great Southern Centre for Outdoor Recreation Excellence t/as

OUTDOORS

GREAT SOUTHERN

ANNUAL REPORT

2020 - 2021



Providing leadership to the outdoor
recreation industry in WA's Great Southern

ACN 620 430 819



OUR MISSION

We work collaboratively to promote and support outdoor recreation in the Great Southern. We aim to create a vibrant and sustainable outdoor recreation sector through the provision of training, business support, strategic planning and project management services.

OUR VISION

More people in the Great Southern enjoying the outdoors safely, sustainably and responsibly.

OUR VALUES

Excellence

We strive to be innovative and model best practice solutions amongst outdoor recreation operators.

Environmental Sustainability

We are committed to promoting environmentally sustainable practices among our members and the broader outdoor recreation sector.

Social and Cultural Responsibility

We encourage the outdoor recreation sector to operate in ways that respect and reinforce the social and cultural heritage of the communities within which they are based.

Collaboration

We are committed to working in partnership with our stakeholders in the outdoor recreation sector, and with government and community organisations, to create benefits for our regional communities.

We respectfully acknowledge the peoples of the Wagyl Kaip and Southern Noongar nations, their Elders past, present, and emerging, who are the traditional custodians of the lands on which we operate. Indigenous people continue to play an important role in Australia and, most especially, on the land and water used for outdoor recreation, education, adventure, tourism and nature-based activities. Operating in a sustainable way on Australia's land and waterways is important to us, as is respecting sacred indigenous sites.



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We're working to build a stronger outdoor recreation sector

Three words sum up the last year: Recovery, Resilience and Recreation!

Recovery

Like many organisations, we have had to adapt to respond to the impact of the COVID-19 global pandemic. Throughout 2020, recognising the important leadership role that we play in the tourism and recreation sectors in the Great Southern, our COVID-19 Recovery Plan focused on three key phases - Inform, Support, Recover:

- **Inform:** In the immediate response phase of the pandemic, we played a critical role in providing up-to-date information about the pandemic to tourism businesses, outdoor recreation clubs, community groups, and the general public in the Great Southern.
- **Support:** We delivered a Tourism Marketing Recovery Program to assist tourism operators to pivot their operations, develop new products, and attract new markets.
- **Recover:** We continue to work closely with local governments, businesses and not-for-profit groups to develop economic and community development programs to assist in the recovery from the impact of COVID-19.

Resilience

At an organisational level, the Board and staff demonstrated incredible tenacity and resilience over the last 12 months. In April 2021, we marked our first twelve months of financial independence from core government funding. The economic challenges posed by the pandemic required us to review our focus and activities. Board directors and staff embarked on a six-month collaborative strategic planning process that has seen us rewrite our vision and mission, re-brand and re-structure. The dedication and commitment of staff has been incredible to witness - we certainly wouldn't be where we are today without their efforts.

Recreation

As closed borders, snap lockdowns, and social distancing became a way of life, outdoor recreation became even more important. Over the last year, our region has welcomed high numbers of intrastate visitors, many of whom are enjoying our trails, coasts, and waterways. Our efforts are focused on improving access to outdoor recreation through skills development and training, and trail infrastructure investment. We look forward to expanding these projects during the next year.

Our work would not be possible without the support of our regional stakeholders. Your time, commitment and financial support are all being put to good use to build a stronger region. We thank you for being our champions in this endeavour, and we look forward to working with you to 'Get more people outdoors, more often' in the Great Southern.

With sincerest gratitude,



Dr Lenore Lyons
Executive Director

A handwritten signature in black ink, appearing to be 'L. Lyons'.



Mr Greg Mair
Board Chairperson

A handwritten signature in black ink, appearing to be 'g. mair'.



OUR VISION

"Centre of Excellence: a not-for-profit organisation that provides leadership, best practice, research, support and training."

The Great Southern Centre for Outdoor Recreation Excellence (GSCORE) is a not-for-profit organisation that aims to improve the capacity and opportunity for residents and visitors to participate in outdoor activities in the Great Southern.

In 2021, we re-branded as **Outdoors Great Southern**. GSCORE remains our incorporated entity.

Our goal is to create a sustainable and inclusive outdoor recreation sector that provides flexible and affordable choices for all residents and visitors. We want to see more people in the Great Southern enjoying the outdoors safely, sustainably and responsibly.

In addition to supporting the community health and wellbeing benefits of outdoor recreation, we are also committed to growing its economic benefits by leveraging the region's natural assets to meet the growing demand for nature-based and adventure tourism.

Our vision is for the region to be recognised as a premier tourism destination that capitalises on our exceptional natural landscapes, biodiversity, and built infrastructure. The region's unique adventure offerings, which cannot be experienced elsewhere in Western Australia, include remote wilderness hiking; sea-cliff rock climbing; Southern Ocean sailing and kayaking; and multi-pitch mountain climbing in alpine conditions.

We are working with our stakeholders to add mountain-biking to this list of exceptional outdoor activities. Together, these experiences will attract interstate and international visitors and support the growth of regional tourism that is environmentally sustainable and socially and culturally responsible.

To achieve our vision, we are working in partnership with our regional stakeholders to deliver the Great Southern Outdoor Recreation Strategy. The strategy is helping us to plan, develop, manage and promote outdoor recreation in the Great Southern. It aims to:

- Establish strong partnerships that will guide infrastructure development and management.
- Build and manage world class trails and facilities.
- Promote the Great Southern as an adventure tourism destination.
- Build capacity and capability amongst outdoor recreation providers; and
- Ensure all people have more opportunities to participate in outdoor recreation.





World Class Trails Hub

Regional Vision

The region will be connected by a comprehensive array of recreational trails and trail centres that cater to the needs of residents and visitors. Trail development and maintenance will be underpinned by a business plan that focuses on the region's unique selling point, adopts a whole-of-region approach, harnesses strong community engagement, and is environmentally sensitive and sustainable. Trail use by individuals will be complemented by a vibrant array of clubs and associations that meet the needs of diverse user groups. The region's trails will play a significant role in attracting and retaining a skilled workforce, and trail tourism will be the major driver of regional visitation.

What We Are Doing

To achieve this vision, Outdoors Great Southern has partnered with all eleven Great Southern local government authorities, as well as the Department of Biodiversity, Conservation and Attractions (DBCA), the Department of Local Government, Sport and Cultural Industries (DLGSC), and the Great Southern Development Commission (GSDC), to develop and implement the Great Southern Regional Trails Master Plan. We gratefully acknowledge the funding support of the Australian Government's Building Better Regions Fund, Lotterywest and regional partners in funding the development of the Master Plan.

The Regional Trails Master Plan identifies 14 priority trail projects across the Great Southern. These projects were identified through extensive community consultation, discussions with land managers, and a multi-criteria assessment process that considered four key variables - market potential, destination significance, destination opportunity, and destination deliverability.

The Master Plan provides a high-level strategic vision for the region. It will be up to individual land managers to progress these projects in consultation with the community and traditional owners. Outdoors Great Southern advocates that all trail projects follow the 8-stage planning framework contained in the WA Trail Development Series. Master planning represents stage 2 of this framework - so there is still a long road ahead before any of these projects are realised.

The priority trail projects include hiking, mountain biking, cycle touring and paddle trail experiences. The timeframe for delivery of each project varies from short (1-2 years), medium (3-5 years) to long-term (6-10 years). The timeframe is based on a combination of factors, including land manager and broad community support, the need to secure funding for construction, the need to undertake detailed environmental and heritage assessments as well as additional community consultation, and the need for complex land tenure negotiations with landowners and managers. Progressively implementing these projects over the next decade will ensure that the Great Southern achieves its potential as a nationally recognised trail destination.

In August 2020, Premier Mark McGowan released the Great Southern Recovery Plan. Almost \$16 million of recovery funding will be spent on priority trail projects identified in the Regional Trails Master Plan. Outdoors Great Southern is working with DBCA and our local government partners to deliver these and many other trail projects on behalf of our region.



I PROPOSED PRIORITY TRAILS

TIMEFRAME	PROPOSED PRIORITY TRAIL OR TRAIL NETWORK	TRAIL TYPE
S SHORT 1-2 Years	Tower Hill MTB Trails Walpole and Nornalup Inlets Marine Park Paddle Experience Great Southern Treasures Recreation Circuit Bald Head Walk Trail Albany Heritage Park Mounts Trail Corridor Link	C P H P C H H C

TIMEFRAME	PROPOSED PRIORITY TRAIL OR TRAIL NETWORK	TRAIL TYPE
M MEDIUM 3-5 Years	Greens Pool to Lights Beach Coastal Hiking Trail Albany's Historic Whaling Station to The Gap Coastal Hiking Trail Albany Heritage Park Stage 2 Poikeclerup MTB Trails Mt Hallowell MTB Trails Porongurup MTB Trails Munda Biddi Trail Realignments	H H H C C C C

TIMEFRAME	PROPOSED PRIORITY TRAIL OR TRAIL NETWORK	TRAIL TYPE
L LONG 6-10 Years	Albany to Whaling Station Dual-use Trail Grain Train Rail Trails Stirling Range Valleys Cycle Touring Trail	H C H C C

TRAIL TYPE
H Hiking C Cycling/Mountain biking P Paddling

Photo: Rebecca Stephens MLA presents regional partners with Lotterywest funding support for trail development.



2020-2021 Regional Trails Master Plan

IMPLEMENTATION STRATEGY OUTCOMES

STRATEGIC PLANNING: PLANS IN PLACE

- ✓ Great Southern Regional MTB Strategy
- ✓ Poikeclerup MTB Trails Concept Plan
- ✓ Mt Hallowell Trails Concept Plan
- ✓ Tower Hill (Mount Barker) MTB Trails Heritage Survey

SECRETARIAT SUPPORT PROVIDED TO

- Great Southern Trails Reference Group
- Mt Hallowell Trails Project Control Group
- Poikeclerup MTB Trails Project Control Group
- Great Southern Treasures Trail subcommittee
- DBCA's WA Recovery Program Projects: Great Southern Adventure Trails Communications Reference Group

STAKEHOLDER ENGAGEMENT:

**RTMP LAUNCHED
BY RICK WILSON MP**

GRANT APPLICATIONS: SUCCESSFUL

- Great Southern Treasures Bobtail Trail (\$248k from Lotterywest, \$89k from partners plus \$446k in-kind)
- Trail Volunteer Maintenance Program (\$132k from Lotterywest, plus \$37k in-kind)
- Mt Hallowell Trails Concept Plan (\$15k DLGSC)
- Poikeclerup MTB Trails Concept Plan (\$15k DLGSC)

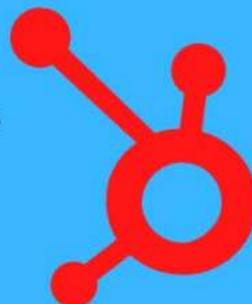
GRANT APPLICATIONS: PENDING

- Great Southern Adventure Trails: BBRF5 Infrastructure Investment \$4.615m (Albany Heritage Park, Poikeclerup MTB Trails, Tower Hill MTB Trails, Walpole Nornalup Paddle Experience)
- Trails Marketing, Interpretation and Signage Strategy: BBRF5 Community Investment \$108k
- Trail Stewardship Training Program: 2021 Community Stewardship Grant \$106k

Marketing & Promotion



Great Southern Adventure Trails Brand Blueprint completed



Capacity & Capability Building

Established Trail Resource Hub



A Flourishing Outdoor Recreation Community

Regional Vision

The region will be home to a prosperous outdoor recreation community that includes community groups and clubs, as well as tourism businesses. Outdoor recreation clubs will have a growing and active membership base, and more people will be confident to take part in outdoor activities. Tour and activity businesses will deliver high-quality, export-ready products into the domestic and international markets. The outdoor recreation industry will be a major local employer and will be recognised for the high quality of its workforce (including guides, instructors, and customer service staff) and its commitment to environmental, social, and cultural sustainability.

What We Are Doing

To achieve this vision, Outdoors Great Southern delivers a community participation program in partnership with clubs, community groups and tourism businesses; a business mentoring program; and a skills training program for clubs, community groups, instructors, and teachers.

What We Have Achieved

Community Participation Program

- Kids Holiday Program - we continued to deliver our popular holiday program in October (Tambellup and Denmark); January (Katanning, Denmark, Mount Barker). Activities included bushwalking, shelter building, nature play, and geocaching.
- Introduction to Hiking for Women - back by popular demand! We ran a second introductory program for women. Delivered in partnership with Dirty Feet Tours, it included four hours of theory plus a half-day hike.
- Introduction to Sit-on-top Kayaking - a free family friendly activity held on the Denmark River during Summer. Delivered in partnership with qualified instructor Jen Harrison.
- Introduction to MTB for adults - held in Albany over two weekends in November. Delivered in partnership with the Albany MTB Club
- Introduction to MTB for kids - held in Albany in January. Delivered in partnership with the Albany MTB Club.
- Albany Mental Health Geocaching - held in Albany in January in partnership with the City of Albany. Families got to experience the fun of geocaching while at the same time learning positive mental health messages.



Promoting Outdoor Recreation Opportunities

- Recreation Directory - we expanded our online recreation directory to include more information about the range of activities available in our region.
- Promoting the Great Southern as a School Camp Destination - we manage the Great Southern Learning Adventures website (www.greatsouthernlearningadventures.com.au) which provides an information source for schools and students visiting the Great Southern region. The aim of the website is to increase business productivity and sustainability and grow the number of jobs in the outdoor education and outdoor recreation sectors.
- UWA Children's University - we are an official Learning Destination for the Children's University Program.

Capacity and Capability Building

- Tourism Experience Accelerator Program - project was successfully completed in 2020, with a graduation ceremony held for all participants on the 1 December.
- Pro-bono Support - Facilitated two strategic planning sessions to the Albany MTB Club and assisted them to draft their new Strategic Plan.



Photo: School holiday geocaching activity in Denmark WA.

NEW INITIATIVES

In June 2021, the Outdoors Great Southern Board approved our new three-year Strategic Plan (2021-2023). The plan identifies four key pillars:



LEADERSHIP

We will advocate, represent and promote best practice policy and planning for outdoor recreation in the Great Southern.



PARTICIPATION

We will foster and facilitate increased participation in outdoor recreation opportunities in the Great Southern.



FINANCIAL SUSTAINABILITY

We will develop Trail Futures as a social enterprise to ensure our financial sustainability.



GOVERNANCE

We will maintain and enhance systems to support good governance and provide a foundation on which to continue to grow and develop.

The Strategic Plan underpins an organisational restructure that will see our activities focused on two entities:

Outdoors Great Southern

Our community focused for-purpose entity, Outdoors Great Southern aims to see more people in the Great Southern enjoying the outdoors safely, sustainably, and responsibly. In addition to our promotion and advocacy activities, we are developing two new program areas:

- Great Southern Adventure Club - building on our popular school holiday activities, the Adventure Club is term-based structured outdoor recreation skills development program for children and teenagers. Each term, club members will focus on two outdoor recreation activities - such as bushwalking, kayaking, sailing, paddling, and climbing - developing skills and confidence in the outdoors. The structured program will be delivered by qualified instructors and will have a strong focus on team building, leadership, and competency.
- Trail Stewardship Program - our Trail Carers Volunteer Trail Maintenance (Stewardship) program is for trail and nature lovers who want to give back to their community by looking after the region's numerous recreational trails. Volunteers can spend their time caring for their favourite trail or sign up to do trail maintenance on different trails across the region. Volunteering is a great way to meet people, get outdoors, and learn new skills.

Trail Futures

To support our for-purpose activities, we are establishing a social enterprise - Trail Futures - which is a consultancy and training entity. Our goal is to develop and deliver best practice professional development programs to meet the needs of land managers and trail managers, including local governments, community organisations and businesses. Trail Futures will launch in October 2021.



OUR SERVICES

Our activities are funded through a combination of competitive grant funding and independent revenue streams (see Our Financials). To secure our financial future, we generate revenue through fee-for-service agreements, consultancy services and training programs.

Consultancy Services

We are working with our regional stakeholders and communities to deliver holistic solutions for outdoor recreation and tourism planning. Our clients include local governments, community and not-for-profit organisations, destination marketing organisations, visitor centres, and clubs and associations. In the past year, we have completed the following projects:

- Shire of Denmark Sustainable Tourism Strategy - developed a comprehensive tourism strategy for the Shire. Included extensive community consultation (surveys, interviews, facilitated workshops); desktop review of research and policy documents; analysis of visitation data and financial data; and a benchmarking study with 12 other local governments. Outputs: Strategy, two Action Plans, and eight background reports.
- Grant Writing - prepared detailed grant applications, including project plans, business cases, budgets, cost-benefits analysis, stakeholder engagement plans for:
 - Australia's South West - Recovery for Regional Tourism Program. Successful (\$1.25million)
 - Lotterywest COVID Recovery - Community Treasure Trove (Shire of Broomehill-Tambellup, Cranbrook, Gnowangerup, Jerramungup, Katanning, Kent, Kojonup, Plantagenet, Woodanilling). Successful (\$380k).
 - Building Better Regions Fund (BBRF) Round 5 - Infrastructure Investment Program (City of Albany, Shire of Plantagenet and DBCA) - pending.
 - BBRF5 - Community Investment Program (Shire of Broomehill-Tambellup, Cranbrook, Denmark, Gnowangerup, Jerramungup, Katanning, Kent, Kojonup, Plantagenet, Woodanilling) - pending
- Digital Engagement Services - delivered a comprehensive digital engagement service for the City of Albany on behalf of the Amazing South Coast Tourism Incorporated (ASCTi). Included social media, website and digital content.
- Regional Tourism Strategy Review - chaired a small working party to review the Amazing South Coast Regional Tourism Development Strategy and prepared a summary document. Other members of the working party included ASCTi, Albany Chamber of Commerce and Industry, and the City of Albany.



Training programs

We provide a range of training programs for business owners, community groups, clubs and associations, outdoor instructors, and teachers. In the past year, we have run training programs on:

- Simplifying Social Media - delivered social media training via webinars to clubs and community groups across the state. Client: Department of Local Government, Sport and Cultural Industries (DLGSC). A series of four inter-related sessions were delivered to almost 100 people who registered either to attend or receive the recorded sessions. Topics covered included how synergies created by linking apps can save time and effort; making the most of Facebook and Instagram's built-in features; and a simple introduction to the relatively new app, Canva.
- Communication coaching - provided one-on-one and group coaching to staff to assist in communicating effectively with stakeholders. Client: Shire of Denmark.
- Introduction to Visitor Servicing - workshops delivered to volunteers at the Denmark Visitor Centre. Client: Denmark Chamber of Commerce.

SIMPLIFYING SOCIAL MEDIA

*Tips, tools & practical
examples for clubs &
community groups!*

FREE



2021

Stakeholders rated how effectively GSCORE had fulfilled the following criteria:

Lobbying to improve outdoor recreation infrastructure in the Great Southern



Providing business information and advice to the outdoor recreation sector



Improving opportunities for community participation in outdoor recreation



Promoting the Great Southern as a destination for outdoor recreation



Providing education and training opportunities in outdoor recreation



2021

ANNUAL STAKEHOLDER SURVEY

87%



SATISFIED
to
VERY
SATISFIED

Rated the level of support

85%

UP FROM 81% IN 2020



85% said that GSCORE had been effective to very effective in promoting the outdoor recreation sector's growth and development in the Great Southern in the last 12 months.



78% SATISFIED
to
EXTREMELY SATISFIED

Rated work on the RTMP



81%
EXCELLENT
to
VERY GOOD

Rated the customer service

PRIORITIES

As part of the annual survey, we ask our stakeholders what they think our priorities should be over the next year. The top responses this year were:

SENIORS RECREATION

ABORIGINAL ENGAGEMENT

MENTAL HEALTH PROGRAMS

YOUTH ENGAGEMENT



OUR FUNDING PARTNERS

Our work would not be possible without the generous support of the Department of Local Government, Sport and Cultural Industries (DLGSC) which provides Outdoors Great Southern with in-kind support through the Albany Sportshouse.



Department of
**Local Government, Sport
and Cultural Industries**



OUR FINANCIALS

2020-2021

GSCORE Ltd

INCOME

Restricted grants	\$167,967	32%
Training income	\$4,451	1%
Consultancy income	\$183,902	35%
Other income	\$173,314	33%

TOTAL

\$529,634

EXPENSES

Direct Costs	\$291,618	68%
Salaries	\$115,415	27%
Marketing & Promotions	\$2,610	1%
Office & Administration	\$18,188	4%

TOTAL

\$427,831

OUR PEOPLE

Current Board



Greg Mair, Chair/Appointed Director

14 September 2017 - 18 September 2021

Greg recently stepped down from the role of South Coast Regional Manager for the Parks and Wildlife Service of the Department of Biodiversity, Conservation and Attractions. He has extensive experience in managing recreation and visitor services in areas of significant conservation value. Greg was appointed as Chairperson in February 2019.



Ricky Burges PSM, Appointed Director

26 April 2019 - 28 July 2021

Ricky recently retired from the role of the Chief Executive Officer of the Albany Youth Support Association. Prior to this role she was CEO of WALGA and has held a number of senior management positions in the public and not-for-profit sectors.



Matthew Lilly, Appointed Director

10 February 2021 - 9 February 2023

Matthew is an experienced corporate lawyer and company secretary with over 25 years' legal experience. Matthew has a strong corporate governance background and has worked for a number of companies, including Alcoa, Bankwest and Shell. Having recently moved to Albany he is now a Special Counsel with the HHG Legal Group.



Kristen Pyrz-Brown, Appointed Director

15 June 2021 - 14 June 2023

After many years living and working overseas in Senior Management roles for the likes of the UN, APT and Qatar Airways, Kristen has recently launched her own Business Coaching practice in Albany. Her passion lies in leadership development and in making leaders and organisations the best possible places they can be for their employees.



Chris Thompson,

Co-opted Director 16 July 2019 - 29 July 2020

Appointed Director 30 July 2020 - 29 July 2022

Chris is the Great Southern Regional Manager Sport and Recreation with the Department of Local Government, Sport and Cultural Industries (DLGSCI). Chris has over thirty years' experience in sport and recreation at a local and state government level.



Outgoing Board Members



Leon Delpech, Appointed Director

3 May 2019 - 22 July 2020

Leon was the Regional Innovation Facilitator at Creative Albany/Fathom Co.



Jarrad Gardner, Co-Opted Director

23 July - 29 July 2020

Jarrad is Deputy CEO at the Great Southern Development Commission. He held a co-opted role on the Board in a caretaker capacity until our Constitution was updated in July 2020.

Staff



Lenore Lyons, Executive Director

Lenore is our Executive Director responsible for overall management and delivery of our organisational Strategic Plan. She has had a career that spans the public, private and community sectors.



Karl Hansom, Trails Coordinator

Karl is responsible for the implementation of the Great Southern Regional Trails Master Plan. Karl has a Natural Resource Management background managing biodiversity projects on Western Australia's South Coast for nine years.



Kaysanne Knuckey, Project Officer - Trails

Kaysanne is responsible for the implementation of the regional mountain bike strategy and assist with trail tourism related projects.





Andy Percy, Skills Development Officer

Andy is responsible for increasing community participation across the region through the development of workshops, training, and grassroots instruction within the Outdoor Recreation sector. He has over ten years' experience working in the outdoor education sector.



Karen Timmins, Digital Engagement Coordinator

Karen Timmins has extensive experience in communications, incorporating graphic design, photography and community liaison services. In her role she provides contract marketing services to the Amazing South Coast Tourism Incorporated.



Wendy Triplett, Training Coordinator

Wendy was our Training Coordinator until December 2020. She was responsible for overseeing the development and delivery of training programs in tourism product development and marketing, and outdoor recreation instruction.



Photo: The team receives the Outdoors WA Award for the 2020 Outstanding Outdoor Organisation of the Year.

OUR GOVERNANCE

GSCORE Limited is a public company limited by guarantee; is established under the *Corporations Act 2001*; and owns the registered business names Great Southern Centre for Outdoor Recreation Excellence, Great Southern Adventures, Outdoors Great Southern and Trail Futures.

The company operates under a Constitution. The current Constitution was formally adopted by the Members at a Special General Meeting held on 29 July 2020.

Our Board

The Constitution provides for a voluntary and independent Board of Directors to be responsible for the company's overall management and specifies, inter alia, the Board's powers and responsibilities and how Directors are appointed.

The Board has adopted a formal Board Charter which articulates the role of the Board; the matters the Board has reserved to itself; Board composition; how Board meetings are conducted; and Directors' ethical standards and leadership.

Except for those matters which the Board has reserved to itself, it has delegated to the Executive Director responsibility and authority for managing day to day operations, subject to the Board's overall direction and control and full reporting to the Board at each of its meetings.

The matters the Board has reserved to itself are the appointment, including contractual terms, performance review and reappointment of the Executive Director; the composition of the Board of Directors, including Board performance and refreshment; the approval and monitoring of the annual budget; the approval and amendment of the Policies and Procedures Manual; the setting and monitoring of overall strategic direction and goals; and corporate governance, including risk management and corporate compliance.

GSCORE's Directors are committed to adding value to the organisation by bringing to the Board their broad range of skills and experience. The Board sets and monitors overall strategic direction and priorities; regularly reviews our financial performance; and ensures the risk management and corporate compliance protocols it has established are being followed.

Risk Management and Corporate Compliance

The Board has established risk identification and management and corporate compliance protocols which are incorporated into the Policies and Procedures Manual. Written risk management and corporate compliance reports, are submitted to each meeting of the Board. These reports provide the basis on which the Board retains oversight and management of its responsibilities in these areas.

Financial Reporting and Performance

The Board receives detailed budget and financial performance reports at each of its meetings. The Executive Director certifies the accuracy and completeness of the financial information.





OUTDOORS
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