



Great Southern Centre for Outdoor Recreation Excellence t/as

OUTDOORS

GREAT SOUTHERN

2021 - 2022 ANNUAL REPORT



Working collaboratively to improve the capacity and opportunity for outdoor activity in the Great Southern

PURPOSE

To improve the capacity and opportunity for residents and visitors to participate in outdoor activities in the Great Southern.

VISION

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

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.

VALUES

Excellence
Environmental Sustainability
Social + Cultural Responsibility
Collaboration

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.



| | |
|--------------------------------|----|
| Our Vision | 5 |
| Our Activities | 6 |
| LEADERSHIP | 6 |
| PARTICIPATION | 11 |
| FINANCIAL SUSTAINABILITY | 12 |
| GOVERNANCE | 14 |
| Our Financials..... | 16 |
| Our People | 17 |
| Our Governance | 21 |



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.

We're working to build a stronger outdoor recreation sector

Outdoors Great Southern experienced a transformation during the 2021-22 financial year with some exciting growth and the development of several new programs and projects.

The growth seen in the past 12 months was off the back of some intensive strategic planning by the board. Launched in June 21, the Outdoors Great Southern three-year Strategic Plan has been the driving force behind the activities for the 2021/22 financial year. The strategy identified four key pillars, being Leadership, Participation, Financial Sustainability, and Governance.

Outdoors Great Southern secured funding to grow the team and provide services across a number of different areas include expanded community programs, trail maintenance, industry training and capacity building, and community engagement.

Some highlights included:

- Partnering with the Department of Local Government, Sport and Cultural Industries to host the Great Southern Trails Forum in October;
- Undertaking a huge amount of community engagement to develop interpretation content for the Great Southern Treasures Yoorn (Bobtail) Trail;
- Establishing our Trail Carer's program and providing trail maintenance to several trails in the region with the assistance of our dedicated volunteers; and
- Launching the Kids Adventure Club and offering weekly programs for kids to grow and develop their skills in a number of different outdoor adventure activities.

The implementation of the Great Southern Regional Trails Master Plan has continued at great speed. A large investment by the State Government through the WA Recovery Program into trails in the Great Southern Region has seen a huge amount of planning and building of new trails as well as upgrading of existing trails. There is a real enthusiasm and excitement around the trails industry in the region that will provide some great opportunities for Outdoor Recreation long into the future.

To help the organisation to grow and be financially resilient we launched a new social enterprise, Trail Futures. Trail Futures has been established as a professional development network for the recreational trails sector with the goal to grow and support a professional trails industry. As a national, not-for-profit organisation, Trail Futures works on behalf of the entire trails sector - including land managers, trail managers and designers, trail builders, and trail users and volunteers.

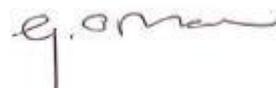
Further change came about in March 2022 when our CEO Dr Lenore Lyons announced that she will be stepping down. Lenore started as the Executive Director in 2017 to establish the organisation and lead its growth over 5 years. The Board, the whole team at Outdoors Great Southern, and everyone who has been involved during this time are extremely grateful for the efforts Lenore put in to make Outdoors Great Southern what it is today.

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 endeavor, and we look forward to working with you to get "More people in the Great Southern enjoying the outdoors safely, sustainably and responsibly".

With sincerest gratitude,



Simon Barras
Acting CEO



Mr Greg Mair
Board Chairperson

OUR VISION



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.

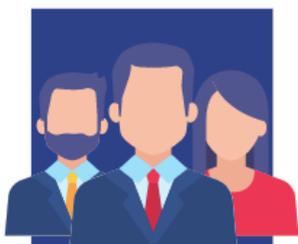
Our purpose is to improve the capacity and opportunity for residents and visitors to participate in outdoor activities in the Great Southern. We want to see more people in the Great Southern enjoying the outdoors safely, sustainably and responsibly.

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.

We are working collaboratively to promote and support outdoor recreation in the Great Southern. This includes working with our local and state government partners as well as numerous community based organisations.

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.



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.



LEADERSHIP

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

Developing a World Class Trails Destination

Great Southern Regional Trails Master Plan (RTMP)

The Regional Trails Master Plan, released in 2020, identifies fourteen priority trail projects across the Great Southern. The Master Plan provides a high-level strategic vision for the region. Individual land managers have been tasked to progress these projects in consultation with the community and traditional owners.

Outdoors Great Southern has continued the partnerships 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 implement the RTMP.

Thanks to the hard work by stakeholders and funding through the Great Southern Recovery Plan, many of the identified priority projects have been progressed and, in some cases, completed.

Strategic Planning: Plans in place

- Poikeclerup Heritage Survey Completed
- Porongurups Master Plan Completed
- Pwakkenbak Heritage Survey completed

Secretariate support provided to:

- Great Southern Trails Reference Group
- DBCA WA Recovery Program Communications Reference Group
- Mt Hallowell Project Control Group
- Great Southern Treasures Yoorn (Bobtail) Trail Project Control Group
- Noongar Advisory Group
- Pwakkenbak MTB Network Project Control Group

Regional Branding

The Great Southern region is connected by a comprehensive array of recreational trails that cater to the needs of residents and visitors. Trail development and promotion is underpinned by the Great Southern Regional Trails Master Plan which focuses on the region's unique selling points, adopts a whole-of-region approach, harnesses strong community engagement, and is environmentally sensitive and sustainable.

The Great Southern Trail Reference Group was established with all stakeholders represented to oversee the implementation of the RTMP. The group worked together to develop a Brand Blueprint for trails in the Great Southern. The brand Blueprint set a vision for the Great Southern to be a world class trails destination. The Brand Blueprint was used to develop a visual brand for the region which will be released in 2023 along with a Trails Marketing Strategy.

Great Southern Treasures Yoorn (Bobtail) Trail

The Great Southern Yoorn (Bobtail) Trail, was identified as a priority project in the Great Southern Regional Trails Master Plan (2020-2029). The Trail is a network of walking, cycling, and paddling trails or sites integrated with the existing Great Southern Treasures (GST) Drive Trail. It adds value to the existing drive trail by providing visitors with multiple opportunities to undertake a short recreational trail activity. While most of the trails already exist in some form, the majority lack trail signage or interpretative materials.

Stage 1 of this project - Community Engagement, has been funded by Lotterywest, and focused on the collection and collation of interpretive content, developing an interpretation plan and signage suite (a graphic representation of what the signs will look like), and fabrication of essential signage.

The installation of wayfinding and interpretive signage at each site will assist visitors to select trails based on their abilities and interests, and enhance their understanding and appreciation for the region's history, culture and biodiversity. The information will also be curated for use on the Great Southern Treasures website.

The project aims to improve social connection and individual well-being, and to provide an increased sense of purpose for residents of regional areas, particularly seniors and Aboriginal Elders. It's also hoped that the project will encourage participation in outdoor recreation by residents and visitors, increase connection to Country, and provide an economic boost to Great Southern communities.

Delivering the Western Australian Trails and Recreation Forum

The WA Trails and Recreation Forum was hosted in the Great Southern during October 2021 by the Department of Local Government, Sport and Cultural Industries in partnership with the Department of Biodiversity, Conservation and Attractions, City of Albany and Outdoors Great Southern.

More than 200 people attended the WA Trails and Recreation Forum, held over three days in October at various locations across the Great Southern.

Welcomes from Menang Elder Lester Coyne, City of Albany Mayor Dennis Wellington and keynote speaker Emma George set the scene for what would be an insightful forum of shared learnings and networking.

The Hon Dr Tony Buti MLA, Minister for Sport and Recreation officially opened the forum, speaking to the significant growth in the number of Western Australians engaging with the outdoors and trails. Minister Buti outlined the State Government's record levels of investment in trails projects across WA and new resources and training frameworks for the planning, construction and maintenance of trails.

The main forum included 30 presentations on a broad range of topics addressing the themes of recovery, resilience, recreation, planning, Aboriginal leadership and engagement, and trail insights.

Highlights included:

- Catching a sneak peek of the redeveloped Trails WA website from Agata Sleeman
- Sessions that addressed increasing Aboriginal engagement in trails planning including a state tourism action plan, connecting to Country on trails, engaging with traditional owners and developing youth hiking leaders
- A practical overview of the WA Trail Development Series from Outdoors Great Southern using a local case study of the Pwakkenbak/Mount Barker Mountain biking trail
- A new session on an economic rationalist approach to trails by Keston Economics
- Presentations that spoke to the ongoing challenges include Simon Mendelawitz from Inspiration Outdoors sharing the impacts of COVID-19 on outdoor businesses
- Insights from Department of Biodiversity, Conservation and Attractions's Rod Annear into the governance and sustainability of trails, highlighting this as a significant priority for the future
- The broad range of attendees included land managers, planners, funders, trail builders, not-for-profit trail and recreation organisations, State and local government officers, volunteers, tourism experts and trail and recreation advocates.

Feedback was overwhelmingly positive with more than 80% of surveyed attendees indicating the knowledge they gained will apply to their working role.

Establishing a volunteer trail maintenance program

Trail Carers

The Outdoors Great Southern Trail Carers program was established to address the need for a sustainable model of trail maintenance across local government reserves and Parks and Wildlife estates. This pilot project established a volunteer management program and approach, created a core group of trained volunteers, and completed work to improve the condition of some identified trails.

Volunteers work on basic trail maintenance projects such as identifying trail signage needs, pruning vegetation, and helping with drainage and erosion works.

As well as improving the quality of the trail experience, the Trail Carers program unites volunteers who really enjoy spending time on local trails. It's a great way to get out and explore the natural environment in company while contributing to meaningful projects.

The project objectives were to:

- Improve physical and mental wellbeing
- Increase sense of community connection
- Impart new skills
- Encourage environmental stewardship

Throughout the pilot program volunteers worked on several trails across the Albany region including:

- Bald Head
- Luke Penn
- Lake Seppings

Delivering best practice professional development for the industry

Webinar Series

In 2021, Trail Futures launched its webinar series and delivered 10 webinars. Attendees include Local Government staff, State Government staff, and community groups.

Topics delivered include:

- 5 Key Challenges of shared use trails
- Pump tracks, jump lines and MTB trail networks
- A case study for developing heritage trails
- Mountain Bike Destination Marketing - Lessons learnt from Tasmania
- Setting up your event for success
- Simplifying Social Media
- Engaging Volunteers and Inspiring Ownership of Trails
- How Trails are Trending in Outdoor Recreation - Tourism WA
- What Makes a Great Trail Experience with Mark Pybus - The Life of Py
- Tourism with Purpose - The Path to Regenerative Tourism

Trail maintenance training

Outdoors Great Southern received funding from DBCA and DLGSC to develop the trail maintenance training course. In collaboration with the Bibbulmun Track Foundation we have developed a course for land managers and people involved with the maintenance of trails.

The two-day course offers theory and practical components focusing on trail types and trail models, trail users and difficulty ratings, soil types, water and gravity, introduction to hand tools and basic maintenance techniques.

The course was piloted with the Bibbulmun Track Foundation and the Munda Bididi Trail Foundation with great feedback from all participants.

This training is now available to local governments and community groups.



PARTICIPATION

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

Community participation programs

Kids Adventure Club

The Kids Adventure Club is a community-based program that provides an opportunity for kids to participate in outdoor recreation activities. Traditionally there has not been structured community programs for outdoor recreation. The program provides an alternative to the traditional sporting pathway while encouraging participation in outdoor activities that lead to physical and mental wellbeing.

Outdoors Great Southern runs a Kids Adventure Club in Albany each school term. The Club is open to girls and boys in Years 4-6 and operates over weekends.

The Kids Adventure Club provides skill progression in Outdoor Recreation. The program recognises that Outdoor Recreation plays an important role in the development of skills such as :

- Leadership
- Team building
- Safety and First Aid
- Activity Skill (eg: bushwalking, geocaching, trip planning)

Over the course of each six-week term, kids build their skills and confidence in two outdoor recreation activities. Each term the activities change to provide students with different experiences.

Activities include:

- Bushwalking
- Geocaching
- Camping
- Survival skills
- Canoeing
- Mountain biking
- Sailing
- Surfing
- Climbing

Adults Adventure Network

Due to 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.

Outdoors Great Southern was also successful in securing funding to deliver a range of activities under the banner of the Great Southern Women's Adventure Network. Activities including trail running, hiking, mountain biking and paddling, will be delivered throughout 2022-2023.



FINANCIAL SUSTAINABILITY

We will develop income streams to leverage existing income to ensure the organisation's financial sustainability.

Trail Futures

To support our for-purpose activities, Trail Futures was established as a social enterprise to deliver consultancy and trail training. The aim of Trail Futures 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 was launched in October 2021 at the Trails and Recreation Forum in Albany.

Since the launch, Trail Futures has supported and developed the trails industry through the webinar series, trail training program, and online resources. Trail Futures will continue to grow over the coming years to provide a service and resource for the trails industry.

Sponsorship

Generating revenue through sponsorship has been an ambition for Outdoors Great Southern. We have spent some time understanding our value to a sponsor and this year we were able to secure some small sponsorships through our Trail Futures Webinar series.

Developing a sponsorship package has enabled us to have conversations with potential sponsors and we are very excited about developing partnerships with business that are mutually beneficial.

Grant Funding

Grant funding continues to be a crucial part of our strategy in delivering programs and services. As always we are so grateful to our funding bodies who were able to support us.

Our work would not be possible without the generous support of the following funding partners:

- DLGSC
- DBCA
- Lotterywest

OUR FUNDING PARTNERS



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



Department of **Biodiversity,
Conservation and Attractions**



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 worked on the following projects:

- WA Trails Market Research Report
- Indian Ocean Territories Outdoor Recreation Opportunities Report
- Australian Mountain Bike WA Road Trip Videography
- Pingrup Silo Trail Opportunity Report
- Urban Outfitter Social Showcase
- Valley of the Giants Tourism Gap Analysis
- Great Southern 2050 Cycle Strategy

A group of people, including children and adults, are walking along a sandy beach at sunset. The sky is a mix of blue and orange, and the ocean waves are visible in the distance. The people are dressed in casual outdoor attire, and one person in the foreground is wearing a patterned blanket.

“ *Outdoors Great Southern provides an invaluable service to the Great Southern community.* ”



GOVERNANCE

Maintain effective governance and compliance frameworks; and build an effective and engaged leadership team.

Board

The GSCORE board includes highly skilled and qualified Board Directors who guide the organisation in a strong strategic manner. The primary role of the board is to:

- Approve the one-year operational plan
- Monitor the execution of approved strategic plans, operating plans and financial plans on a quarterly basis
- Ensure effective financial controls and grant management systems
- Ensure robust quality and risk management systems are in place

To continue to achieve sound decision making this year GSCORE has recruited two new board members with relevant knowledge and skills. A comprehensive Directors Manual and a Board Annual Agenda work plan has been developed including an induction program.

“ OGS team are professional and always interested in developing networking opportunities. ”

2021-2022

Stakeholders rated how effectively Outdoors Great Southern had fulfilled the following criteria:

SUPPORT PROVIDED

83%

Level of support from Outdoors Great Southern

PROMOTION + DEVELOPMENT

72%

Promoting growth and development of the outdoor recreation sector

LOBBYING FOR IMPROVEMENT

75%

Lobbying to improve outdoor recreation infrastructure in the Great Southern

PROVIDING INFO + ADVICE

88%

Providing information and advice to the outdoor recreation sector

IMPROVING OPPORTUNITY

91%

Improving opportunities for community participation in outdoor recreation

DESTINATION PROMOTION

78%

Promoting the Great Southern as a destination for outdoor recreation

EDUCATION + TRAINING

66%

Providing education and training opportunities in outdoor recreation



2021/2022

INCOME

| | | |
|--------------------|---------------------|-------|
| Restricted Grants | \$385,729.00 | 53.5% |
| Training income | \$3,087.00 | 0.5% |
| Consultancy income | \$153,570.00 | 21% |
| Other | \$179,300.00 | 25% |
| TOTAL | \$721,686.00 | |

EXPENSES

| | | |
|---------------------------|---------------------|------|
| Direct Costs | \$514,359.00 | 77% |
| Salaries | \$134,850.00 | 20% |
| Marketing and Promotions | \$3,865.00 | 0.5% |
| Office and Administration | \$18,294.00 | 2.5% |
| TOTAL | \$671,368.00 | |



Current Board

**Greg Mair, Chairperson/Appointed Director**

14 September 2017

Greg was recently the 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 2019.

**Matthew Lilly, Appointed Director**

10 February 2021

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. Matthew is now a Special Counsel with HHG Legal Group.

**Kristen Pyrz-Brown, Appointed Director**

15 June 2021

After many years living and working overseas in Senior Management roles for the likes of the UN, APT and Qatar Airways, Kristen recently launched her own Business Coaching practice in Albany. Her passion lies in leadership development.

**Anne Banks-McAllister, Appointed Director**

24 November 2021

Anne has worked in Local and State government for over 40 years including roles as Chief Executive Officer and Executive Director of Community Development. Her experience includes community, economic and regional development and she has had responsibility for recreation as part of her Local Government portfolios.

**Laura Bird, Appointed Director**

27 July 21

Laura was most recently the State Manager of the not-for-profit organisation Green Skills, overseeing projects on revegetation, weed management, waste reduction and sustainable skills. She completed a Bachelor of Arts at UWA (Environmental Anthropology) and headed to the Kimberley to manage APT's Ungolan Safari camp, guiding tourists through the Michelle Falls.

Outgoing Board



Chris Thompson

Co-opted Director 16 July 2019 – 29 July 2020
Appointed Director 30 July 2020 – 29 July 2022



Ricky Burges PSM

Appointed Director
(26 April 2019 – 28 July 2021)

Staff



Simon Barras, Acting CEO

Simon Barras is the Outdoors Great Southern Trails Program Manager, responsible for the implementation of the Great Southern Trails Master Plan. Simon has spent the past 11 years with the Department of Local Government, Sport and Cultural Industries and has worked on a range of projects across the sport and recreation industry. Simon previously worked with the Western Australian Cricket Association where he delivered participation programs.



Dr Lenore Lyons, Chief Executive Officer / Senior Research Associate

Lenore stepped down as CEO in March of 2022, remaining with the organisation as Senior Research Associate. Lenore has had a notable career spanning the public, private and community sectors. Prior to joining Outdoors Great Southern, Lenore worked as a research professor in the university sector for over 15 years and in 2006, co-founded a highly successful eco-tourism business in the Great Southern.



Karl Hansom, Programs Manager (Community)

Karl is responsible for managing the community programs offered by Outdoors Great Southern. This includes the Trail Carers program and the Kids Adventure Club amongst others. Karl has a Natural Resource Management background managing biodiversity projects on Western Australia's South Coast for nine years. Prior to that he coordinated school and community education projects with the Department of Environment, and managed projects involving conservation trainees.



Kaysanne Knuckey, Training and Development Officer

Kaysanne is responsible for the development of the training resources and services offered through Trail Futures. She has a background in urban and regional planning, with four years' experience working in local government as a statutory and strategic town planner. Kaysanne previously worked in the adventure tourism sector in New Zealand, as the Manager of Sales and Marketing for River Valley Adventure Lodge.



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 and has developed numerous children and adult programs while working for Outdoors Great Southern.



Karen Timmins, Marketing and Public Relations Coordinator

Karen Timmins has extensive experience in communications, incorporating graphic design, photography and community liaison services. In her role she supports the numerous programs offered by Outdoors Great Southern, helping to identify opportunities and shape services to fit them.



Dr May Carter, Interpretation Officer, Great Southern Treasures Yoorn (Bobtail Trail)

May began her career as an outdoor guide in south west WA, and has post-graduate qualifications in social science and environmental management. Over two decades, May has worked with, and in, local governments in community development, recreation planning and project management roles. May has also held senior policy and planning roles in state government and been involved in numerous government-led working groups and project teams.



Robbie Minter OAM, Cultural Heritage Engagement Officer

Robbie's passion for developing better communication and understanding on a cultural level means he is ideally suited to working with regional and rural communities on projects such as the Great Southern Treasures Bobtail Trail. Robbie is chairman of the Gnowangerup Aboriginal Corporation Advisory group, and a representative for the South Coast Natural Resource Management landscape renewal project.



Brett Pengelley, Project Manager Trails

Brett has a background in construction and trail construction, with over 10 years' experience as a boilermaker. Brett previously worked in the trail building sector for World Trail and created video content for the mountain bike industry globally for over six years. After moving from Melbourne to settle in the Great Southern in 2016, Brett has actively advocated for trails in the local area.

“ OGS staff have always been easy to deal with, they operate in a professional environment, and they maintain very high standards. ”





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 Chief Executive Officer 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 Chief Executive Officer; 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 Chief Executive Officer certifies the accuracy and completeness of the financial information.



OUTDOORS

GREAT SOUTHERN

 5/22 Collie Street, Albany WA 6330

 (08) 9892 0113

 [outdoorsgreatsouthern.org.au](https://www.outdoorsgreatsouthern.org.au)

 info@outdoorsgreatsouthern.org.au

 [facebook.com/outdoorsgreatsouthern](https://www.facebook.com/outdoorsgreatsouthern)

 [instagram.com/outdoorsgreatsouthern](https://www.instagram.com/outdoorsgreatsouthern)