

Great Southern Centre for Outdoor Recreation Excellence Limited



# Annual Report

## 20<sup>17</sup><sub>18</sub>



A full-page photograph of a person rock climbing a large, craggy sea stack in the ocean. The climber is wearing a white shirt, dark shorts, and a blue helmet. The sea stack is composed of large, brownish-orange rock blocks. The ocean is a deep blue-green with white foam from breaking waves. In the background, there are rolling hills under a clear sky.

# Providing leadership to the outdoor recreation industry in the Great Southern

Photo credit: Steve Pontin  
Cover Photo credit: SUPlimeWA





## Our Mission

We provide leadership to the outdoor recreation industry in the Great Southern. We aim to create a vibrant and sustainable outdoor recreation sector through the provision of innovative training, business support and strategic planning services.

## Our Vision

The Great Southern is the Adventure Capital of Australia

## 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.



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# We're working to build a stronger outdoor recreation sector...

In July 2017, the Board of Directors of the Great Southern Centre for Outdoor Recreation Excellence (GSCORE) was formally constituted. Since that time, we have been working collectively to achieve our vision of positioning the Great Southern as a premier destination for adventure-based tourism that capitalises on our exceptional natural landscapes.

GSCORE's establishment has taken almost ten years to bring to reality. Over the last decade, staff from the Department of Local Government, Sport and Cultural Industries (DLGSC), the Great Southern Development Commission (GSDC), and PX2 Consultants, have played an important role in establishing the organisation's purpose and mission. With the formal constitution of the Centre as a not-for-profit company limited by guarantee, the new Board of Directors reviewed the project goals and assumptions outlined during the feasibility stage and articulated strategies for achieving the project's long-term aims and objectives during the initial three-year implementation stage (2017-2020).

The goals articulated in our Strategic Plan demonstrate our commitment to providing leadership to the outdoor recreation industry. The plan is underpinned by our core values of excellence, environmental sustainability, social and cultural responsibility, and collaboration.

Specifically, the plan articulates our mission:

*Through our activities in the Great Southern provide leadership to the outdoor recreation industry. We aim to create a vibrant and sustainable outdoor recreation sector through the provision of innovative training, business support and strategic planning services.*

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 develop the Great Southern as Australia's Adventure Capital.

With sincerest gratitude,



Dr Lenore Lyons  
Executive Director



Ms Angela Simpson  
Chair of Board



# Our Vision

The Great Southern Centre for Outdoor Recreation Excellence (GSCORE) is a not-for-profit organisation that aims to promote the growth and development of the outdoor recreation sector in the Great Southern region of Western Australia. We are driven by a desire to position the Great Southern as the Adventure Capital of Australia.

The overall intent of the GSCORE is to stimulate economic activity by leveraging the climatic and environmental assets of the region to develop a regional focus for the growing demand for outdoor recreation facilities and services.

Our vision is for the region to be recognised as a premier destination for adventure-based tourism 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 coastal hiking; sea-cliff rock climbing; Southern Ocean sailing and kayaking; elevated downhill mountain-biking; and multi-pitch mountain climbing in alpine conditions. These experiences will attract inter-state and international visitors and support the growth of regional tourism that is environmentally sustainable and socially and culturally responsible.

To achieve this goal, GSCORE in partnership with our regional stakeholders has drafted the Great Southern Outdoor Recreation Strategy. This document provides a strategic framework for the provision of outdoor recreation opportunities for the next three years. This strategy will help to plan, develop, manage and promote outdoor recreation in the Great Southern. It provides an integrated, whole-of-region approach to outdoor recreation across 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.





The ultimate goal is the creation of a sustainable and inclusive outdoor recreation sector that responds to changing demands and provides flexible and affordable choices for all residents and visitors. When achieved, our vision will look like this:

### World Class Trail Hub

Trails play a significant role in attracting and retaining skilled workers and are the major driver of regional visitation



### Flourishing Outdoor Recreation Industry

A prosperous and sustainable outdoor recreation sector that delivers high-quality products to domestic and international markets



### Creative & Innovative Technologies

Tap into the experience economy to attract visitors and act as a catalyst for new business creation and commercialisation opportunities



### Outdoor Education & Leadership Training Hub

International destination of choice for training in outdoor education, outdoor recreation, nature-based tourism, and active leadership



# Our Activities

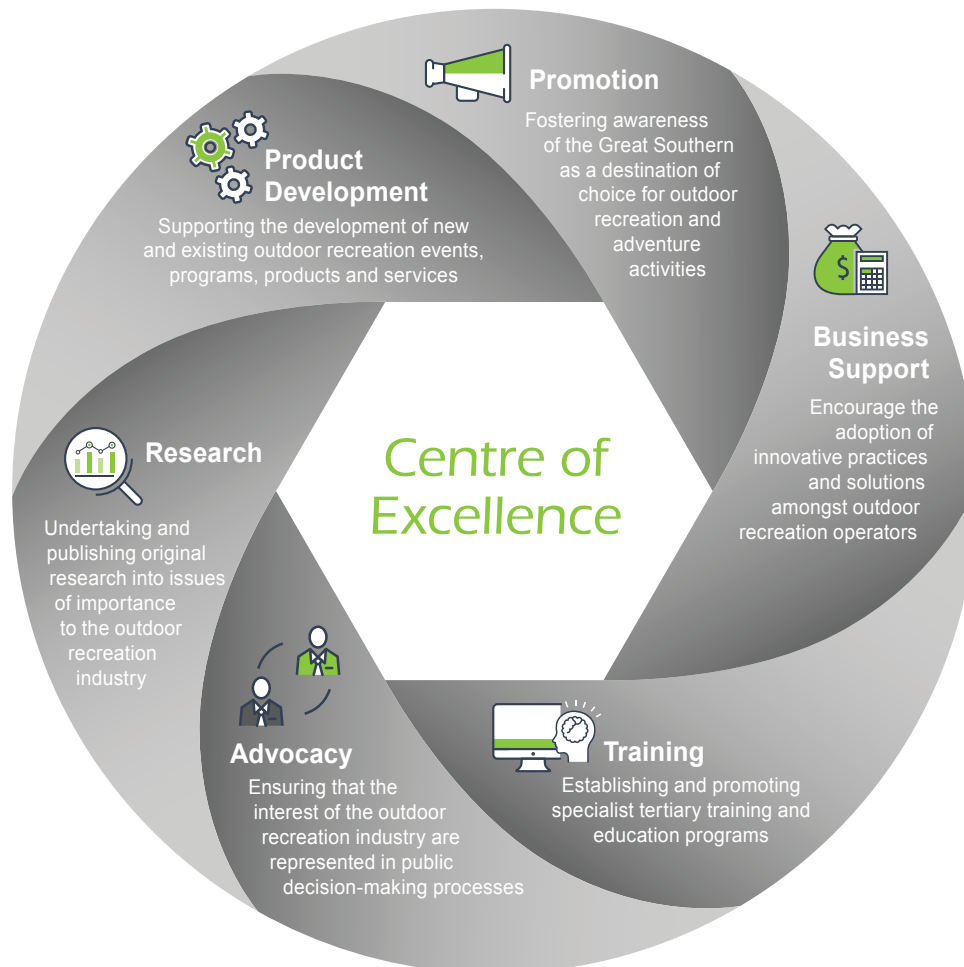
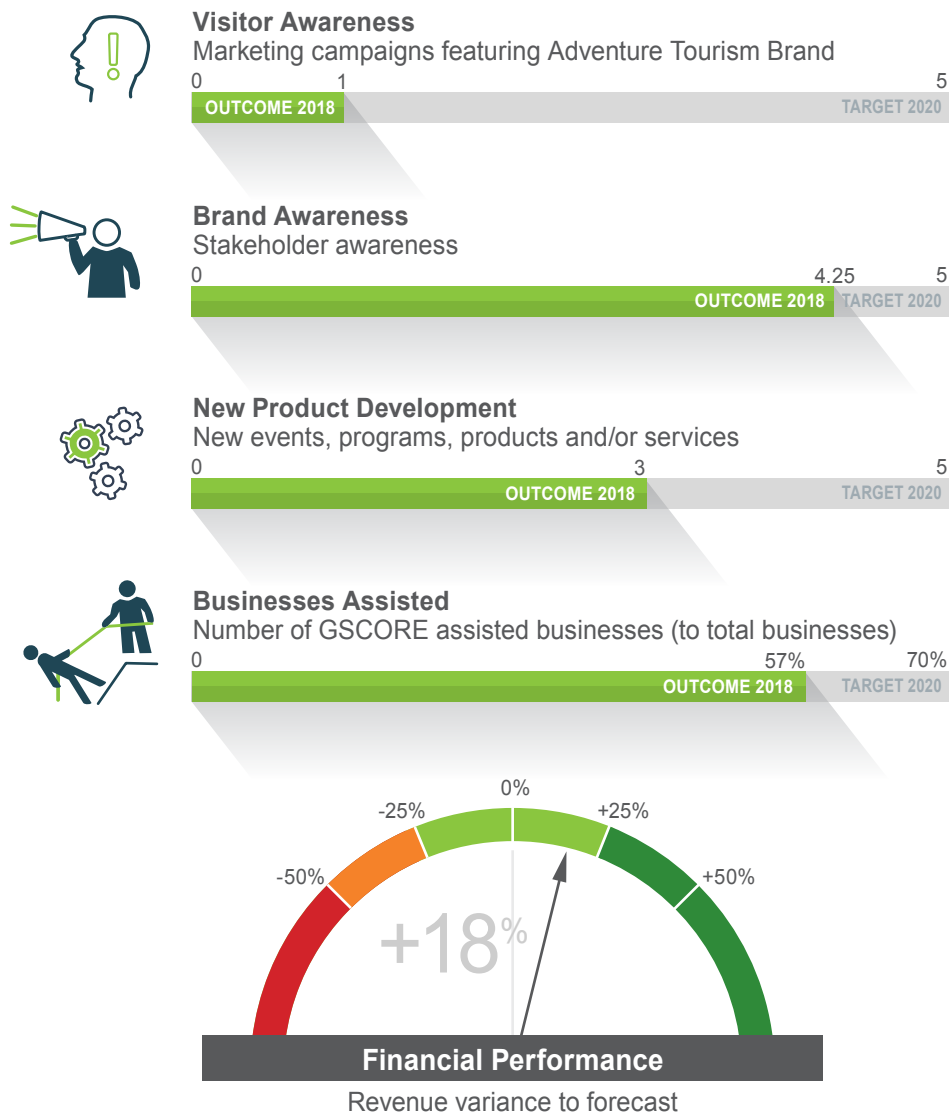


Photo credit: City of Albany



# Our Progress

GSCORE's Strategic Plan outlines eight strategic goals to be achieved over a three-year period (2017-2020). The following dashboard outlines progress towards achieving the 2020 targets.



# Our Objectives



## World Class Trail Hub

### Our vision:

The region will be connected by a comprehensive array of recreational trails (land and water) 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, GSCORE in partnership with all eleven Great Southern local government authorities, as well as the Department of Biodiversity, Conservation and Attractions (DBCA) and the Department of Local Government, Sport and Cultural Industries (DLGSC), has prepared a grant application to Lotterywest to support the development of a Regional Trails Master Plan. If successful, this grant will deliver a high-level plan that will establish trail development priorities and set out objectives and strategies to manage trail development over the next ten years.

### What we have achieved:



#### Product Development

- Prepared a Regional Trails Master Plan project plan and submitted a grant application (Lotterywest, pending)
- Co-hosted a successful Trail Town Forum in Albany in May 2018 with over 100 attendees from across the Great Southern. As part of the forum, held a community workshop in which attendees identified key trail development priorities and needs; and facilitated a closed-door roundtable for local government.



#### Training

- Organised two Trail Building workshops for community groups, businesses and local government. Trail Building Design and Construction (Theory Session) (38 attendees) and Trail Building Practical Workshop (25 attendees).



#### Advocacy

- Participated in a series of meetings with the City of Albany and Albany MTB Club regarding implementation of Albany Heritage Park Trails Master Plan; Lenore Lyons invited to represent sector interests on the Mounts Master Plan Community Advisory Group
- Provided input into the Denmark Recreation Strategy and facilitated consultation between the Shire of Denmark and outdoor recreation groups
- Provided input into the Community Strategic Plans and local recreation plans of a number of local governments in the Great Southern
- Provided input into the Great Southern Sport and Recreation Strategy





## A Flourishing Outdoor Recreation Industry

### Our vision:

The region will be home to a prosperous outdoor recreation sector that delivers high-quality, export-ready products into the domestic and international tourism markets. The outdoor recreation industry will be a major local employer and will be recognised for the high quality of its workforce and its commitment to environmental, social and cultural sustainability.

### What we are doing:

To achieve this vision, GSCORE has partnered with Australia's South West (ASW), the Amazing South Coast (ASC), and other local tourism organisations and businesses, to prepare a strategy that identifies how the region can innovate, improve and renew its outdoor recreation experiences. We are also working with event organisers to ensure that the region delivers adventure events that cater to different outdoor recreation user experiences.

### What we have achieved:



#### Product Development

- Completed an Experience Audit and Gap Analysis of Outdoor Recreation and Adventure Tourism experiences.
- Worked with 7 new event managers; coordinated media activities for Bike Week 2018; partnered with the Perth Trail Series to run the inaugural Albany Trail Running Festival (October 2018).
- Assisted Denmark residents to establish Denmark MTB Club.



#### Business Support

- Conducted face-to-face and telephone consultations with 28 businesses across the region (57% of total businesses). Two new businesses have been established.



#### Promotion

- Developed adventure videos for use by ASC and ASW. Video footage has also been used by EndemolShine (Australian Ninja Warrior) and GWN.
- Operated an information booth on regional outdoor recreation activities at the Camp Quararup Open Day (14 October 2007); ran "Outdoors October" Facebook competition with prizes supplied by seven local businesses.



#### Training

- Received an ANZ Seeds of Renewal Grant to run a 12-week Experience Development Mentoring program for regionally-based tourism businesses (grant successful: \$10,000; project to be delivered August 2018)



#### Advocacy

- Assisted Denmark Tourism Incorporated (DTI) to prepare a Regional Visitor Centre Sustainability Grant (grant successful: \$57,000; project delivered April 2018)
- On behalf of the ASC Tourism Advisory Group, prepared a detailed report on the functionality of new ASC website.



## Outdoor Education and Leadership Training Hub

### Our vision:

The region will be recognised internationally as a destination of choice for outdoor education and leadership training. A range of tertiary and vocational education and training programs targeting school-leavers, outdoor education professionals, tourism operators, and community groups will be offered through partnerships between TAFE, universities, the not-for-profit sector, and private businesses. The region will have a reputation for delivering innovative, industry-focused training that incorporates best practice hands-on skills development in a diverse range of outdoor recreation activities.

### What we are doing:

To achieve this vision, GSCORE is working with regional education providers to map out training pathways and recognised qualifications within the Great Southern in outdoor education, outdoor recreation, environmental education, nature-based tourism, active leadership and related fields. This mapping exercise will enable us to identify any gaps in current education/training offerings within the region. Our goal is to work in partnership with training providers to fill these gaps, attract and retain students in the region, promote and deliver high-quality professional development opportunities, and strengthen graduate job readiness.

### What we have achieved:



#### Business Support

- Formed a Great Southern Outdoor Education Working Group made up of representatives from the education and training sectors to act as a forum for discussion and inform the preparation of a Great Southern Outdoor Education Development Plan.



#### Promotion

- Developed a trade ready travel itinerary for international education visitors for use and promotion by Australia's South West
- Facilitated the formation of School Camp and Excursion Marketing Alliance (SCEMA) to develop a cooperative marketing strategy to promote businesses and community groups providing programs and services to school groups



#### Research

- Established a Visiting Fellowship program in conjunction with UWA Albany to host Chinese researchers working in the field of ecotourism



#### Advocacy

- Provided input into the development of the national Outdoor Recreation Training Package; Lenore Lyons was an industry representative on the Adventure Based Learning Expert Working Group



# Our Objectives cont.



## Creative and Innovative Technologies

### Our vision:

The region will attract new businesses that tap into the experience economy to attract visitors and drive economic growth and jobs creation. Innovation in the form of augmented and virtual reality, and new digital media technologies, will be a critical element of experience development and visitor satisfaction.

### What we are doing:

To achieve this vision, GSCORE is part of the Great Southern Regional Innovation Partnership. This group of agencies and individuals has taken a leadership role in encouraging new initiatives and monitoring innovative activities that are underway in the region and providing support where possible. It does this by sharing existing initiatives from outside the region that have the potential to be deployed in the Great Southern; and seeking out and connecting business partners, collaborators and agencies that can assist with business development, where new ideas emerge.

### What we have achieved:



#### Product development

- Facilitated two workshops with Creative Albany to consider the potential for bringing together the creative and recreation sectors in innovative new events and programs
- Co-hosted a “Design Sprint” workshop bringing together the creative industries and outdoor adventure (28 August 2017)



Photo credit: Project3

# Our History

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 and Great Southern Adventures.

The Centre was officially launched by the Honourable Alannah MacTiernan MLC, Minister for Regional Development on 6 October 2017.



The genesis for GSCORE came from the recognition that:

- Participation in recreation activities has benefits for health, education, indigenous issues, economic development, employment and environment.
- Established commercial recreation operators in the region are few in number.
- The Great Southern region has the natural assets to become an international leader for best practice in outdoor recreation education and activities.

## Organisational History

<b>Feasibility</b>	<ul style="list-style-type: none"><li>• 2012 - Department of Sport and Recreation (DSR) and Great Southern Development Commission (GSDC) formed a partnership to investigate the feasibility and viability of establishing a 'Centre for Outdoor Recreation Excellence'</li><li>• 2013 - A Feasibility Study was commissioned</li></ul>
<b>Start-Up</b>	<ul style="list-style-type: none"><li>• 2015 - Business Plan was endorsed by the Working Group</li><li>• 2016 - Funding obtained under Royalties for Regions Regional Grant Scheme (RGS), Regional Development Scheme (RDS) and DSR</li></ul>
<b>Implementation</b>	<ul style="list-style-type: none"><li>• 2016 - Albany Chamber of Commerce and Industry (ACCI) partners with project team to implement project</li><li>• April 2017 - Executive Director appointed for a three year term</li><li>• June 2017 - Incorporation as a Company Limited by Guarantee &amp; appointment of a Board of Directors</li></ul>



# What Our Stakeholders Say

2018 - Annual Stakeholder Survey

A total of 83% of respondents were satisfied with the level of support that GSCORE has provided to their organisation or business. 54% said that they were “very satisfied”.

43% of respondents felt that GSCORE had been very effective in promoting the growth and development of the outdoor recreation sector in the Great Southern in the last 12 months.



## Stakeholder Comments



Lenore has **excellent presentation skills** and represents the **interests** and **opportunities** for the Great Southern to a high level

**GSCORE**   
continues to deliver  
best practice

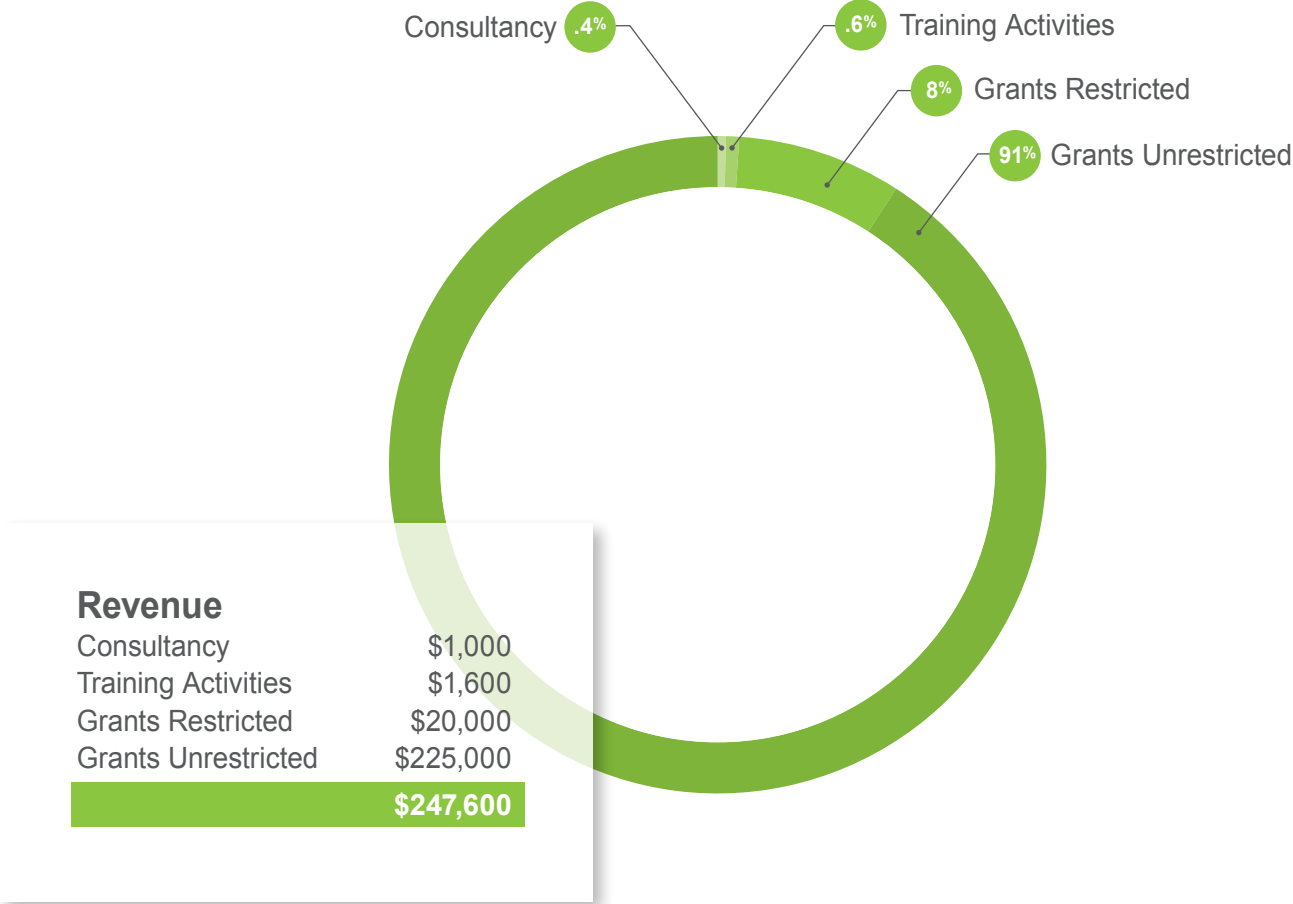


**Keen staff engaged**  
with **community**

Overall I am pleased with the purpose and objectives of **GSCORE**, and look forward to seeing **positive outcomes** for outdoor recreation into the future



# Our Financials





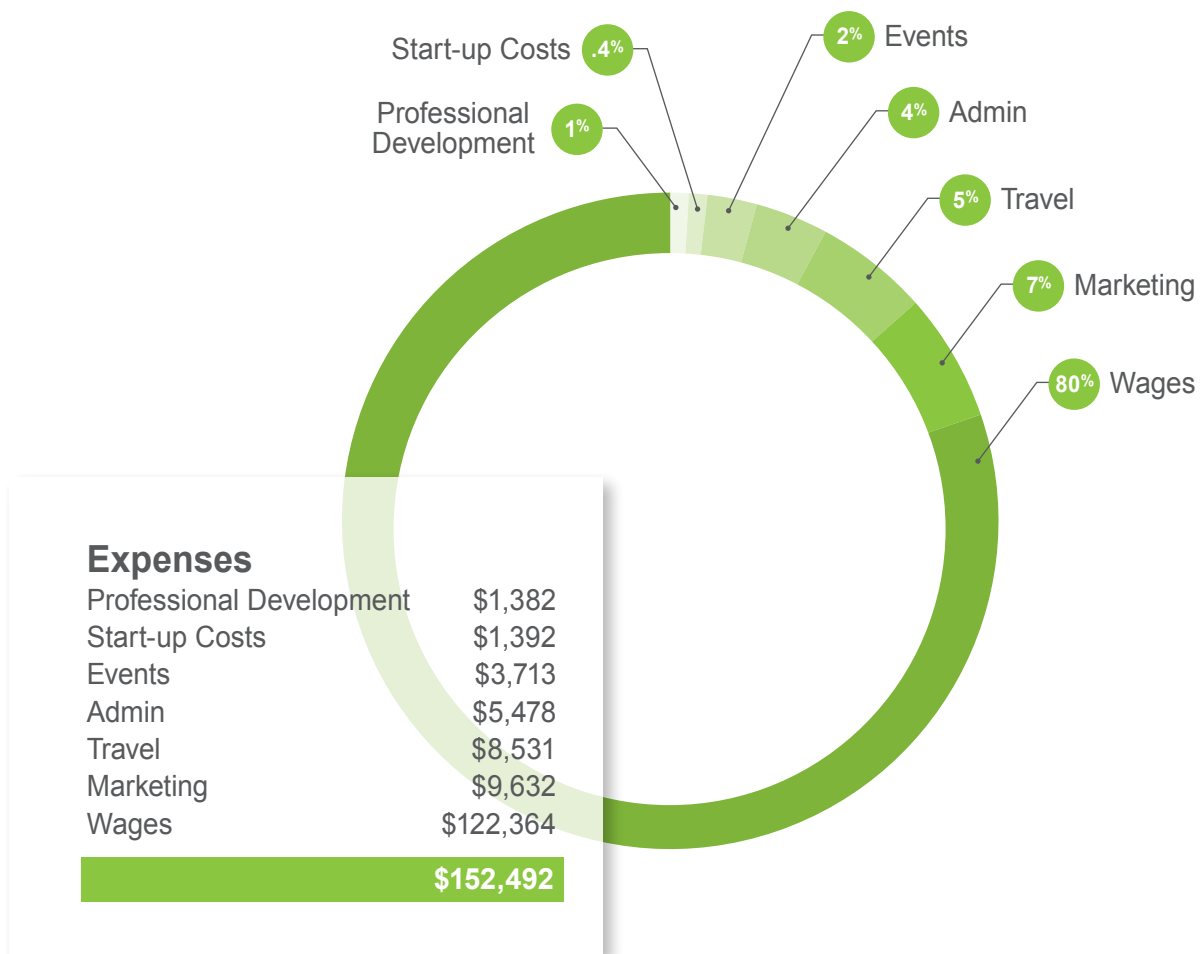


Photo credit: Chris Thompson



# Our People



## **Angela Simpson**

Chair/Co-opted Director  
(13 July 2017 – ongoing)

Angela is Regional Director at the Great Southern Development Commission (GSDC). She has a background in adult education and training, and project management in both the emergency services and state government sectors.



## **Russell Clark**

Co-opted Director  
(13 July 2017 – 30 January 2018)

Russell served as a Co-opted Director during his term as CEO of the Albany Chamber of Commerce and Industry (ACCI). He brought significant business knowledge and experience to the Board.



## **Greg Mair**

Appointed Director  
(14 September 2017 – ongoing)

Greg is 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.



## **Jennifer O'Neil**

Appointed Director  
(14 September 2017 – ongoing)

Jennifer is Director of the University of Western Australia's Great Southern regional campus in Albany. She has extensive experience in education and training in the secondary and tertiary sectors.



## **Chris Thompson**

Co-opted Director  
(13 July 2017 – ongoing)

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





Photo credit: Elements Photography



**Lenore Lyons**  
Executive Director  
(Appointed 1 April 2017)

Lenore has had a career that spans the public, private and community sectors, including as Director of an Australian Research Council Key Centre for Teaching and Research, and owner-operator of a successful eco-tourism business that was inducted into the WA Tourism Hall of Fame.



**Julia Scriven**  
Training Development Officer  
(Appointed 1 May 2018)

Julia has an Outdoor Education teaching background and taught in secondary schools in Victoria for a number of years before joining Sport and Recreation WA. She has worked as program coordinator in a number of WA camp schools and has a passion for working with young people in an outdoor context.

# Our Governance

The company operates under a Constitution. The current Constitution was formally adopted by the Members at a Special General Meeting held on 9 May 2017.

## 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 and its committees at each of their 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.



# Our Funding Partners

GSCORE is a joint initiative of the Department of Local Government, Sport and Cultural Industries, the Great Southern Development Commission, and the Albany Chamber of Commerce and Industry. This project is made possible by the State Government's Royalties for Regions program which has partially funded our three-year implementation phase (2017-2020). We gratefully acknowledge the cash and in-kind support provided by our funding partners.



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

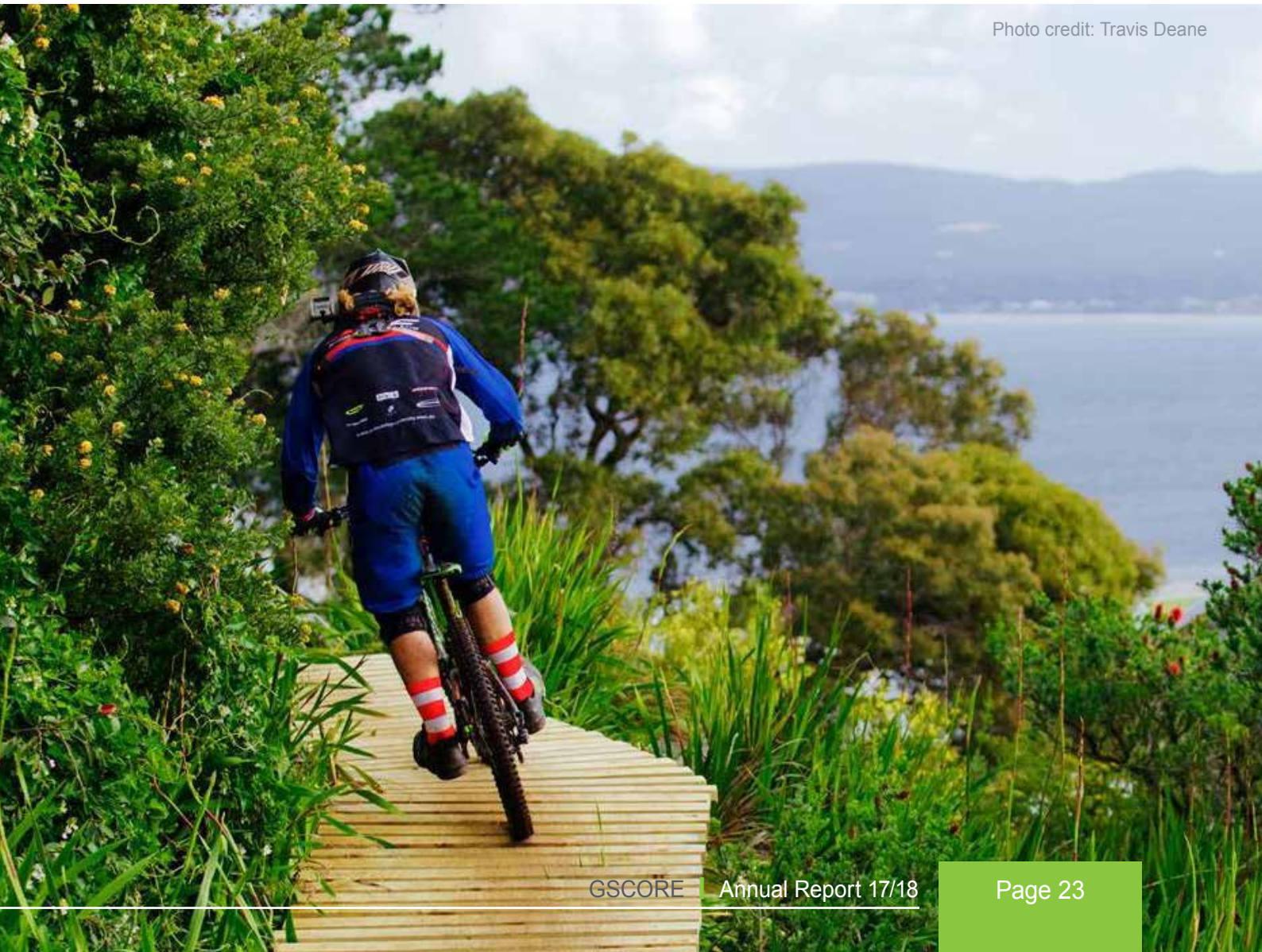


Photo credit: Travis Deane



# GSCORE

Great Southern Centre for Outdoor Recreation Excellence

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