

Great Southern Centre for Outdoor Recreation Excellence Limited  
ACN 620 430 819



# Annual Report 20<sup>18</sup>/<sub>19</sub>



Providing leadership to the  
outdoor recreation industry  
in the Great Southern



Photo credit: Camp Quaranup  
Cover Photo credit: Project 3



## 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 training, business support, strategic planning and project management 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...

We are pleased to provide this Annual Report to our valued stakeholders. Over the last year our Board and staff have been working collectively to achieve our shared vision of positioning the Great Southern as a premier destination for adventure-based tourism.

We have achieved significant success in a number of key areas. The Great Southern Outdoor Recreation Strategy was received and endorsed by all eleven local governments within the region and we are now working to deliver the initiatives outlined in the Strategy's Action Plan.

The most significant of these initiatives is the Great Southern Regional Trails Master Plan. The master plan will identify a coherent and clearly outlined program of trail infrastructure development across the Great Southern region over a ten-year period. The community consultation process has been completed and the process of developing the trail plans has commenced. The level of public interest and enthusiasm for the project has been overwhelming. During the consultation process we collected over 200 trail ideas across a diverse array of trail activities, including hiking, cycling, mountain biking, horse riding, trail bike riding, paddling, and snorkelling. We are excited about the opportunities that this project will deliver for our region.

In the past year we also advanced our business capacity and capability building program with a pilot business mentoring and experience creation project. Through training workshops and one-on-one mentoring sessions, we are helping regional tourism businesses to grow and innovate. We look forward to expanding this project across the region in 2019-2020.

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,



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

Dr Lenore Lyons  
Executive Director



A handwritten signature in black ink, appearing to be 'G. Mair'.

Mr Greg Mair  
Board Chairperson

# 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 promote the growth and development of the outdoor recreation sector in the Great Southern region of Western Australia. Our goal is to stimulate economic activity by leveraging the region's natural assets to meet 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 is delivering the Great Southern Outdoor Recreation Strategy. This document provides a strategic framework for the provision of outdoor recreation opportunities. 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 objective 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 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.



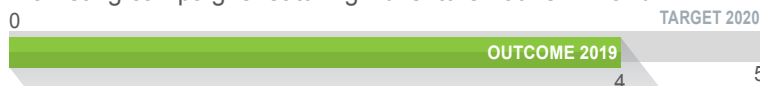
## Stakeholder Engagement

Joint projects



## Visitor Awareness

Marketing campaigns featuring Adventure Tourism Brand



## Brand Awareness

Stakeholder awareness score



## New Product Development

New events, programs, products and/or services



## Businesses Assisted

Number of GSCORE assisted businesses (to total businesses)



**Financial performance**  
168% funding leveraged  
above core grant (2017-2019)









# Our Activities



## 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.

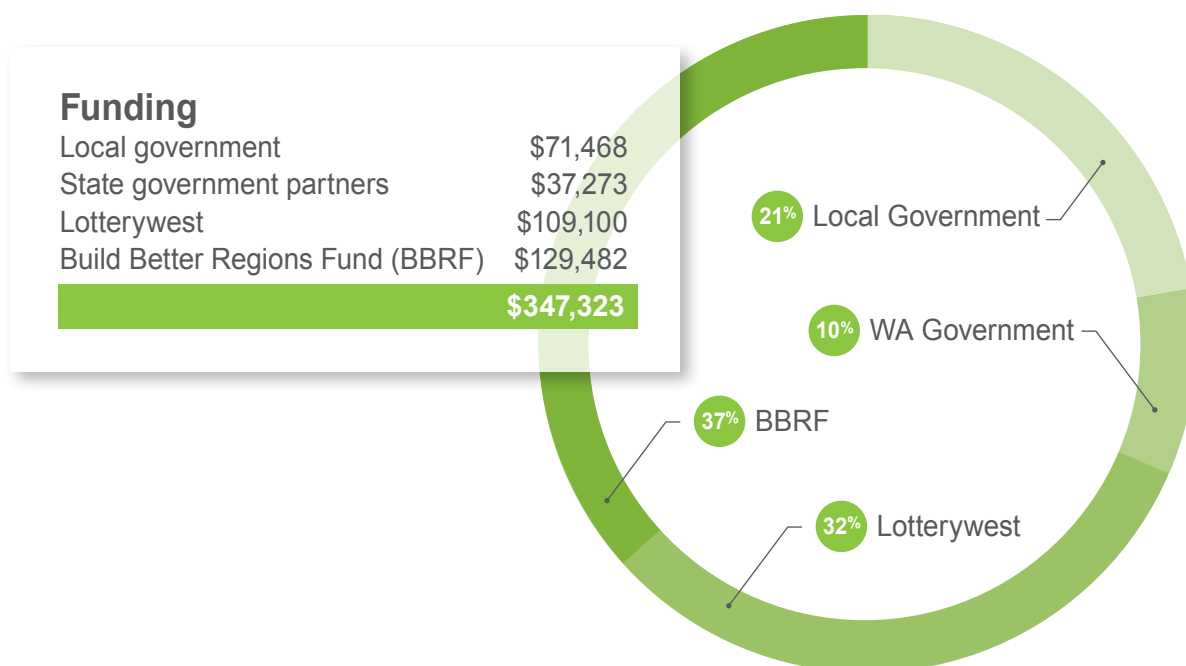
### What we are doing:

To achieve this vision, GSCORE is developing a Regional Trails Master Plan in partnership 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).

The Master Plan will identify a coherent and clearly outlined program of trail infrastructure development across the Great Southern region over a ten-year period (2019-2029). The Master Plan will focus on a range of nationally and regionally significant trail experiences suited to different user groups across the Great Southern. It will guide decisions about the management of, and investment in, trails and provide a vision of what the trail network across the Great Southern will look like in the future. It will cater for a diversity of trail users, types and experiences, and involves future planning for relevant trail towns, trail networks and visitor services.

### What we have achieved:

This year we secured \$347,323 in funding to develop the Great Southern Regional Trails Master Plan.





In December 2018, a Project Management Executive Group (PMEG) was established to oversee project management and monitor implementation of the Regional Trails Master Plan project. The PMEG members are: Lenore Lyons (GSCORE), Chris Thompson (DLGSC), Stuart Harrison and Kerstin Stender (DBCA), Cary Green (Shire of Denmark), and Peter Northover (Shire of Cranbrook).

A Stakeholder Reference Group (SRG) with membership from all funding partners, and key recreation, business and tourism stakeholders, was also formed to provide ideas, advice and feedback; and act as ambassadors to share knowledge and educate others about the plan.

Karl Hansom was appointed as the Project Coordinator in February 2019. Three graduate student interns from UWA Albany have assisted with the project – Kara Pot; Sonja Pascho and Trent Moss. Sonja and Trent were part of the WA Public Service Commission Graduate Internship program placed with DLGSC and seconded to GSCORE.

### Key Milestones:

- **January 2019** - completed an audit of existing and planned trails in each local government area across the Great Southern region. This audit revealed that the Great Southern region has many tracks and trails with different characteristics. However, because most of these have been developed in isolation from each other, the region lacks a coherent trail offering. There is a high concentration of trails close to coastal areas, while inland areas, despite having natural attractions including parks and reserves, are very poorly served by trail infrastructure.
- **March to May 2019** - undertook an extensive community consultation process that involved key stakeholders, including landowners, land managers, local governments, the regional development commission, tourism organisations, peak recreational bodies, user groups, and the broader community. The main data collection techniques were face-to-face workshops, meetings with stakeholder groups, and an online survey. The consultation revealed widespread support from the public and local government for trail development. Over 220 trail ideas were collected.
- **June 2019** – Trails Background Report delivered to all funding stakeholders

### Other Activities:

- Participated in the City of Albany Trail Hub Strategy Project Control Group
- Member of stakeholder reference group for Sandpatch Recreation Management Plan
- Assisted the Shire of Denmark to assess the environmental impact of Monkey Rock Downhill MTB event



# Our Activities



## A Flourishing Outdoor Recreation Industry

### Our vision:

The region will be home to a prosperous outdoor recreation sector that includes tourism, retail, hospitality, and support services. 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, GSCORE has partnered with Australia's South West (ASW), the Amazing South Coast Tourism Incorporated (ASCTI), 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 Great Southern delivers a range of adventure events that cater to different outdoor recreation user experiences.

### What we have achieved:

We secured \$10,000 in funding through the ANZ Seeds of Renewal Grant (through the Foundation for Rural and Regional Renewal) to deliver a 16-week Experience Development Mentoring program to 10 tourism businesses. The aim of the mentoring program was to assist business owners to turn the kernel of a good idea into an extraordinary tourism experience.

### The project consisted of two parts:

- **Mentoring component** - ten tourism businesses from Denmark, Porongurup, and Bremer Bay were selected to participate in the mentoring program.
- **Workshop component** - three workshops were held in each of the three locations (Denmark, Porongurup and Bremer Bay) as part of the mentoring program. These were open to all tourism businesses in the sub-region, thereby providing the wider tourism industry with an opportunity to learn about product development and how to apply it to their businesses.

### Participant feedback:

- "Practical examples, engaging presentation, hands on, sharing experiences"
- "It has given me the confidence to use the stories I have already"
- "Very relevant content and information. Will be very helpful for the growth of my own business interests and for the region"
- "Great information, fantastic to have the whole process broken down into steps. I also felt very involved in the experiences and activities"

### Other Activities:

- Conducted business support interviews with 18 businesses across the region. Three new businesses have been established.
- Provided business support and advice to two event organisers (Albany Trail Running Festival, Monkey Rock Speed MTB). Assisted Southern MTB to draft event business plan.
- Provided written feedback on the Proposed South Coast Aquaculture Zone (impact on recreation and tourism)
- Ran a successful "Outdoors October" social media campaign on Facebook in which individuals made pledges to get outside and be active in the month of October.









## 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:

#### Outdoor Recreation Training Calendar

To achieve this vision, GSCORE is working with outdoor recreation training providers to deliver training in the Great Southern for teachers, clubs, and community groups. Our goal is to work in partnership with training providers to fill training 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:

In November 2018 we conducted a survey of outdoor recreation teachers at all Great Southern secondary schools to identify any training needs in order to meet with updated requirements of the Outdoor Education and Recreation Activities for Public Schools Policy (2018). Changes to the policy made it necessary for teachers to gain qualifications in several outdoor recreation activities within a short period of time. In consultation with each school, we determined that the most cost-effective and efficient way to deliver training would be for GSCORE to coordinate a regional training calendar to meet the professional development requirements of teachers across the region.

The program was delivered over two weeks in December 2018. 135 participants gained qualifications in four areas:

- Level 0 Mountain Bike Skills Instructor
- Level 0 Orienteering Coach Accreditation
- Level 1 Flat Water Canoe/Kayak Guide
- Community Surf Rescue

We also secured \$5,000 in funding through the Active Regional Communities (ARC) grant scheme administered by the Department of Local Government, Sport and Cultural Industries to provide training to club members and coaches working with community groups.

### What we are doing:

## Promoting the Great Southern as a School Camp Destination

In 2018, we facilitated the formation of the School Camp and Excursion Marketing Alliance (SCEMA). The aim of SCEMA is to develop a strategic marketing and communication plan that will assist businesses, not-for-profits and community organisations to promote their products and services to the school camp and school excursion market. Our goal is to increase the number of schools and students visiting the Great Southern region, in order to increase business productivity and sustainability, and grow the number of jobs in the outdoor education and outdoor recreation sectors.

### What we have achieved:

- **February 2019** - we launched the Great Southern Learning Adventures website ([www.greatsouthernlearningadventures.com.au](http://www.greatsouthernlearningadventures.com.au)). The site promotes a range of accommodation, activities and services to the school market.
- **June 2019** – we secured \$20,000 in funding through the Building Better Regions Fund (BBRF) to develop a marketing plan to promote the Great Southern Learning Adventures website into the Perth school market.

### Other Activities:

- 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
- Provided input into the State Training Board's State Training Plan 2019-2021 covering Sport and Recreation Sectors
- Operated an Outdoor Recreation and Tourism booth at the Denmark Employment, Education, and Training Expo (9 August 2018)
- Prepared a submission to the Department of Education on the impact of changes to the Outdoor Education and Recreation Activities for Public Schools Policy on regional schools.





# Our Activities



## 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 the growing world-wide interest in 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:

In June 2019, we secured \$77,831 in funding from the Regional New Industries Fund (RNIF) administered by the Department of Primary Industries and Regional Development (DPIRD) to deliver a Tourism Experience Accelerator Program. This program will be delivered in partnership with the Lower Great Southern Economic Alliance (City of Albany, Shire of Denmark and Shire of Plantagenet); the Amazing South Coast Tourism Incorporated; Australia's South West; and Distinctly Tourism Management.





# Our Services

GSCORE's activities are funded through a combination of competitive grant funding and independent revenue streams (see Our Financials). Our goal is to become financially independent by 2025. To achieve this goal, we generate revenue through 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 provided the following services to our regional stakeholders:

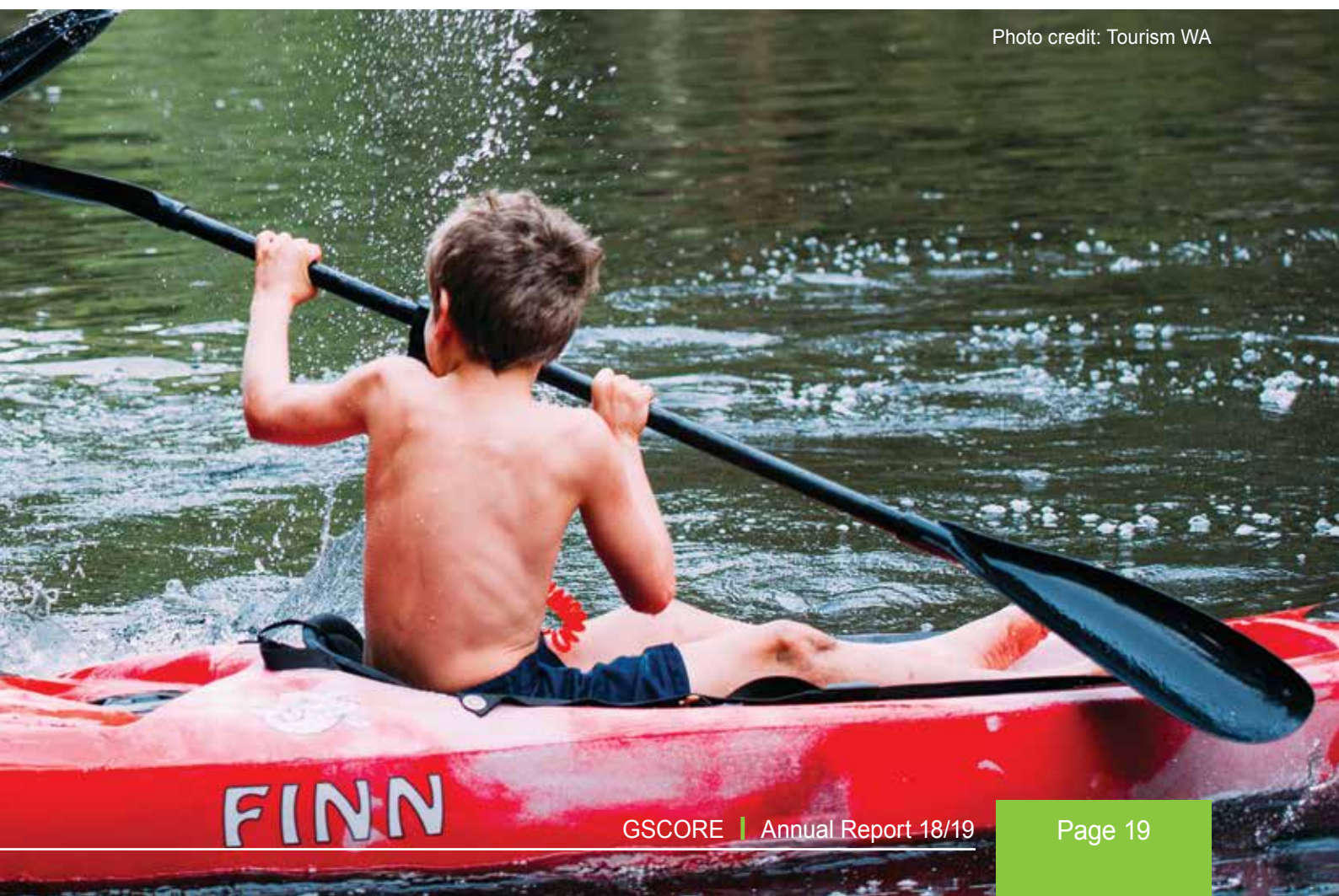
- Grant writing
- Community and Stakeholder Engagement
- Tourism policy and planning
- Tourism destination development
- Project management
- Strategic and business planning

## 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:

- Experience creation
- Tourism product development
- Understanding tourism markets
- Storytelling for tourism
- Trail building (theory)
- Trail building (practical)
- Coaching and instructor courses (paddling and orienteering)

Photo credit: Tourism WA





# What Our Stakeholders Say

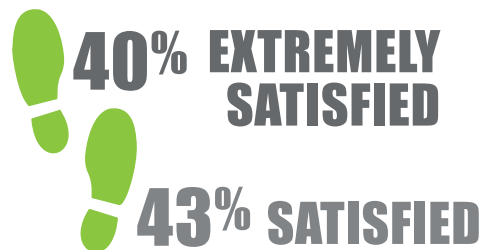
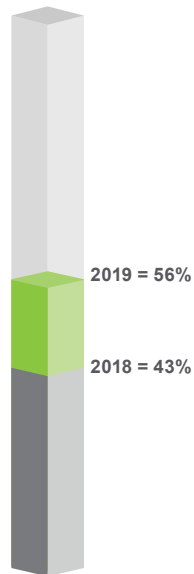
## 2019 - Annual Stakeholder Survey



With the **level of support** that **GSCORE** has provided to their **organisation or business**.



56% 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.



With the **work undertaken** on the **Great Southern Regional Trails Master Plan**

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



“

## Stakeholder Comments



**GSCORE** are doing **great work** within the **development space**.



The knowledge and quality of advice (both industry and staff's own local knowledge of the trail scene) has improved significantly over the last 12 months.



The presence of **GSCORE** has **ignited** the space about **trail development**. I couldn't be happier.



I admire the **enthusiasm** that the **GSCORE** team promotes through the changes. Recreation plays a massive role across the Great Southern Region and to spread as far and to maintain the **high level of engagement** with all communities has been highly effective.

”



# Our Funding Partners

GSCORE has received funding for a three-year implementation program (2017-2020) through the State Government's Royalties for Regions program. We gratefully acknowledge the cash and in-kind support provided by our funding partners. These funds are held in trust and administered by the Albany Chamber of Commerce and Industry Inc. (ACCI).



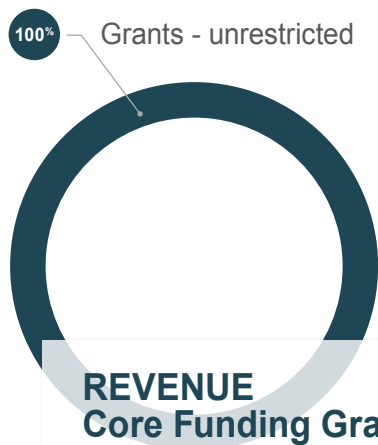
Department of  
**Local Government, Sport  
and Cultural Industries**



Photo credit: City of Albany



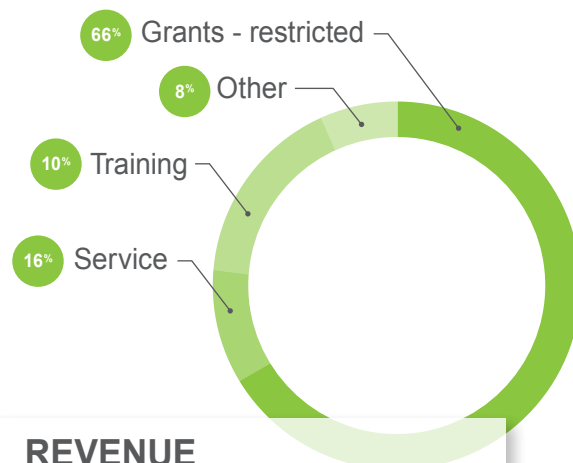
# Our Financials



## REVENUE Core Funding Grant

Grants - unrestricted \$163,119

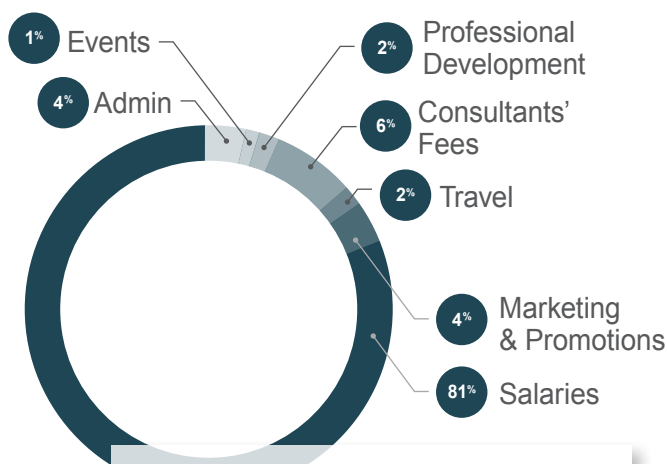
**\$163,119**



## REVENUE GSCORE Ltd

Grants - restricted \$64,696  
Training income \$9,749  
Service income \$15,500  
Other income \$7,613

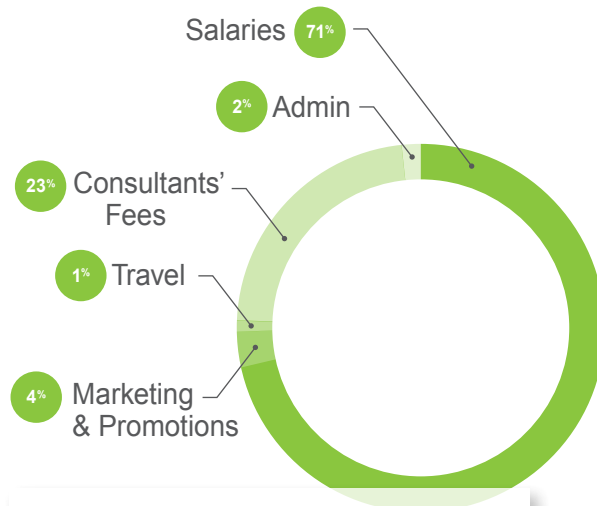
**\$97,558**



## EXPENSES Core Funding Grant

Salaries \$131,575  
Marketing and Promotions \$7,134  
Travel \$2,605  
Consultant's fees \$9,821  
Professional development \$2,909  
Events \$2,279  
Administration \$6,796

**\$163,119**



## EXPENSES GSCORE Ltd

Salaries \$30,727  
Marketing and Promotions \$1,598  
Travel \$475  
Consultant's fees \$10,000  
Events \$2,279  
Administration \$781

**\$43,581**

## Our People - Current Board



### **Greg Mair**

Chair/Appointed Director

(14 September 2017 – 13 September 2019)

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. Greg was appointed as Chairperson in February 2019.



### **Ricky Burges**

Appointed Director

(26 April 2019 – 25 April 2021)

Ricky is 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.



### **Leon Delpech**

Appointed Director

(3 May 2019 – 2 May 2021)

Leon is the Regional Innovation Facilitator at Creative Albany, a non-executive director of the Albany Community Bendigo Bank and the Treasurer for Wilson Inlet Catchment Committee. Prior to moving to Albany he worked as part of a team to build Useful Inc.



### **Kerry Fry**

Co-Opted Director ACCI

(12 December 2018 – 11 December 2020)

Kerry is the Director of Firm Vision Advisory, a business advisory firm specialising in turn-around management and business improvement and the Business Director for WA Insolvency Solutions a division of Jirsh Sutherland. She also sits on the Board of the Albany Chamber of Commerce and Industry.



### **Russell Pritchard**

Co-Opted Director GSDC

(22 May 2019 – 21 May 2021)

Russell is the Regional Manager for Industry and Infrastructure with the Great Southern Development Commission (GSDC), a role he has held since 2008.





### **Chris Thompson**

Co-opted Director DLGSC  
(13 July 2017 – 31 July 2019)

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**



### **Angela Simpson**

Chair/Co-opted Director GSDC  
(13 July 2017 – 13 February 2019)

Angela was the 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. Angela served as our inaugural Chairperson until her retirement in February 2019.



### **Wayne Monks**

Co-Opted Director ACCI  
(6 July 2018 - 25 September 2018)

Wayne runs a consultancy business in accounting/finance, OH&S, risk management and strategic/ business planning. He has recently started a 4WD tour business showcasing the Great Southern's inland attractions.



### **Jennifer O'Neil**

Appointed Director  
(14 September 2017 – 13 February 2019)

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.

## Our People - Staff



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

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



**Karl Hansom** Project Coordinator  
(Appointed February 2019)

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



**Julia Scriven** Training Development Officer  
(May 2018 – January 2019)

Julia was employed as the GSCORE Training Coordinator working on a range of outdoor education projects. She has an Outdoor Education teaching background and taught in secondary schools in Victoria.



**Kara Pot** Work Placement  
(September – December 2018)

Kara Pot completed her undergraduate degree in Conservation Biology at the University of Western Australia in December 2018. During her degree she spent three months on a work placement at GSCORE doing research on trail monitoring techniques.



**Sonja Pascho** Intern  
(December 2018 – February 2019)

Sonja is a Diploma of Science student studying at the University of Western Australia. She joined GSCORE as part of a Public Service Commission internship program. During her time with GSCORE Sonja worked on the Trails Background Report for the Great Southern Regional Trails Master Plan.



**Trent Moss** Intern  
(March – June 2019)

Trent Moss completed his undergraduate degree in Marine Science and Conservation Biology at the University of Western Australia in July 2019. He spent three months with GSCORE on a Public Service Commission internship program, assisting with the Great Southern Regional Trails Master Plan.



# 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 and Great Southern Adventures.

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 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.

# GSCORE

Great Southern Centre for Outdoor Recreation Excellence

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