



GSCORE

Great Southern Centre for
Outdoor Recreation Excellence

ANNUAL REPORT

2019 - 2020

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

ACN 620 430 819





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.

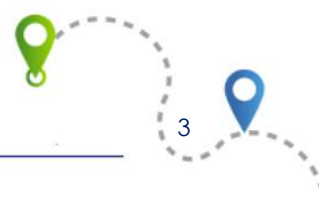
We respectfully acknowledge the peoples of the Wagyl Kaip and Southern Noongar nations, their Elders past, present, and emerging, who are the traditional custodians of the lands on which we operate. Indigenous people continue to play an important role in Australia, and most especially, on the land and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



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Photos: Tourism WA



We're working to build a stronger outdoor recreation sector

2020 is proving to be an incredibly challenging year for our entire community. Many of our stakeholder organisations are facing an uncertain future. The tourism industry has been one of the hardest sectors impacted by the COVID-19 Pandemic, and the ongoing effects on the economy and society have yet to be fully understood or measured.

Like many organisations, GSCORE has had to adapt in order to respond to the crisis. Staff worked from home from mid-March to early June and although we had to cancel all our training programs in April and May, staff adjusted well to working in a predominantly online environment. With the easing of social restrictions in Western Australia, staff have returned to the office and they are relishing the opportunity to run face-to-face programs once again.

Recognising the important leadership role that we play in the tourism and recreation sectors in the Great Southern, our COVID-19 Business Continuity Plan focused on three key phases – Inform, Support, Recover:

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

The road ahead for our community, and our organisation, remains uncertain. The pandemic hit just as GSCORE's three-year foundation funding grant ended. The economic recession has made our financial future precarious. Our Board and staff have been working to identify and build new income streams, but the challenges cannot be understated.

The pandemic has demonstrated why GSCORE's work is so important. During the lockdown phase, and throughout the period of social distancing, outdoor recreation has remained one of the very few ways for the community to exercise and spend time outdoors. Our efforts are focused on improving access to outdoor recreation through skills development and training, business support and mentoring, and trail infrastructure investment. We look forward to expanding these projects during the next year.

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

With sincerest gratitude,



Dr Lenore Lyons
Executive Director



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 for-purpose organisation that aims to promote the growth and development of the outdoor recreation, nature-based and adventure-based tourism sectors in the Great Southern region of Western Australia. Our goal is to stimulate economic activity by leveraging the region's natural assets to meet the growing demand for outdoor recreation facilities and services.

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



OUR VISION

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

Our first three-year Strategic Plan identified eight strategic goals to be achieved over a three-year period (2017-2020). The following dashboard outlines our progress in achieving the 2020 targets.

Strategic Leadership

- **Target 2020:** 100% strategic risks mitigated
- **Outcome 2020:** **ACHIEVED: 100% risks mitigated**

Financial Performance

- **Target 2020:** <25% revenue variance to forecast
- **Outcome 2020:** **WITHIN RANGE: 30% variation**

Visitor Awareness

- **Target 2020:** 5 marketing campaigns feature Adventure Tourism Brand
- **Outcome 2020:** **ACHIEVED: 5 campaigns**

Brand Awareness

- **Target 2020:** Stakeholder awareness score = 80%
- **Outcome 2020:** **EXCEEDED: 87%**

New Product Development

- **Target 2020:** 5 new events, programs, products and/or services
- **Outcomes 2020:** **EXCEEDED: 23 new products**

Stakeholder Engagement

- **Target 2020:** 4 joint projects
- **Outcome 2020:** **EXCEEDED: 7 joint projects**

Businesses Assisted

- **Target 2020:** 70% of businesses assisted (to total businesses)
- **Outcomes 2020:** **ACHIEVED: 79% of businesses**

Business Satisfaction Score

- **Target 2020:** 90% of businesses are satisfied
- **Outcome 2020:** **WITHIN RANGE: 84%**

OUR ACTIVITIES



World Class Trail Hub

Regional Vision

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

What We Are Doing

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

What We Have Achieved

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

The priority trail projects include hiking, mountain biking, cycle touring and paddling trail experiences. The timeframe for delivery of each project varies from short (1-2 years), medium (3-5 years) to long-term (6-10 years). The timeframe for the delivery of the proposed trails is based on a combination of factors, including land manager and broad community support, the need to secure funding for construction, the need to undertake detailed environmental and heritage assessments as well as additional community consultation, and the need for complex land tenure negotiations with land owners and managers.



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



GSCORE is now working with our project partners to initiate an implementation strategy that will outline an action plan to achieve the short to medium-term projects. Progressively implementing these projects over the next decade will ensure that the Great Southern achieves its potential as a nationally recognised trail destination.



OUR ACTIVITIES

The Priority Trail proposals are listed below according to the anticipated timeframe for construction and are sorted by activity type (hiking, cycling, and paddling). They are not ranked by order of priority. The timeframe for the delivery of these projects is based on a combination of factors, including the need to undertake detailed environmental and heritage assessments as well as additional community consultation, the need for complex land tenure negotiations with land owners and managers, and the need to secure funding for construction.

! PROPOSED PRIORITY TRAILS

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

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

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

TRAIL TYPE



Hiking



Cycling/Mountain biking



Paddling

Key Milestones

- **July 2019** - two expert trail consultants were contracted to develop activity-specific trail plans: Vicki Winfield and Association (Drive Trails, Rail Trails); and Common Ground Trails (Hiking Trails, Mountain Biking Trails). Two expert trail consultants were contracted to develop feasibility studies for Bridle Trails (Vicki Winfield and Associates) and Trail Bike Trails (Px2). Paddle Trail Plans were completed in-house.
- **September 2019** - draft trail plans received; multi-criteria assessment process undertaken to assess proposals
- **October 2019** - 6 community workshops held throughout the region to present the master plan findings; draft master plan submitted to Stakeholder Reference Group for approval
- **December 2019** - facilitated Shire of Denmark Community Values & Trails Workshop; draft master plan released for public comment
- **January 2020** - 203 submissions received on the draft master plan; master plan revised based on feedback received
- **February 2020** - Council briefing sessions in each LGA
- **March 2020** - revised master plan submitted to local government authorities for comment and endorsement. This process was delayed due to the COVID-19 pandemic. Final endorsement received from all LGAs in June 2020.
- **June 2020** - final master plan submitted to the Department of Local Government, Sport and Cultural Industries (DLGSC) and the Department of Biodiversity, Conservation and Attractions (DBCA) for endorsement

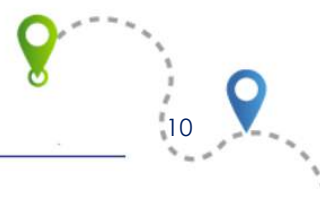
Other Activities

- Organised the second Great Southern Trails Forum (2 August 2019, Albany) - 100 participants attended the forum; plus 25 participants in a closed-door roundtable for local government. Keynote speaker: Matt Harrington from Warburton MTB Trail project.
- Organised a two-day Trail Building Training Workshop (26-27 November 2019, Albany) - 16 participants. Training was delivered by Nick Bowman from Destination Trails.
- Participated in the City of Albany Trail Hub Strategy Project Control Group; participated in Shire of Plantagenet Local Trails Plan Working Group
- Assisted Shire of Denmark in reviewing trail development plan on private land; and provided input to MTB event development

Stakeholder Feedback

"GSCORE has an outstanding track record in delivering high quality outcomes in the recreation sector, with a strong and proven focus on economic development with all the programs and initiatives it undertakes. The Executive Director and supporting team have demonstrated over a long period of time they have the skills, talent and capacity to complete ambitious and beneficial projects for the region. GSCORE have a trusted reputation and brand across the local government sector within the region they serve and are often asked to present and share their successes on a state and national level. I have no hesitation in recommending GSCORE as an outstanding organisation who delivers high quality outcomes with a professionalism rarely seen in the industry."

David Schober, Acting CEO, Shire of Denmark



COMMUNITY ENGAGEMENT

FOR THE REGIONAL TRAILS MASTER PLAN

184

People attended face
to face workshops in
Phase One

58

Stakeholders attended
face to face workshops
in Phase Two

367

Respondents
provided their
feedback online



203

Written comments received

180

Average monthly
unique webpage visits

85%

Satisfied

49%

Extremely satisfied



29

Media stories



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 partnered with the South Coast Alliance, Australia's South West (ASW), the Amazing South Coast Tourism Incorporated (ASCTi), and Distinctly Tourism Management, to develop and deliver a region-wide tourism business mentoring program.

What We Have Achieved


We secured \$77,831 (plus matching funding from our partners) through the Regional New Industries Fund (RNIF) to develop the **Tourism Experience Accelerator Program** (TEAP). Sixteen businesses participated in the first intake of the mentoring program. The project contains three streams:

- **Generate** – our tourism industry business incubator program aimed at start-ups and new businesses. The goal is to take the kernel of a good idea and turn it into a fledgling business that's ready to launch into the marketplace. It consists of two modules: Tourism SPARK – half-day ideation workshop for start-ups. Learn all about prototyping, market validation, and pitching; and Tourism LAUNCH – a six-month business support program that includes workshops and mentoring sessions.
- **Accelerate** – our mentoring program for established businesses. It provides one-on-one mentoring support (up to 15 hours) to help tourism businesses improve their marketing reach and enter new markets. It contains two modules: Tourism ACE – for businesses wanting to improve their local marketing plans; and Tourism MATES – for businesses that want to enter the online trade and distribution marketplace in both domestic and international markets.
- **QuickBytes** – an online training program that delivers quick, tasty bytes of marketing know-via an interactive online webinar over lunch (Topics: Tagging, Hashtags & Stories on Social Media; Imagery in Tourism Marketing; Setting up an Online Shop)

In response to the COVID-19 Pandemic, we delivered a **Tourism Recovery Marketing Program** (April-June). The program involved one-on-one mentoring and a webinar program:

- **Industry Webinar** – monthly webinar focused on a topic of current concern. Topics covered: Complying with Social Distancing Rules (April); Applying for the Tourism Recovery Fund (May); Applying for the Tourism Survival Grant (June) (attended by 42 businesses over 3 sessions)
- **Recovery Marketing Plan** – one-on-one assistance with post COVID-19 Consumer Profiling, Digital Content and Keyword Tips, Social Content Planning, SEO & Pay Per Click Advertising, Brochures and Local Distribution (assisted 8 businesses).
- **Grant Writing Support** – grant writing assistance to businesses applying for the Tourism WA Recovery Fund and the Tourism WA Survival Grant (assisted 10 businesses).





"We have participated in a variety of GSCORE programs, from QuickBytes sessions to help with social media, through to the marketing mentoring program. I have often left training and mentoring sessions run by other organisations in the past with a long list of WHAT to do but still floundering a little on the WHY and HOW. In contrast, GSCORE sessions have included practical skills, relationships with a helpful team and a feeling of confidence that I can instigate tips and tricks learned in my business immediately. I've found the value in return for both time and money extraordinary and recommend GSCORE training for any small business operators who wants inspiration and practical skills to bring back to continuous improvement in their business."

Sally Pullin, Proprietor, The Beach House at Bayside

"To set up Dirty Feet Tours as a passion project was a logical step for me, but I really wanted some guidance. The program helped me realise that I had a good idea, I was on the right track and the right demographic. But it made me realise areas that there were areas that I needed to work on."

Rosie Smith, Dirty Feet Tours - Accelerate Tourism ACE participant

"I feel excited by the program week to week and I know I definitely needed some of the professional help and skills to guide me in the right direction. I now feel confident in my ability to I now go out and do it."

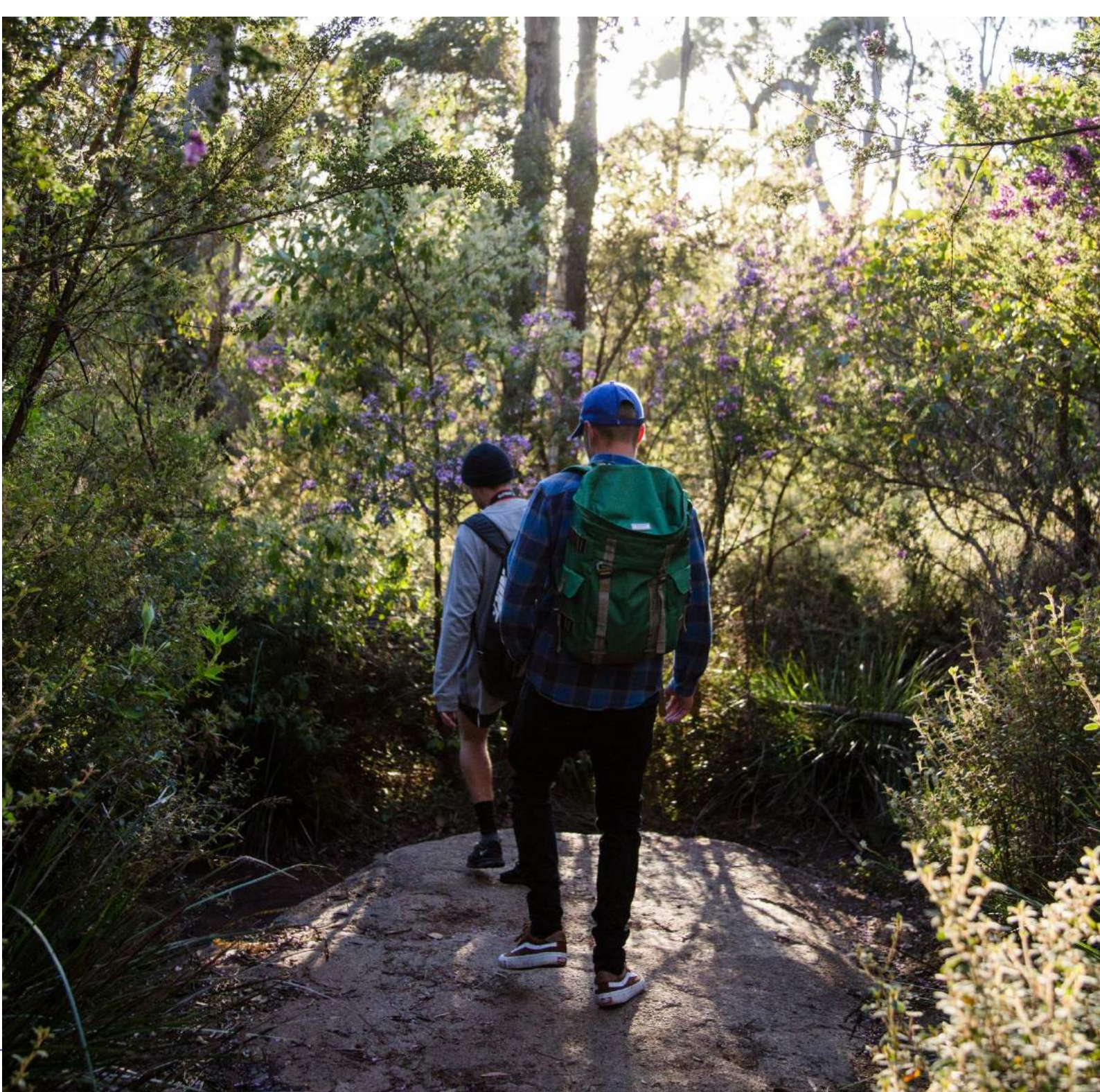
Katrina Phillips, Peaceful Bay Caravan Park - Accelerate Tourism ACE participant

Our brand audit was excellent and helped build our online sales platform. It allowed us to ensure that every way we conveyed ourselves was a way that intrigued people to find out more about the business and capture them on the website and into the online shop. Anyone umming and aching whether to get involved I could highly recommend it, because it will only benefit your business."

Nicole Selesnew, Porongurup Pure - Accelerate Tourism ACE participant

Other Activities

- In addition to the mentoring program, conducted business support interviews with 11 businesses across the region.
- Assisted the Denmark Chamber of Commerce to develop a new visitor servicing model for the Shire of Denmark
- Operated an information booth on regional tourism experiences (co-hosted with TAFE lecturers from the Tourism and Outdoor Recreation Programs) at the Camp Quaranup Open Day.
- 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

To achieve this vision, GSCORE is working with outdoor recreation training providers to deliver skills development program in the Great Southern for teachers, clubs, community groups, and the general public. 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

- **Instructor Training** - we partner with training providers to deliver formal coaching and instructor qualifications. In the last year we facilitated the following training:
 - **November 2019** - with support from the Great Southern Sports Talent Association (GSSTA) we assisted three members from the Albany MTB Club and one member from the Denmark MTB Club to gain their Level 1 Mountain bike coaching qualification. This will enable these club members to develop junior level training programs to assist elite progression into state and national championships. Seven juniors from the Albany club competed at state and/or nationals and 1 junior from Denmark club competed at the state round in 2019.
 - **December 2019** - with the support of the Albany, Denmark and Hinterland Orienteering Club (ADHOC) and Paddling WA, we assisted 20 participants to gain qualifications in Level 0 Orienteering Coach Accreditation; Level 1 Flat Water Canoe/Kayak Guide; and Advanced Orienteering.
- **Community Participation Program** - we received a grant of \$15,000 in funding through the Regional Organisation Grant scheme administered by the Department of Local Government, Sport and Cultural Industries to deliver training and run a community participation program. Although the program was disrupted in 2020 due to COVID, we have run:
 - **Kids Holiday Program** - we ran program in Summer (Albany and Denmark), and July (Albany) on bushwalking, shelter building, nature play, and geocaching. Total of 37 kids have participated in these programs.
 - **Introduction to Hiking for Women** - 4 hours of theory plus a half-day hike. Delivered in partnership with Dirty Feet Tours. First intake - 12 women.
- **Promoting the Great Southern as a School Camp Destination** - 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 (www.greatsouthernlearningadventures.com.au) into the Perth school market. Our goal is to increase the number of schools and students visiting the Great Southern region, to increase business productivity and sustainability, and grow the number of jobs in the outdoor education and outdoor recreation sectors.

Other Activities:

Provided pro-bono strategic planning support to clubs and community groups, including She Seeks Adventure, Adventure Connections, Denmark MTB Club, and Albany MTB Club.

The Albany Mountain Bike Club (AMBC) have worked closely with GSCORE since they were established in Albany. They have been an exceptional asset to local sporting associations, especially less mainstream sports such as ours. They have assisted and supported our club with trail development and advocacy, establishing a strategic plan and direction for our major annual mountain bike festival (Southern Peaks) and assisted us in getting access to resources and funding to help grow the club. We have been very impressed with their skills and knowledge in this field and would love to see the organisation grow and continue to support more clubs and outdoor enthusiasts."

Nick Walls, President, Albany MTB Club





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

- **Trails Innovation Breakfast**, 5 November 2019. Creative Albany/Fathom Co. hosted a breakfast workshop on innovation in the outdoor recreation and trail space.



OUR SERVICES

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

Consultancy Services

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

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)

2020

ANNUAL STAKEHOLDER SURVEY

Stakeholders rated how effectively GSCORE had fulfilled the following criteria

Lobbying to improve outdoor recreation infrastructure in the Great Southern



Providing business information and advice to the outdoor recreation sector



Improving opportunities for community participation in outdoor recreation



Promoting the Great Southern as a destination for outdoor recreation



Providing education and training opportunities in outdoor recreation



2020

ANNUAL STAKEHOLDER SURVEY



87% SATISFIED
to
61% VERY
SATISFIED

Rated the level of support



85% SATISFIED
to
EXTREMELY SATISFIED

Rated work on the RTMP

81% 
UP **56%** *IN*
FROM **2019**

81% said that GSCORE had been very effective in promoting the outdoor recreation sector's growth and development in the Great Southern in the last 12 months.



80%
EXCELLENT
or VERY GOOD

Rated the customer service

PRIORITIES

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

**PROMOTE
DESTINATION**



**SUPPORT NEW
PRODUCTS**




ADVOCACY


**STRATEGIC
PLANNING**

OUR FUNDING PARTNERS

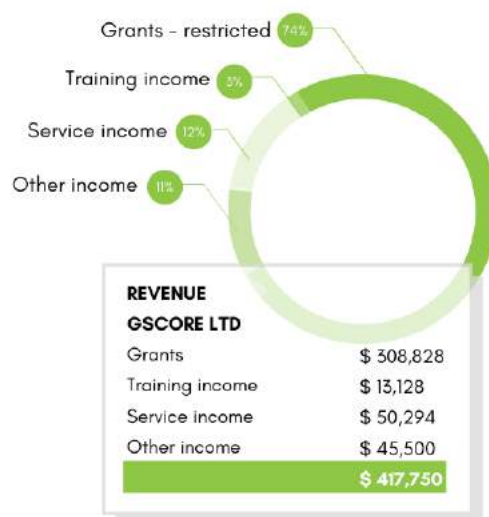
GSCORE received funding for a three-year implementation program (2017-2020) through the State Government's Royalties for Regions program. We gratefully acknowledge the cash and in-kind support provided by our funding partners. These funds were held in trust and administered by the Albany Chamber of Commerce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



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



OUR FINANCIALS



OUR PEOPLE

Current Board



Greg Mair, Chair/Appointed Director

14 September 2017 – 18 September 2021

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 PSM, 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 – 23 July 2020

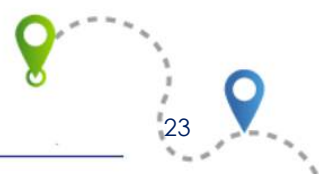
Leon is the Regional Innovation Facilitator at Creative Albany/Fathom Co., a non-executive director of the Albany Community Bendigo Bank and the Treasurer for Wilson Inlet Catchment Committee. Prior to moving to Albany he worked as part of a team to build Useful Inc.



Chris Thompson, Co-opted Director DLGSC

13 July 2017 – 16 July 2021

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



Kerry Fry, Co-Opted Director ACCI

12 December 2018 – 20 May 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 – 7 October 2019

Russell was the Regional Manager for Industry and Infrastructure with the Great Southern Development Commission (GSDC), a position he held from 2008 to his retirement in 2019.

Staff



Lenore Lyons, Executive Director

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.



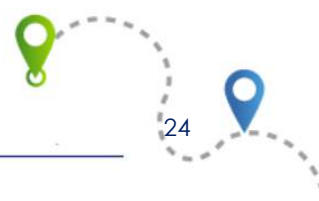
Karl Hansom

Karl is the Project Coordinator for the Great Southern Trails Master Plan. He has been responsible for community engagement, and trail planning across the region. Karl has a Natural Resource Management background managing biodiversity projects on Western Australia's South Coast for nine years.



Wendy Triplett

Wendy is our Training Coordinator responsible for overseeing the development and delivery of training programs in tourism product development and marketing, and outdoor recreation instruction. Wendy has over 15 years' experience as a trainer and educator, including teaching roles in regional WA and the United Kingdom.





Andy Percy

Andy was appointed to the position of Skills Development Officer in 2019. He is responsible for increasing community participation across the region through the development of workshops, training, and grassroots instruction within the Outdoor Recreation sector. He has over ten years' experience working in the outdoor education sector.



Karen Timmins

Karen Timmins joined the team as our Communications Officer in 2020. Karen has extensive experience in small business communications, incorporating graphic design, photography and community liaison services. In her role she provides contract marketing services to the Amazing South Coast Tourism Incorporated.

Student interns



Ben Maisey Kyle-Little

Semester Two, 2019

Ben completed a Masters of Ecotourism at the UWA Albany Campus. GSCORE spent part of his degree as an intern with GSCORE working on his thesis "What makes a successful Trail Town?".



Fiona Chan

Semester Two, 2019

Fiona completed her Masters of Ecotourism at the University of Western Australia in 2019. During her internship, she assisted with the writing of the Paddle Experience Trail Plan.



Renae Richardson

Semester One, 2020

Renae is completing her final year of a double major in Conservation Biology and Environmental Science at the University of Western Australia (UWA) Albany campus. She assisted us with the Great Southern Regional Trails Master Plan.



Rebecca Cotton

Semester One, 2020

Rebecca recently completed her degree in Natural Resource Management and Environmental Science at The University of Western Australia, Crawley campus. Rebecca assisted with the Great Southern Regional Trails Master Plan through synthesising research-based fact-sheets.

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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