

Recfishwest Corporate Governance Statement 2020



Recfishwest is committed to ensuring great fishing experiences for all in the WA community forever. We aim to be the independent and trusted voice to protect, promote and create sustainable, accessible, enjoyable and safe fishing for the benefit of the community.

The Board of Directors of Recfishwest is committed to excellence in corporate governance and enhancing the interests of the association's members.

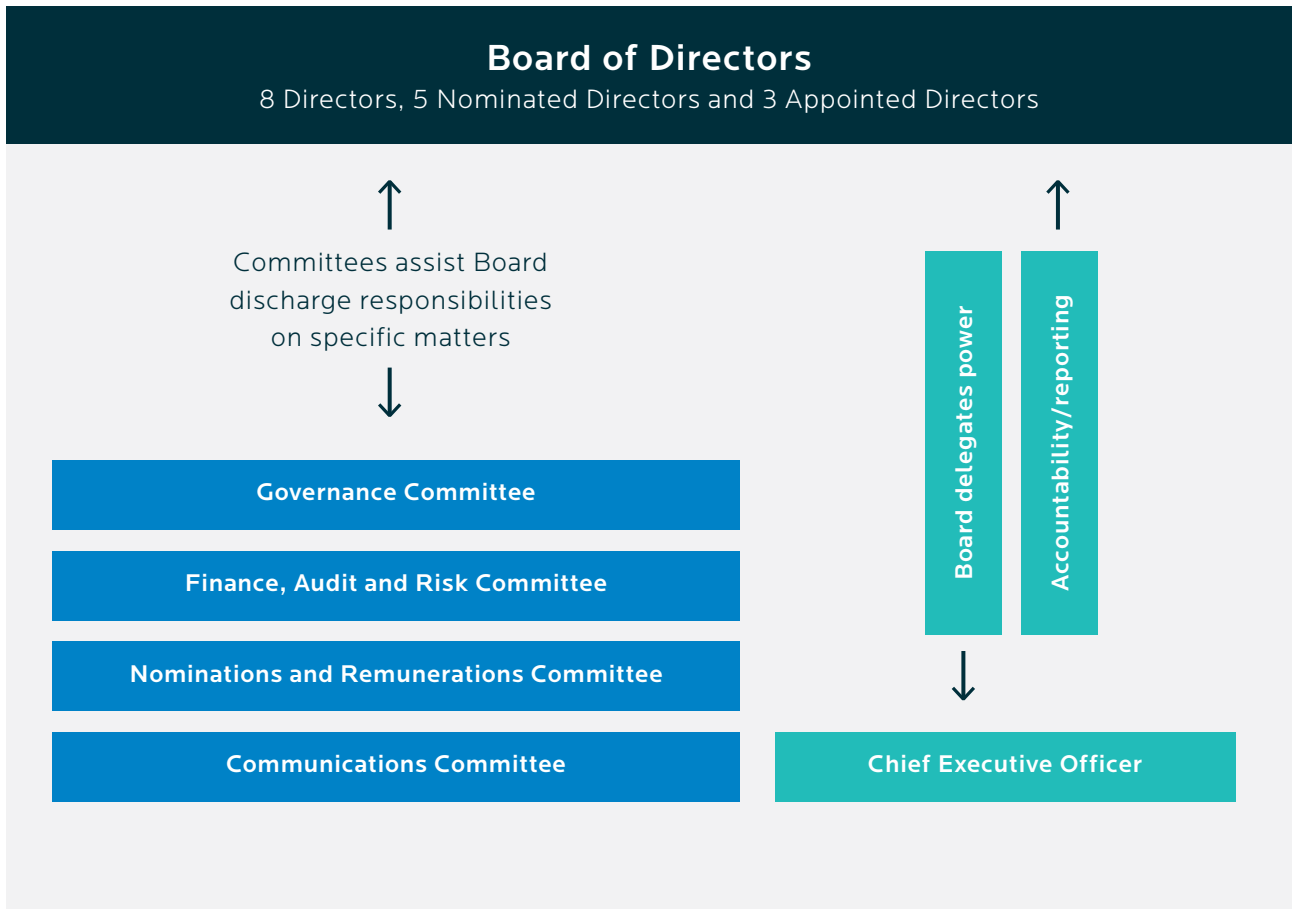
We are pleased to present our 2020 Corporate Governance Statement, which reflects aspects of both the 4th edition of the ASX Corporate Governance Council's *Corporate Governance Principles and Recommendations (ASX Principles and Recommendations)*, and the 2nd edition of the Australian Institute of Company Directors (AICD) *Not-For-Profit Governance Principles*. It is current as at October 2020.

Although applicable to listed entities, the ASX Principles and Recommendations provide a benchmark for corporate governance practices and Recfishwest is committed to reporting against them insofar as they are relevant to a non-listed entity.

1. Our Governance Framework

The governing body of our organisation, the Board, provides oversight within the framework of relevant legislation (including the Associations Incorporation Act 2015 (WA) and the Corporations Act 2001 (Cth)), the Recfishwest Constitution ([here](#)) and the Board Charter ([here](#)).

An overview of our governance framework is below.



2. The Board

Role of the Board and Committees

The responsibilities of the Board include setting Recfishwest’s strategy and goals, monitoring organisational performance against those goals, appointing the Chief Executive Officer, approving key policy positions governing Recfishwest and its members, and, in the public policy arena, approving Recfishwest policy positions concerning recreational fishing in WA.

The Board has established a number of committees to assist it to discharge its responsibilities, as described above. The objectives, responsibilities and composition of each committee are discussed throughout this Corporate Governance Statement. Committee Charters are found on the Recfishwest website on the links below:

- [Governance Committee Charter](#)
- [Finance, Audit and Risk Committee Charter](#)
- [Remuneration and Nomination and Committee Charter](#)
- Communications Committee Charter

In addition, Recfishwest seeks advice on policy matters through specific fisheries reference groups comprising community representatives and subject matter experts. The Board approves the Terms of Reference of these reference groups and reviews their membership periodically. More information on our fisheries reference groups can be accessed [here](#).

Board composition

The Recfishwest Board consists of eight independent non-executive directors:

- Five (5) Directors elected from the Membership
- Three (3) Directors appointed by the Recfishwest Board based on expertise

The names of the directors of the Recfishwest in office as at the date of this statement, including each director's tenure, are set out in the Annual Report.

The procedure for the election and appointment of directors is set out in our Constitution ([here](#)).

The purpose of the Nominations and Remunerations Committee includes determining the pipeline of director nominees for election to the Board, identifying and recommending candidates to fill vacancies occurring at the end of appointed directors' tenure, and managing casual vacancies between annual general meetings.

Recfishwest carries out appropriate checks on prospective Directors before appointment, including checks to ensure that they have not been disqualified from managing a corporation. Each new director is sent a Letter of Appointment by the Chair, which details the terms and conditions of their appointment, and completes an induction program following appointment.

Board skills matrix

Recfishwest maintains a Board Skills Matrix that sets out the mix of skills and experience of each director, which is reviewed annually. The skills matrix identifies the current skills, knowledge, experience and capabilities of the board, and any gaps in skills or competencies that can be addressed in future director appointments. This skills matrix is used to ensure Recfishwest has the right balance of people to retain positive control of the organisation, achieve the organisation's strategic goals, and direct the organisation's future.

Board induction, evaluation and ongoing development

New directors joining the board are provided with Recfishwest's key governance documents which include key corporate governance principles and policies and an induction program that contains briefings from the CEO.

The Board considers the ongoing development and improvement of its own performance as an important input to effective governance. The Board undertakes periodic evaluations of Board and director performance and may engage an independent expert to facilitate the process. The Recfishwest Board directors and senior staff periodically undertake professional development through courses delivered by the AICD.

3. Culture, conduct and values

In addition to being committed to excellence in corporate governance, Recfishwest maintains a strong focus on organizational purpose and culture.

Recfishwest's values, together with our codes of conduct and HR policies, define the standards of behaviour expected of all our people.

Our Core values

At the heart of our organization are the following core values which underpin how we behave in the pursuit of great fishing experiences for all in the WA community forever.

- A love of fishing drives us – it is key to who we are and why we exist.
- We are agile – we adapt to rapidly changing information and we have a bias for action.
- We are wise – we hold the collective knowledge of the systems in which we operate.

Conduct

Recfishwest Directors commit to observing a high standard of ethics and conduct as they devote their best efforts, skills and resources in the interest of Recfishwest and its members as outlined in Code of Conduct for Recfishwest Board of Directors found on our website [here](#).

The Board recognises that it has a responsibility for setting the ethical tone and standards of Recfishwest and the senior management recognise that they have a responsibility to implement practices that are consistent with those standards.

Recfishwest's HR Policy and Procedure Manual and Member Protection Policy applies to all employees, volunteers, contractors and consultants working with and for our organisation and sets out expected standards of behaviour. These policies set out the standards of conduct and obligations of duty of care to ensure all employees always maintain the highest standards of professional and personal conduct.

We recognise our commitment to a person's right to be treated with respect and dignity, and to be safe and protected from discrimination, harassment and abuse. Collectively, these policies inform everyone involved with Recfishwest of his or her legal and ethical rights and responsibilities and the standards of behaviour that are expected of them. It also covers the care and protection of children participating in our activities.

The Board is informed of any material breaches of these codes and policies.

We recognise that we have a responsibility to each other to create a workplace culture in which our people are valued, empowered, supported, and where the good of the whole is placed above that of the individual.

Recfishwest actively manages any Board or committee related conflicts of interest that may be actual, potential or perceived and may be financial or non-financial. Our Conflict of Interest policy is available on our website [here](#).

In addition to these codes and policies, Recfishwest provides a secure mechanism to allow individuals to report conduct in the knowledge they can act without fear of intimidation, disadvantage or reprisal. Our Whistleblower Policy ([here](#)) encourages employees, suppliers, contractors, tenderers or any person who has business dealings with Recfishwest to raise any concerns and report any instances of unethical, illegal, fraudulent or undesirable conduct where there are reasonable grounds to suspect such conduct has occurred.

Diversity and Inclusion

Recfishwest recognises and values the benefits to be gained from diversity, and the advantages that a range of skills, backgrounds and experiences brings to the organisation. We recognise that Diversity within Recfishwest will contribute to achieving Recfishwest's overall strategic objectives by improving our performance, encouraging greater innovation, enriching our perspective and attracting a diverse team of high-quality people.

Our Diversity Policy ([here](#)) sets out the conditions and obligations of Recfishwest with respect to sustaining and improving the diversity and inclusion of our Board and workplace. Recfishwest supports a workplace where differences are respected and valued. These differences can include gender, age, ethnicity, physical ability, sexual orientation and cultural background and other beliefs.

Recfishwest's workplace profile is below:

Occupational categories	Status	Female employees	Male employees	Total employees
CEO	Full-time	-	1	1
Key management personnel	Full-time	1	2	4
All other employees	Full-time	4	7	10
Total	Full-time	5	10	15

4. Corporate reporting and risk management

Financial

The purpose of the Finance, Audit and Risk Committee is to assist the Board in discharging its responsibilities on matters relating to financial reporting; engagement of external auditors; internal controls; Recfishwest's banking arrangements; and matters that could significantly impact the financial condition or affairs of Recfishwest.

Prior to the Board approving Recfishwest's annual financial report, it receives CEO and Chairman representation that to the best of their knowledge and belief, they have fulfilled Recfishwest's responsibilities for the preparation of the financial report that gives a true and fair view in accordance with applicable Australian Accounting Standards and the and the requirements of the Associations Incorporation Act WA.

The CEO and Chairman confirms to the Board they have provided the external auditor with:

- Access to all information of which they are aware that is relevant to the preparation of the financial report such as records, documentation and other matters;
- Additional information that the external auditor has requested from Recfishwest for the purpose of the audit; and
- Unrestricted access to persons within the entity from whom the external auditor determined it necessary to obtain audit evidence.

Risk

The Recfishwest Board and senior management recognise that effective risk management is integral to the continued maintenance and governance of our business and requires a structured risk management framework and approach.

The role of the Finance, Audit and Risk Committee is to also ensure that there is a focus on issues relating to Recfishwest risk management strategy and overall risk management.

Recfishwest aim is to effectively manage and control the risks to which our business is exposed by the following:

- To ensure that the main business risks are identified and understood.
- To ensure there is a documented process to record decisions related to risk controls.
- To provide a process for the monitoring and review of risk management decisions.

Our Risk Management Framework includes a defined risk management process to identify, assess, evaluate, treat, and monitor risks. Our risk management approach is based on a practical and pragmatic approach integrated into our business planning and decision making.

Recfishwest's Risk Management Framework includes a documented Business Risk Register which records identified risks and information about the assessment, evaluation and treatment of business risks. The Business Risk Register allows for ongoing review and monitoring of the risks to ensure they remain current, with current, effective controls and risk levels that remain acceptable to Recfishwest.

The CEO is responsible for ensuring the risk management framework and process is developed, implemented, managed and monitored. Recfishwest management team members are responsible for assisting the CEO in actively managing and monitoring risks within their business area of control and influence.

Our risk management framework and approach is based on good practice risk management:

- AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines.
- HB 327:2010 Communicating and Consulting about Risk.
- HB 436:2013 Risk Management Guidelines – Companion to AS/NZS ISO 31000:2009.

5. Member communication and engagement

Communicating to members the initiatives and activities of Recfishwest is fundamental to the organisation.

The Communications Committee assists the Board in supervising the external communications of Recfishwest to all stakeholders. The committee oversees the Recfishwest Communication Strategy, the development and operation of effective and efficient communication policies and practices, and membership services.

In order to fulfil our role and achieve the goals established in the Board's current strategy, Recfishwest as an entity and as represented by individual directors and staff communicate in a manner that is consistent with the values of Recfishwest and the expectations of our members and key stakeholders.

In particular, it is the policy of Recfishwest that our communications are to the best of our knowledge and ability: honest; timely; factually accurate; represent the core interests of recreational fishers in Western Australia and contribute positively to the public debate on the sustainable management and enjoyment of our aquatic environment.

Recfishwest holds an Annual General Meeting and reports to members annually on its operations and financial results.

Recfishwest also keeps members and the broader fishing public updated throughout the year, using its communication channels, on the work undertaken on their behalf as part of its vision and mission.

The table below outlines the Recfishwest's primary communication channels.

Channel	Format	Frequency	Purpose
Annual Report	Hard copy and online PDF	Annual	Inform members and stakeholders of RFW's operations and annual performance.
Broadcast	e-newsletter	Monthly	A summary of the latest news of the month to keep RFW's near-100,000 subscriber base up-to-date with Recfishwest's operations.
Members First	e-newsletter	Two to three a month	A first-hand CEO account exclusive to members to keep them up-to-date on RFW's campaigns, positions and developments.
State-wide Fishing Report	e-newsletter	Weekly	To inform members of what's biting and where ahead of the weekend to improve their fishing experiences.
Recfishwest Fishing App	Smartphone App	Ongoing	Provides comprehensive GPS-responsive fishing rules advice to the 140,000-plus people who have downloaded it.
Recfishwest website	Website	Ongoing	Portal hosting RFW news, campaign and corporate information. Two to three news items a week – Rolling coverage of RFW's operations.
ilovefishing website	Website	Ongoing	As part of RFW's purpose of making fishing better for everyone provides entry/intermediate level fishing advice about where and how to catch fish
Fish and Survive	Website	Ongoing	As the agency responsible for delivering the State's safe fishing promotion program, Fish and Survive is RFW's web portal for safe fishing education and advice.
Fishing Monthly Magazine supplied content	Magazine	Monthly	Supplied monthly feature article to Fishing Monthly Magazine base on topical RFW developments to a nationwide fishing audience.
Western Angler supplied content	Magazine	Quarterly	Supplied quarterly feature article outlining RFW operations and advocacy to WA's biggest fishing-focused publication.
ABC 720 interview	Radio	Weekly	Weekly fishing report on ABC 720 provided each Saturday morning to improve fishers' fishing experiences and highlight upcoming events.
Media releases	E-mailed to media contacts	When applicable	Media releases sent out to relevant outlets (print, radio and TV) when topical.
Youtube, Facebook, Instagram, LinkedIn and Twitter	Social media	Three to four times a week	Engaging with diverse social media audiences through our multiple platforms with fishing advocacy and news content. Facebook Messenger also provides a direct Q and A channel to answer fishing-related questions.

6. Remuneration and performance

The Remuneration and Nomination Committee is responsible for overseeing performance reviews of Directors and the CEO. Board performance reviews are undertaken every second year the latest review commenced in September 2019. The CEO performance review is facilitated by the Recfishwest Chairman who provides a report which is tabled at Board level for discussion and recommendations with respect to remuneration and professional development.

Directors may not receive any remuneration for their services in their capacity as Directors other than the maximum aggregate fixed amount which must be determined by Members at the Annual General Meeting, to be distributed among the Directors as the Board sees fit.

The maximum aggregate for remuneration paid to Directors of Recfishwest must not exceed the amount approved by the members.

Recfishwest conducts annual performance reviews for all staff. These appraisals are conducted by the Chief Executive Officer or immediate line manager and assess the past year's performance as well as set future performance and professional development goals.

For more information

Details of the Recfishwest governance are located [here](#), including:

1. this Corporate Governance Statement;
2. the charters of the Board, and each committee; and
3. the core governance documents referred to in this statement, and other policies/documents of interest to members.