Recfishwest Corporate Governance Statement 2026

recfishwest
for the cast of thousands

Recfishwest is a member-based not-for-profit organisation with the purpose to "represent, advocate and promote the interests and rights of all Western Australian recreational fishers and responsible fishing practices to ensure fisheries sustainability and optimal social and economic benefits".

Our vision is "to protect and create accessible, enjoyable and safe fishing underpinned by thriving aquatic ecosystems and abundant fish stocks to deliver great fishing experiences for all in the WA community now and forever".

The Board of Directors of Recfishwest is committed to excellence in corporate governance and enhancing the interests of the association's members, and the broader Western Australian fishing community.

We are pleased to present our 2026 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 3rd edition of the Australian Institute of Company Directors' (AICD) Not-For-Profit Governance Principles (April 2024).

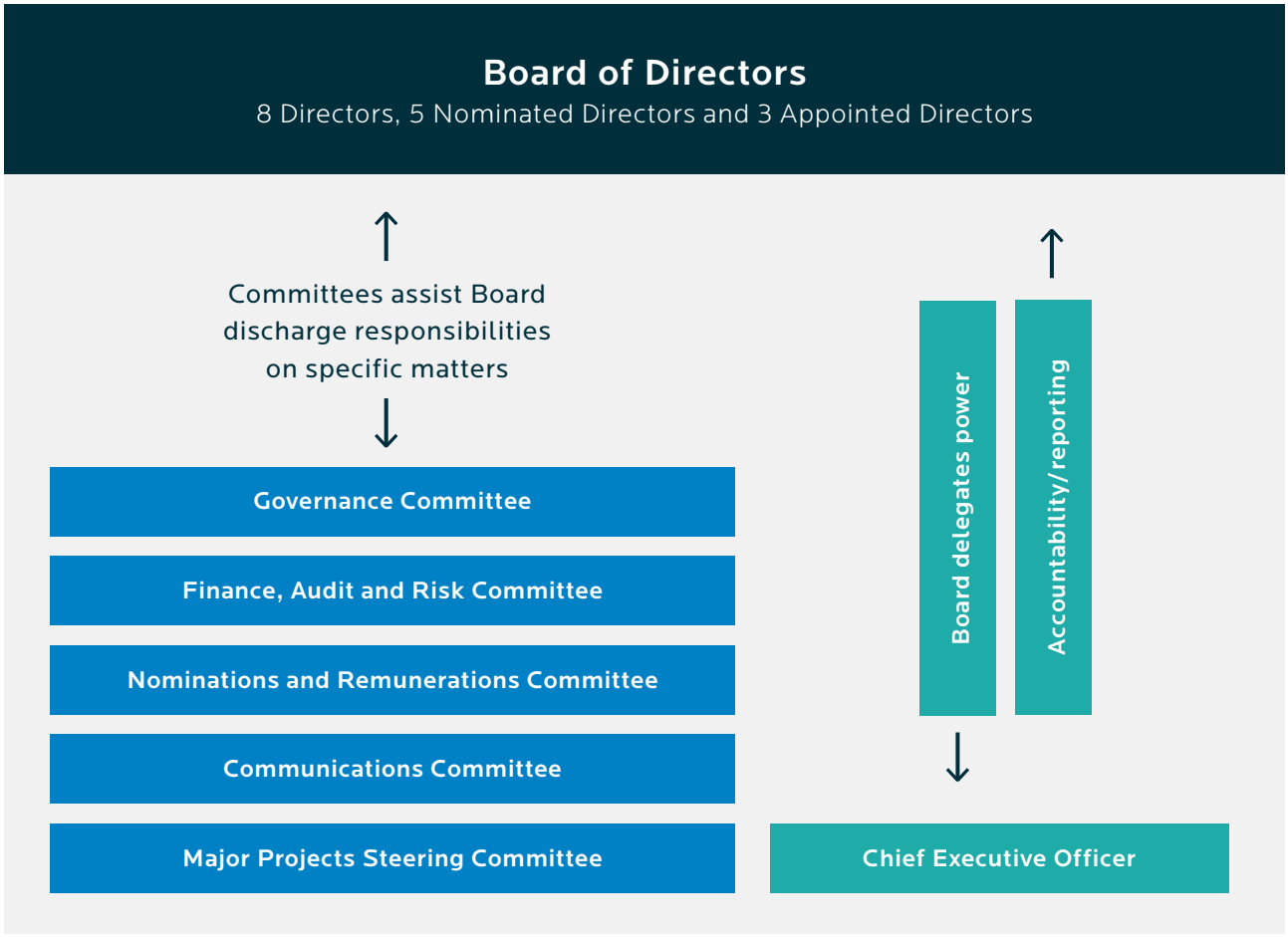
Although applicable to ASX publicly listed entities, the ASX Principles and Recommendations provide a benchmark for best practice corporate governance and Recfishwest is committed to reporting against them insofar as they are relevant to a non-listed entity.

Consistent with our purpose to 'Represent, advocate and promote the interests and rights of all Western Australian recreational fishers', the Board has a strong focus on maintaining top-shelf governance for the benefit of the Recfishwest members, stakeholders and the wider community.

1. Our Governance Framework

The governing body of our organisation, the Board, provides oversight within the framework prescribed by the 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 five committees to assist it to discharge its responsibilities. 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**
- **Major Projects Steering Committee**

In addition, Recfishwest seeks advice on policy matters though 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 performance, progress, and membership periodically. More information on our fisheries reference groups is available **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 Board in office as of the date of this statement are set out **here**.

The procedure for the election and appointment of directors is set out in clause 9.9 of 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 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 each director's mix of skills and experience, which is reviewed annually. The skills matrix identifies the board's current skills, knowledge, experience, and capabilities, and any gaps in skills or competencies that can be addressed in future director appointments. This skills matrix helps ensure Recfishwest has the right balance of people to retain positive control of the organisation, achieve its strategic goals, and direct its future.

Board induction, evaluation and ongoing development

New directors joining the board receive Recfishwest's key governance documents, including corporate governance principles and policies, and an induction program that includes 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 periodically evaluates 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 organisational 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 organisation are the following core values which underpin how we behave in pursuit of great fishing experiences for all in the WA community forever.

- **A Passion for Meaningful Work - "Fishers and Fish First!"**
- **Courage - "Fearlessly Forward"**
- **Collective Intelligence**

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 current best practice standards.

Recfishwest's *HR Policy and Procedure Manual and Member Protection Policy* applies to all employees, volunteers, contractors, and consultants who work with and for our organisation and sets out the 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 individual rights to be treated with respect and dignity, to be safe and protected from discrimination, and free from harassment and abuse. Collectively, our policies inform everyone involved with Recfishwest of his or her legal and ethical rights and responsibilities and the standards of behaviour that are expected. 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, and even perceived, that 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 gained from diversity, and the advantages that a range of skills, backgrounds, and experiences brings to our organisation. We recognise that diversity within Recfishwest will help achieve Recfishwest's overall strategic objectives by improving performance, encouraging greater innovation, enriching our perspective, and attracting a diverse team of highly skilled, high-quality people.

Recfishwest is committed to expanding the diversity of its board composition. We strongly encourage applications from people of all genders, cultures, experiences, and age groups to bring fresh insights and ensure a well-rounded Board that reflects the diversity of our members and the community we serve.

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, cultural background, and 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	3
All other employees	Full-time	5	10	15
Total	**Full-time**	**6**	**13**	**19**

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 confirm 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 Finance, Audit, and Risk Committee also ensures a focus on issues relating to Recfishwest's risk management strategy and overall risk management.

Recfishwest's aim is to maintain our balanced risk profile 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, documented, and understood;
- To ensure there is a documented process to record decisions related to risk mitigation and controls; and
- To provide a process for the monitoring and review of risk management processes, systems, and decisions.

Recfishwest's Risk Management Framework consists of four key elements:

- Finance, Audit and Risk Committee,
- Risk Management Handbook,
- Organisational Risk Register and,
- Risk Appetite Statement.

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, decision-making, and desired outcomes.

Recfishwest's Business Risk Register records identified risks and information about the assessment, evaluation, and treatment of business risks. The Business Risk Register enables ongoing quarterly review and monitoring to ensure risks remain current, controls remain effective, and risk levels stay in line with Recfishwest's balanced risk profile.

Recfishwest's organisational Risk Appetite Statement documents the approved amount and type of risks Recfishwest is willing to accept in pursuit of our objectives. Recfishwest's Risk Appetite Statement is a living document that is periodically reviewed to reflect the organisation's risk appetite.

The CEO is responsible for ensuring the risk management framework and process are 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 for influencing and supporting continuous improvement.

Our risk management framework and approach are based on current best-practice risk management AS/NZS ISO 31000 Risk Management – Principles and Guidelines.

Recfishwest is committed to providing and maintaining a safe and healthy working environment for all Recfishwest workers and volunteers. We undertake a structured approach to workplace health and safety to achieve a consistently high standard of safety performance.

Recfishwest's Work Health and Safety Management Plan is consistent with Western Australia's Work Health and Safety Act 2020 (WA).

Recfishwest's approach to cyber security is aligned with the AICD's Cyber Security Governance Principles. Recfishwest's quarterly risk review process includes cyber security, data breach response and digital platforms.

In 2024, Recfishwest introduced a Sustainability Framework to evaluate sustainability-related risks and opportunities, aligned with the United Nations 17 Sustainable Development Goals. This framework ensures a focus by the Board on how the organisation impacts, and is impacted by, the environmental, social and human elements central to Recfishwest's operations.

Recfishwest Sustainability Framework

Considerations consistent with our purpose, size, industry/sector, stakeholders, and resources.

ADOPTED OCT 2025

Theme	*Environmental*	*Social*		*Governance*
	Stewarding a sustainable environment	*Empowering our People*	*Creating value for our community*	*Top shelf governance for business resilience*
Recfishwest Business Relevant Issues (Direct)	• Waste & Hazardous Materials • Energy Management	• Workforce Management • Employee Health & Safety • Employee Engagement, Diversity & Inclusion	• Member Privacy and data security • Community Relations	• Risk Management • Regulatory compliance • Board diversity • Business Model • Resilience Business Ethics
Recreational Fishing Sector Relevant Issues (Indirect)	• Greenhouse Gas Emissions • Ecological Impacts: Fish abundance Habitat protection/ restoration Biodiversity conservation		• Community well-being • Societal benefits • Diversity and inclusion • Social licence/ acceptability – e.g. fish welfare, shark fishing at swim beaches	
Associated Sustainable Development Goals	• 6: Clean Water and Sanitation • 13: Climate Action • 14: Life Below Water	• 3: Good Health and Well-being • 1: Reduced Inequalities	• 3: Good Health and Well-being	• 17: Partnerships for the Goals
Policies and tools	• RFW Vision and Mission statements • RFW Strategic Plan • RFW Habitat Enhancement Principles • Fishing Line Disposal Bins • Clean-up Days • Fishing Codes of Practice • Artificial Reefs	• RFW HR Manual • RFW Work Health and Safety Plan • Employee Leadership Training • Mental First Aid officers/training	• RFW Member Protection Policy • Cyber and Data Breach Policy • Fishing Codes of Practice • RFW Shark Fishing Position • RFW Fishing Clinics • RFW Communication Policy • RFW Community Grants	• RFW Risk Management Framework • RFW Nomination Committee • RFW Board Code of Conduct • RFW Corporate Governance Statement

5. Member communication and engagement

Communicating Recfishwest's initiatives and activities to members 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 and Engagement Strategy, the development and operation of effective and efficient communication policies and practices, along with membership services.

To fulfil our individual roles and achieve the goals established in the Board's current strategy, Recfishwest, as an entity and as represented by individual directors and staff, communicates in a manner consistent with Recfishwest's values and the expectations of our members and key stakeholders.

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 (i.e. our members and the broader fishing community) in Western Australia and contribute positively to public debate, and thereby the public policy on the sustainable management, resource sharing, best usage, and enjoyment of our aquatic environment.

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

Recfishwest also keeps members and the broader fishing public updated throughout the year, using our communication channels, on the work undertaken on their behalf as part of Recfishwest's vision, mission, according to its transparently stated policies and position statements.

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 Recfishwest's 151,000 subscriber-base up-to-date with Recfishwest operations.
Members First	e-newsletter	Two a month	A first-hand CEO account exclusive to members to keep them up to date on Recfishwest'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 and occasional fishing related notifications. Downloads = 350,000+
Recfishwest website	Website	Ongoing	Portal hosting Recfishwest's news, campaign, and corporate information. Two to three news items a week - rolling coverage of Recfishwest's operations, campaigns and key issues. As part of Recfishwest's purpose of making fishing better for everyone provides entry/intermediate level fishing advice about where and how to care for, and catch fish safely

Channel	Format	Frequency	Purpose
Western Angler supplied content	Magazine	Quarterly	Western Angler supplied content.
ABC 720 and 6PR interviews	Radio	Weekly	Weekly fishing report on ABC 720 and Boat Dive and Fishing Show on 6PR provided each week to highlight upcoming events and current issues.
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.
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6. Remuneration and performance

The Remuneration and Nomination Committee oversees performance reviews of the directors and the CEO. The Board undertakes performance evaluations every second year. The Recfishwest Chair facilitates the CEO performance review and provides a report, which is tabled at Board level for discussion and recommendations on remuneration and professional development. The most recent Board and CEO evaluation occurred in July 2026.

Directors may not receive any remuneration for their services in their capacity as directors other than the maximum aggregate fixed amount which must be approved by Members at an Annual General Meeting.

Recfishwest conducts annual performance reviews for all staff. The CEO or immediate line manager conducts these appraisals, assessing the past year's performance and setting future performance targets and key performance indicators (KPIs), the employee's personal and professional development goals, and the organisation's/employee's goal congruence.

For more information

Details of the Recfishwest governance documents are located **here**, including:

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

If you have further questions or observations on governance please **contact the Recfishwest office.**