

OUTWARD BOUND

Inspiring Australians

ANNUAL REPORT 2019

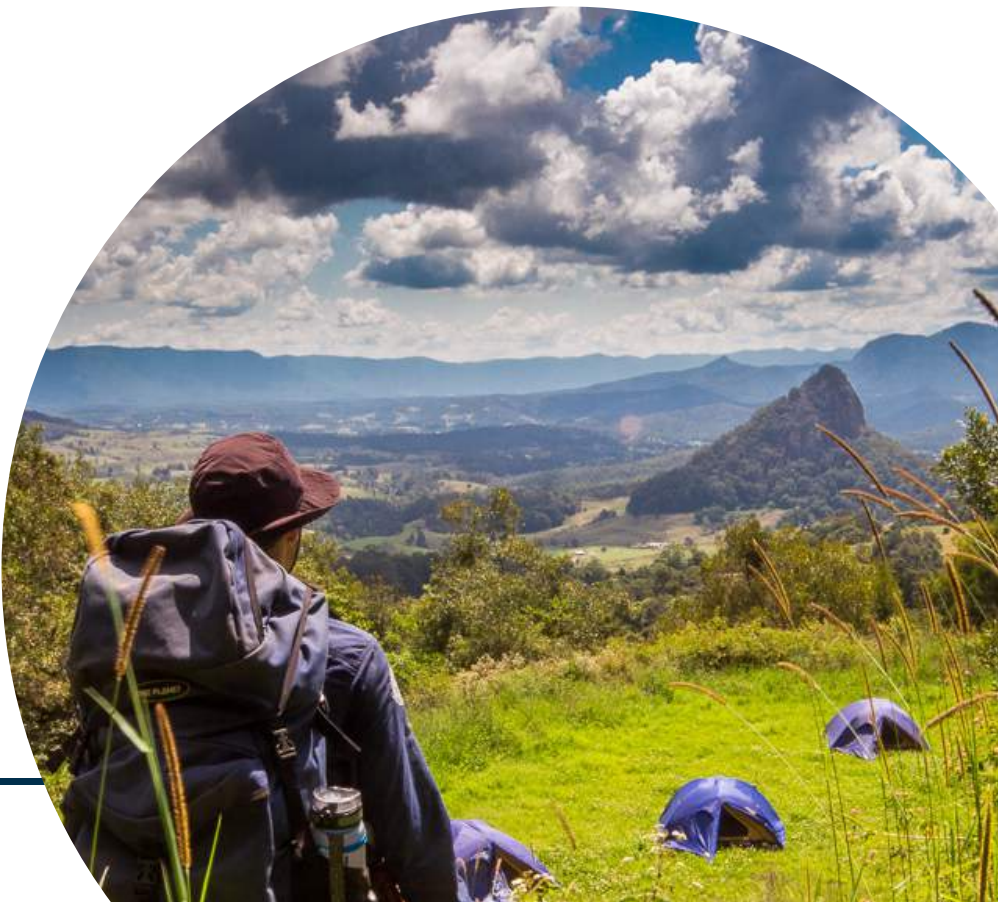


**" OUTWARD BOUND
SHARPENS THE MIND,
STRENGTHENS THE BODY
AND DEEPENS THE SOUL"**

- SANDY HERBERTE, 1977

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CHAIR'S MESSAGE

Looking back on the 2018/19 year, I am pleased to report a year when Outward Bound Australia further consolidated the progress it had made last year. That involved further financial stability, and beginning to deliver on the strategic plan that will see an increased focus on using adventure learning to support the most vulnerable and disadvantaged members of our community, and young people transitioning into employment, whilst still growing our core business of high school outdoor education.

This year we have been able to again turn a financial surplus, whilst continuing to provide excellent and life changing adventure learning programs to thousands of participants.

Some of the highlights include a successful board renewal process that involved five outstanding new Directors joining OBA, the acquisition of a Duke of Edinburgh business that opens up new programs, new delivery areas and new client relationships; and the continued refinement of our community programs including the ever-inspiring Women Of Courage program, and the CareerTrackers partnership for which we were thrilled to receive the Partner of the Year award in January 2019.

The year was of course not without its challenges. Environmentally, we saw first-hand the impact of climate change with bushfires and floods in several of our delivery sites. The increasingly busy and risk-averse world in which our clients operate provide a real challenge to the traditional and effective models of adventure learning. Organisationally, our move to a broader client portfolio including

portfolio including Community programs and the Early Careers model so successful at Outward Bound Trust in the UK, has been much slower than anticipated.

As I conclude my term as Chair, while there remains much hard work to do, I am confident our staff and management team under the leadership of Alex Green, with the support and guidance from the Board led by Jon Bradshaw as the incoming Chair, are well positioned to ensure Outward Bound Australia delivers on its mission to unlock people's true potential. I thank our clients and partners, our Directors, volunteers, generous donors and outstanding staff who all believe in the power and importance of Outward Bound's work which is increasingly valuable and relevant in modern society.



A handwritten signature in black ink, appearing to be 'J Atkin', written over a faint background of a clock face and a pen.

John Atkin
Chairman

INCOMING CHAIRS REMARKS

It's truly an honour to be invited to take on the role as chair for Outward Bound Australia in late 2019. The outdoors and the power of adventure learning for all walks of life, but especially those people in the formative stages of their lives, or for those doing it tougher than most, has been clear to me since I first went on an adventure learning program at age 15. My ties to the power of the outdoors and adventure learning, since then have been some of the strongest in my life. Being part of the world's oldest and largest provider of these life changing programs is a responsibility I take on with enormous gratitude. The opportunity to be of service to an organisation whose ideals and outcomes I passionately believe in, and I believe are needed more than ever, is massively appreciated.

Organisationally OBA has turned a significant corner. We have done much of the fixing, restructuring and re-organisation that had to be done to get us fit for the future. But like all good adventures, 'the road goes ever on'. We have new mountains to climb. It's clear to me as I take on this role that the organisation now needs a single-minded focus on growth. Growth not only to continue to stabilise and secure our financial well-being, but more importantly because our mission demands it. We know we have a crucial role to play in the development of Australia's future talent. We know that OBA graduates make better citizens, employees, mums, dads and friends. We know OBA courses help set up people for a life filled with greater access to their true potential. That knowledge must drive us to do more. Impact more people. Find new communities to help. Expand our reach beyond anything we have previously imagined

Such growth means more change and discomfort, that I know. It's the nature of adventure. And it's probably that, which will be John Atkin's greatest legacy. He has set up OBA and its new, dynamic board to be excited about and demanding of change. Of his many contributions to our organisation, it's my feeling that this will be his greatest. He has invested in OBA a new restless spirit. For that I suspect OBA will be forever grateful. Personally, I would like to thank him for his faith in me and his ongoing mentorship. I am sure his connection to OBA will not lessen as it changes into its new phase.

To our many supporters, donors and members I have but one ask. Help us open the doors to growth. Introduce us to new people who care about our mission. Help us find new donors, community partners, schools, employers and other outdoor education partners, who might benefit from our amazing product. Come with us on our growth journey and help us do more. Reach into your networks and introduce us to people who can help us make a difference. I know from many years in business, sales and marketing, that growing a mature organisation and brand is the hardest of jobs. It will take the full resources of this wider team to achieve the lofty summits to which we now set our eyes. I invite you all to join our expedition. I am delighted to be on the adventure with you.



Jon Bradshaw
Deputy Chair



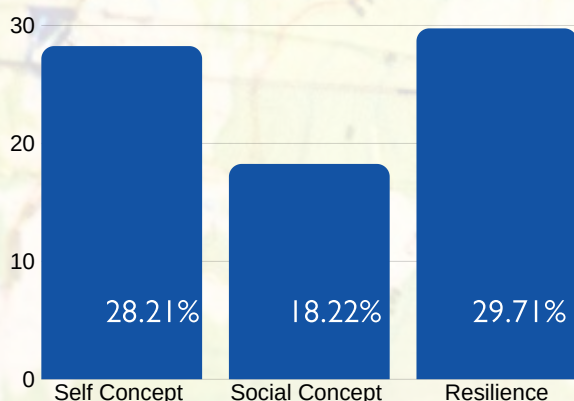
CHIEF EXECUTIVE OFFICER MESSAGE

"I got chatting to a bloke at uni today who had been on a youth at risk program in Canberra with Outward Bound a couple of years ago. He's now doing biomedical science and hoping to become a Dr of medicine. He said OB changed his life."

- Former Outward Bound staff member now studying at University

For thousands of people, participation in an Outward Bound program provides a watershed moment, a life changing transformation. This impact never fails to inspire! And there are countless moments in the last year which echo the same sentiment. In our busy and hyper-connected world, helicopter parenting and risk aversion challenge the rounded growth of young people, and adults rarely have the opportunity to invest in their own development. So, Outward Bound's ability to (re)connect participants with their potential - and the beauty of nature - is more important than ever.

It can be difficult to measure and assess the changes we see, but alongside the anecdotes and stories of lives changed, we are building an evidence base of numbers using a variety of 'Outcome Measurement Tools'. As we strive to improve the impact we can deliver, and become more efficient and effective at delivering that impact, these numbers become very important.



These results are from the Women of Courage program. Participants completed a Program Experience Questionnaire, measuring pre and post scores in General Self Concept (I have desirable qualities), Social Self Concept (I interact well with others), and Resilience. The column chart shows the percentage of change across the program in these areas.



Some of the most powerful measures of change we see come from our 'Community' programs, designed to address one or more social issues, helping people recover from trauma or personal challenges, helping those who are disadvantaged to get ahead, or support therapeutic outcomes.

Whilst working with high school students remains our core business, extending and growing our social impact through community programs will be a particular focus into the future. Community work only happens with generous support of donors, so I would like to thank those people whose commitment helps change the life of someone they will never meet.

I would also like to thank the Outward Bound Board whose insight and dedication is a vital part of the team, and lastly my colleagues on staff, whose hard work and commitment is so gratefully appreciated by me and the thousands of participants you help.

Alex Green
Chief Executive Officer



5,222 Participants



369 Participants Groups



29,013 Participants Days



127 Programs



97 Staff



5 Locations



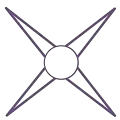
**13 Community
Programs**



**224 People
Sponsored**



**\$709,058 in
Donations**



CELEBRATING 30 YEARS WITH PERTH COLLEGE

With 30 years of programs with Outward Bound - Perth College has shown they are truly dedicated to the growth of their students. We caught up with Caroline McNaughton, a teacher at the school who has been involved in 25 out of the 30 programs with us! Caroline had so many wonderful stories and to memories to share.

Caroline has seen time and time again the benefits that Outward Bound programs provide for students. She really believes that it is an important opportunity for students to challenge and push themselves to their own personal limits in a safe supportive environment. This is most evident when things get tough for students in year 11 and 12. Students are able to really dig deep and draw upon their innate resources. It is a real mentality that is seen in

students after their Outward Bound program. She remembers one student stating that “if I can do Outward Bound, I can do anything”.

Caroline said that “over the years, Outward Bound has become a right-of-passage within the school community”, with many stories and legends being passed down. When alumni students meet for reunions, she expressed that “it is always the topic of conversations. They are just so grateful that they went”.

It was wonderful to catch up with Caroline, who is due to attend her 26th program this month. One thing we really took away was that none of this could be possible without the dedication and commitment of the staff at Perth College.



TEEN HOLIDAYS PROGRAMS, AN INVESTMENT IN MENTAL HEALTH AND WELLBEING

“School holidays already,” we hear parents say. “Geez, what are we going to do with the kids this time?” Like many working parents we talk to, leaving young teens at home all week, means static bodies, eyes glued to Netflix or fingers deftly swiping and tapping screens. Outward Bound have a solution, one that satisfies young people’s social cravings, build their self-confidence and self-responsibility and provide them with a strong sense of accomplishment?



For youth 12-14, Young Explorer is our highly popular 5-day authentic adventure. Delivered every school holiday in the lush rainforests of Northern Rivers NSW as well as on scenic lower alpine ranges near Canberra, it is a welcome answer for many working parents.

Past participants say Young Explorer is the best things they have done. Undoubtedly the most common highlight is meeting new friends – real friends, friends who shared with you, supported you, laughed with you and maybe even cried with you, 24/7 for 5 days. Deep connections build a sense of belonging that is not often established in the school yard.

Youth also learn more about themselves as human beings. There are no assessments, just challenges and opportunities to discover and grow.

Away from screens and day to day routine, youth are encouraged to explore and develop their strengths, learn new skills and push past their comfort zone to learn what they are really capable of.

Brooke, a recent participant wrote a letter to us. “The course definitely pushed us out of our comfort zone, and this is when I learnt the most about myself. I learnt that I can do anything. I just have to have the right mindset. A positive one! I learnt that I need to just block out the negative thoughts telling me that “I can’t do it” or “it’s too hard” because it might be hard, but nothing is impossible, and I will do it!”



IN THE FIELD WITH STEPPING STONE HOUSE

Sydney's Stepping Stone House provides stable, safe and secure medium to long-term accommodation and development for young people aged 12–24 who are experiencing or at risk of homelessness. Its aim is to develop self-esteem, resilience, self-confidence and good health through therapeutic care and motivational adventure education to assist young people to achieve responsible independence and to be the very best they can be.

In 2019, Stepping Stone House partnered with Outward Bound on a camp where young people could develop the skills required to later complete the “Adventurous Journey” requirement of the Gold Duke of Edinburgh Award.



One previously disengaged young person has since caught up on her assignments and has been asked to be a student representative in the school leadership program. She said the technology-free camp made her realise how much she had looked down, and that she needed to look up more and notice the world around her.



CEO Jason Juretic said: *The camp exceeded our expectations. Many of the participants referred to it as the most challenging experience of their lives, and there is little doubt it developed leaders of the next generation.*

The learning and experiences created during the camp have left lifelong memories. All the participants walked away with a sense of accomplishment. As one said, *“It pushed me to do things I never thought I was capable of doing.”*



DUKE OF EDINBURGH WITH OUTWARD BOUND AUSTRALIA

The Outward Bound and Duke of Edinburgh International Award were both founded by Kurt Hahn, and every Duke of Edinburgh award includes an 'Adventurous Journey' component which bears many similarities to Outward Bound's work.

In November 2018 Outward Bound Australia acquired the Duke of Edinburgh business of Sydney Coastal Walks (SCW) who had used their knowledge and expertise to supervise Adventurous Journeys in and around Sydney and the Blue Mountains. That knowledge has now been passed on to Outward Bound where, as an organisation



young people achieve their Duke of Edinburgh award under the safety of our highly trained staff. Supervisors share their stories and knowledge on the local area while participants learn to navigate



with trained supervisors, we run Bronze, Silver and Gold Adventurous Journeys in multiple sites on the East Coast of Australia. Gold Residential Projects will be starting in early 2020 in NSW and the ACT. Outward Bound offer both open enrolment journeys and dedicated school journeys to help

and manage themselves and the group. The acquisition has been a big success in helping Outward Bound expand their footprint on the world of Outdoor Education and Duke of Ed, and we look forward to growing this element of our work into the future.



TRAINING RURAL AUSTRALIANS IN LEADERSHIP

The Australian Rural Leadership Foundation was formed to nurture and advance rural Australia. Their graduates' impact has been deeply felt across the depth and breadth of the country, working for the greater good of Australia.

ARLF and Outward Bound have worked together for nearly a decade and Graeme Hincksman, ARLF's Director of Leadership Programs said, *"We will continue this strong relationship with Outward Bound and look forward to developing new programs to deliver even greater outcomes for the Australian agricultural sector."*



Outward Bound deliver powerful experiential learning programs as part of for ARLF's wider programs:

1. Training Rural Australians In Leadership (TRAIL): a cross-sector leadership program for Australia's future rural leaders. TRAIL participants stay at our National Base at Tharwa and work on developing self-awareness of leadership style and implementing a workplace transference and action plan.
2. Torres Strait Young Leaders: a leadership development program for Aboriginal and/or Torres Strait Islander people designed to help them:
 - a. Grow as an individual.
 - b. Develop their leadership capabilities, including governance and decision making.
 - c. Co-create robust conversations for powerful shifts across the Aboriginal and Torres Strait Islander landscape.
 - d. Broaden their perspectives and act together for the greater good.
3. Agribusiness Leadership Program is a bespoke leadership development program designed specifically for agribusiness leaders. Stay tuned to see if Outward Bound can add more value to this relationship by delivering this program in FY20.

BOARD OF DIRECTORS

JOHN ATKIN

CHAIRMAN

John completed an Outward Bound course in 1975 and joined the Board of Directors in 2007. John is a professional non-executive director with more than 30 years' experience in legal, professional and financial services in Australia and Asia.



JON BRADSHAW

DEPUTY CHAIRMAN

Jon Bradshaw comes to OBA with over 25 years of sales, marketing, strategy and organisational development experience. Jon has had a lifelong passion for the outdoors and an unshakeable belief that time spent being challenged in the outdoors should be an integral part of everyone's personal growth journey.



JESSICA BULGER

NON-EXECUTIVE DIRECTOR

Jess Bulger is the National Program Director at CareerTrackers Indigenous Internship Program. Jess' family are Wiradjuri, from the Tumut and Brungle region in country NSW where she grew up with a big proud family and strong values including the importance of education. Jess trained as a teacher, completing a degree in Education and Visual Arts at the University of New South Wales. Jess is passionate about career development and empowering young people to lead fulfilling lives and ultimately enable change for their families.



SIMON LEWIS

NON-EXECUTIVE DIRECTOR

Simon first encountered Outward Bound in his home country of Zimbabwe where he spent his childhood in the mountains around the Outward Bound School. With a professional background in consulting, financial services, and philanthropy, Simon has recently established Goodwolf Partners to see more resources more effectively dedicated to social value creation.



ANGUS WHITE

NON-EXECUTIVE DIRECTOR

Over the past 15 years Angus has been a non-executive director and Chair of various philanthropic, not-for-profit and private investment Boards. Having completed three Outward Bound Australia courses, Angus has personal insight into these challenging and rewarding experiences. His 26-day standard course in far North Queensland in 1992 was a transformative time in his life.





RACHEL BAIRD

NON-EXECUTIVE DIRECTOR

Rachel has a strong commitment to the value of outdoor activities as a way to challenge your comfort zone and build resilience. Rachel is an experienced non-executive director having served with non-for-profits, sporting and educational boards. She has over 25 years' experience as a lawyer, senior academic and executive.



CAMERON DAVIDSON

NON-EXECUTIVE DIRECTOR

Cameron has a passion for the outdoors and a deep belief based on personal experience that challenging experiences in the outdoors can truly help people to find their self confidence and in turn achieve their potential. After completing a BA in Outdoor Education, Cameron's career moved into marketing and he is currently Chief Marketing Officer at Frucor Suntory and brings a passion for innovation, creativity and growth to the OB team.



DR LOREN MILLER

NON-EXECUTIVE DIRECTOR

Dr Loren Miller is passionate about developing people and leading through change and strategy implementation to improve organisational performance. Loren is an education specialist, experienced across a wide range of functions and sectors. She worked as an instructor at Outward Bound in the 1980s and has a deep experience of outdoor education prior to moving into business and academia.



CAMPBELL HUDSON

NON-EXECUTIVE DIRECTOR

In more than 30 years of legal practice, Campbell has acquired significant experience in insolvency, commercial litigation and restructuring. Through a number of initiatives, Campbell has worked to reduce the socio-economic gap between Indigenous and non-Indigenous Australians and in 2014 was awarded the CareerTrackers Business Supervisor of the Year. In 2016 Campbell participated in an Outward Bound program with CareerTracker interns, that led him to join the Outward Bound Australia Board in 2019.



ROBIN MOUSTAKA

NON-EXECUTIVE DIRECTOR

Robin Moustaka is an independent consultant who is passionate about helping organisations understand digital transformation and advising on business development strategies for organizational growth. She frequently speaks on women in leadership and coaches and mentors on career development, business development and professional branding. Robin holds a Bachelor of Science Degree from the University of San Francisco and resides in Perth with her family.

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

for the year ended 30 June 2019

	2019	2018
	\$	\$
Revenue from operating activities	6,440,777	6,792,527
Expenses from operating activities		
Employee expenses	(4,099,252)	(4,159,064)
Course expenses	(1,005,052)	(1,214,721)
Administration expenses	(228,314)	(254,044)
Vehicle expenses	(151,885)	(177,875)
Depreciation	(266,759)	(345,733)
Interest expense	(35,658)	(48,630)
Other expenses	(275,536)	(273,308)
Total expenses from operating activities	(6,062,456)	(6,473,375)
Surplus / (deficit) from operating activities	378,321	319,152
Income from non-operating activities		
Building Fund contributions	2,000	174,515
Surplus / (deficit) from non-operating activities	2,000	174,515
Surplus / (deficit) before income tax	380,321	493,667
Income tax expense	-	-
Surplus / (deficit) for the Year	380,321	493,667
Other comprehensive income for the year	-	-
Total comprehensive income for the year	380,321	493,667

* Full Set of accounts are available on the ACNC website



CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 30 June 2019

	2019	2018
	\$	\$
ASSETS		
<u>Current assets</u>		
Cash and cash equivalents	701,878	582,134
Trade and other receivables	90,616	227,576
Other assets	13,054	49,946
Inventories	-	3,869
Total current assets	805,548	863,525
<u>Non-current assets</u>		
Property, plant and equipment	2,420,870	2,545,486
Intangibles	107,677	-
Total non-current assets	2,528,547	2,545,486
TOTAL ASSETS	3,334,095	3,409,011
LIABILITIES		
<u>Current liabilities</u>		
Trade and other payables	162,525	360,279
Fees in advance	1,026,655	1,263,806
Provisions	196,914	282,178
Other financial liabilities	145,987	62,729
Borrowings	89,263	76,317
Total current liabilities	1,621,344	2,045,309
<u>Non-current liabilities</u>		
Other financial liabilities	40,231	69,625
Borrowings	68,997	70,974
Total non-current liabilities	109,228	140,599
TOTAL LIABILITIES	1,730,572	2,185,908
NET ASSETS	1,603,523	1,223,103
EQUITY		
Issued capital	-	-
Reserves	491,820	500,890
Accumulated surplus	1,111,703	722,213
TOTAL EQUITY	1,603,523	1,223,103

* Full Set of accounts are available on the ACNC website

CONSOLIDATED STATEMENT OF CASH FLOW

For the year ended 30 June 2019

	2019	2018
	\$	\$
Cash flows from operating activities		
Receipts from customers	5,902,473	6,375,205
Payments to suppliers and employees	(6,007,540)	(6,285,082)
Donations and grants received	784,821	792,004
Scholarships paid and grants acquitted	(350,861)	(257,173)
Interest received	1,097	1,786
Interest paid	(35,658)	(48,630)
Net cash inflows from operating activities	294,332	578,110
Cash flows from investing activities		
Payment for business acquisition, net of cash acquired	(49,130)	-
Proceeds from sales of plant and equipment	-	28,978
Purchase of plant and equipment	(88,890)	(58,475)
Net cash (outflows) from investing activities	(138,020)	(29,497)
Cash flows from financing activities		
Finance lease payments	(36,115)	(37,473)
Proceeds from borrowings	50,000	-
Repayment of borrowings	(50,453)	(419,994)
Receipt from overdraft facility	-	-
Repayment of overdraft facility	-	(482,468)
Net cash (outflows) from financing activities	(36,568)	(939,935)
Net increase/(decrease) in cash and cash equivalents	119,744	(391,322)
Cash and cash equivalents at the beginning of the year	582,134	973,456
Cash and cash equivalents at the end of the year	701,878	582,134

* Full Set of accounts are available on the ACNC website



TESTIMONIALS

"This team was amazing, The staff adopted to my condition amazingly!! Every day I was guided and supported. The program was nurturing and has saved my life. It has changed it in a better way and I'll never forget it. Thank you for the most amazing experience I honestly give my heart to the girls "

- Women of Courage 2018

"This experience has helped me a lot. At the start of the program i thought to myself, I want to go home. But by the last day I realised how much I've learnt , how strong I am and how I can do anything"

- Navigator Participant 2018

"For me this experience was rare and challenging but no matter how bad my blisters were or how tired I got, I loved every second of it. It let me learn that anything can be done if I put my mind to it. If I want to do something all I need to do is push and work for it "

- Hunter Valley Leadership Program



CONTACT US



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Australian Outward Bound Development Fund

ABN 20 088 725 295

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Australian Outward Bound Foundation

ABN 57 000 250 635





OUTWARD BOUND

Inspiring Australians

Cover Photo by Marita Hills