



**OUTWARD BOUND**

Inspiring Australians

**ANNUAL REPORT 2018**





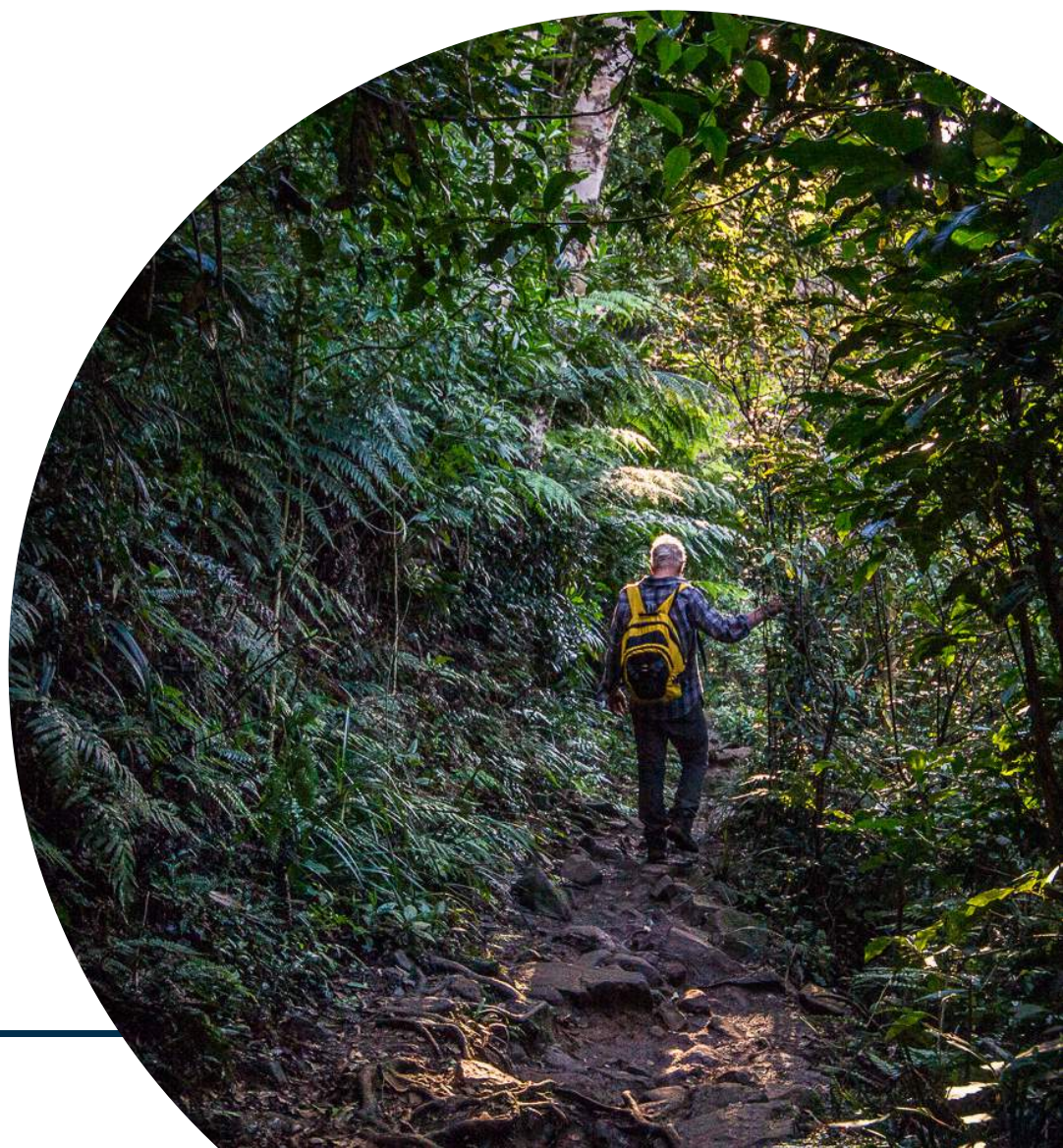
# MISSION STATEMENT

TO PROVIDE CHALLENGING  
EXPERIENCES THAT HELP  
PEOPLE TO DISCOVER,  
DEVELOP AND ACHIEVE  
THEIR POTENTIAL.



# LIST OF CONTENTS

Message from the Chairman .....	3
Message from the CEO .....	4
Highlights of the Year .....	5
Off to New Heights .....	6
Navigator - Success Backed by Research .....	7
From Disability to Opportunity .....	8
CareerBound 2018 .....	9
Our Board of Directors .....	10
Statement of Comprehensive Income .....	11
Statement of Financial Position .....	12
Statement of Cash Flow .....	13
Contact Us .....	14



# CHAIR'S MESSAGE - TRANSFORMATION



When I wrote the Chairman's introduction to the 2017 Annual Report, I had reported on what had been a very challenging year for Outward Bound. We had suffered a second consecutive year of significant financial losses and our business was struggling. However, the quality of our experiential learning programs was never compromised, and the Board's resolve to overcome the immediate challenges and transform our business was resolute.

Now as I reflect on the 2017-18 year, I am pleased to report that we have made major strides forward. We have maintained and strengthened our absolute commitment to unlocking the potential of all our participants delivering great outdoor education programs and transformational experiences for all manner of client groups in inspiring places. Our financial results are much improved. At the same time, we have re-built our leadership team starting with the appointment in November 2017 of Alex Green as our CEO. We are delighted with the way in which Alex has taken up the reins and built a first rate leadership team around him.

We also reviewed our governance and commenced the second stage of our Board renewal which over the next 12 months will result in a larger, stronger and more diverse board of directors who will support Alex and the team in ensuring we remain a solid for-purpose business, deliver on our mission, and reflect the changing needs of our partners.

Coming out of a very tough period allowed us to consider our relevance in the 21st century, particularly in a quickly changing world.

A strategic planning exercise confirmed the need for us to focus the undoubted power of our programs on addressing the pressing social challenges of today's Australia.

I close these remarks with some important acknowledgments and thanks. The faith, commitment and vision of our donors and their belief in Outward Bound's ability to unlock potential in disadvantaged people was central to our achievements this year. I would also particularly like to acknowledge and thank Marilyn Newport, who stepped in as Acting CEO/CFO prior to Alex commencing with us and stayed on as CFO until February when Felicity McGinnes took up that role. Jason Little and Eva Breidenbach have been a tower of strength throughout. The hard work of all our talented staff has been equally important and I thank them for their continuing commitment.

A handwritten signature in black ink, appearing to read 'John Atkin'.

John Atkin  
Chairman



# CHIEF EXECUTIVE OFFICER MESSAGE



As Kurt Hahn said – “There is more in each of us than we know, and if we can be made to see it, we will never settle for anything less”.

Through my leadership of Outward Bound, I hope many more people will discover what they are capable of.

As a father of teenagers, I witness the increasingly complex and sanitised world young people are growing up in. The power of Outward Bound to take people outside their comfort zone, to connect with their potential, with other human beings, and with our beautiful natural environment, is more important today than ever before.

My commitment is to do this by leading Outward Bound, transforming it as a business, learning from and sharing with others who share a similar drive, and strive to better deliver on our mission to unlock potential. This year, we have begun that transformation of our business by tighter financial management – moving from a \$1m+ loss in 16/17 to a \$494k surplus in 17/18, allowing us to pay off much of our overdraft and positioning us well for future stability.

We developed a strategic plan (‘Project Plus’) that will position the organisation to meet contemporary needs, when often technology rules humans, when travel and time away can appear impossible, where risk aversion and helicopter parenting stifle growth, and the demographic face of Australia continues to change. Project Plus will see us balance our work across schools, business, community organisations and the broader public.

Themes include a commitment to measuring, sharing and improving outcomes of our work, implementing best practice in experiential learning from around the world, and responding to social changes. This transformation has begun, and you can see the outcomes in the financial statements and case studies later in this report.

I believe wholeheartedly in the importance of Outward Bound’s work today and into the future, helping people be the best they can be. And I look forward to working with the team to make that available to as many people as possible.

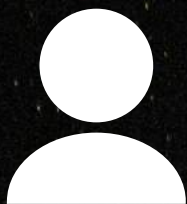
*"The best time to plant a tree was 20 years ago. The second best time is now".*

- Chinese Proverb

A handwritten signature in dark ink, appearing to read 'Alex'.

Alex Green  
Chief Executive Officer





**6,238 Participants**



**427 Participants Groups**



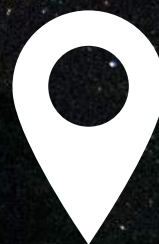
**36,834 Participants Days**



**108 Programs**



**85 Staff**



**5 Locations**



**9 Community  
Programs**



**241 People  
Sponsored**



**\$617,489 in  
Donations**





## OFF TO NEW HEIGHTS

Cranbrook School and Outward Bound Australia have been working together for over 40 years to provide boys with the best possible start in life. In recent years, Cranbrook School acquired a substantial block of land in the stunning Wolgan Valley, NSW. Renowned for it's breathtaking scenery, dominating rock walls and significant Indigenous sites, it was with great excitement that Outward Bound Australia ran the first program with Cranbrook School's Year 9 boys in the final week of Term 1 2018.

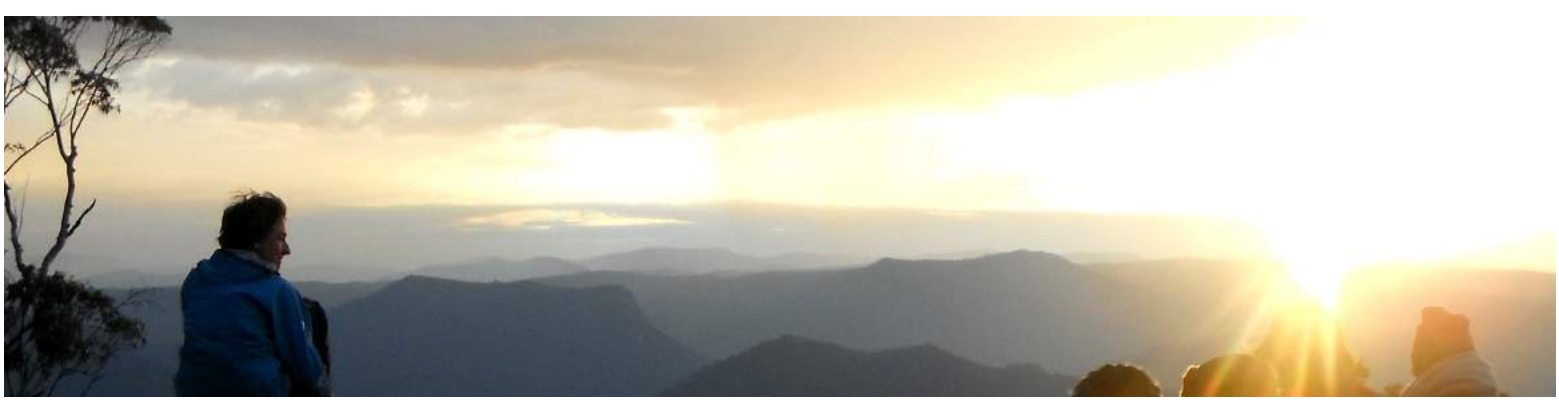
Setting up a new operational area always provides a broad range of challenges. These included: developing solid working relationships with the surrounding land managers, selecting

the most suitable locations for the boys to journey and camp in, and establishing the highest quality network of communications across the valley.

Cranbrook and Outward Bound staff involved in the development and delivery of this program worked tirelessly over many months, highlighting how passion and determination can create awe-inspiring accomplishments.

We feel tremendously privileged to work closely with Cranbrook School to further establish the site and allow more and more boys to experience the power of the great outdoors throughout years 7, 8, 9 & 10.



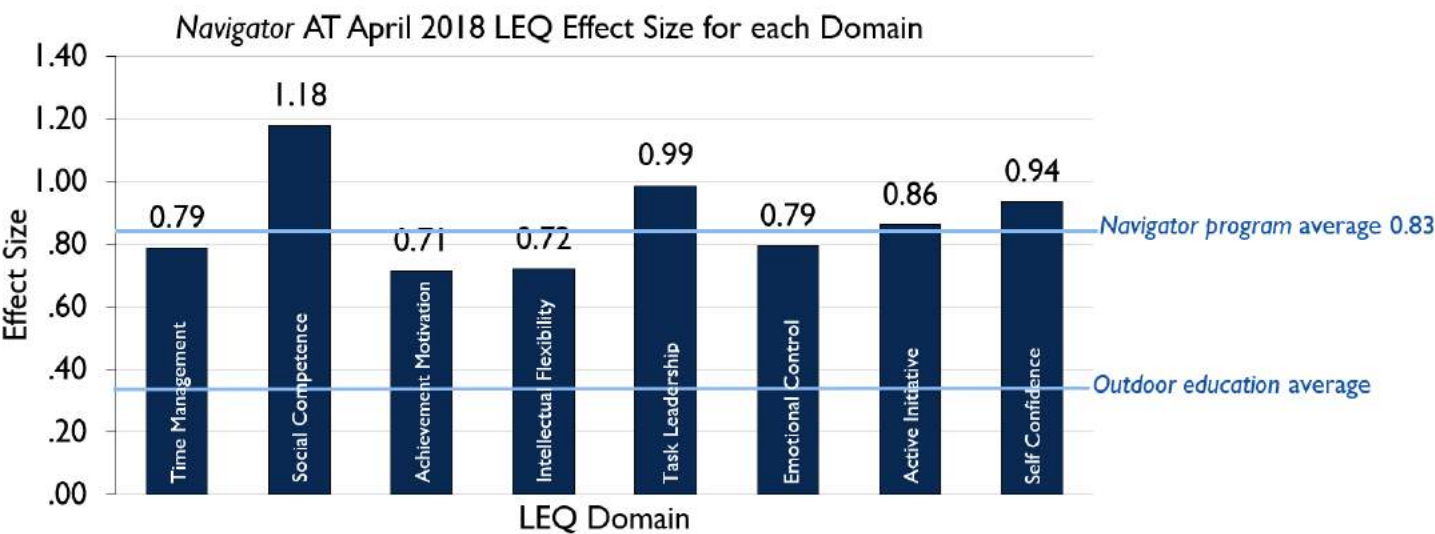


# NAVIGATOR - SUCCESS BACKED BY RESEARCH

In April 2018, 28 young people converged on Outward Bound Australia's National Campus to take part in the Navigator 12-day adventure. Whilst they learned to navigate through the wilderness, these young people also learned skills to navigate future goals, unforeseen challenges at school and jobs, build better relationships and have a greater positive outlook on life.

## What Does the Research Say?

OBA took a snapshot of each participant to measure changes in Time Management, Social Competence, Achievement Motivation, Intellectual Flexibility, Task Leadership, Emotional Control, Active Initiative and Self Confidence using the Life Effectiveness Questionnaire (LEQ). The LEQ measures changes by comparing average questionnaire data between the first and last day.



The results from these LEQ outputs show a strong or very strong positive impact. There was a quantitatively measurable increase in all the domains, with Social Competence showing a pronounced increase against all others. These scores suggest that participants departed the program recognising that they had become changed during their participation, and the likelihood of this change being mid to long term is high.





# FROM DISABILITY TO OPPORTUNITY

Six Queensland residents with Acquired Brain Injury (ABI) experienced the life changing impacts of Outward Bound during a custom designed "Potential Unlimited" 5 day wilderness program in June 2018.

This unique program was made possible from an initial sizable donation by 'The Friendly Ride Foundation' to the AOBDF. Former ACT Brumbies coach Andy Friend rode his mountain bike from Cooktown in Far North Queensland, almost 5000km along the Bicentennial National Trail to Canberra, to raise funds and awareness for ABI. His wife Kerri Rawlings, a former staff member of Outward Bound, suffered a brain injury during a mountain bike race.



Outward Bound partnered with STEPS (Skills To Enable People and Communities) to deliver the program. Tanya Ashton, STEPS Program Coordinator noted that *"The program has been a turning point for participants, it has given them confidence in their capabilities, a willingness to*

*"For so long I felt like I have been lost. Because of this program I have finally discovered the person I want to be. We have all learnt so much about ourselves and what we can obtain from this experience and how we can use this knowledge to apply in our everyday living."*

*- Savannah, Participant*

Potential Unlimited Program Coordinator, Charlie Middleton agrees that people with disability of any kind often have, as their deepest desire, to be treated the same as everyone else. *'Sometimes held too close by loved ones, the dignity of risk needs to be safely and sensibly reintroduced into their lives, allowing them to, in the words of Outward Bound founder Kurt Hahn, "Turn their disability into their opportunity".'*

For Potential Unlimited participants, improvement was specifically sought in the areas of self-confidence, self-esteem, self-reliance, independence, teamwork and acceptance and adjustment to life with a brain injury.

*explore new opportunities, an ability to trust others, and has allowed them to find the words to express themselves and their injury and define what is important to them. Everyone agreed that these changes would not have occurred without the framework and skill offered in the Potential Unlimited Program provided by Outward Bound".*

Results from the prior Potential Unlimited programs further confirmed independent research that Outward Bound programs continue to present the most effective influence in achieving lasting improvement in personal development.





## CAREERBOUND 2018 - ACCELERATED LEADERSHIP DEVELOPMENT ON COUNTRY

*"An internship is a rocket ship to a very different future."*  
Michael Combs, CareerTrackers Founder & CEO

Now combine the superb opportunities that CareerTrackers offer Indigenous young professionals in a corporate setting with the magic ingredients of experiential training methods and the magnificent Australian bush and you have an accelerated leadership development program like no other!

Riding the wave of success from the 2017 CareerTrackers Alumni Leadership Pilot, Outward Bound excitedly welcomed 118 young professionals to swap their suits and dresses for hiking boots and fleece jumpers to join us for a 5-day journey through the Namadgi National Park.

Some described the physical demands of the program as the greatest challenge, having spent very little time outside of their city university setting and disconnected from technology. Combined with hands-on leadership challenges,

everyone's mental resilience and determination for success was put to the ultimate test. The shared trials brought participants closer to their group members, strengthening relationships that will be carried well beyond the days spent out bush into their professional lives.

Walking country together set the perfect scene to reflect on their professional journeys and personal goals and allowed room to take stock ahead of the glamour and business of the CareerTrackers Gala Dinner immediately after the program.





# BOARD OF DIRECTORS

## JOHN ATKIN

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.



## PHILLIP HAINS

Phillip completed an Outward Bound course in 1989 and joined the Board of Directors in 2008. Phillip is the founder of The CFO Solution, a successful chartered accounting firm based in Melbourne.



## TIMOTHY MEDHURST

Tim has been actively involved with Outward Bound since 1977, serving as an Instructor, Operations Director and Executive Director. Tim also serves on the Outward Bound International Board.



## JON BRADSHAW

Jon Bradshaw comes to OBA with over 25 years of sales, marketing, strategy and organisational development experience. He found and leads Brand Traction Pty - a leading strategy and marketing capability consultancy.



## JESSICA BULGER

Jess is the National Program Director at CareerTrackers Indigenous Internship Program. Jess is passionate about career development and empowering young people to lead fulfilling lives. Jess' family are Wiradjuri, from the Tumut and Brungle region in country NSW.



## SIMON LEWIS

Simon first encountered Outward Bound in his home country of Zimbabwe. In 2009 Zimbabwe experienced a crippling drought and Simon set up a fundraising program called 'hike4hunger'. Simon has a professional background in consulting and financial services. He is currently working with the Myer Family Company as Head of Philanthropy.



## ANGUS WHITE

Angus has a deep connection with Outward Bound, having completed three courses including the standard 26 day course in 1992. Over the past 15 years Angus has been a non-executive director and Chair of various philanthropic, not-for-profit and private investment Boards. These include the Vincent Fairfax Family Foundation and The Mundango Charitable Trust.



# CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

## for the year ended 30 June 2018

	2018 \$	2017 \$
Revenue from operating activities	6,792,527	7,192,352
Expenses from operating activities		
Employee expenses	(4,159,064)	(5,373,863)
Course expenses	(1,214,721)	(1,459,292)
Administration expenses	(254,044)	(292,603)
Vehicle expenses	(177,875)	(152,796)
Depreciation	(345,733)	(398,981)
Interest expense	(48,630)	(79,782)
Other expenses	(273,308)	(223,826)
Impairment of goodwill	-	(452,613)
Total expenses from operating activities	(6,473,375)	(8,433,756)
<b>Surplus / (deficit) from operating activities</b>	<b>319,152</b>	<b>(1,241,404)</b>
Income from non-operating activities		
Building Fund contributions	174,515	121,843
<b>Surplus from non-operating activities</b>	<b>174,515</b>	<b>121,843</b>
<b>Surplus / (deficit) before income tax</b>	<b>493,667</b>	<b>(1,119,561)</b>
Income tax expense	-	-
<b>Surplus / (deficit) for the Year</b>	<b>493,667</b>	<b>(1,119,561)</b>
Other comprehensive income for the year	-	-
<b>Total comprehensive income for the year</b>	<b>493,667</b>	<b>(1,119,561)</b>

\* Full Set of accounts are available on the ACNC website



# CONSOLIDATED STATEMENT OF FINANCIAL POSITION

## As at 30 June 2018

	2018 \$	2017 \$
<b>ASSETS</b>		
<u>Current assets</u>		
Cash and cash equivalents	582,134	973,456
Trade and other receivables	227,576	124,459
Other assets	49,946	32,559
Inventories	3,869	3,342
<b>Total current assets</b>	<b>863,525</b>	<b>1,133,816</b>
<u>Non-current assets</u>		
Property, plant and equipment	2,545,486	2,788,821
Intangibles	-	-
<b>Total non-current assets</b>	<b>2,545,486</b>	<b>2,788,821</b>
<b>TOTAL ASSETS</b>	<b>3,409,011</b>	<b>3,922,637</b>
<b>LIABILITIES</b>		
<u>Current liabilities</u>		
Trade and other payables	360,279	517,259
Fees in advance	1,263,806	1,186,931
Provisions	282,178	243,903
Other financial liabilities	62,729	600,042
Borrowings	76,317	249,378
<b>Total current liabilities</b>	<b>2,045,309</b>	<b>2,797,513</b>
<u>Non-current liabilities</u>		
Other financial liabilities	69,625	88,744
Borrowings	70,974	306,944
<b>Total non-current liabilities</b>	<b>140,599</b>	<b>395,688</b>
<b>TOTAL LIABILITIES</b>	<b>2,185,908</b>	<b>3,193,201</b>
<b>NET ASSETS</b>	<b>1,223,103</b>	<b>729,436</b>
<b>EQUITY</b>		
Issued capital	-	-
Reserves	500,890	498,593
Accumulated surplus	722,213	230,843
<b>TOTAL EQUITY</b>	<b>1,223,103</b>	<b>729,436</b>

\* Full Set of accounts are available on the ACNC website



# STATEMENT OF CASH FLOW

## For the year ended 30 June 2018

	2018 \$	2017 \$
<b>Cash Flow Related to Operating Activities</b>		
Receipts from customers	6,375,205	7,070,282
Payments to suppliers and employees	(6,285,082)	(7,471,545)
Donations and grants received	792,004	776,690
Scholarships paid	(257,173)	(308,689)
Interest received	1,786	668
Interest paid	(48,630)	(79,782)
<b>Net Cash Flows from / (used in) Operating Activities</b>	<b>578,110</b>	<b>(12,376)</b>
<b>Cash Flows Related to Investing Activities</b>		
Proceeds from sales of plant and equipment	28,978	1,000
Purchase of plant and equipment	(58,475)	(79,187)
<b>Net Cash Flows used in Investing Activities</b>	<b>(29,497)</b>	<b>(78,187)</b>
<b>Cash Flow Related to Financing Activities</b>		
Finance lease payments	(37,473)	(25,827)
Proceeds from borrowings	-	200,000
Repayment of borrowings	(419,994)	(50,021)
Receipt from overdraft facility	-	482,468
Repayment of overdraft facility	(482,468)	-
<b>Net Cash Flows (used in) / from Financing Activities</b>	<b>(939,935)</b>	<b>606,620</b>
<b>Net Increase / (Decrease) in Cash and Cash Equivalents</b>	<b>(391,322)</b>	<b>516,057</b>
Cash and cash equivalents at the beginning of the year	973,456	457,399
<b>Cash and Cash Equivalents at the End of the Year</b>	<b>582,134</b>	<b>973,456</b>

\* Full Set of accounts are available on the ACNC website



## CONTACT US



[outwardbound.org.au](https://outwardbound.org.au)



[mailbox@outwardbound.org.au](mailto:mailbox@outwardbound.org.au)



1800 267 999



Outward Bound Australia, Naas Road, Tharwa ACT 2620



[facebook.com/outwardboundaustralia](https://facebook.com/outwardboundaustralia)



[linkedin.com/company/outward-bound-australia](https://linkedin.com/company/outward-bound-australia)



[youtube.com/c/OutwardboundOrgAustralia](https://youtube.com/c/OutwardboundOrgAustralia)



[instagram.com/outwardboundaustralia](https://instagram.com/outwardboundaustralia)

### **Australian Outward Bound Development Fund**

ABN 20 088 725 295

Deductible Gift Recipient (item 1)

### **Australian Outward Bound Foundation**

ABN 57 000 250 635





**OUTWARD BOUND**  
Inspiring Australians