

**OUTWARD BOUND**

Inspiring Australians

**ANNUAL REPORT 2017**



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# Message from the Chairman



Dear Members and Supporters,

In November 2016, we marked the 60th anniversary of Outward Bound's first course in Australia and like all organisations of any age Outward Bound Australia is going through a period of renewal.

Outward Bound pioneered outdoor education for schools in Australia in the 1960's and 70's. But that market has become increasingly competitive. A high dependency on school programs has left the organisation vulnerable to falling margins. This focused the Board's attention at our Strategic Retreat in March. We determined then to build a stronger operating model that was more resonant with Outward Bound's purpose – to help people develop and successfully move through periods of transition by building character and unlocking potential.

In particular, your Board decided to reposition the business with a clearer focus on deepening and strengthening our relationship with schools who share Kurt Hahn's educational philosophy and, at the same time, making a larger and more distinctive contribution to meeting the social and community challenges facing Australia today. In our view, refocusing OBA's mission to concentrate on expanding our community service programs resonates strongly with the traditions and values of Outward Bound and with OBA's staff. At the same time, growing OBA's community service programs will also enable OBA to broaden the base of its business and ensure more effective utilisation of resources throughout the year.

In the last 9 months, your Board has worked very closely with management to improve OBA's operations and financial position and give effect to this strategic vision. The Group's capital base has largely been restored through the first stage of our capital fund raising campaign which raised over \$1.1 million. OBA has significantly restructured its operations to improve its efficiency and has budgeted to achieve a close to break-even result for FY18 after depreciation. This should see a positive operating cash flow and a reduction in overall borrowings.

Our budget for FY18 was prepared with much more rigour than the past two years with improvement achieved through a more detailed and soundly based revenue forecast and a significant reduction in operating costs and overheads. McGrathNicol, financial advisors, reviewed our FY18 budget and confirmed its rigour and appropriateness. NAB's ongoing support was secured off the back of this process, when OBA signed a new three-year facility with NAB in August 2017. Significant increases in both the regularity and the rigour of our budgeting, forecasting and financial control process have also been implemented.

Importantly, we have successfully piloted two programs the first with CareerTrackers, working with their alumni and managers, and the second Women of Courage, working with women who have suffered trauma, to test the capability and demand for Outward Bound programs focussed on two areas of social challenge for Australia in 2017. Those programs are featured later in this Report.

We will build on the success of the first phase of our capital appeal by establishing stronger partnerships with aligned community organisations and secure funding to run programs that allow their communities to experience the transformative impact of an Outward Bound program.

OBA has a proud history of successful operation in Australia. Our programs remain as relevant to society today as they were 61 years ago. Following the Annual General Meeting the Board intends to embark on the second stage of our capital campaign with a target of \$1.4m which would bring the total amount raised to \$2.5m. These additional funds will enable the Board to reduce the Group's dependence on external financing, improve the income generating ability of our national base and expand the range and depth of our community and social impact programs.

In closing I would like to thank all our members and supporters for the contributions they have made over the last twelve months. Details of that support are set out later in this Report. I would also like to acknowledge and thank all our staff and our senior leadership team comprising Jason Little, Director of Programs and Learning, Eva Breidenbach, National Business Development Director and Peter Shea, Human Resources Manager who have been a tower of strength throughout. In December, we will farewell Marilyn Newport who stepped back in as Acting Chief Executive following Jon D'Almeida's resignation at the end of May, and welcome Alex Green, who joins us as Chief Executive after a very successful term as general manager of Sir David Martin Foundation. We are greatly indebted to Marilyn for the steady and experienced leadership she has provided to us during this challenging time and look forward to supporting Alex as he leads us on the next stage of OBA's journey.

Finally, this message would be incomplete without an acknowledgement of my fellow Board members. Their unwavering commitment to the task together with the leadership they showed by "kicking off" our capital raising with a collective contribution of \$260,000 has been central to the progress we have made. It has been a great privilege for me to work with them as their Chair.

A handwritten signature in black ink, appearing to read 'John Atkin', written over a light blue circular background.

John Atkin  
Chairman



**7,190 Participants**



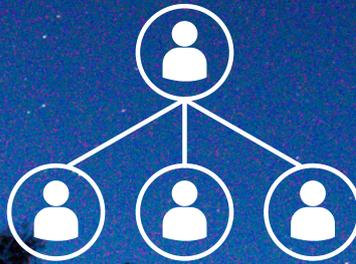
**472 Participant Groups**



**42,238 Participant Days**



**128 Programs**



**135 Staff**



**5 Locations**



**10 Community Programs**



**188 People Sponsored**



**\$535,802 in Donations**

# Women of Courage

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In June 2017 Outward Bound Australia delivered the first “Women of Courage” program. The Women of Courage program is intended for women who have experienced trauma and loss and have progressed through their own personal healing and are ready to challenge themselves in a new setting. With a highly trained and experienced team of compassionate female instructors this 7-day program focused predominantly on increasing self-confidence and self-reliance, building supportive relationships with other women and encouraging a sense of “trying something new”. This can be anything from sleeping in the outdoors for the first time to abseiling to traversing on a high wire. These activities encompass our philosophy of “challenge by choice”.

The program commenced at our National Base with 29 participants aged 27-75 years from all over Australia and it was funded by a generous donor and the Australian Outward Bound Development Fund.

The participants were challenged physically and mentally with activities like high ropes, giant swing, abseiling on natural cliffs, hiking off track, navigation, camp set up and cooking over a camp fire, all in wintery conditions.

There were opportunities for personal development sessions and a solo journey and reflection which many participants appreciated as they said they had rarely made the time for this in their daily lives but were aware of their inner quest to “*quiet your own mind and face your own truths*”.

One of the participants, Sarah O’Regan wrote after the program “*Thank you Outward Bound for the opportunity you gave us all to rediscover the things in life that really matter and to experience it in such a beautiful and mystical place.*”

Women of Courage was a very impactful and relevant program and as a result there have been friendships and special bonds created. Outward Bound Australia’s goal is to have “Women of Courage” programs available throughout the year at various locations and to have specific programs available to survivors of domestic violence and survivors of cancer.

**“When Outward Bound contacted me about Women of Courage I jumped at the chance. It was the most physically and psychologically challenging thing I’ve ever done, and given that I had 12 months of treatment for breast cancer that’s saying something. But it was also the most rewarding experience I have ever had. Women of Courage was perfectly planned and orchestrated, the workshops were fantastic, the dedicated team members that put it all together were world class. So what happened to us on program? We laughed and we cried, we danced and we sang, we pushed our limits and pondered, we spoke and we ate, we challenged ourselves, we fell and we froze and it will forever be etched in our memories.”**

**Angie O’Reilly, Women of Courage Alumni**





# Board of Directors

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## 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. John is a Director of IPH Limited and Integral Diagnostics Limited, and serves as a member of the Board of the State Library of New South Wales Foundation. Previously, John was Chief Executive Officer of The Trust Company Limited, Managing Partner of Blake Dawson and a Corporate and Mergers & Acquisitions partner at Mallesons Stephen Jaques.



## 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. Phillip is a mentor with the Smith Family Territory Mentoring Program, a foundation member of the 20th Man Foundation Club in Melbourne and has led many fundraising initiatives for charity including the Kokoda Trail, abseiling from the AMP building in Melbourne and the 100km Oxfam Australia Melbourne Trailwalker challenge.



## Tim Medhurst

Tim has been actively involved with Outward Bound since 1977, serving as an Instructor, Operations Director and Executive Director. He initially served on the OBA Board between 1996-1997 and was re-appointed in 2002. Tim has been actively involved with Outward Bound International since it was formed in 1997, initially as an Advisor, then serving on the Operations Committee and since 2008 Tim has been a Board Member of OBI. Previously a Licensed Surveyor and Glaciologist, Tim is now a Director of a number of businesses and property developments.



## Jessica Bulger

Jess Bulger is the National Program Director at CareerTrackers Indigenous Internship Program. The program helps Indigenous university students build their careers through a structured program of paid internships, support, training and leadership development. Jess is passionate about career development and empowering young people to lead fulfilling lives and ultimately enable change for their families. Jess' family are Wiradjuri, from the Tumut and Brungle region in country NSW. Jess trained as a teacher, completing a degree in Education and Visual Arts at the UNSW. In her spare time, Jess gets into the art studio as much as she can.



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### 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. He is also a non-executive director of We are Listen LLC and a major contributor to the Australian marketing community and press. Jon has had a lifelong passion for the outdoors and worked in the UK in the outdoor based management development sector in his early twenties. He has spent over 35 years mountaineering, kayaking, and climbing his way around the world's adventure capitals.



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### Angus White

Angus has a deep connection with Outward Bound, having completed three courses including the standard 26 day course in far Northern Queensland 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. Two of these with connections to OBA over the years are the Vincent Fairfax Family Foundation (VFFF) and The Mundango Charitable Trust. He is also Chair of the Vincent Fairfax Ethics in Leadership Foundation, funding a national ethical leadership program for pathmaking Australian executives.



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### Simon Lewis

Simon first encountered Outward Bound in his home country of Zimbabwe. Simon chanced upon Outward Bound again while at The Trust Company as part of a corporate development program in 2009. That same year Zimbabwe had experienced a crippling drought and it was his recent experience of the 'values journey' at Outward Bound that led Simon to convince his family to 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. Simon also serves on the Board of Justice Connect.

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# CareerTrackers Alumni program and the forming of “Career Bound”

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In 2017 an exciting new partnership was formed with Outward Bound Australia and CareerTrackers. “CareerTrackers supports pre-professional Indigenous University students and links them with private sector employers to participate in paid multi-year internships” (CareerTrackers 2017).

With the help of OBA Board Member and Career Trackers National Program Director, Jessica Bulger, a five-day journey through the Namadgi wilderness was crafted. A program which reached new heights for OBA, participants came from three different cohorts all working towards the same common purpose, supporting Indigenous University students to be leaders in their workplace and community. With a mix of CareerTrackers staff members and Interns, plus mentors from their private sector employers, the five-day pilot program had the potential for a powerful Outward Bound experience. Beginning on OBA National Base participants were Welcomed to Country by Indigenous locals before preparing themselves for the journey ahead through facilitated sessions by ex-OBA instructor, now corporate consultant and facilitator, Matt Shanahan.

Sessions focused on conscious leadership, one’s mindset and the “Why, How and What” of their career and purpose within the community and workplace. Following early emotional challenges, participants comfort zones were then pushed further. Quickly after learning the Outward Bound story, participants experienced their very own ‘life raft’ moment, having to hurriedly source their gear and get everyone safely on to the bus. Dropped

out into the wilderness, their challenges in the field included navigating themselves through thick bush, building an abseil and flying fox and camping in the star lit Orroral Valley.

“I cannot thank you enough for creating an extraordinary environment and experience for us last week; the power of shared purpose is so strong. Yes, it is very different coming back to work; but what does make it exciting is the crystallisation of my ‘Why’.” – Program participant.

Through all the physical, social and teamwork challenges, building strength of character, resilience, lateral thinking and a deeper understanding of strengths and one’s leadership ability it could only be outdone by the place in which they travelled. The wilderness provided a place apart, creating space for personal insight and reflection. It was this experience that motivated, inspired, connected and encouraged a group of people to make profound commitments to their workplace, their community and their future.

“CareerTrackers supports pre-professional Indigenous University students and links them with private sector employers to participate in paid multi-year internships”

“Just moments ago, I was updating my manager about our adventure and outlining all I had learnt during your leadership workshops. Out of all the personal and leadership development programs I have attended, your sessions by far were the most valuable and made it seem so much easier to become a great leader. Thanks for everything.” – Program participant.

OBA is excited to build the relationship with CareerTrackers further, providing a similar experience for all CareerTrackers Interns to be inspired through the program, “CareerBound” in early 2018.



# Treasurer's Report

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The 2016/17 financial year has tested the resolve of the team, friends and supporters. Fortunately, we have come through his challenging year with better clarity, strength and determination.

We started the year with an ambitious budget incorporating revenue growth and resources planned to meet the expected demand. While revenue for the year is up on the 2016 financial year, the planned revenue growth did not eventuate. With the delivery team in place to meet expected demand we incurred a reduced operating margin and an overall operating loss for the year of \$1,119,561 (2016 loss \$565,022).

Included in the loss is non-cash expenses of Depreciation and Impairment of Goodwill amounting to \$851,594 (2016 \$463,690). The decision to impair the goodwill was in part a result of an overall review of the operations and including the work completed by McGrath Nicol on the business model. Factors considered before impairing the goodwill included changes in the client portfolio since the business was acquired in 2011 changes in management and the level of activities in the region relative to the overall Outward Bound activities.

Other changes initiated from the McGrath Nicol and Senior Management review included a more robust process of scheduling courses, revenue planning, budgeting and cost controls. These changes assisted negotiations with National Australia Bank to establish a finance facility appropriate for the ongoing needs of the organisation.

In the development fund \$535,802 (2016 \$252,940) was raised from supporters. The fund sponsored 188 participants (2016 192) through the application of \$308,688 (2016 \$249,429). In addition \$121,843 (2016 \$56,392) has been applied from the building fund toward eligible building and property maintenance activities. The use of the Development Fund and the Building Fund continues to be a valuable means expanding the reach of operation of OBA by making participation more accessible and extending the course delivery period as well as part funding building and property maintenance costs.

I would like to again thank our John Atkin as Chairman and Marilyn Newport as Interim CEO and CFO for their leadership, as well as the friends and supporters of Outward Bound along its path of renewal for the significant contributions and commitments made during the 2016-17 year.

A handwritten signature in black ink, appearing to be 'Phillip Hains'. The signature is stylized with a long horizontal stroke extending to the left and a loop at the end.

Phillip Hains  
Treasurer



# Statement of Profit and Loss and Other Comprehensive Income for the year ended 30 June 2017

	<b>Economic Entity</b>	
	2017 \$	2016 \$
Revenue from Operating Activities	7,192,352	6,816,679
<i>Expenses from Operating Activities</i>		
Administration Fees	(367,805)	(642,452)
Course Costs	(1,459,292)	(960,789)
Depreciation	(398,981)	(463,690)
Impairment of Goodwill	(452,613)	-
Staff Expenses	(5,373,863)	(5,012,046)
Vehicle Expenses	(157,376)	(35,787)
Other Expenses	(223,826)	(323,329)
Subtotal of Expenses from Operating Activities	(8,433,756)	(7,438,093)
Surplus/(Deficit) from Underlying Operating Activities	(1,241,404)	(621,414)
Revenue from Non-Operating Activities		
Building Fund Contributions	121,843	56,392
Surplus(Deficit) from Non-Operating Activities	121,843	56,392
Surplus (Deficit) Before Income Tax	(1,119,561)	(565,022)
Income Tax Expense	-	-
Surplus (Deficit) for the Year	(1,119,561)	(565,022)
Other Comprehensive Income for the year	-	-
Total Comprehensive Income for the Year	(1,119,561)	(565,022)

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

# Statement of Financial Position as at 30 June 2017

	2017 \$	2016 \$
<b>Economic Entity</b>		
	2017 \$	2016 \$
<b>ASSETS</b>		
<u>Current Assets</u>		
Cash and Cash Equivalents	973,456	457,399
Trade and Other Receivables	199,653	219,292
Inventories	3,342	24,222
Total Current Assets	1,176,451	700,913
<u>Non-Current Assets</u>		
Property, Plant and Equipment	2,788,821	3,114,192
Intangibles	-	452,613
Total Non-Current Assets	2,788,821	3,566,805
<b>TOTAL ASSETS</b>	<b>3,965,272</b>	<b>4,267,718</b>
<b>LIABILITIES</b>		
<u>Current Liabilities</u>		
Trade and Other Payables	559,894	529,552
Other Financial Liabilities	600,042	96,127
Provisions	243,903	279,242
Borrowings	249,378	252,439
Fees in Advance	1,186,931	1,011,419
Total Current Liabilities	2,840,148	2,168,779
<u>Non-Current Liabilities</u>		
Other Financial Liabilities	88,744	107,029
Borrowings	306,944	142,913
Total Non-Current Liabilities	395,688	249,942
<b>TOTAL LIABILITIES</b>	<b>3,235,836</b>	<b>2,418,721</b>
<b>NET ASSETS</b>	<b>729,436</b>	<b>1,848,997</b>
<b>EQUITY</b>		
Issued capital	-	-
Reserves	498,593	271,480
Accumulated Surplus(Deficit)	230,843	1,577,517
<b>TOTAL EQUITY</b>	<b>729,436</b>	<b>1,848,997</b>

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

# Statement of Cash Flows for the year ended 30 June 2017

		Economic Entity
	2017 \$	2016 \$
<b>Cash Flow Related to Operating Activities</b>		
Receipts from customers / donations / grants	6,578,730	6,627,446
Payments to suppliers and employees	(7,452,477)	(6,840,775)
Interest received	668	873
Other Receipts	766,328	108,686
<b>Net Cash Flows from Operating Activities</b>	<b>(106,751)</b>	<b>145,659</b>
<b>Cash Flows Related to Investing Activities</b>		
Proceeds from sales of plant and equipment	-	31,932
Payment for purchases of plant and equipment	(92,322)	(454,804)
Other (Building Fund)	-	(16,204)
<b>Net Cash Flows used in Investing Activities</b>	<b>(92,332)</b>	<b>(439,076)</b>
<b>Cash Flow Related to Financing Activities</b>		
Proceeds from borrowings	312,801	152,327
Repayment of borrowings	(80,139)	-
Receipt from overdraft facility	482,468	-
<b>Net Cash Flows used in Financing Activities</b>	<b>715,130</b>	<b>152,327</b>
<b>Net Increase/(Decrease) in Cash and Cash Equivalents</b>	<b>516,057</b>	<b>(390,519)</b>
Cash and cash equivalents at the beginning of the year	457,399	847,918
<b>Cash and Cash Equivalents at the End of the Year</b>	<b>973,456</b>	<b>457,399</b>

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

# Testimonials

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## **Australian Alps Navigator, January 2016**

“Incredibly extraordinary! A one in a lifetime experience that has helped me learn more about myself and who I want to be. I will be constantly drawing inspiration from the time I had with Outward Bound as it is one of the best things I’ve ever done.” (Jessica, 15)

## **Australia Alps Young Explorer, September 2017**

“You will have the best experience ever. You will have so much fun and learn new life skills, and you get to meet new friends.” (Young Explorer Participant)

## **Parent Testimonial, Victorian Snowies Navigator, April 2016**

“As parents we are extremely grateful for what this course offers and have found it to be a sort of “rite of passage” to adulthood/ independence for each of our boys. We live in a rural remote area and our boys all have to leave home to live in a large city to study at university which can be daunting but made just that bit easier after completing the leadership course which teaches them the value of new friendships, acceptance of others as well as belief in themselves.

Who would have thought that 12 days without phones, iPad or electricity could be such a positive experience for a group of young adults, where basic shelter, food, friendship and respect for each other outrank the modern day perceived necessities

We would like to congratulate the organisation and leaders who worked with our son over his 12 days away, whatever they did and how they went about it deserves special recognition.” (Parents of Navigator Participant)

## **Summit to Sea, January 2015**

“The greatest lesson learnt was that life really is about the journey and not the destination. Along the way we saw some of the most mesmerising views that were made even more stunning when considering the effort it took to find them.

The completion of this course has given me the greatest sense of achievement in my life so far. It isn’t just the physical toughness that I am able to draw on, but the values and the belief that have all come out of this program has given me a more optimistic outlook on life.”

## **Parent Testimonial from St Francis Xavier College**

”When people think of school success the first thing that comes to mind is often ‘Academics’. As a parent of 4 children (who have each attended Outward Bound Australia programs), for me, the practical experiences that our children take part in at school are just as important. The success of such experiences can’t be measured in grades and marks. The success however can be seen in other ways, such as the way they mature and develop as a result of Outward Bound learning experiences”.

# Funding and Program Partners

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# Our Appreciation

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Thank you to our Patron, Donors, Supporters, Foundation Members and friends for your support and or/ financial contribution. We would like to express our sincere thanks for your continued commitment to Outward Bound Australia and to helping people discover, develop.

## Patron

His Excellency General the Honourable Sir Peter Cosgrove AK, MC (Ret'd), Governor-General of the Commonwealth of Australia

## Donors and Supporters

ACT Chief Minister  
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Jessica Bulger  
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Julie Molloy  
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Paul Hossack  
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Sally White OAM  
Sam Robinson  
Simon Lewis  
Timothy Medhurst  
Thomas Gerner  
Trevor Leverington  
Wayne Dyson  
William Crothers

## Foundation Members

Andrew Aitken  
Angus White  
Bernard Higgins  
Brian East  
Brooks Wilson  
Carlo Bongarzoni  
Christopher White  
Ed Bradley

# Contact Us

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## Australian Outward Bound Foundation

ABN 57 000 250 635

## Australian Outward Bound Development Fund

ABN 20 088 725 295

Deductible Gift Recipient (Item 1)





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