



*The view can be spectacular when  
things are turned on their head.*

# ANNUAL REPORT 2021





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# FROM THE CO-CHAIR

Jessica Bulger

Leading and governing Outward Bound Australia through the pandemic during 2021 has been challenging, yet we have been inspired by a team that has not faltered in their commitment to look forward and make our vision beyond the pandemic an exciting reality, within reach.

We have seen the benefits of a cohesive team with a strong sense of community and a highly effective board and management team working hand in hand to achieve results. Clarity of strategy, knowing who we are and where we are going in 'Reimagining Outward Bound' has been very important this year. Yet at the same time, flexibility has been needed to respond quickly to changing circumstances.

The composition of the Board has suited the uncertain context of the last 2 years. Working as a small team with executive function has allowed quick responses and decision making. Productive teamwork with more frequent meetings, has required a willingness to give more time and take on more work. It has been fit for purpose given the challenging circumstances.

On the assumption that 2022 will allow operations to return to a more normal schedule, we are planning to expand our Board composition in 2022, aligned with Outward Bound Australia's governance skills matrix priorities. The board composition skills matrix considers outdoor education experience and expertise; diversity of gender, culture, and age; professional expertise across corporate and operational functions; and state jurisdiction aligned to our operations.

As we look ahead to 2022 and re-launch operational program delivery, we are aware that the pandemic still creates uncertain times. It is likely that we will face challenges once again, but there is much to be optimistic about. Despite the disruption to our industry, we are seeing staff, existing and new partners continue to choose Outward Bound Australia.

In conclusion, some important acknowledgement, and thanks.

Thank you, Loren Miller, our Executive Co-Chair who has mustered incredible resilience and an unwavering connection to vision to lead the successes we have seen in the past year. And also, to my fellow board members who have stepped up and provided extra support and expertise where needed.

Congratulations and thank you to our talented staff team who have maintained their commitment to unlocking the potential of all of our participants, delivering transformational experiences for a variety of groups and ensuring the quality of our programs has not been compromised.

A huge thank you to our broader network of supporters, partners and donors who have contributed to Outward Bound Australia this year, we would not have come through this difficult year without your support and generosity.

Our achievements this year are a result of the commitment from every member of a broad, strong, and interconnected network who have shown the courage to care. We are grateful for each of you.

Jessica Bulger - Co-Chair Outward Bound Australia





*Alchemists tried scientific chemistry  
to transform lead into gold  
Outward Bound uses physical chemistry  
so people find the gold within themselves.  
- Ian Wells OBA 2021*







# EXECUTIVE DIRECTOR REPORT

Dr Loren Miller



Hard work and resilience have been core Outward Bound Australia values since its inception. At times we even delight in celebrating challenges overcome – a hike in the pouring rain, a hard climb, or a bogged troopie retrieved. We appreciate the opportunity for growth through challenge. It is present in the spirit of adventure and the essence of our programs. It is also the story of our 2021 year.

Off the back of an extremely challenging 2020, a small committed team has drawn deeply on our capacity 'to serve, to strive and not to yield', to steer Outward Bound through the pandemic. While many of our 'Reimagining Outward Bound' strategies have progressed, others have had to wait as we have focused on immediate issues at hand. Fortunately, our business transformation work has improved our finances and helped position us to see our way through COVID. This has been no simple task. We are extremely proud of our achievements in the face of adversity, including:

- A new website, promotional materials and videos to tell our story;
- New digital systems to support bookings, HR, finance and field operations;
- Establishing OBA as an Open Award Centre for the Duke of Edinburgh's International Award;
- A \$10m Tharwa Masterplan, creating facilities to host innovative outdoor education and environmental programs;
- More bunks for our renovated cabin accommodation and a refurbished climbing tower at Tharwa;
- Renewed and new partnerships with Canberra schools;
- The launch of OBA Adventure Therapy professional development programs;
- The delivery of a remote program in WA despite border closures through online support;
- Numerous grant applications for COVID impact support, bushfire recovery, engaging youth, Canberra tourism and community programs; and
- Scheduling, rescheduling, planning and re-planning, moving and manoeuvring programs left, right and centre, to successfully run 88 programs with 3284 participants during the FY21 year. Many more are still rescheduled for 2022.

In this context, it is a pleasure to present the Annual Report for 2021. It presents a story of Outward Bound as resilient, with confidence in our future as we continue to evolve and reimagine Outward Bound Australia. We look forward to 2022 with enthusiastic anticipation (and fingers crossed), as we:

- Relaunch a new 2 year traineeship program, with our 'Sierra-Phoenix' cohort starting in January 2022;
- Return to the Victorian Snowies after the bushfires, with an Autumn and Spring season;
- Deliver rescheduled community programs, working with our partners to support disadvantaged groups and help community recovery; and
- Succeed with grant submissions and engage with the philanthropic community to realise our Reimagining agenda.

We are extremely thankful to everyone in the Outward Bound community that has contributed to our epic 2021 journey as we continue to recover from the bushfires and navigate COVID-19. We are particularly grateful to the small team of loyal OBA crew that has carried an extremely heavy load this year. Our people are amazing, and continue to make Outward Bound Australia unique.

Dr Loren Miller - Executive Director & Co-Chair, Outward Bound Australia

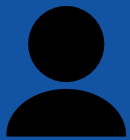


# 2021 in Numbers

Smaller numbers, but just as much impact!



**88 Programs**



**3,284 Participants**



**5,244 Participants Days**

**6 Program Areas**  
Tharwa, Cooleman,  
Walpole, Grampians &  
Snowies



**80 OBA Crew**



**11 Community Programs**



**162 People Sponsored**



**\$191,367 in Donations**



# Why Outward Bound?

A parent account from a Year 11 Expedition - Walpole WA



With the rest of my family having completed Outward Bound, it was time for me to strap on my hiking boots, a pack and adventurous spirit. What an inspiring ten days I have spent with 15 wonderful young people.

I've hiked in WA, NZ and the Himalayas, but nothing quite prepared me for some new challenges like those thrown at us in the Walpole wilderness. An unseasonably wet year saw us tramping, clambering and bushbashing in rain through full swamps and creeks, setting up bivvies on 'expedition' sites (any flat, available ground), along with the marauding mozzies. The hikers' rule of avoiding wet boots and sleeping gear was soon crushed. Even in torrential NZ rain, I've previously been rewarded with fire warmed, insulated cabins at night. In Nepal, porters carry packs. But this is Outward Bound, innately designed to challenge, to push us to an edge, that allows us to leap into a new world of self-discovery. And boy, did the kids embrace that with gusto!

Blisters, bites, fear, fatigue, cold, and impatience were overcome as these young people radiated courage, compassion and collaboration. There were some, who despite their own tired legs, would circle back to the end of our congo line to guide and encourage weary team mates. There were others, who despite packs being full to overflowing, would sweep down to pick up the wet food bag left over on the ground. Others still, would wake at dawn with a spring in their step, albeit in soggy boots, ready to motivate others to rise. Individual strengths were drawn upon in navigation, cooking or energising the group through jokes, songs and happy banter.

In daily, reflective discussion, the adults were impressed by many insightful, philosophical and grateful comments made, words like 'resilience', 'conquering', 'new confidence'. Even more moving was in students acknowledging others' gifts not seen in school but that shone on camp.

Our groups were led by young, multi-talented instructors. Some only a few years older than our students, and yet geared with bush skills and people skills, they led with confidence, calm, insight and deep knowledge. They knew when to challenge and when to step back for the experiences to serve as learning moments (often hard for us adults as we see the navigators take the wrong turn leading to a more arduous or longer route!). They showed ways to be resourceful and innovative. These instructors are perfect role models for our youth!

Eighty years ago, Kurt Hahn, driven by observation of the demise of young war recruits founded Outward Bound. Today our young people face a different war, of mental health, a pandemic and growing disengagement. I observe this daily in my workplace and as an educator, I am fully aware the classroom does not always provide the right place to counter these issues. Fortunately, there are programs like Outward Bound, along with wealth of research showing benefits of being in nature and the outdoors. How blessed we are to have wilderness on our doorstep and one of the few WA schools supporting this unique program.

I encourage you to jump online (after a bushwalk!) to support Outward Bound Australia through the website and Facebook. Check out their other youth programs offered, but above all keep up the super work with raising your courageous, beautiful children. I'm excited and hopeful for a world that will be led and nurtured by kids like these. May the spirit of Outward Bound carry them strongly into their futures and they remember...

Fiona Angelatos - Parent and Group Assistant, Walpole WA  
November, 2021





# News from the Field



When we emerged from hibernation to run programs again in September 2020, we did so with optimism, thinking the worst was behind us! Alas that was not to be and 2021 continued to be impacted by the COVID-19 pandemic.

We were forced to cancel most January 2021 programs, with just a few programs able to run for locals in the ACT in January. Autumn was more successful, with a full season of programs run in the ACT, including some new centre-based programs at Tharwa and expeditions in the Cooleman High Plains. We are extremely grateful to Anna and John Hyles for allowing us to utilise their beautiful Booroomba property, with groups hiking and camping on site, while Namadgi National Park remained closed for bushfire recovery. We celebrated Namadgi re-opening in April, only to find our access cut off by flood damage two weeks later!

Autumn also saw us back in Victoria with holiday and school programs in the Grampians. Rock climbing site access is under review in the area, considering cultural significance, so we ventured to Mt Arapiles for some adventurous climbing and abseiling. From the Grampians we headed to the Victorian Snowies for a full reconnaissance and pilot program as the area regenerates from the bushfires. The fire damage remains confronting, but wet weather has promoted rapid understory growth and a plethora of blackwood wattles.

The Walpole Autumn season also ran to plan, with the borders open for travel for a short window of time. We were unable to gain travel permits in October 2021, so we were only able to run one program drawing on local expertise in partnership with Geraldton Grammar, with remote support from Tharwa! We are extremely committed to the unique opportunities that the Walpole Wilderness area presents and can't wait to get back again when the border opens.







Wolgan Valley NSW and Snowy River Vic Bushfire recovery reconnaissance



## ... from the field



We were proud to have Dr Simon Crisp run our first Wilderness Adventure Therapy professional development program for outdoor leaders and our OBA crew. It was a great success and there is demand for more programs, recognising the mental health benefits of adventure learning in the outdoors.

By July 2021, lockdowns in the East put all program delivery on hold, with very little possible for the rest of the year as restrictions remained on school camps in NSW/ACT despite lockdowns lifting. Periods of stand down, leave without pay and lockdowns have all been a big part of our lives this year. The quagmire of bureaucratic grant applications to access very limited COVID government support across different state jurisdictions created an enormous workload and challenged our patience. Our team is now fully vaccinated, but the ink is rarely dry on our COVID19 safe policy and procedures before another edit is required. It is hard keeping up with the business of managing in a pandemic!

In November we sent our field crew to work for OEG in Victoria where school camps were allowed, to help them out with staff shortages and get our team back out in the field. This was a good industry collaboration, providing valuable shared professional development learning for all.

On the up side, there was time for some wonderful personal paddling adventures, taking advantage of the wet season providing exciting water levels on the Murrumbidgee and Gudgenby Rivers. The crew stayed in touch with weekly online zoom meetings, updating everyone with progress on both OBA development projects, combined with some fun.

The end of the year will see a small number of school day programs run in the ACT and Duke of Edinburgh Award, community and school holiday programs return. We can't wait!

Coolleman High Plains solo; Mt Arapiles climbing; Tharwa high ropes





# FROM THE AOBDF CHAIR

THE AUSTRALIAN OUTWARD BOUND DEVELOPMENT FUND

Simon Lewis



It gives me great pleasure to update you on the important community work of AOBDF, the charitable arm of OBA.

AOBDF's purpose is to raise funds to support participation in outdoor educational activities, and thereby advance social, and public welfare, including supporting people who are financially and socially disadvantaged, disabled, or Indigenous Australians. AOBDF, through a service agreement with OBA, provides access to community programs for beneficiaries of our supporting partners.

Somehow, through the stop-start-stop-start of border closures and lockdowns, and navigating the labyrinthine rules around masks, safe distancing, quarantine, AOBDF managed to support 11 programs in the year to June 2021. Run by our expert team at OBA and benefitting a wide range of participants, these programs are always a highlight for the OBA team, as much as they provide a life-changing opportunity for program participants. With mental health stats off the charts, and vulnerable communities pushed towards their absolute limits, we only wish the circumstances afforded us the full opportunity to provide access to these programs at a time when they have been most needed. Women recovering from domestic violence, for example, with increased domestic violence during lockdown; youth programs for those desperate to reengage, build confidence and rehabilitate rather than follow a predictable cycle of reincarceration; and programs to invest in the self-determination of our Indigenous community at a time when our Federal plan to Close The Gap is struggling to gain traction on key measures.

Thankfully, and gratefully, there were some long-standing families and donors who stood by our side during this tumultuous year, and afforded those life changing opportunities to the grateful program recipients. Thank you. Your support also allowed us time to gather ourselves and plan a way through to the other side, and allowed AOBDF to support OBA with some working capital through an arm's length loan agreement. AOBDF raised \$125,000 during the year, which complemented the historic strategic support from the Thyne Reid Foundation and new support from the Douglas Family Foundation as significant contributions.

As we look forward to a new year, and watch the reimagination and hard work of the Board and Management Team start to bear fruit, AOBDF looks forward to bringing its full support and engage the required resources for fundraising and philanthropy to start up again in earnest. In thinking about all this, and in closing, there is a word that comes to mind when we connect the events of the last two years pockmarked by a series of natural disasters - bushfires, pandemic, floods, and now variants of these...The word was 'kairos', which in ancient Greek signifies 'a moment whose time has come'.

Kairos, then, for us to re-evaluate and rebalance our priorities, relationships with self and others, and our relationship with nature.

Kairos, then, to draw on the capacity within ourselves to create a world that most just and sustainable.

Kairos, then, for OBA to help us in reimagining all these wonderful possibilities.

Thank you to my fellow AOBDF Director Jon Bradshaw, and other members of the OBA Board and team for keeping the music playing.

Simon Lewis - Chair AOBDF





# AOBDF SUMMARY

THE AUSTRALIAN OUTWARD BOUND DEVELOPMENT FUND



## WOMEN OF COURAGE PROGRAM HIGHLIGHT

**5** DAYS

**9** WOMEN

**3** MENTORS

**1** LIFE CHANGING EXPERIENCE

Since leaving a long-term and increasingly abusive relationship I have been supported for 21 months by counsellors, support groups and training to help with the ongoing abuse. Nothing has had the life-changing impact of this program. I am so grateful for this valuable opportunity to come together with a diverse group of women, hear their stories; the opportunity to support and be supported immersed in the healing power of nature, to be challenged by amazing facilitators, to be brave, learn, grow women and find a way forward.

Women of Courage Program Participant - May 2021

**AOBDF provided over \$125 000 of funding support to programs and capacity building projects over the year.**

AOBDF sponsorships were impacted heavily by COVID-19 restrictions. This was further impacted as participants from remote or vulnerable communities were unable to travel. However, it was possible to run 11 programs with AOBDF partnership support. Others have been rescheduled to 2022.

Indigenous Leadership Program - ACT

- **Women of Courage (ACT)**
- **Bega High School**
- **SHAE Moree Indigenous Academy**
- **Blackwood Centre for Adolescent Development**
- **St Josephs Aberdeen**

With support through grants and donations from:

- **James N Kirby Foundation**
- **ACT Community Services**
- **Vincent Family Fairfax Foundation**
- **Douglas Family Trust**
- **Thyne Reid Foundation**
- **Adamas Nexus**



# COMMUNITY RECOGNITION 2021



Outward Bound Australia is extremely grateful to have a community of loyal supporters who share our values and live our service ethos to help shape the future of OBA. This year we are recognising a few special long term community members who have been pivotal in making 2021 possible in challenging circumstances.

## KEVIN HEYHOE

OBA SNOWY RIVER BETE BELONG NORTH

Kev is the heart and soul of OBA on the Snowy River in Victoria, purchasing the property for OBA's use and Trust for Nature. For 12 years Kev has been a tireless OBA supporter, volunteering with backup on programs and leading service sessions with participants. After the devastating Black Summer bushfires, Kev has looked after the property and the community, providing ongoing support to help OBA get programs back up running.



## Community Awards

## ANNA & JOHN HYLES

BOOROOMBA PROPERTY, ACT

For many years Anna and John have generously opened their property to OBA programs. When the bushfires closed Namadgi National Park, the Booroomba circuit became pivotal to OBA's capacity to run programs. The Castle Hill climb has become a favourite a peak experience with its stunning views and magical sunrises. The Hyles not only host groups hiking across the property, they actively keep an eye out for us, suggesting routes and campsites.



## Partnership Awards



## DEREK LANGE

DEPUTY PRINCIPAL GERALDTON GRAMMAR

Derek is a passionate believer in the power of Outward Bound and has been supporting OB programs for nearly 10 years. In the field, Derek is compassionate and relatable, quickly building rapport to facilitate learning. In backup at base, he is a champion, bringing pragmatic outdoor experience and a true sense of team. Given WA border closures, without Derek's willingness to step up at Walpole base this year, the programs would not have been possible.



## CLAIRE BURDEN

DIRECTOR OF SERVICE CRANBROOK SCHOOL

Claire oversees everything for the Cranbrook in the Field (CITF) program from years 7 to 10. Claire is pivotal to CTIF OBA partnership, that extends over 60 years. Claire knows the programs intimately and intuitively helps find the balance between challenge and care. Claire is not shy of giving OBA feedback, always striving for learning and improvement. She is known to us all as one of the best back up teachers out there.



## JOSHUA COOPER

VOLUNTEER ICT SERVICE SUPPORT

Originally an OBA Whiskey trainee and Group Leader for a number of years, Josh moved on to work professionally in ICT. Since leaving OBA, Josh has continued to provide volunteer ICT support. Josh goes above and beyond with out of hours trips to Tharwa to fix what ever isn't working. This seems all too frequent, even dealing with Mt Tennent lightning strikes taking out the internet. His patience and professionalism is wonderful, calmly getting us back online.



## TIM BOOTH

VOLUNTEER ENVIRONMENTAL SERVICE

Tim has been volunteering with OBA for over 10 years in environmental service. As a retired science teacher, Tim shares his seemingly unlimited natural history knowledge with participants in tree planting, weeding and environmental service sessions - captivating all with his stories. Tim is a core member of our OBA Tharwa community and is always willing to pitch in and lend a hand.

## Service Awards



### Margot Hurrell - Fellowship of Outdoor Education Australia



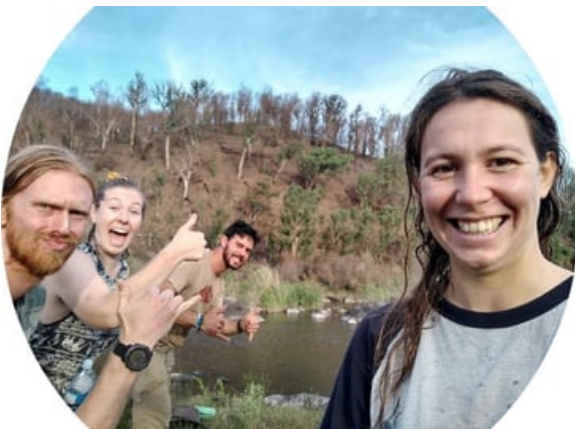
#### OBA Risk and Safety Manager

Fellowship of Outdoor Education Australia recognises Margot Hurrell's lifetime commitment and service to the outdoor education profession. Margot is an exemplary professional with deep specialist expertise in training, risk, safety, and compliance in the outdoors.

Her contribution extends across the sector, through practice, research and training. Margot's relationship with OBA spans 25 years from working in training to Risk and Safety Manager. She has worked with Wilderness First Aid, Global Learning, World Expeditions and spent many years as a ski patroller at Perisher.



Margot has a patient, collaborative, collegial style which is able to align the stickler side of compliance requirements with the pragmatic need for realistic solutions. Often providing an observant 'canary in a coal mine' perspective, there are many times over the years where outdoor educators have been grateful of Margot's influence – helping to steer a course of action in a safer direction. She shares her knowledge and expertise with a generosity of spirit, unwavering integrity, an eye for detail and commitment to excellence.



### Helene de Lagillardaie

#### Australian Outdoor Education Practitioner of the Year 2021



#### OBA Program Manager

The Australian Outdoor Education Practitioner of the Year Award 2021, is the industry's highest Award for a practicing outdoor educator, recognising Helene's skills and expertise as an outdoor education leader.

At Outward Bound, we pride ourselves in enjoying working hard. However, Helene has a work ethic 'superpower' that takes this to the next level. Driven by an inherent belief in the value of what we do, a dedication to high standards and a determination to never let anyone down, Helene has an enormous capacity to get things done. Her commitment to outdoor education is lion hearted. She exemplifies the passion and practice that leads to safe, inspirational programs and the development of our profession. Helene is an outstanding role model, mentor and leader of her peers. Her professionalism and attention to detail in people, practice and respect for place, sets the tone and creates an enthusiastic buzz for programs.

Helene has a wide range of international outdoor education qualifications and experience and has been with OBA since 2017. During the last two years, Helene stepped up, shouldering the responsibility for the leadership of operations. As a part of a small, passionate, cohesive and determined team, Helene has been pivotal lynchpin in Outward Bound's operations. Helene's impact on people is magnetic – drawing in others to be a part of challenging and exciting time at OBA. Any moment for recreation will be used to head off paddling, climbing or back-country skiing to practice skill-based crafts and develop her knowledge of Australia's waterways, mountains, natural landscapes and indigenous culture.





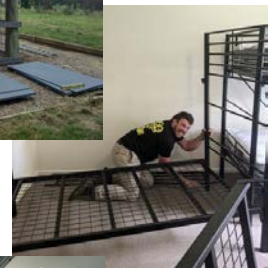
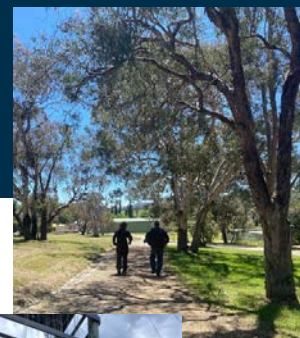
# THARWA UPDATE

2021 began with a new campus Masterplanning process - delivering a vision to redevelop the site to create a bespoke facility to host innovative outdoor education and environmental programs. Thank you to Sally Draper Architects and TCL Landscape Architects for working with us on this important strategic work.

The challenge ahead is now to implement the Masterplan - step by step. This started in 2021 with a big cleanup. Our austerity over the years led to a collection culture, with years of old furniture and equipment stored up for a rainy day. It has been cathartic to tidy up, organise and set quality standards for the future.

Development work at Tharwa has included installing additional quality new bunks to bring the capacity in our cabin accommodation up to 150 beds and adding flexibility for group configurations. We have also refurbished the climbing tower with new timber panels - needed after nearly 20 years of weather. Preparations have also been made for the demolition of the derelict lower cottage, scheduled for January 2022. These projects have been possible thanks to grants and donations from our supporters.

While lockdown stopped a lot of things, it didn't stop the grass growing at Tharwa. Quite the opposite - 2021 brought wet weather and the site is as green as people can remember. It has been a challenge to keep up with the mowing and weeding, compounded by the need to attend to the loss trees that are struggling with the changing environment. It's a big job and we are thankful to all of our crew, volunteers, suppliers and the neighbours for helping out at Tharwa in 2021. It's a special place, and we take the role of its stewardship seriously.







## OBA CREW LIST FY2021

**Outward Bound Australia would like to thank our amazing crew for their dedication and hard work through a very challenging period. To those who have moved on... we thank you for your contribution and wish you all of the best with your next adventure. Please stay in touch!**

Adam Spicer	Ed Gerner	Joshua Gresham	Rachel Eland
Alexandra Carter	Edwin Clarke-Wellsmore	Kelly de Soyres	Raphael Schuler
Alice Shaddick	Ellie Hargrave	Kelly Edwards	Ray Sevita
Allison Chase	Emily Boehm	Laura Ioviero	Riahna Wilson
Angela Hills	Forrest Perrin de Graaff	Loren Miller	Rosie Bright
Ashley Cochrane	Grace Parker	Lorraine Dawes	Sam Bright
Augustine Haddad	Hayden Goldstraw	Louise Sproule	Sam Cook
Ben Lovell	Heather Wythes	Marc Layton	Samuel Hodder
Benjamin Kaiser	Helene de Lagillardaie	Mardi Lee	Sarah White
Brett Peel	Ian Fitzpatrick	Margot Hurrell	Sergio Kobti
Caroline Bowman	Ian Wells	Marita Hills	Shae Allen-Combe
Celine Lehr	Ingrid Neumann	Matthew Wain-Palmer	Tim Claridge
Chris Evans	Jacob Lockley	Melanie Davey	Toby Locke
Chris Vennell	James Gow	Nicholas Murray	Tom Wolff
Clayton Mueller	Jannice Banks	Noah Bruce-Allen	Troy Dare
Damian Lum	Jason Little	Patrick Craven	Vilas Patel
Damon Weiner-Angelopulo	Jed de Ruyter	Patrick Doulman	Violet Anthony
Daniel Porto	Jennifer Moore	Paul Hatton	William Tanner
Dylan Smith	John Morris	Peter Webster	Yu Mao
Eachan Robinson	Jonathon Hoiles	Phillip Slater	Zachary Paterson



# OBA BOARD OF DIRECTORS 2021

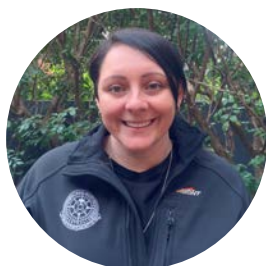
THE AUSTRALIAN OUTWARD BOUND FOUNDATION PTY LTD



**DR LOREN MILLER**

CO CHAIR AND EXECUTIVE DIRECTOR

As Co Chair and Executive Director, Loren Miller is leading this time of change. Loren appreciates the spirit of Outward Bound, having worked as an instructor in the 1980s. She knows outdoor education well from working with OEG and Sport and Recreation Victoria. Her career has extended to management consulting with the Boston Consulting Group and senior executive strategy and finance roles with Monash, RMIT and Melbourne Universities. With CPA, AICD, MBA and Doctorate of Education qualifications, she brings an exemplary skill set to steward OBA through this pivotal period.



**JESSICA BULGER**

CO CHAIR AND NON-EXECUTIVE  
DIRECTOR OBA AND AOBD

Jess is Wiradjuri from Tumut and Brungle in country NSW and grew up in a big proud Aboriginal family, connected to her culture and witnessing great Elders and leadership. Jess is currently the CEO of the Australian Indigenous Governance Institute (AIGI), based in Canberra. She began her career as a teacher and has taught within the secondary and tertiary sectors before moving into the NFP sector where she contributed to the success of CareerTrackers before joining the AIGI team. Jess is passionate about Governance, Leadership and Capacity Building, particularly with Indigenous people and communities. In her spare time, Jess is coming up with ways to entertain her toddler or supporting the passions and projects of her Mum and Aunties at home in Tumut.



**CAMPBELL HUDSON**

DEPUTY CHAIR AND  
COMPANY SECRETARY

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  
OBA AND AOBD

Located in Western Australia, Robin Moustaka brings over 20 years business development, technology, and healthcare (ICU nursing) experience. She combines those caring and strategic values with a focus on our partnerships, growth and safety. Robin 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.



**DR SIMON CRISP**

NON EXECUTIVE DIRECTOR OBA  
AND AOBD

Dr Simon Crisp describes his OBA Standard Course in 1980 (aged 17), as the single most formative experience of his life. With over 30 years of practicing psychology in hospital mental health settings, Simon would bring an immense knowledge of adventure therapy programs to the board. Through his work overseas as well as in Australia, Simon has developed comprehensive training and accreditations programs in wilderness adventure therapy and related psychological first response skills for youth professionals. He feels the journey ahead has scope to expand OBA into new and innovative territory: Extending our proud traditions and long history in experiential learning and outdoor education well beyond what we've known and done before.





# AOBDF BOARD OF DIRECTORS 2021

THE AUSTRALIAN OUTWARD BOUND DEVELOPMENT FUND



**SIMON LEWIS**

CHAIR AND NON-EXECUTIVE  
DIRECTOR OF AOBDF

From the vantage of his advisory firm, GoodWolf Partners, Simon helps clients such as family and corporate Foundations and NFPs to co-design strategy and develop innovative 'for purpose' models of service and capital towards social value. Simon has been involved with Outward Bound in both Zimbabwe and Australia, and he believes there has never been a more important and exciting time to reimagine the possibilities to make a difference, to leave the world a better place, to leave a legacy.



**JON BRADSHAW**

NON-EXECUTIVE DIRECTOR OF  
AOBDF

Jon Bradshaw comes to OBA with over 25 years of global sales, marketing, strategy and organisational development experience gained with the Mars Group, Diageo PLC, Virgin Group, Lion Pty and Droga5. Nowadays he runs a successful marketing and strategy consultancy, Brand Traction. With an alarming lack of grace and skill he has spent his life outside work mountaineering, kayaking, diving, climbing and snowboarding his way around the world's adventure capitals. Over 40 years of experience in the field has given Jon an unshakeable belief that time spent being challenged in the outdoors should be an integral part of everyone's personal growth journey.

**ALL OBA DIRECTORS ARE ALSO DIRECTORS OF AOBDF**

## DIRECTOR FY21 ATTENDANCE RECORD AT OBA AND AOBDF MEETINGS

### OBA

Loren Miller	10/10	
Jessica Bulger	10/10	
Campbell Hudson	9/10	
Robin Moustaka	8/10	
Simon Crisp	5/5	Appointed 10/12/21

### AOBDF

Simon Lewis	2/2
Jon Bradshaw	2/2
Loren Miller	2/2
Campbell Hudson	1/2
Jessica Bulger	2/2
Robin Moustaka	2/2
Simon Crisp	1/1

# AUDITOR'S DECLARATION

For the year ended 30 June 2021



**THE AUSTRALIAN OUTWARD BOUND FOUNDATION AND CONTROLLED ENTITY**  
ABN: 57 000 250 635

## AUDITOR'S INDEPENDENCE DECLARATION

**FOR THE YEAR ENDED 30 JUNE 2021**

We declare that, to the best of our knowledge and belief, during the year ended 30 June 2021, there have been no contraventions of:

- (i) no contraventions of the auditor independence requirements as set out in section 60-40 of the Australian Charities and Not-for-profits Commission Act 2012 in relation to the audit; and
- (ii) no contraventions of any applicable code of professional conduct in relation to the audit.

National Audits Group Pty Ltd  
Authorised Audit Company

Danielle Nye  
Director

Dated 29 October 2021

Waaaa Waaaa



Thank you to our finance service providers for their assistance in financial management and the preparation of the FY21 Financial Reports







# CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the year ended 30 June 2021

THE AUSTRALIAN OUTWARD BOUND FOUNDATION AND CONSOLIDATED ENTITY  
ABN: 57 000 250 635

## CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2021

	2021	2020
	\$	\$
Revenue	3,267,203	3,739,498
Other income	778,404	1,118,826
	<u>4,045,607</u>	<u>4,858,324</u>
Interest Income	42	-
<b>Less: Expenses</b>		
Employee expenses	1,873,586	3,683,040
Course costs	334,258	468,075
Administration expenses	156,103	165,844
Vehicle expenses	59,065	107,474
Depreciation and amortisation	242,942	305,793
Interest expenses	30,783	79,668
Other charges	165,017	308,609
<b>Profit/(loss) for the year</b>	<u>1,183,895</u>	<u>(260,179)</u>
Income tax expense	-	-
<b>Profit/(loss) for the year</b>	<u>1,183,895</u>	<u>(260,179)</u>
Other comprehensive income	-	-
<b>Total comprehensive income/(loss) for the year</b>	<u>1,183,895</u>	<u>(260,179)</u>



# CONSOLIDATED STATEMENT OF FINANCIAL POSITION

For the year ended 30 June 2021

THE AUSTRALIAN OUTWARD BOUND FOUNDATION AND CONSOLIDATED ENTITY

ABN: 57 000 250 635

## CONSOLIDATED STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2021

	2021	2020
	\$	\$
<b>ASSETS CURRENT ASSETS</b>		
Cash and cash equivalents	1,534,619	1,223,582
Trade and other receivables	148,381	454,451
Other assets	-	1,200
<b>TOTAL CURRENT ASSETS</b>	<b>1,683,000</b>	<b>1,679,233</b>
<b>NON-CURRENT ASSETS</b>		
Right-of-use assets	275,396	287,857
Intangible assets	107,677	107,677
Property, plant and equipment	2,260,793	2,424,314
<b>TOTAL NON-CURRENT ASSETS</b>	<b>2,643,866</b>	<b>2,819,848</b>
<b>TOTAL ASSETS</b>	<b>4,326,866</b>	<b>4,499,081</b>
<b>LIABILITIES</b>		
<b>CURRENT LIABILITIES</b>		
Trade and other payables	82,193	344,309
Employee benefits	21,020	5,564
Contract liabilities	680,098	1,286,743
Borrowings	504,001	1,099,208
Lease liabilities	6,437	160,329
Other liabilities	-	27,124
<b>TOTAL CURRENT LIABILITIES</b>	<b>1,293,749</b>	<b>2,923,277</b>
<b>NON-CURRENT LIABILITIES</b>		
Lease liabilities	353,239	222,699
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>353,239</b>	<b>222,699</b>
<b>TOTAL LIABILITIES</b>	<b>1,646,988</b>	<b>3,145,976</b>
<b>NET ASSETS</b>	<b>2,679,878</b>	<b>1,353,105</b>
<b>EQUITY</b>		
Reserves	874,783	825,785
Retained Earnings	1,805,095	527,320
<b>TOTAL EQUITY</b>	<b>2,679,878</b>	<b>1,353,105</b>





# CONSOLIDATED STATEMENT OF CASH FLOW

For the year ended 30 June 2021

THE AUSTRALIAN OUTWARD BOUND FOUNDATION AND CONSOLIDATED ENTITY

ABN: 57 000 250 635




## CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2021

	2021	2020
	\$	\$
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>		
Receipts from customers	3,517,370	4,057,513
Payments to suppliers and employees	(2,893,482)	(4,914,105)
Donations and grants received	454,471	921,044
Other receipts	-	386,268
Interest received	42	3,649
Interest paid	(30,784)	(82,302)
Scholarships paid	(56,150)	(381,447)
<b>Net cash provided by/(used in) operating activities</b>	<b>991,467</b>	<b>(9,380)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>		
Proceeds from sale of plant and equipment	2,488	64,000
Purchase of property, plant and equipment	(74,567)	(284,555)
Payment for business acquisition, net of cash acquired	(10,175)	(16,632)
<b>Net cash used in investing activities</b>	<b>(82,254)</b>	<b>(237,187)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES:</b>		
Finance lease payments	(16,301)	(33,337)
Proceeds from borrowings	4,001	3,565,000
Repayment of borrowings	(615,641)	(2,635,964)
Principal elements of lease payments	29,765	(126,601)
<b>Net cash provided by/(used in) financing activities</b>	<b>(598,176)</b>	<b>769,098</b>
<b>Net increase in cash and cash equivalents held</b>	<b>311,037</b>	<b>522,531</b>
Cash and cash equivalents at beginning of year	1,223,582	701,051
<b>Cash and cash equivalents at end of financial year</b>	<b>1,534,619</b>	<b>1,223,582</b>



# CONTACT US

Share your ideas with Loren and the team






**Dr. Loren Miller**

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Offer financial assistance, or grants, alongside continued support of AOBDF



**Simon Lewis (Chair of AOBDF)**

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Tax deductible gifts to AOBDF



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