



ANNUAL REPORT 2015



NEW PEAKS TO CLIMB

Taking up the role of CEO at Outward Bound in February 2015 has been a humbling experience.

Our mission is to help create better people, better communities and a better world, and I am proud to say that the team at Outward Bound are achieving this every day. This year 1,593 students came through the doors at Anakiwa, on their way to a life-changing journey of self discovery. Our courses continue to deliver, and I have the privilege of receiving countless letters from students thanking us for helping them find a new future.

“For the first time I have tramped up steep mountains, kayaked, climbed to the very top of a rock wall, sailed, rowed, swum with dolphins, run towards the sunrise and learnt the art of reflection. Between stimulus and response there is space. And in that space is our power to choose our response, our attitude. Thank you for this incredible experience.”



JASMINE CROSBIE

Teen parent and recipient of Joyce Fisher Charitable Trust Scholarship, Classic Course, Kupe 605

PARTNERSHIP FOCUS

As always, the non-profit sector is a challenging space to operate in. Making ends meet while offering New Zealand's leading outdoor education experiences is not easy! This year we have focused on regional growth. We created the Kotahitanga course specifically for Northland students, an area that has traditionally been under-represented at Anakiwa. Our team has also increased bookings from Southland and the wider Wellington region through an increased focus on existing and new connections.

Our Community Partnerships Programme continues to deliver strong results. These partners are non-profits, and are provided opportunities to attend our courses on scholarships thanks to the support of Outward Bound's generous donor base. To ensure we maintain an appropriate mix of students on our courses, and to break-even financially, we are looking to diversify the programme to include partners who are able to pay a greater proportion of the course fee.

Business courses are another key component of our course mix. These courses help create New Zealand's future leaders, and are an important income generator. We are therefore analysing our corporate product offering to include the latest thinking in leadership and business management techniques.

KEEPING A WATCH ON SAFETY

Our new Safety Manager Simon Graney successfully completed our first health and safety audit at Anakiwa under the new Adventure Activity Regulations. Monitoring and improving our safety systems is a key part of our work at the school, so we're pleased that the new audit process has validated our approach.

Anakiwa's buildings continue to require a number of upgrades this year, and we have launched a donation campaign for a new *Tortuga* safety vessel.

SERVING OUR COMMUNITY

Partnerships with the local Marlborough community are an important part of our operations in the area. They are an opportunity to give back to the community, and give our students an authentic experience of the environmental conservation and service ethic we teach at the school. This year we continued to work on the 42 kilometre Picton to Havelock Link Pathway with the project's co-founder Rick Edmonds. Other initiatives have included Department of Conservation projects, and native tree planting with Rai River Landcare Trust.

FUTURE GROWTH

Our business plan for next year will focus on regional sales, bookings through business and community partnerships, and reviewing our business offering. After more than 15 years of service, our Finance and Funding Manager Diane Leyten will be moving on to new opportunities. Diane has shown amazing dedication and commitment to Outward Bound, and she will be greatly missed. We wish her all the best for her future.

We are in a period of change at Outward Bound – refocusing our business strategy, changing our organisational structure and preparing for the future. It's exciting to be involved in this journey, and I'm looking forward to seeing the positive impacts of these changes.

VICTOR KLAP

Outward Bound
CEO

WORLD-LEADING OUTDOOR EDUCATION

In my seven years of involvement with Outward Bound I have been constantly impressed by the level of commitment, skill and professionalism that surrounds this organisation.

Our team at Anakiwa continues to deliver globally-recognised outdoor education experiences while managing operations within tight budgets. I congratulate our staff for their continued level of dedication to delivering high-impact course outcomes for our students. And to my fellow board members, my thanks for your support through the changes that we've seen this year.

I would also like to thank the members of our External Safety Advisory Committee. The health and safety of our students and staff is a vital part of everything we do, and the work done by this Committee is so valuable in maintaining our high standards.

This year Trevor Taylor stepped down after 14 years as CEO. Trevor made a significant contribution to Outward Bound during his time, and we wish him well for the years ahead. In February we welcomed Victor Klap as

our new CEO. Victor brings a wealth of knowledge from his previous roles in the public and private sector, and is already making a positive impact on our business and strategic plan. He completed a Discovery Course in 2008, and has a strong understanding of our values and ethos.

We are immensely grateful for the large number of donations received this year from many New Zealanders who see the value of what we do. Donations come in all shapes and sizes, and we appreciate every gift. However I'd like to particularly thank the Trustees of the Joyce & Woolf Fisher Charitable Trusts, Rangatira, Pub Charity and New Zealand Community Trust for their continued support. Their contributions, along with the support of countless others, have given people from around New Zealand the opportunity to attend our courses, and have funded capital expenditure projects, such as our new Cutter, the *Torea*.

Donations also help to sustain the Foundation, established in 2001 to support the work of the Trust. Funds are invested in a managed investment portfolio and income from this portfolio is used for scholarships, capital projects and operating expenditure. Thanks to a number

of generous donors and a prudent investment strategy, the Foundation's assets are now valued at \$16 million.

Our Members Council has welcomed new member Marissa Flowerday, said farewell to Gilly Oppenheim and Alice Rika and supported the election of Councillors Ian Moody and Tim Watts to the Trust Board. Gilly's 20 years of service is greatly appreciated and we wish her well. The Council brings a breadth of skills and experience to the Outward Bound community, and has helped to develop some important on-going community partnerships this year.

Within the Outward Bound family we continually face the challenge of attracting more people to experience the benefits of an Outward Bound experience. New Zealand's population is changing rapidly and people have so many activities to capture their attention and time. However we know that the benefits of an Outward Bound course are just as relevant now as they were 25 years ago. In our own way each of us must do all we can to ensure that the Outward Bound opportunity continues to be available to as many New Zealanders as possible.

ANDREW SMITH
Outward Bound
Chair



OUR DIRECTORY

PATRON

Sir David Levene

TRUST BOARD

Andrew Smith (President)
Glenys Coughlan (Vice)
Mark Bentley
Dick Hubbard
Ian Moody
Hilary Sumpter
Dave Tibby
Tim Watts

FINANCE COMMITTEE

Glenys Coughlan (Chair)
Andrew Smith
Dave Tibby
Tim Watts

FOUNDATION BOARD

Andrew Smith (Chair)
Sir David Levene
Grant Faber
Dynes Fulton
Brien Mahoney
John Patterson
Dave Tibby

HONORARY VICE PRESIDENTS

Ivan Emirali
Mac Morgan

KURT HAHN AWARD RECIPIENTS

Dick Hubbard (2013)
Ron Faber (2014)

GUARDIANS

Julie Jones
Brien Mahoney
Russell Moller
Barry Sweet
Sir David Tompkins
Marshall Wright

ADVISORS

Holland Beckett
Solicitor

Grant Thornton
Auditor

Lloyd East and Associates
Insurance Broker

EXECUTIVE SAFETY AND ADVISORY COMMITTEE (ESAC)

Ian Moody
ESAC Chair & Board Member

Mark Smith
Safety Auditor Qualmark,
Chairperson Register
of Outdoor Safety

Mark Lewis
Operations Manager
Army Leadership Centre

John Patterson
Legal Advisor, Past President

Dr Nick Binns
Screening and Emergency
Medicine Specialist

Phil Bishop
Sea Operations Specialist

COUNCILLORS

Marina Adams
Claire Anderson
Howie Barnes
Bonnie Bolton-Roger
Ross Browne
Shelley Clark
Pip Davidson
Grant Faber
Marissa Flowerday
Linda Gaskin
Andrew Gilmour
Tracey Hancock
Brandon McCarthy
Elizabeth McKee
Ian Moody
Ginny Semmens
Tim Watts

OUR FINANCES

CHARITIES REGISTRATION

The parent and subsidiary are both registered as charitable entities under the Charities Act 2005: Outward Bound Trust – CC34682
Outward Bound Foundation – CC22777

PURPOSE OF ENTITIES

Outward Bound Trust of New Zealand, incorporated in November 1997 under the Charitable Trusts Act 1957, is the operational arm of the Group and includes all revenue and expenditure associated with promoting, administering and running all courses.

Outward Bound Trust of New Zealand Foundation, incorporated in October 2001 under the Charitable Trusts Act 1957, is the funding arm for the Trust. Only income generated from the Endowment Funds held within the Foundation are available to the Trust for financial assistance of student scholarships, and for operational grants in support of running Outward Bound courses.

NOTES

There have been three sets of financial statements prepared and audited for the year ended 30 June 2015 - Outward Bound Trust of New Zealand (Trust), Outward Bound Trust of New Zealand Foundation (Foundation) and for the consolidated Group (Group). The following information is applicable to all three entities.

The full financial statements, which are presented in New Zealand Dollars, have been prepared in accordance with generally accepted accounting practice in New Zealand (NZ GAAP). They comply with New Zealand equivalents to International Financial Reporting Standards (NZ IFRS) and other applicable financial reporting standards applicable to public benefit entities.

The following financial information has been extracted from the full financial statements for the year ending 30 June 2015, as signed and approved by the Board on 20 August 2015. As such this extraction of information cannot be expected to provide as complete an understanding of the financial position, performance and cash flows as provided in the full financial statements.

It is not intended that this information be classed as Summary Financial Accounts under FRS43 of the Financial Reporting Act 2004.

The Group's auditors, Grant Thornton, have issued an unqualified opinion for all three entities. Copies of the full financial statements are available upon request. Contact us at governance@outwardbound.co.nz

This year we granted **\$1,133,049** for student scholarships from the Foundation, helping Anakiwa become a reality for more New Zealanders.

FINANCIAL OVERVIEW OF THE TRUST

Deficit

Operating revenue ¹	5,177,191
Operating expenditure ²	(5,767,072)
Specific revenue ³	1,756,187
Specific expenditure ⁴	(1,425,538)
Net deficit	(259,232)

Equity

Current assets	1,253,790
Non-current assets	6,399,385
Current liabilities	(2,179,035)
Non-current liabilities	(275,205)
Net assets	5,198,935
Opening equity	5,458,167
Net deficit	(259,232)
Closing equity	5,198,935

- Operating revenue includes income generated from course fees, merchandise sales, general donations and interest.
- Operating expenditure includes costs of running courses including staffing, maintenance, depreciation and marketing costs.
- Specific revenue includes donations & grants received for the following:

Student Scholarships	\$298,975
Capital projects	\$76,472
Outward Bound Foundation student scholarships & grants given for student course fees	\$1,380,740
- Specific expenditure is the value of scholarships & grants given for student course fees.

FINANCIAL OVERVIEW OF THE FOUNDATION

Surplus

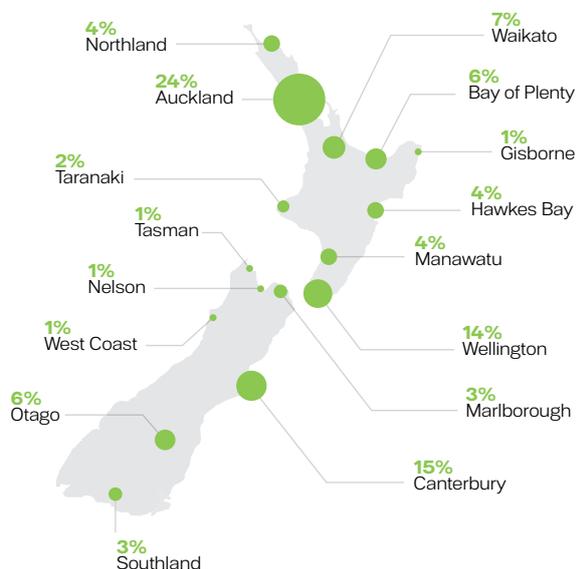
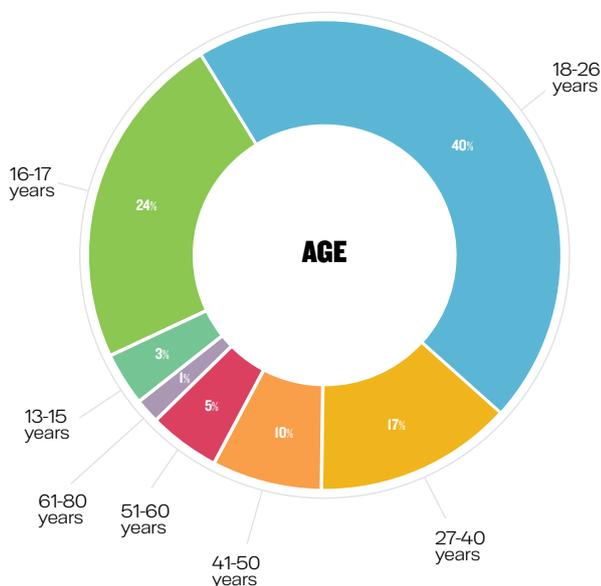
Unrealised gains/(losses) on investment ¹	1,165,500
Realised gains/(losses) on investment ²	167,867
Other income ³	2,949,147
Financial assistance & grants ⁴	(1,133,049)
Other expenses ⁵	(482,983)
Net surplus	2,666,482

Equity

Current assets	2,377,707
Non-current assets	14,391,735
Liabilities	(3,500)
Net assets	16,765,942
Opening equity	14,099,460
Net surplus	2,666,482
Closing equity	16,765,942

- Unrealised gains/(losses) indicate the movement in market value of the Foundation's investment portfolio. As at 30 June 2015 the market value of the Foundation's investment portfolio was **\$14,191,735**.
- Realised gains/(losses) were incurred upon the realisation of equity in the Foundation's investment portfolio.
- Other income relates to income generated on the Foundation's investments as well as donations of **\$2,182,035** accumulated to the value of the Endowment Fund.
- Grants given to the Trust for student scholarships and operational purposes.
- Other expenses include audit and investment advisory fees.

STRONG OUTCOMES, LASTING IMPACT



OUR POSITIVE IMPACT

Evaluation of this year's programmes shows that students are continuing to achieve fantastic course outcomes. 94% of the courses scored as having 'significantly developed' participants. They're heading home more self-aware, more resilient and more accountable, having grown in confidence and determination. Our Watchmates are returning to their communities with new skills and a strong understanding of their personal values.

This year **1,593** people took on the Outward Bound challenge at Anakiwa

We're also delighted to share news of an overall increase in the impact of our courses this year. Not only has our average effect size² improved from 2013/14, we also noted that eight of our Watches scored unprecedented levels of development³ during their course. These eight high-scoring Watches included a team from Duncan New Zealand, a new Custom Design client who experienced their first course in May of this year.

THE LONGER TERM

Competing in an Iron Man race, beginning a new business venture, embarking on a second Bachelor's degree, volunteering in Africa. This year we heard from many of our Outward Bound alumni, who continue to accomplish these incredible goals, and much more.

When it comes to sport, two of our 2014/15 alumni have achieved something truly unique. Come September Eliot Lundon-Moore (Scott Watch, May 2015) will be heading to the Youth Commonwealth Games with the New Zealand swim team. Meanwhile, Horizons alumni Aaron Garnham-Pitcher is set to take part in the 2015 Taekwon-do Foundation's World Championships.

Equally, our alumni are also making waves in industry. In June, Batten Watchmate Rahul Babu was named Industrial Apprentice of the Year at the Master Electricians Challenge.

While anecdotally we know our courses create lasting changes for our alumni, we are keen to statistically measure the medium and long-term effects of our courses. We're set to commission our first piece of externally-lead research, which follows up with participants after their course. We'll also be contacting parents, teachers and employers to hear their perceptions of how life has improved for our alumni after their course. We hope this will give us a clear and statistically-robust picture of our long-term impact—helping others understand the value of our work.

1. Based on Programme Evaluation Questionnaires completed by participants before and after their course.
2. To measure student outcomes we use a Programme Evaluation Questionnaire, which students complete on the first and final day of their course. Any developmental change they perceive is measured in terms of an "effect size". An effect size of 0 indicates no change, 0-0.2 indicates minor change, 0.2-0.4 indicates a change, 0.4-0.6 indicates a major change, above 0.6 indicates a significant change. Our average effect size improved to 0.92 in 2014/15.
3. 8 Watches in 2014/15 scored an effect size of above 1.5 for one or more outcomes of their course.

OUR STORIES

Outward Bound is best understood through the eyes of the thousands of students who have passed through Anakiwa.

“I feel most powerless when things are out of my control. On the rock wall at Anakiwa, wet rocks, caught rope, seeing no way forward, all felt unfair. But this is not an excuse to give up. I was surprised at how little I needed to hold me while I looked for the next hold. I learnt so much at Outward Bound. My course was ruthless, intense, beautiful—just like mother nature. With integrity and pride I know I gave it my all.”



ROSIE REMMERSWAAL
Recipient of Rotary Club of Port Nicholson Scholarship
Classic Course, Batten 604

“Having spent the last thirty years raising our sons and working with other kids, I was facing an empty nest and feeling redundant. The Outward Bound ethos “There is more in you” has opened my eyes to possibilities. I have so much more to give. I will take the lessons I have learned about myself, and the ability to see potential in others, with me always. Thank you—I’ll be forever grateful.”



ANDREA CUNIFFE
Blue Light Volunteer and recipient of Outward Bound Foundation Scholarship
Connect Course, Batten 599

“I can’t pinpoint a favourite moment on my OB course. Everything was incredible. Since I’ve returned home I’ve tried to live by new values—physical fitness, service, self-reliance, and above all, compassion. I’ve started thinking about the environment a bit more, and have set up a recycling scheme at home. I’ve continued to take on new challenges and seize opportunities. Thank you. You’ve allowed me to change my life for the better.”



MADISON HUTTON
School Leader and recipient of Pub Charity partial scholarship, School Leaders Course, Shackleton 604

“When I returned from my Outward Bound course I applied for the position of head boy at my college. After speeches, interviews and voting it was finally announced that I had been successful. Without my OB experience I would never have had the self-belief to go for this position. Thank you for this amazing experience—it has been the most challenging and rewarding 21 days of my life.”



JOSH MACMILLAN
Recipient of Otago Community Trust Scholarship
Mind Body Soul Course, Kupe 598

“I have forgiven myself for what I am not, and appreciate myself for who I am. I have learnt that happiness cannot come to you, it can only come from you. So I am remaining true to my values—compassion, forgiveness, open-mindedness, understanding, the importance of family. Thank you Outward Bound. You have changed my life.”



CHARLOTTE WOOLFORD
Recipient of OB Foundation Scholarship (Woolf Fisher Charitable Trust),
Classic Course, Cook 599

Our donors have stories too. Many have strong connections to Outward Bound and the life-changing work that we do.

The late Sir Woolf (1912-1975) and Lady Joyce (1912-2009) Fisher were instrumental in the establishment of Outward Bound New Zealand. Sir Woolf was Outward Bound’s first president and financially assisted over 80 people to attend Outward Bound through the Woolf Fisher Charitable Trust. In 2001 a \$2m pledge from his Charitable Trust launched our Outward Bound Foundation.

Lady Joyce Fisher shared Sir Woolf’s passion for education and she maintained an ongoing connection with Outward Bound via her many sponsorships and bequests. Before her death in 2009, the Trust would receive a cheque from Lady Joyce every year, along with a heartfelt handwritten note endorsing the wonderful work achieved by Outward Bound.

THANK YOU

A N Matheson Trust
Acorn Foundation
Advance Ashburton Community Foundation
Alistair Ball
Allan Jury
Andrew & Penny Gawith
Andrew Gilmour
Andrew Horsbrugh
Andrew Lynch Memorial Scholarship
Anna McNuff
Annabelle Powelle-Thomas
ASB Bank Ltd
Ashley Rule
Barry Lindsay
Ben Brown
Bill Day
Blue Gavel New Zealand
Bob Bryan
Bongani Sikupa
Brendan Barry
Brett O'Malley
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Buller District Council
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Christine Lokum
Christine Watson
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David Heatley
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Fanny Leduc
Fletcher Building Employee Education Fund
Four Winds Foundation Ltd
Friedlander Foundation
Gabrielle Tully
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Gerard Kennedy
Ginny Semmens
Girl Guiding NZ
Glisten Jewellers
Grant Aislabie
Grant Rae

H W Shaw
Halberg Disability Sport Foundation
Helen Fletcher
Helen Williamson
Hilary McPherson
Hilary Sumpter
Ian Harrison
Infinity Foundation Ltd
ITNZ Solutions
Jacki Mylchreest
James Plummer Memorial Trust
Jan Hitchon
Joan Robinson
John Hoffeins
John McKernohan
John Morton
John Quirke
K More Trust
Kate Voss
Kathmandu Payroll Giving programme
Keith Managh Memorial Scholarship
Kerry Vickers
Lake Taupo Christian Camp Trust
Laurie Winter
Les McGreevy
Liam Palmer
Linda Gaskin
Lions Clubs of:
Auckland University of Technology, Blenheim,
Christchurch North, Christchurch South,
Halswell & District, Howick, Island Bay, Kaikoura,
Marton, Napier Host, Remuera, Wellington Host
Lucy Blakiston
Madi Bird
Malcolm Sewell
Mangatawa Beale Williams Memorial Trust
Margaret Hooton
Marion Lyons
Mark Wickens
Marlborough District Council
Marlborough First Light Foundation
Maurice Carter Charitable Trust
McKenzie family
Michael Barr
Michael Brooke
Mike Jaspers
Nick Binns
Nicola Potter
Noel Haglund
Norman Jones Foundation
Open Home Foundation
P H Picot Charitable Trust
Paul Edwards

Paul Styles
Penzance Charitable Trust
Peter Biland
Peter Brandon
Picton Senior Citizens Club
Pip Davidson
Prageeth Jayathissa
Rachael Young
Rae Garland
Raewyn Kirkman
Reuben Lewthwaite
Richard Bishop
Ronaki Limited
Ronald Brownlie
Ross Browne
Ross Nevell
Rotary Clubs of:
Ashburton, Blenheim, Christchurch Sunrise,
Courtenay Place, Gisborne, Havelock North,
Henderson, Hornby Charitable Trust, Howick,
Invercargill, Kumeu, Lincoln, Milford,
Mount Maunganui, Napier, Paraparaumu,
Port Nicholson, Queenstown Charitable
Trust, Rangiora, Riccarton, Rotorua,
Rotorua Sunrise, St Johns, Tauranga,
Tauranga Sunrise, Timaru, Waipukurau
Rotorua Energy Charitable Trust
Shane Dolan
Sharon McLeod
Shelley Bignell
Southern Victorian Charitable Trust
Spark Give a Little Foundation
St Patrick's Day Golf Classic Charitable Trust
Stevie McLellan
Stewart McRobie
Susan Ching
Sutherland Self Help Trust Board
Tappenden Holdings
Te Runanga O Ngai Tahu
The Duncan Outward Bound Fund
Tim Watts
Timothy Burgess
Tony Alexander
Tony Watson
Tracey Hancock
Trevor Taylor
Very Impressive Software
Waihenga St John's Lodge
Whanganui Restorative Justice Trust
William Andrews
Winton & Margaret Bear Charitable Trust
Women's Refuge

EXTRA SPECIAL THANKS TO THESE ORGANISATIONS:

Joyce
Fisher
Charitable
Trust

Hubbards



Kathmandu



RANGATIRA



Woolf Fisher Trust

