

OUTWARD BOUND®
INTERNATIONAL

FLOURISHING FUTURES

STRATEGIC PLAN 2026 - 2029

Flourishing (adjective): *growing or developing successfully*

This Plan aims to provide Flourishing Futures for our network of Schools, so that they, in turn, are positioned to positively influence the growth and development of their participants.

INTRODUCTION

Outward Bound International's primary purpose is to protect and promote the Outward Bound brand by ensuring that our network of Schools is recognized as delivering the highest quality outdoor experiential learning.

As an established and diverse organization, our work must remain relevant to the societies we serve and meet the needs of our participants. Rapid changes in technology and online capabilities place an increasing demand on our participants. Online connections take priority over the connection a young person has with nature and with their sense of adventure. These societal changes increase the need for our work. It requires our Schools to understand how we must evolve to ensure we focus on the important outcomes and individual growth for our participants and effectively communicate these benefits and the relevance of our work to the outside world.

The following outlines how we will use the identity, value and capacity of Outward Bound International as strategic pillars to deliver our primary purpose. The priorities outlined will help Outward Bound International support our Schools to grow, collaborate and share their experiences so they are positioned to provide sustainable high-quality experiences.

As a result, after 3 years, through a robust network of Schools, Outward Bound will be recognized as a global leader in non-formal education, providing experiences for participants that allow them to flourish in education, employment, social settings and beyond. Outward Bound is more relevant than ever.

> **"I have learnt that I am more capable and resilient than I thought because I have done things I never thought I could do. In only a few days I have climbed three mountains, been gorge walking and done so much more. I now have more confidence and will try new things. The expedition contributed to this learning because I had never done anything like it before, but I had so much fun and tried so many things. It showed me I can do anything I put my mind to, and I am very proud of myself."**
>
> Female student, 14, attend Outward Bound UK centre

BUILDING ON OUR ALIGNMENT

The developments achieved by the previous Strategic Plan ("More Alignment in Our Diverse Community"), means the Outward Bound network has more alignment across the countries in which we operate. Our staff are able to access development opportunities that help them contribute more, and they can share their experiences at our bi-annual World Conferences. The evidence of our impact can be quantified through the Outward Bound Outcomes Survey which is the foundation of broader studies.

This considerable momentum must continue and be amplified by this current plan. The network alignment now impels us to build on the opportunities and, while ensuring the network Schools continue to develop resilience, we are able to effectively communicate the importance of our work beyond our network. As a result, we will create opportunity for our Schools to serve more participants, as well as attract more potential licensees in new territories.

As with previous Plans, development work will be funded through our fundraising strategy. This strategy will adapt to meet the needs of delivering the plan, whilst preserving the integrity of the fundraising efforts of network Schools.

OUR VALUES



Adventurous Learning

A belief in the power and intensity of learning through adventure in the outdoors - as a means of bringing out the best in people.



Transformational Change

A deep appreciation of the balance between risk, reward, and responsibility.
We facilitate authentic learning through purposeful and intense experiences with real consequences and powerful, positive, and memorable outcomes.



Respect and Compassion

Our Schools aim to stretch people both physically and mentally. In doing so they act with care, concern and generosity towards people and the natural environment.

We will fulfill OBI's primary responsibility to promote and protect the brand by focusing on three priorities;

PROMOTING AND PROTECTING THE OUTWARD BOUND BRAND

by developing a resilient network of Schools

OUR IDENTITY

Define and communicate our proven process

OUR VALUE

Evidence and validate the impact of an Outward Bound experience

OUR CAPACITY

Support Schools to bring Outward Bound to more participants

OUR IDENTITY

We will continue to evolve and define the Outward Bound process so that it maintains its relevance and meets the needs of our participants.

We will work to ensure that all Schools across our network share the Outward Bound process that is well understood and communicated effectively.

We will build alignment in the global network of Schools to demonstrate our value with consistent messaging.

TO ACHIEVE THIS WE WILL;

- Review and develop the Outward Bound process to ensure it meets the needs of today's participants
- Ensure the Outward Bound process reflects best practice as identified by our ongoing research
- Develop a global marketing strategy that effectively communicates the incredible impact of our Schools
- Leverage the power of a global network through an annual network-wide marketing event

OUR VALUE

We will ensure that the impact of Outward Bound continues to be evidenced and recognized globally.

We will build on the foundation of existing research evidence to validate the value of an Outward Bound experience to all people. We must demonstrate how an Outward Bound experience remains relevant in the modern world and is ideal preparation for future success.

We will build the case for more Outward Bound by ensuring the benefits of our work are globally understood and recognized beyond our own network.

TO ACHIEVE THIS WE WILL;

- Be guided by an ambitious research strategy that validates our impact and improves our process
- Provide materials that enable Schools to use the research outcomes effectively to amplify their own message in their territories
- Take opportunities to communicate the evidence of our impact in new channels (such as conferences, publications etc.) to build global awareness
- Align with partner organisations to amplify our value and generate wider support for our work

OUR CAPACITY

We aspire to bring Outward Bound to more participants. We will allocate our resources to ensure maximum impact, supporting our Schools to build capacity and resilience. Where possible we will provide direct assistance to our Schools during time of specific need.

We will encourage and support new license applications as they arise.

We will develop common resources that enhance the training capacity and operational efficiency across and between Schools. We will use collaboration opportunities to enable active Schools to benefit from shared expertise.

TO ACHIEVE THIS WE WILL;

- Ensure the network operates at the highest level by developing and implementing policies that enable the highest-quality programs
- Explore opportunities to implement technologies that will promote efficiencies and support Schools
- Develop training resources for staff, leadership and Board members to build common capacity across the network
- Develop OBI capacity to support Schools how they need it, when they need it



OUR FLOURISHING FUTURE

WHAT DOES THE OUTWARD BOUND NETWORK LOOK LIKE IN 2030 AS A RESULT OF THIS PLAN?

- A connected network that shares an identity that is built on a process that delivers high-quality Outward Bound. Schools that are staffed by highly-trained colleagues who have opportunities for development within our network.
- A network of Schools that is recognized globally and supported by OBI in ways that allow more young people to benefit from our process. As a result of this work our Schools and participants will flourish, positioning the network as a global leader in non-formal education.



ABOUT OUTWARD BOUND INTERNATIONAL

OUR MISSION

We enable our member Schools to be more effective and more resilient and we promote and protect the name and trademark "Outward Bound".

OUR VISION

An effective worldwide network of high performing Outward Bound Schools.

Outward Bound Schools that increasingly make a real difference to the lives of participants through adventure and learning in the natural environment.

OUR BELIEF

"We are all better than we know. If only we can be brought to realise this, we may never again be prepared to settle for anything else."

Kurt Hahn, Co-founder of Outward Bound

Social Media:
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