



BUSINESS SCHOOL

CHAMPIONS TROPHY
Case Competition

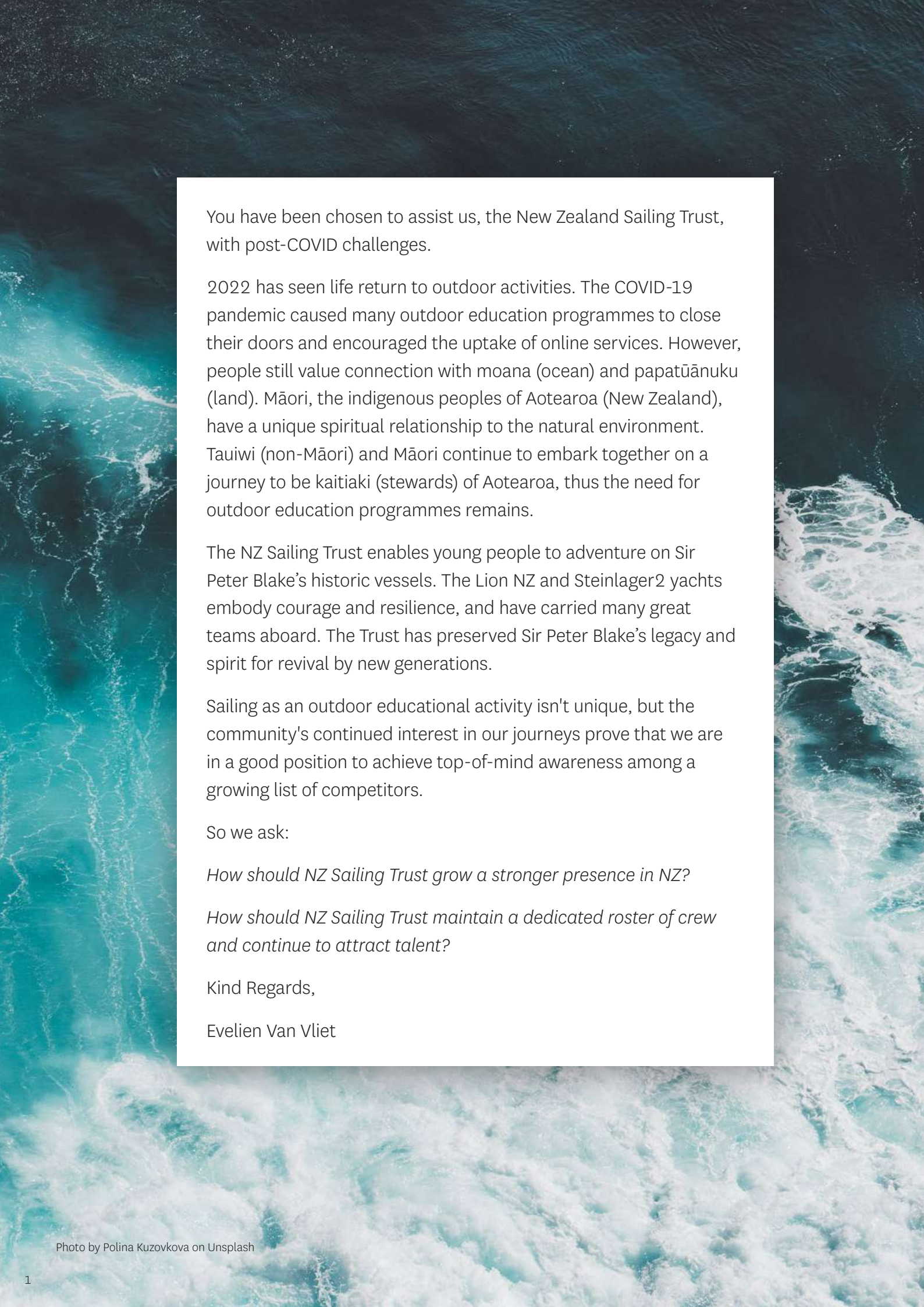
Case 3: New Zealand Sailing Trust

Friday 3 February



Case prepared by Yuwei Shen under the supervision of Sophie Shrimpton. This case has been prepared solely for the Champions Trophy Case Competition. All data in this case has been obtained from publicly available sources and NZ Sailing Trust Company. This case is not intended to serve as an endorsement, a source of primary data, or an illustration of effective or ineffective management.

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You have been chosen to assist us, the New Zealand Sailing Trust, with post-COVID challenges.

2022 has seen life return to outdoor activities. The COVID-19 pandemic caused many outdoor education programmes to close their doors and encouraged the uptake of online services. However, people still value connection with moana (ocean) and papatūānuku (land). Māori, the indigenous peoples of Aotearoa (New Zealand), have a unique spiritual relationship to the natural environment. Taiwi (non-Māori) and Māori continue to embark together on a journey to be kaitiaki (stewards) of Aotearoa, thus the need for outdoor education programmes remains.

The NZ Sailing Trust enables young people to adventure on Sir Peter Blake's historic vessels. The Lion NZ and Steinlager2 yachts embody courage and resilience, and have carried many great teams aboard. The Trust has preserved Sir Peter Blake's legacy and spirit for revival by new generations.

Sailing as an outdoor educational activity isn't unique, but the community's continued interest in our journeys prove that we are in a good position to achieve top-of-mind awareness among a growing list of competitors.

So we ask:

How should NZ Sailing Trust grow a stronger presence in NZ?

How should NZ Sailing Trust maintain a dedicated roster of crew and continue to attract talent?

Kind Regards,

Evelien Van Vliet

The Trust

Preserving the past, in order to help shape the future

What NZ Sailing Trust does

The NZ Sailing Trust was established with a vision of creating opportunities for New Zealanders to share a unique maritime experience on Sir Peter Blake's iconic Whitbread Round the World yachts.

- Through the use of world class yachts, NZ Sailing Trust provides internationally respected experiences focusing on life skills and to develop an appreciation of the ocean and nature.
- The experiences inspire many rangatahi (youth) to explore careers in the NZ maritime industry

History

The NZ Sailing Trust was inspired by the adventures of Sir Peter Blake and his racing teams. The Trust exists to ensure that historically important yachts from that period are preserved and used to run trips that inspire the next generation.

The Trust was originally established in 2008 as a charity to preserve Lion NZ- Sir Peter Blake's yacht in the 1985/86 Whitbread Around the World Race - and ensure it is available for young people to experience sailing and learn about Aotearoa's significant sailing history.

Sir Peter Blake



Sir Peter Blake was the world's most celebrated yachtsman in the 1990s. In a 30-year career he won every significant blue-water race on the planet, including winning and defending the America's Cup. He also slashed the record for the fastest non-stop circumnavigation of the world under sail. After his sailing career he turned his focus to kaitiakitanga (guardianship and protection of the environment), increasing care for nature through adventure, participation, education and enjoyment.

Lion NZ



Sir Peter Blake had a very specific idea of the boat that he wanted to build for the 1985/86 Whitbread Around the World Race. After discussions with a number of top NZyacht designers the design was awarded to Ron Holland, based in Ireland.

Construction of Lion NZ began in 1983, with a launch date set for November 1984. Lion's first race - the 1984 Sydney to Hobart Race - was a true test. After 3 days, 11 hours, 31 minutes, 21 seconds Lion NZ crossed the finish line in first place. She had proven her strength and gained the nickname "The Urban Assault Vehicle". Lion NZ went on to finish a commendable 2nd Place in the Whitbread Around the World Race.

It was relaunched in 2019 with a full refit, which cost \$1.6 million NZD.

Specs:

- 24.8m LOA (length overall)
- Cruise speed: 8 knots
- 25 bunks, up to 30 guests daytime
- Above deck: the helm controls are placed close to the stern
- Crew required: 3 (1 skipper and 2 deckhand crew)
- Other facilities: Kayaks and snorkelling equipment available, air conditioning, Wi-Fi

Steinlager2

Due to course changes for the 1989/90 Whitbread, a different kind of yacht was called for - the Steinlager2. The crew took part in the design of this yacht, which meant that they were able to repair and maintain absolutely everything on board while at sea.

In the 1989/90 Whitbread Around the World race, Steinlager2 and its sailors went on to win an unprecedented full sweep of all six legs of the race. They won on their handicap and were awarded overall honours.

The Steinlager2 was refitted in November 2013 and brought back into service.

Specs:

- 25m LOA (length overall)
- Cruise speed: 8 knots
- 30 pipe cots (26 guests max), up to 30 guests daytime
- Crew required: 3 - 4 (1 skipper, 2 deckhand, 1 crew)
- Other facilities: Fully equipped galley, kayaks and stand up paddle board equipment available

Our vision

NZ Sailing Trust exists to preserve the legacy of the significant sailing vessels Steinlager2 and Lion NZ. They aim to provide experiences for young New Zealanders that bring to life the values of leadership, courage and teamwork and a new appreciation for the environment. Furthermore, their experiences intend to help ensure the future of New Zealand's maritime industry by inspiring young sailors.

Environment

Ways in which NZ Sailing Trust limits their environmental impact are:

- MARPOL Convention: Operations comply strictly with MARPOL convention for pollution from ships at sea
 - Biodegradable products: NZ Sailing Trust strives to do better by discharging nothing but biodegradable material and never within 2 NM of the coast.
 - Non-biodegradable waste: stored on board and is disposed of appropriately on the journey's completion along with all beach clean-up rubbish.
- Guests: Before guests go ashore all bags and equipment are screened for biohazards. They also ensure that nothing is left behind to preserve the shore environment
- Sightings: Any marine mammal sighting is noted in the ship's log and the position type and number reported to the research vessel, Dolphin Explorer.
- Fishing: On the infrequent trips where fishing is involved, NZ Sailing Trust strictly adhere to size and catch limits set by the Ministry of Agriculture and Fisheries. The message "take only what you need" is enforced even if the fish are really biting.
- Packaging and plastic waste: NZ Sailing Trust works with New World Victoria Park to reduce and eliminate food packaging and plastic waste.



The Team

Sailing is a male dominated sport and industry, and it is part of Evelien's vision to have more women and non-binary people both onboard and in the office. After having four full timers (marketing, maintenance manager and crew) leave, it has been very busy for the remaining team. It is challenging to find full-time skippers who are passionate about rangatahi development and will go on trips up to 5 days at a time.

About Evelien



Evelien has been passionate about working with rangatahi since early on in her career. She has experience in tourism as Operations Manager for Topdeck Travel - a tour operator providing trips for people aged 18 to 39 around the world. In 2008 she pivoted to become a careers consultant at a local college in Auckland. She wanted to work directly with rangatahi and after a year, became a career development consultant and an employer liaison manager at the University of Auckland. At the university, she assisted many

students through her 9 years in their career development through one-on-one appointments and building relationships with key employers to facilitate opportunities for top talent to connect with recruiters.

Her work with NZ Sailing Trust started in 2018 as business development and programme manager was to develop and implement new programmes. After the departure of CEO Paul Powney in June 2021, Evelien stepped up to be the general manager, overlooking all aspects of the Trust.

This is very rewarding for Evelien as she could combine her hobby in sailing with her passion for rangatahi. She believes that sailing provides a neutral platform where not many students have a natural advantage when it comes to sailing. Being outdoors can create an open space to overcome personal struggles and many students open up and seek further support.

Evelien is a mother of one, and has a great passion for sailing. She sails regularly and races in the RNZYS (Royal NZ Yacht Squadron) Summer Series on an Elliott 1050. She also owns a share in a cruising boat, Beneteau Oceanis 43, where she spends time sailing with her family on the weekends.

Head Skipper: Andre Strez

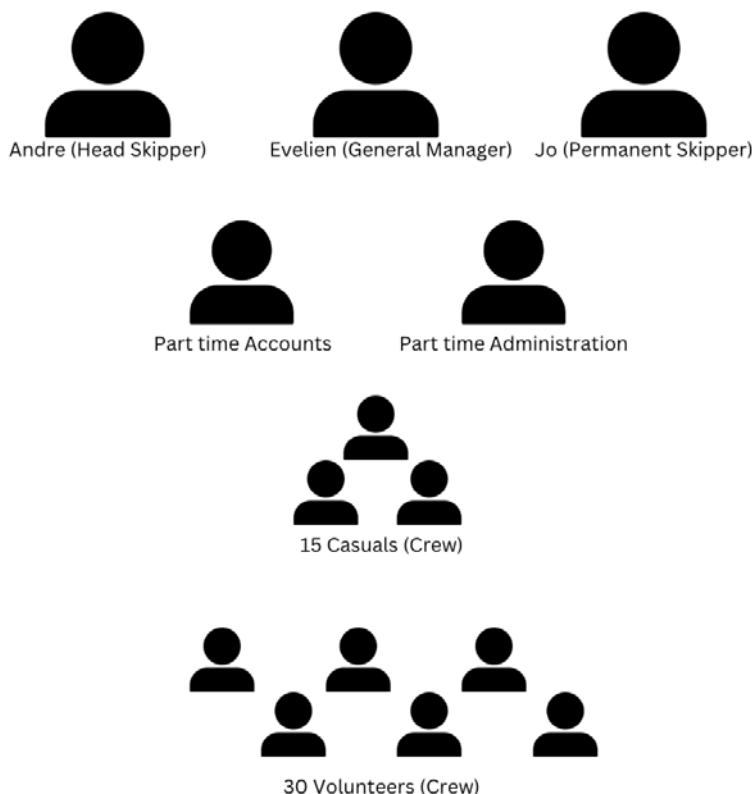


Andre has messed about with boats from a very early age and has always had a strong connection to the sea and the marine environment. He takes pleasure in seeing apprehensive or seasick kids find their feet and start to enjoy themselves as their confidence builds. He encourages them to get off their phone, get outside and get on the water!

Permanent Skipper: Jo Ivory



Jo has compiled an extensive sailing CV over more than 30 years at sea and jumped at the opportunity when offered. She is both passionate about leading the vessel as she is helping rangatahi.



The Product

NZ Sailing Trust currently offers rangatahi development programmes, private business and corporate events, and experiences for the general public. 80% of revenue comes from rangatahi development programmes, which includes schools and community groups.

Rangatahi Development¹

Tikapa Moana - Rangatahi Explorer

Tikapa Moana (Hauraki Gulf) rangatahi explorer is a 5 day sailing and kayaking adventurous journey. Tikapa Moana rangatahi explorer challenges students between 13-18 years of age to find the grit and determination to succeed.

Two nights will be spent sailing on either Lion New Zealand or Steinlager 2. Everybody on board will have the opportunity to learn to sail the boats, help with the preparation of meals and sleep aboard. They will be put into a watch rotation system to learn about different aspects of sailing, read the weather, plan the destination and work together to sail the boat. The programme engages everyone in beach clean ups, raft building, problem solving or communication activities to further develop skills and enhance personal growth.

Two nights will be spent on the water with Auckland Sea Kayaks, where students will learn how to kayak and camp in a safe, fun and supportive environment. They will get the opportunity to lead and be led by their fellow peers under the guidance of an experienced and qualified instructor. Their map reading and navigational skills will be put to use, and will gain understanding for how each of the "Leave No Trace" seven principles² applies to the present environment and their day-to-day lives. The seven principles are:

- Plan ahead and prepare
- Travel and camp on durable surfaces
- Dispose of waste properly
- Leave what you find
- Minimise campfire impact
- Respect wildlife
- Be considerate of others

Full kayak and sailing specific training is done before the journey starts. There is a one hour online induction that must be attended by all participants.

Hine Moana - All female and non-binary adventure



The Hine Moana programme offers rangatahi who identify as female or non-binary an inspirational trip to build self confidence, improve communication skills and develop new and long lasting friendships in a supportive environment. Rangatahi aged between 13-18 year old in low-mid decile³ schools and community groups are the typical group to attend.

The programme is delivered over 5 days of sailing and kayaking. Where possible, female and non-binary kayak guides and skippers are present.

Role models like Bianca Cook (who competed in The Ocean Race as a crew member) and Lynn Paterson (who circumnavigated Aotearoa in a kayak) will join the group during the journey.

Environmental Leadership with Blake



This is an immersive 5 day programme for groups. The programme broadens an understanding of the environment, peoples' impact on this world and helps to develop an individual action plan of positive change.

Programme electives:

- Snorkelling with Experiencing Marine Reserves (EMR, an outdoor activity operator) at Goat Island or other destination
- Social responsibility component such as tree planting or track clearing
- Boating NZ In Water Survival certification
- Level 2 NCEA unit standards

1 <https://www.nzsailingtrust.com/rangatahi>

2 <https://lnt.org/why/7-principles/>

3 <https://www.education.govt.nz/school/funding-and-financials/resourcing/operational-funding/school-decile-ratings/>

Hauraki Gulf Explorer



By placing up to 25 students in the vessels for 3 days and 2 nights, the Hauraki gulf explorer programme enhances their learning of the flora and fauna of the Hauraki Gulf. Students are outside their comfort zones and are challenged to develop key life skills.

Each itinerary is slightly different, but will typically cover a mix of onshore and onboard activities centred around the history of maritime in Aotearoa and islands in the Hauraki Gulf.

All students complete both pre and post evaluations of the programme.

Relationships with schools

NZ Sailing Trust has great relationships with secondary schools around Auckland. About 60% of schools return each year, with James Cook High School (state), Kings College (private) and Howick College (state) being some of its most long standing customers. There are also special trips where teachers from various schools are invited to come onboard and experience a shorter version of the programme themselves - 20% come back with student groups.

Business and Corporate Events

From: <https://www.nzsailingtrust.com/corporates>

Proceeds from each experience funds rangatahi participating in development programmes.

Open Charters



An open charter is where the NZ Sailing Trust tailors the experience to achieve the group's objective, be it hosting clients, a team reward or a community initiative like a beach clean or team building experience. There is a spectrum of offerings, from two hour voyages, up to half and full days, as well as optional catering and refreshments. Each boat can accommodate up to 35 passengers.

Leadership Development Programme



A 2-3 day hands-on programme facilitated by the NZ Sailing Trust's professional sailing crew and leadership partners from The Learning Wave.

Racing

Friday Afternoon Yacht Racing

During select Fridays throughout the year, NZ Sailing Trust enters the boats in the Royal NZ Yacht Squadron harbour series 'Rum Race' held on Auckland Harbour. This is a 2-3 hour experience with the thrill of racing a Whitbread Maxi yacht thrown in.



Anyone over the age of 13 can join and up to 25 people per yacht. No experience of boats is necessary. The crew will give all the support and guidance needed, and everyone can choose their role on board, or just spectate.

Maxi Racing Challenge

A 2 hour experience on the Auckland Harbour and Inner Hauraki Gulf. Race head to head with up to 25 people on each boat around a course determined by the skippers on the day. Ideal for tagging on to a conference. The addition of two ex-America's Cup boats can cater for up to 100 participants.

Team Building and Community Day



A full-day programme in the inner gulf to an outer-lying island. Lunch either on board or on a beach, followed by a beach clean, island walk, volunteer work, restorative vegetation planting or track forming on an inner island. An opportunity for the team to work together, set a team goal and participate in a community environmental or sustainability initiative supporting the sustainability of the Hauraki Gulf.

Individuals and Families

From: <https://www.nzsailingtrust.com/individuals-and-families>

In harmony with the rangatahi development programmes, the same experiences are shared with the public.



Hauraki Gulf Paradise

A 2 day, 1 night experience visiting one of the Treasure Islands in the gulf - Motuihe, Motutapu or Rakino Island.

Highlights:

- Sailing an iconic around the world racing yacht, significant to NZ sailing history
- Island exploration on one of Hauraki Gulfs treasured islands
- Conservation and sustainability focused adventure
- Ocean swimming and kayaking

Cost: \$650 NZD pp

Nautical Fusion Adventure



A 3 day, 2 night experience extending on the Hauraki Gulf Paradise journey.

Highlights (in addition to Hauraki Gulf Paradise)

- Visit the award winning Maritime Museum
- Visit Rotoroa Island and Motuihe Island
- Experience the exquisite wines of Man O' War winery

Cost: \$950 NZD pp

Merchandise



Gift Card
from NZ\$25.00



NZST Steinlager 2 Unisex Short Sleeve T-Shirt
NZ\$29.95



NZST Steinlager 2 Long Sleeve T-Shirt
NZ\$38.00



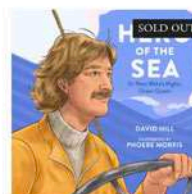
NZST Lion NZ Unisex Short Sleeve T-Shirt
NZ\$29.95



NZST Lion NZ Unisex Long Sleeve T-Shirt
NZ\$38.00



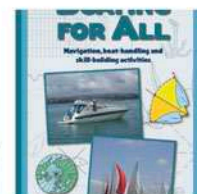
NZST Ozone Cap
NZ\$25.00



Hero of the Sea book
NZ\$25.00



K Class Classic Yachting Book
NZ\$70.00



Boating for All book
NZ\$20.00

Passengers are able to order merchandise while booking and through NZ Sailing Trust's online shop. Most orders are from rangatahi groups.

Movie

A movie about the Steinlager2 and the Fisher and Paykel yacht in the Whitbread Round the World Race was made by Larry Keating before the COVID pandemic in 2020. NZ Sailing Trust has the rights to this, however the project to digitise the movie and have online viewings was unsuccessful. Currently screenings are held as fundraising opportunities at various yacht clubs and community groups around NZ.

Operations

Bookings for all journeys are made via an online form on the NZ Sailing Trust site, or through email and phone. Tailored journeys require liaison between the group and Evelien and are preferably arranged months ahead of time.

In 2022, there were 170 sailing days. Most of the trips occur during the school terms in warmer months (Terms 1 and 4) and on weekdays. A goal for NZ Sailing Trust is to increase the number of operational days, but is difficult to carry out during the winter months.

Evaluations

The expected and measured outcomes of these journeys are:

1. Participants learning to sail and learn about the legacy of Sir Peter Blake and his teams
2. Increases in the personal growth areas of: self-confidence, social competence, achievement motivation, self-esteem, personal responsibility, values awareness, task leadership, active initiative, time management, social service and environmental ethics.

See supplementary material for more details about operations and evaluations.



The Industry

Outdoor Education

NZ Curriculum⁴

Outdoor education is an aspect of education outside the classroom (EOTC) and aims to extend the four walls of the classroom. Programmes in outdoor education are important for reconnecting increasingly urbanised and digitally focused rangatahi with nature and their local environment. Through learning in outdoor education, rangatahi can explore concepts such as manaakitanga (care and responsibility), kaitiakitanga (guardianship), whakawhanaungatanga (social connections), ārahitanga (leadership), and kotahitanga (unity and cooperation).

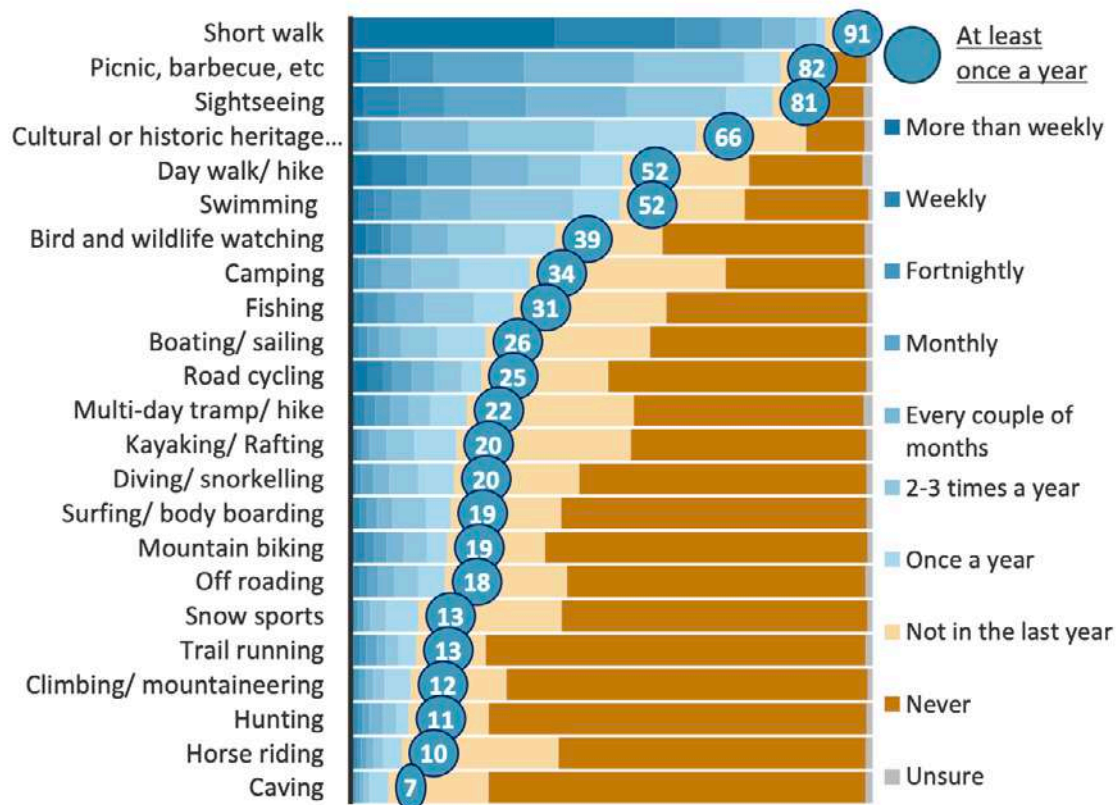
There are many NCEA (National Certificate of Educational Achievement) standards in outdoor education that students can complete as part of their high school education. For example, unit standards 19428 “Demonstrate sea kayaking skills on coastal water” and 28511 “Describe, manage and evaluate personal health and wellbeing to participate in a specific recreation activity” are worth 2 and 5 credits (points to accumulate to pass a subject) respectively. These standards are offered at mainly outdoor education focused schools, but also as a part of the popular physical education subject offered at most state schools. Rangatahi can use NZ Sailing Trust experiences to count towards these standards.

Duke of Edinburgh’s Hillary Award⁵

The Duke of Edinburgh’s Hillary Award equips rangatahi for promising futures by challenging young people to develop skills and tools to improve themselves and their communities. There are four award sections: voluntary service, physical recreation, skills and adventurous journey. There are three stages: bronze, silver and gold. Each stage is completed by achieving the number of hours and/or challenges in each award section. NZ Sailing Trust experiences can count for the adventurous journey award section.

Outdoor Activities

According to a customer research survey⁶ published by the NZ Department of Conservation in 2020 which had 3897 participants, the most popular outdoor activities are short walks, picnics and sightseeing.



Percentage of responses to Q1a: ‘In the last year or so, approximately how often have you taken part in the following activities in New Zealand’s outdoors?’ (n = 3,837).

4 <https://hpe.tki.org.nz/health-and-physical-education-in-the-curriculum/key-areas-of-learning/outdoor-education/>

5 <https://dofehillary.org.nz>

6 <https://www.doc.govt.nz/globalassets/documents/about-doc/role/visitor-research/new-zealanders-in-the-outdoors.pdf>

The Competitors

Outdoor Education

R. Tucker Thompson - Bay of Islands⁷



The R. Tucker Thompson is a tall ship based in the Bay of Islands, operated as a not-for-profit, the programmes offer life-changing 7-day voyages. Over summer, the vessel operates daily, and sailing trips and profits from their tourism activities are used to fund their rangatahi development voyages.

Cost:

Approx \$2,460 pp for a 7-day voyage

Adult – \$159 pp, Child – \$79.50 pp for a half-day voyage

Outward Bound⁸



Outward Bound is a non-profit organisation specialising in personal and professional development their aim is to help create better people, better communities, and a better world. People of all ages, cultures, abilities, and backgrounds are welcome at Outward Bound.

Located in Anakiwa in the Marlborough Sounds, Outward Bound helps rangatahi reach their full potential through challenges in the outdoors such as water activities like kayaking and land activities like bushwalking. Their classrooms are the mountains, bush and waterways of this beautiful corner of New Zealand.

Cost: Between \$3000 and \$6000 pp for a 8-day voyage (depending on course programme)

Spirit of Adventure Trust⁹



Spirit of Adventure was set up in 1972, and the Trust has gained and maintained a reputation in NZ as a highly respected rangatahi development organisation providing a unique environment for rangatahi development. Sir Peter Blake also influenced the start of the Trust. Today, Spirit of NZ is believed to be the world's busiest rangatahi ship, sailing around ten months of the year.

Cost: \$3500 for a 10-day voyage

Sailing Experiences in the Hauraki Gulf

America's Cup in NZ (Explore Group)



From: <https://www.newzealand.com.au/tours/americas-cup-sailing-experience/>

Experience being a crew onboard an actual Americas Cup yacht at any time throughout the year. 2 departures are offered between November and March each day and reduced to 1 departure during the rest of the year from the Auckland Viaduct harbour.

Cost:

- Adult: NZ\$195pp
- Child (10-15 yrs): NZ\$135pp

⁷ <https://tucker.co.nz/>

⁸ <https://www.outwardbound.co.nz/>

⁹ <https://www.spiritofadventure.org.nz/>

Explore Group



From: <https://www.aucklandnz.com/visit/discover/activities/water-activities/boat-cruises/explore-group-auckland-harbour-sailing>

Learn about the history of the landmarks around the Auckland harbour during a 1.5 hour trip onboard a 50ft monohull yacht. Open all year and departs daily (weather dependent).

Cost:

- Adult: NZ\$99pp
- Child (10 yrs and under): NZ\$60pp

Sailing Bay of Islands Auckland Harbour Cruises



From: <https://sailsunkiss.co.nz/overnights-auckland/>

Sail from the Auckland harbour between October - December on an overnight cruise aboard the SunKiss yacht. With a maximum of 6 passengers onboard, the itinerary is very flexible with a personalised master chef to cater the group.

Cost:

- \$1400 per day, minimum 3 days around the Hauraki Gulf and/or Bay of Islands

Partnerships

In response to Covid, NZ Sailing Trust has partnered with many organisations and trusts to extend their offerings. The environmental leadership programme was done in partnership with Blake Trust. Both trusts leverage each other's outreach and resources to offer a unique learning experience. An experimental experience was created with R. Tucker Thompson Sailing Trust, where passengers would spend half their journey aboard the Lion NZ or Steinlager2, and then be transferred onto the R Tucker Thompson ship for the rest of the journey. This benefits both trusts as participants could experience two different vessels, which garnered more interest from customers.

NZ Sailing Trust's partnership with MSNZ (Multiple Sclerosis New Zealand) for their Oceans of Hope 2022 challenge saw 20 participants with multiple sclerosis aboard the Steinlager2 for 5 days. It has been an ongoing partnership since 2019.

Funding

NZ Sailing Trust is eligible for funding from the NZ Government, including during COVID-19 lockdowns to keep the lights on. Post-lockdown bigger charities are playing catch-up on hosting larger events and thus demand for government grants has increased.

NZ Sailing Trust is appealing to private donors and partners as their programmes deliver more direct outcomes. The Trust strongly wishes to attract more private funders. Private donations can be made online via the NZ Sailing Trust website, or by cheque.

Statement of Financial Performance

New Zealand Sailing Trust Board For the year ended 30 September 2021

	NOTES	2021	2020
Revenue			
Donations received		58,479	25,039
Grants		123,242	198,072
Other revenue		5,755	5,027
Government Grants - Covid 19		49,190	110,344
Program Income		773,075	470,484
Race Income		2,200	4,698
Subscriptions		-	716
Total Revenue		1,011,940	814,379
Expenses			
Cost of Sales			
Purchases- Merchandise		13,207	5,047
Berthage		39,740	8,465
Boat Fuel & Oil		8,515	3,955
Boat Repairs & Maintenance		89,446	62,136
Crew Wages		310,585	195,350
Race Fees & Expenses		130	41
Program Expenses		56,010	36,224
Total Cost of Sales		517,634	311,218
Other Expenses			
Financial Expenses		41,625	44,925
Occupancy Expenses		29,666	23,876
Personnel Expenses		220,408	256,220
Selling Expenses		13,438	12,442
Administration & Other Expenses		221,492	361,949
Total Other Expenses		526,629	699,412
Total Expenses		1,044,263	1,010,631
Surplus/(Deficit) for the Year		(32,322)	(196,251)

This statement should be read in conjunction with the Statement of Accounting Policies and notes to the Performance Report.

Schedule of Expenses

New Zealand Sailing Trust Board For the year ended 30 September 2021

	2021	2020
Expenses		
Financial Expenses		
Bank Fees & Charges	6,281	5,221
Interest- Bank Overdraft	21	3,810
Interest - Loans	35,323	35,894
Total Financial Expenses	41,625	44,925
Occupancy Expenses		
Cleaning	361	-
Rent	24,000	20,250
Storage	5,305	3,626
Total Occupancy Expenses	29,666	23,876
Personnel Expenses		
ACC Levies	1,071	1,543
Kiwisaver Employer Contributions	12,321	10,600
Staff Expenses	3,395	7,754
Wages & Salaries	163,301	125,979
Wage Subsidy Paid	40,320	110,344
Total Personnel Expenses	220,408	256,220
Selling Expenses		
Entertainment - Deductible	2,157	2,106
Entertainment - Non Deductible	2,481	2,422
Marketing	6,386	6,156
Travelling Expenses	2,414	1,758
Total Selling Expenses	13,438	12,442
Administration & Other Expenses		
Accounting Fees	1,416	50
Audit Fees	5,131	4,575
Computer Expenses	2	-
Depreciation	178,978	196,314
General Expenses	528	1,235
Insurance	24,363	20,508
Loss on Disposal of Fixed Assets	50	128,195
Motor Vehicle Expenses	9	-
Other Non Deductible Expenses	250	-
Postage	1,552	472
Printing & Stationery	824	1,581
Subscriptions & Licences	4,429	4,369
Telephone & Tolls	3,961	4,651
Total Administration & Other Expenses	221,492	361,949
Total Expenses	526,629	699,412

This statement should be read in conjunction with the Statement of Accounting Policies and notes to the Performance Report.

	2021	2020
3. Term Loans		
Current Portion		
ASB Bank Limited - 10	231,397	36,261
ASB Bank Limited - 14	28,420	-
R Macalister	-	66,660
Total Current Portion	259,817	102,921
Non Current Portions		
Inland Revenue COVID-19 Small Business Cashflow (Loan) Scheme	28,000	28,000
ASB Bank Limited - 10	-	228,452
ASB Bank Limited - 14	150,482	-
Total Non Current Portions	178,482	256,452
Total Term Loans	438,299	359,373

ASB Bank Limited - 10 Term Loan

Repayment Terms:

23 Monthly Interest and Principal Instalments of \$4,808.91, followed by a final instalment of \$118,363.32 due by 1 March 2022.

Subsequent to balance date the loan was renegotiated whereby the final repayment date was extended to 1 March 2024.

Finance Rate: Variable interest rate subject to change at any time at ASB's discretion.

Security: The loan is secured against Lion NZ, Steinlager 2 and all present and after acquired trust property.

ASB Bank Limited - 14 Term Loan

Repayment Terms: 67 Monthly Interest and Principal Instalments of \$3,337.18 with final repayment date of 1 May 2026

Finance Rate: Variable interest rate subject to change at any time at ASB's discretion.

Security: The loan is secured against Lion NZ, Steinlager 2 and all present and after acquired trust property.

R Macalister- Term Loan

Repayment Terms: 18 Monthly payments of \$8,334 plus interest, with final payment in May 2021.

Inland Revenue COVID-19 Small Business Cashflow (Loan) Scheme

Repayment Terms: Floating- Table Full Advance of \$28,000, repayable in May 2025.

	2021	2020
4. Related Party Loans		
Thomas Goodfellow	57,000	53,500
Krestville Investments	167,495	156,543
Network Visuals Limited	29,116	29,116
Sail NZ	514,653	514,653
Total Related Party Loans	768,264	753,813

Thomas Goodfellow

Repayment Terms: The full balance advanced plus capitalised interest is repayable on demand, with the earliest date of demand being 1st of October 2022.

Finance Rate: 7% per annum will accrue on the principal amount.

Security: None

Sail NZ

The loan from Sail NZ relates to the purchase of Lion New Zealand for \$1,190,000. This loan is repayable on demand, with the earliest date of demand being 22nd of December 2022.

Finance Rate: 0% per annum will accrue on the principal amount.

Security: None

Krestville Investments

Repayment Terms: The full balance advanced plus capitalised interest is repayable on demand, with the earliest date of demand being 1st of October 2022.

Finance Rate: 7% per annum will accrue on the principal amount.

Security: None

Network Visuals Limited

Balances due to Network Visuals Limited bear no interest and are repayable on demand, however these balances are not expected to be demanded within the next 12 months.

Security: None

5. Related Parties Transactions

William Goodfellow is a Trustee and is also the Managing Director of the Explore NZ group of companies. Tony Stevenson is a Trustee and is also the Managing Director of Network Visuals. Graeme Wilson is an occasional consultant to Explore NZ and is also a trustee.

Sail NZ (2003) Ltd, which provided the loan to the Trust for the purchase of Lion New Zealand, is a member company of Explore NZ. William Goodfellow is a director of Sail NZ.

Thomas (Bruce) Goodfellow provided a loan to the Trust during the 2015 financial year. He is the father of William Goodfellow. The relationship between Explore NZ and the Trust, and Network Visuals and the Trust, is governed by a preferred supplier agreement between the entities, which also governs how any conflicts are managed. All transactions are made on an arm's length basis.

William Goodfellow is a Trustee of this trust and is also the Managing Director of Tucana Holdings Limited.

Graeme Wilson is a Trustee and is also a shareholder of Krestville Investments Limited.

	2021	2020
6. Accumulated Funds		
Opening Accumulated funds	617,475	813,727
Current Year Earnings	(32,322)	(196,251)
Total Accumulated Funds	585,153	617,475

7. Impact of COVID-19/ Going Concern

At balance date and following a subsequent review of most recent management forecasts, the Trustees are satisfied that the Trust can continue to operate on a "Going Concern" basis.

Given the impact on the Trust's revenue streams from severe restrictions on operations and challenges to retain staff caused by the COVID-19 pandemic and subsequent impact on cashflows, the Trustees consider that diligent attention to cashflow, prudent decisions to limit expenditure have been taken, in addition to securing funding from government and sports bodies has all provided for the future of the Trust. The Trustees are pleased that by the date of signing these audited set of accounts, New Zealand has moved to Orange in the COVID Protection Framework and have been able to resume operations, meaning the Trust is able to offer its full range of services to New Zealand's youth and the public. The Trustees are satisfied that the Trust will be able to operate normally in the future with the COVID-19 restrictions reduced, however clearly there remains a high level of revenue uncertainty and cashflow risk at this time, but with renewed optimism. However, the Trustees consider it is appropriate to adopt the going concern assumption in preparing these accounts.

Supplementary Material

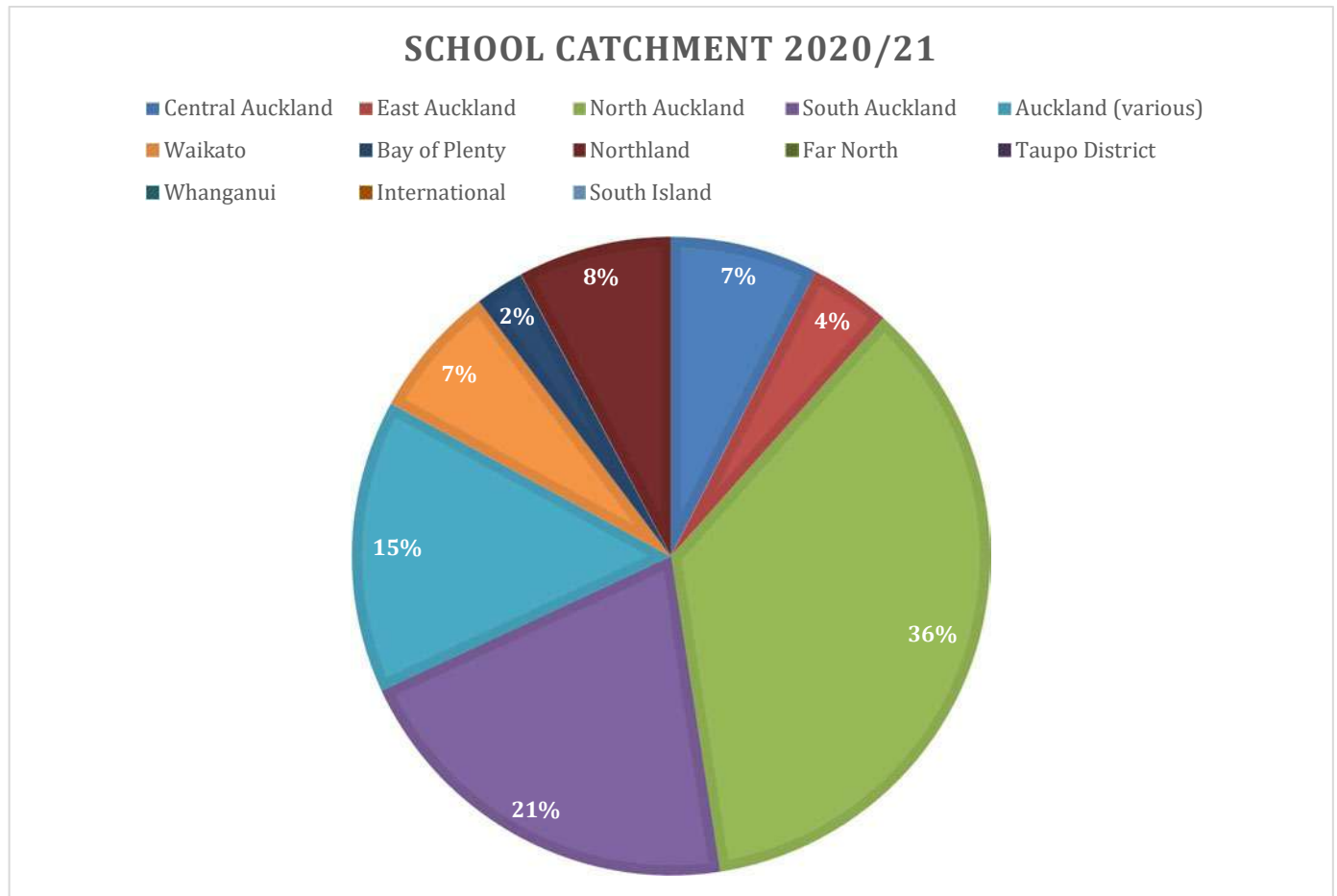


Description and quantification of the Entity's Outputs

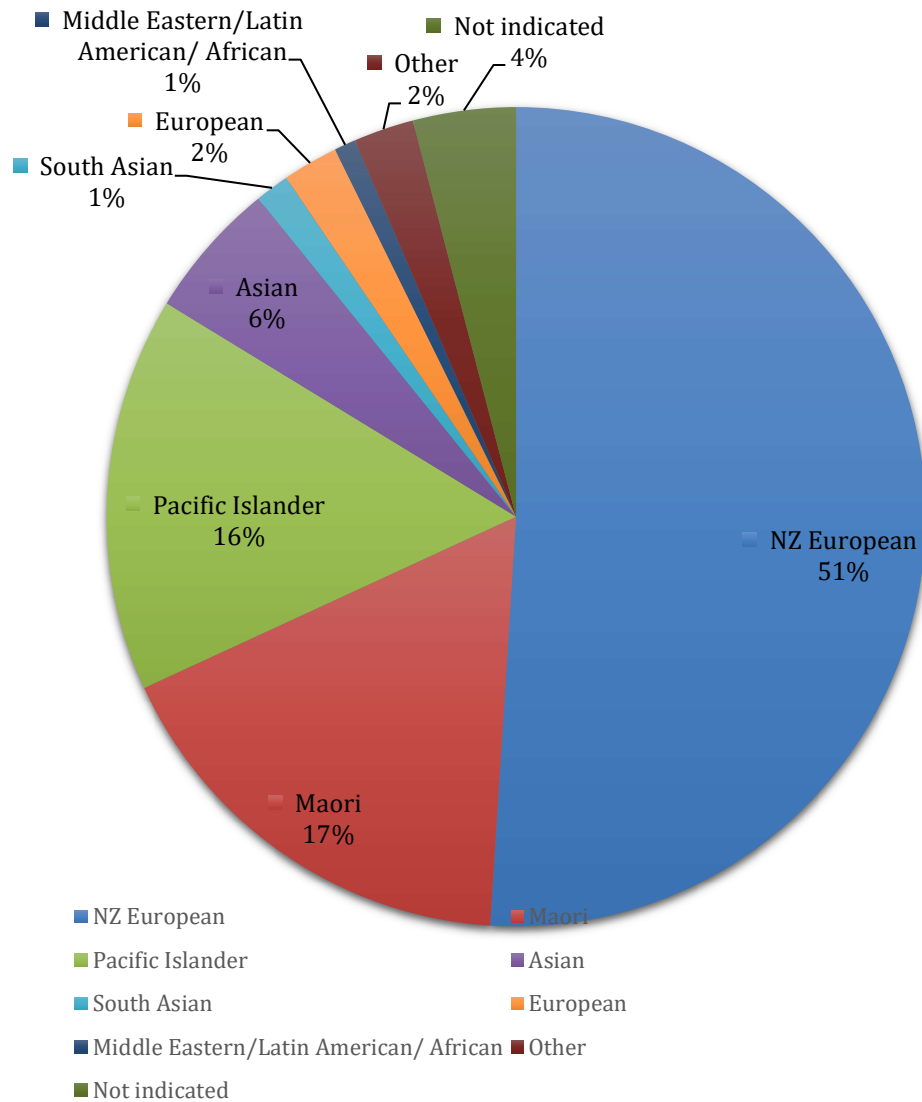
Outcomes and measures of quality and objectives in respect to delivery for 2020/21 year.	2017/18	2018/19	2019/20	2020/21
Number of voyages	74	80	59	81
Number of 3-6 day voyages	26	35	21	34
Number of youth experiencing sailing journeys	859	1193	643	1087
Number of community group people experiencing sailing journeys	128	54	334	232
Number of public on board for sailing days	121	222	Included in above/below	Included in above/below
Number of people from corporate bookings	302	242	406	663
Number of corporate sponsors on board for sponsor sailing days	0	22	1	0
TOTAL NUMBER OF PEOPLE ON BOARD	1410	1733	1383	1982
Number of sailing days with youth participants	127	180	99	179
Number of sailing days with community groups	9	*11	34	28
Number of public sailing days	8	*25	Included in above/below	Included in above/below
Number of corporate sailing days	12	14	20	32
Number of corporate sponsor sailing days	0	8	0	0
TOTAL NUMBER OF SAILING DAYS	153	238	153	239

Note: *Some recorded sailings had a mix of youth and adult on board hence total sailing days have been moderated

Catchment Areas of Youth Participants



Ethnicity inclusion





**UNIVERSITY, HIGH SCHOOL, INTERMEDIATE SCHOOL CHARTER RATES 2022/23
& QUALIFYING COMMUNITY GROUPS**

Effective 1st December 2022

Steinlager 2 and Lion New Zealand	
Rates per boat:	\$3,980 + GST boat price per day (max capacity of 30 pax on a day trip) (max capacity of 24 students and 2 staff sleeping on Steinlager 2 & 23 students and 2 staff sleeping on Lion NZ)
Cost Includes:	Food (if overnight), accommodation, travel and day activities 3-4 professional crew to facilitate your journey Full wet weather clothing, life jacket and harness for all on board
How we can assist:	These prices are already subsidised by the NZ Sailing Trust however please discuss your budget objectives with us as we may be able to assist with further funding through a discretionary fund.
Optional Extras:	Individual Student Log Books \$15pp In-Water Survival Certificate (NCEA level 2 credits x 2, Min 3 days) tba
Environmental Leadership Programme with BLAKE – 5 day programme only	
Rates per boat:	\$4,977 + GST boat price per day (max capacity of 26 sleeping on Steinlager 2 & 25 sleeping on Lion NZ)
Cost Includes:	Food, accommodation, travel and activities 3-4 professional crew to facilitate your journey 1 marine biologist from BLAKE to facilitate the environmental activities Full wet weather clothing, life jacket and harness for all on board Student log resource for each student
Optional Elective Excursions:	Snorkelling at Goat Island (or other suitable destination, with Experiencing Marine Reserves www.emr.org.nz) tbc or Social Responsibility/Community Service activity \$250 + GST
How we can assist:	These prices are already subsidised by the NZ Sailing Trust however please discuss your budget objectives with us as we may be able to assist with further funding through a discretionary fund.



Charter start/end times: Typically charters start any time between 8am-10am and finish up anytime between 4-6pm depending on daylight savings.

Catering:

Catering is included on overnight journeys, a menu can be supplied prior on request. Day trips we request groups to bring your own lunch.

Destinations:

Single day sailing will bring you out to the inner islands of the Hauraki Gulf, depending on the weather, students on board will have the opportunity to grind up sails and steer the boat, team work is required to get these boats up and moving and in a good breeze they will have a great ride. You will need to bring a packed lunch for this trip and depending on the time you have on board we can stop off at a beach for lunch.

Overnight trips offer a great deal more as the students can learn to navigate, sail, cook and live on board, just like the Ocean racers do now. Due to having more time on board the students are able to take over the sailing a bit more. It's exhilarating for the students to have the vessels solely operated by the students (under guidance from our experienced crew of course). On an overnight trip, depending on the weather, a sail could be made up to Tiri Tiri Matangi Island for a walk for lunch and then on to Kawau Island for the night. A 4 day trip would typically bring you out to discover Great Barrier island and beyond.



NZ Sailing Trust Corporate Rates

Valid from Dec 2022 to Sept 2023

DAY CORPORATE CHARTER RATES

Steinlager 2 or Lion New Zealand	
2 hours	\$3,800 + GST
3 hours	\$4,450 + GST
4 hours/half day	\$5,050 + GST
Full Day	\$7,600 + GST
Both Vessels 2 hours	\$7,600 + GST
Both Vessels ½ day (4 hours)	\$10,100 + GST
Both Vessels Full Day	\$15,200 + GST
Additional hours	\$1,300 + GST
CATERING ADDITIONAL COST	
Day charter maximum 25-30 pax per vessel	

OVERNIGHT CORPORATE CHARTER RATES

Steinlager 2 or Lion New Zealand	
2 day / 1 night	\$11,500 + GST (up to 30hrs – i.e. 0900 – 1700 following day) per vessel
2+ nights	\$11,500 + GST (for first 24hrs) per vessel \$5,750 + GST (for 24hr period following)
Up to 20-25 pax per vessel	

Price Includes Crew, Life Jackets, Wet Weather gear, Tea and Coffee

We can offer a variety of catering options should you require catering just contact us for more info.

Charter start/end times:

Charters start and finish at either 9am, 1pm or 5 pm. Charterers wishing to start at noon and finish at 5 pm etc., can do so at 50% of boat 24hr rate.

Catering:

Basic catering menu can be included from \$60pp/day

More gourmet options will be extra (tbc)

Discretionary beverages BYO – beer and wine only (no spirits)

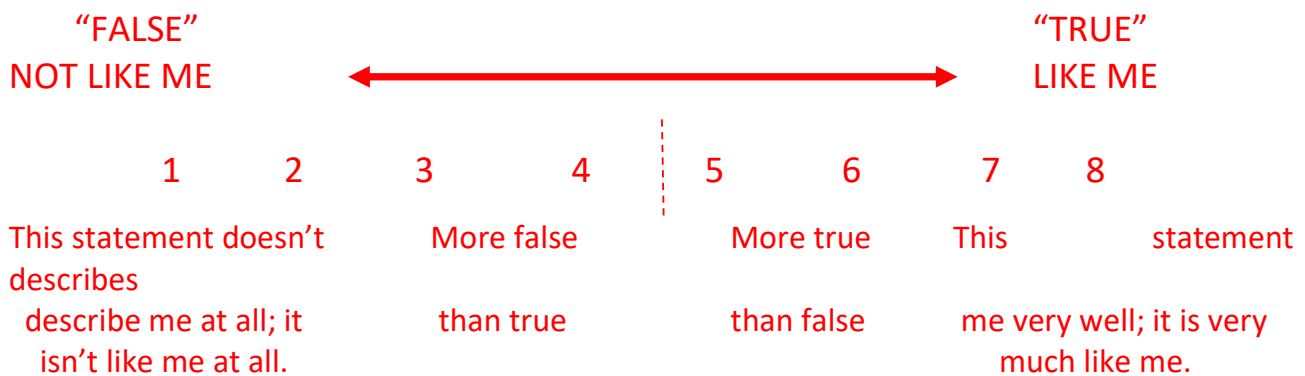
Relocation: If sailed to destination – relocation fee applies.

Programme Evaluation Questionnaire

PLEASE READ THESE INSTRUCTIONS

This is a chance for you to consider how you think and feel about yourself in some ways. **This is not a test** – there are no right or wrong answers, and everyone will have different responses. It is important that you give your own views, that you are honest with your self and that you do not talk to others while you think about your answers. They will only be used for research purposes and will in no way be used to refer to you as an individual at any time.

On the questionnaire are a number of statements that are more or less “true” (that is like you) or more or less “false” (that is unlike you). Please use the eight-point scale to indicate how “true” (like you), or how “false” (unlike you), each statement is as a description of you. It is important that you **answer the statements as you feel right now**, even if you have felt differently at some other time in your life. Please do not leave any statements blank.



EXAMPLES

A. I am a good storyteller. 1 **2** 3 4 5 6 7 8
 (The **2** has been circled because the person answering believes that the statement is mostly false as far as he/she is concerned. That is, they feel they don't tell good stories.)

B. I enjoy working on puzzles. 1 2 3 4 5 6 7 **8**
 (The **8** has been circled because the person really enjoys working on puzzles a great deal, therefore, the statement is definitely true about him/her.)

**** Are you sure you know what to do? ****

If yes, please turn over, fill in your name, today's date, etc. and provide answers for all 35 statements

If still unsure about what to do, ASK FOR HELP
PLEASE GIVE HONEST, PRIVATE ANSWERS - THANKYOU

PROGRAMME EVALUATION Pre-trip



Name: _____ School: _____ Date: _____
 Male/Female/Other(specify) _____ Days on Board _____ Age: _____

Ethnicity: (please circle ONE)

NZ European Maori Pacific Peoples Asian South Asian/Indian
 Middle Eastern/Latin American/African European Other

STATEMENT	(circle one number only)	'Not Like me' ←	→ 'Like me'
1. I know I have the ability to do anything I want to do.		1 2 3 4 5 6 7 8	
2. I communicate well with people.		1 2 3 4 5 6 7 8	
3. I plan and use my time efficiently		1 2 3 4 5 6 7 8	
4. I am responsible for the consequences of my actions.		1 2 3 4 5 6 7 8	
5. I believe that I have a responsibility to help solve environmental problems.		1 2 3 4 5 6 7 8	
6. As a leader I motivate other people well when a task needs to be done		1 2 3 4 5 6 7 8	
7. I am consciously aware of what values I choose to live my life by.		1 2 3 4 5 6 7 8	
8. When I apply myself to something I am confident I will succeed.		1 2 3 4 5 6 7 8	
9. I do not waste time		1 2 3 4 5 6 7 8	
10. I have a responsibility to help others in need.		1 2 3 4 5 6 7 8	
11. I like to be busy and actively involved in things		1 2 3 4 5 6 7 8	
12. On the whole, I am satisfied with myself.		1 2 3 4 5 6 7 8	
13. I have identified a set of values that I would like to live my life by.		1 2 3 4 5 6 7 8	
14. I am motivated towards helping others for little or no reward.		1 2 3 4 5 6 7 8	
15. I believe I can do it		1 2 3 4 5 6 7 8	
16. I am responsible for the choices I make.		1 2 3 4 5 6 7 8	
17. I manage the way I use my time well		1 2 3 4 5 6 7 8	
18. I like to be active and energetic		1 2 3 4 5 6 7 8	
19. I respect the natural environment.		1 2 3 4 5 6 7 8	
20. Others "needs" are more important than my "wants".		1 2 3 4 5 6 7 8	
21. I am prepared to change my lifestyle to protect the natural environment.		1 2 3 4 5 6 7 8	
22. I am successful in social situations.		1 2 3 4 5 6 7 8	
23. People are willing to work for me		1 2 3 4 5 6 7 8	
24. My personal values guide all my decisions and actions.		1 2 3 4 5 6 7 8	
25. I like to be an active 'get into it' person		1 2 3 4 5 6 7 8	
26. I try to do the best I possibly can.		1 2 3 4 5 6 7 8	
27. I actively care for the natural environment.		1 2 3 4 5 6 7 8	
28. I have a clear set of personal values that guide my life.		1 2 3 4 5 6 7 8	
29. I enjoy going out of my way to help those most in need.		1 2 3 4 5 6 7 8	
30. I am a good leader when tasks need to be done		1 2 3 4 5 6 7 8	
31. My efforts and actions are my responsibility.		1 2 3 4 5 6 7 8	
32. I am aware of the impact my lifestyle has on the environment.		1 2 3 4 5 6 7 8	
33. If I neglect the environment, this will have negative consequences for me.		1 2 3 4 5 6 7 8	
34. I am competent in social situations.		1 2 3 4 5 6 7 8	
35. I feel that I have much to be proud of in my life.		1 2 3 4 5 6 7 8	

Thank You

PROGRAMME EVALUATION Post-trip



Name: _____

School: _____

Sailing Departure Date _____

Form Completion Date _____

STATEMENT	(circle one number only)	‘Not Like me’ ← → ‘Like me’
1. I know I have the ability to do anything I want to do.		1 2 3 4 5 6 7 8
2. I communicate well with people.		1 2 3 4 5 6 7 8
3. I plan and use my time efficiently		1 2 3 4 5 6 7 8
4. I am responsible for the consequences of my actions.		1 2 3 4 5 6 7 8
5. I believe that I have a responsibility to help solve environmental problems.		1 2 3 4 5 6 7 8
6. As a leader I motivate other people well when a task needs to be done		1 2 3 4 5 6 7 8
7. I am consciously aware of what values I choose to live my life by.		1 2 3 4 5 6 7 8
8. When I apply myself to something I am confident I will succeed.		1 2 3 4 5 6 7 8
9. I do not waste time		1 2 3 4 5 6 7 8
10. I have a responsibility to help others in need.		1 2 3 4 5 6 7 8
11. I like to be busy and actively involved in things		1 2 3 4 5 6 7 8
12. On the whole, I am satisfied with myself.		1 2 3 4 5 6 7 8
13. I have identified a set of values that I would like to live my life by.		1 2 3 4 5 6 7 8
14. I am motivated towards helping others for little or no reward.		1 2 3 4 5 6 7 8
15. I believe I can do it		1 2 3 4 5 6 7 8
16. I am responsible for the choices I make.		1 2 3 4 5 6 7 8
17. I manage the way I use my time well		1 2 3 4 5 6 7 8
18. I like to be active and energetic		1 2 3 4 5 6 7 8
19. I respect the natural environment.		1 2 3 4 5 6 7 8
20. Others “needs” are more important than my “wants”.		1 2 3 4 5 6 7 8
21. I am prepared to change my lifestyle to protect the natural environment.		1 2 3 4 5 6 7 8
22. I am successful in social situations.		1 2 3 4 5 6 7 8
23. people are willing to work for me		1 2 3 4 5 6 7 8
24. My personal values guide all my decisions and actions.		1 2 3 4 5 6 7 8
25. I like to be an active ‘get into it’ person		1 2 3 4 5 6 7 8
26. I try to do the best I possibly can.		1 2 3 4 5 6 7 8
27. I actively care for the natural environment.		1 2 3 4 5 6 7 8
28. I have a clear set of personal values that guide my life.		1 2 3 4 5 6 7 8
29. I enjoy going out of my way to help those most in need.		1 2 3 4 5 6 7 8
30. I am a good leader when tasks need to be done		1 2 3 4 5 6 7 8
31. My efforts and actions are my responsibility.		1 2 3 4 5 6 7 8
32. I am aware of the impact my lifestyle has on the environment.		1 2 3 4 5 6 7 8
33. If I neglect the environment, this will have negative consequences for me.		1 2 3 4 5 6 7 8
34. I am competent in social situations.		1 2 3 4 5 6 7 8
35. I feel that I have much to be proud of in my life.		1 2 3 4 5 6 7 8

Please Turn Over



What did you learn from being onboard and from your learning what will you use in life after being onboard?

Please write a couple of positive statements about your experience with us:

Please write what you think could be improved on in our programmes:

NZ Sailing Trust Evaluation Factors

The NZ Sailing Trust is measuring the expected outcomes of our sailing journeys with young people to:

- Learn more about the positive effects our journeys have on young participants
- Further develop our programs for youth benefits
- Provide evidence of the positive impacts of these journeys on youth, for schools and funders

Expected Outcome	Measuring	Purpose	Delivery on Board
Self Confidence	The degree of confidence the individual has in his/her abilities and the success of their actions.	To measure how one feels about their abilities, it may be situational dependent. One may have a healthy self-esteem but low confidence about certain situations.	Learning and mastering new skills on board. Fostering success and learning through experience. Being able to achieve and endure more than they expected.
Social-Competence	The degree of personal confidence and self-perceived ability in social interactions.	To determine if ones' self-confidence in social situations increase whilst living on board.	Confined living for a number of days with their peers, having to contribute in a team environment.
Personal Responsibility	The extent to which an individual takes responsibility for his or her own actions.	To determine if there is an increase of self-responsibility from living on board and working as a team, and being responsible for their actions.	Involvement in a team environment, buying into the experience through active participation. Taking responsibility for their own actions.
Value Awareness	The extent to which an individual has a set of values and lives by them.	To gauge if there is an increased awareness of the values they live by.	Expressed importance of a healthy environment for quality human life. Custodianship of the planet not ownership.
Task Leadership	The extent to which the individual perceives he/she can lead others effectively when a task needs to be done and productivity is the primary requirement.	To asses if one has an increase in leadership skills whilst working as a team on board.	Leading (skipping) the vessel, team activities and watch groups.
Active Initiative	The extent to which the individual likes to initiate action in new situations.	To evaluate the increase of active initiative from the tasks prescribed to them on board. Are they a 'get into it' person?	An individual will get up on time and has tasks completed on time contributing as a team. Utilizes foresight, stopping a domino effect.
Time Management	The extent to which an individual perceives that he/she	To measure an increase of time efficiency, and	Tasks and activities completed within set time frame, e.g. getting the vessel

	makes optimal use of time.	optimal use of time on board.	from location to destination in a certain time. Morning preparation done efficiently.
Social Service	The extent to which an individual helps others.	To gauge increased awareness of thinking about others before themselves and putting others first while on board.	Supporting team members in all situations, tasks, activities or seasickness. Putting the yacht and others ahead of themselves.
Environmental Ethic	The extent to which an individual feels responsible for the care of the environment.	To measure ones' awareness of the natural environment, and their responsibility and respect for the environment.	Discussions about the environment in both local and big picture contexts. Practical steps one can take to minimize their negative impact whilst at sea and ashore e.g. Beach clean-ups.

Media Reports

From the Captain's Blog

TACKLING CHALLENGES AS A TEAM...

From <https://www.nzsailingtrust.com/captains-blog>, October 2022



Kawau Island, Great Barrier, Te Haruhi Bay, Tiritiri Matangi Is, Motutapu Island. Sailing, navigation, hiking, fishing, singing, football, knot tying, raft building, bomb fire, toasted marshmallows, synchronised swimming, spotting Tuatara.

With heavy winds on Monday evening due to the strong Northerly winds, the students were asked to help out with an anchor watch during the night. They had to set up a roster system themselves with two on watch at a time for an hour. They set up the roster and they all silently did their watch in the chart room until 0430 the following morning. As they all so enjoyed their night of responsibility, they asked to have the anchor watch roster again on Tuesday night. Well, to be honest, it was not necessary to have an anchor watch, but we loved their dedication, so they watched until 0230 when the wind died.

HINE MOANA TAKES TO THE WAVES!



Over the school holidays we ran our hugely successful trip, Hine Moana again. 12 girls aged 13-16 joined us for 2½ days sailing on Lion NZ and then 2½ days with Auckland Sea Kayaks exploring bays and islands around the Kawau area. Girls are always apprehensive on these trips as they arrive not knowing anyone - but within a few hours they always gel and become the best of friends. The watch system we use means they all learn about navigation, setting sails, helming and many life skills - food planning and keeping a tidy ship to name a few! Well done girls - and particularly well done to those who have now completed their GOLD residential project for the Duke of Edinburgh Award! As one student said, "this trip is life changing".

Lion NZ relaunched after extensive refit

From: <https://propspeed.com/media/news/news-item/2021/02/22/lion-new-zealand-relaunched-after-extensive-refit>, Feb 2021.



After nearly two years, Lion NZ is safely back in the water after the completion of a major million-dollar refit. Relaunched on March 11, 2019 by Yachting Developments in Hobsonville, Auckland, she then cruised to nearby Viaduct Harbour for her relaunch celebration. At the event, Lion NZ was rechristened by Bianca Cook of Yachting Developments and Michelle Khan and Evelien Van Vliet of the NZ Sailing Trust.

The extensive refit involved restoring the boat's interior and exterior while maintaining the design integrity and bones of the Whitbread champion maxi yacht. The work included a new mast, boom and keel; new rigging, deck winches and electronics; a full paint job; new antifouling and, of course, new Propspeed.



The interior was completely kitted out with an all-new accommodation galley and upgraded electronics, lighting and navigation systems. A new propeller shaft, engine and propeller were also included in the refit, with a new Volvo engine replacing her older diesel Gardner engine. Originally designed by Ron Holland, Lion NZ was built for Sir Peter Blake's fourth attempt at the Whitbread Round the World Race in 1985-1986. Now owned by the NZ Sailing Trust, the vessel, which finished a very respectable second, is an iconic piece of NZ history.

Thanks to the Sailing Trust, she is now back up and running, allowing young New Zealanders to experience the sport of sailing and the art of team building in the Hauraki Gulf. You can help get more children out on the water for this beneficial experience, through donating to the NZ Sailing Trust.

New Zealand's Beloved Steinlager 2 Enjoys Second Wind as a Sail Training Vessel



From: <https://www.cruisingworld.com/sailboats/new-zealands-beloved-steinlager-2-enjoys-second-wind-as-a-sail-training-vessel/>, April 2022.
Written by Charles Scoones.

There is a pub in Coromandel, once a gold-mining town and about a day's sail from Auckland, where beer can still be ordered in 4-pint "jugs." For years, Kiwi sailors have cruised the Hauraki Gulf, taken the tide up to the wharf, and strolled up the road for a beer at the Star and Garter. In 1992—a time when foils were a thing used in the sport of fencing—Cruising World organised a flotilla here. Writers Herb McCormick and Tim Murphy came to scout out the territory, and it fell to me to sail them around and show off our backyard.

I've been thinking about that cruise and a certain noisy evening in the pub. This was back in the day when NZ was still a cheeky, but so far unsuccessful, challenger for the America's Cup. There was growing support for another crack at winning the Old Mug. A local sailor, Peter Blake, had just been tasked with heading up the next Kiwi challenge, scheduled for 1995 in San Diego.

Back then, not many sailors outside the country would have known what Blake had already achieved. This was the Whitbread era, when any well-founded yacht with a capable crew could enter the race around the world with a chance of winning on handicap. It may well have been the reputation that NZ sailors and boats were gaining around the world that prompted Cruising World to visit. Or maybe it was the epic 1989-90 match race around the world between Kiwi ketches Steinlager 2, skippered by Blake, and Fisher & Paykel, skippered by Grant Dalton. After all, the Hauraki Gulf is where these guys had learned to sail, so there must be something in the waters.

More recently, the Hauraki Gulf was featured on screens around the world as the backdrop to the 75-foot flying-skiff show. On race days in Auckland, the post-match parties continued into the night around the America's Cup bases at the Viaduct Harbour. Moored in the same basin is Steinlager 2, or "Big Red," as she is affectionately known. People still talk about how Steinlager 2 and Fisher & Paykel crossed the line in Auckland within three minutes of each other—and days ahead of the bulk of the fleet. By the time they had completed the 32,000-mile race in England, Steinlager 2 had won every leg, a record that has yet to be beaten. Arguably, it was the peak of the maxi-yacht ocean-racing era.

Following the race, her skipper vowed never to venture into the Southern Ocean again. "Big Red" was sold and spent several years campaigning successfully on the US East Coast and in the Mediterranean. Blake, having summited his Everest, was then persuaded to head up Team New Zealand's challenge for the 1995 America's Cup. The result was a Kiwi romp that finally knocked Dennis Conner off his perch and gained Blake a knighthood. He went on to manage the successful defense of the Cup in 2000 before retiring from competitive sailing and turning to environmental work, raising awareness of climate change with his Blake Expeditions. Tragically, only a year later, pirates murdered him on the Amazon River.

Steinlager 2, though, carries on. Get up early, and you are likely to see this boat out in the Hauraki Gulf, with students on deck getting her ready for sea. Steinlager 2 is still working hard alongside another Kiwi classic maxi, Lion New Zealand, aka "The Urban Assault Vehicle." It's another Whitbread veteran built for Blake, who wanted a vessel that was bulletproof.

Back in 2006, Steinlager 2 was on the market. A charitable trust had been formed in NZ to bring the boat back home and get it back to original trim. The plan was to use it for rangatahi training. Steinlager 2 relaunched in 2008 in the original bold-red livery and with a sail wardrobe matching the cloth of racing days. The deck layout remained unchanged. Down below, the layout was modified to accommodate 30 students and four crew. Since then, year-round, the boat has been taking school groups, maritime students and adults to sea.

A few tides have flowed through the Gulf since that Cruising World charter, and I find myself at the wheel of Steinlager 2 as we head out of Viaduct Harbour, past Team New Zealand's home base and workmen dismantling the Prada boat shed, down the Waitemata Harbour, and across the recent America's Cup racecourse. On deck are 28 students, many of whom have never been aboard a boat before. We turn upwind, and unfamiliar hands take the handles at the grinding pedestals. Some 2,500 square feet of buff-coloured Kevlar climbs hesitantly to the sky, the runner is ground in, and we slowly bear away. The main sheet moans as it is eased around its massive drum. We heel just a little, and the call is for the students to take up positions on the weather rail. The jib is rolled out, the power comes on, the heel increases, and the log climbs effortlessly to 10 knots.

"Big Red" is coming alive. The running lines begin to hum. I hand over the helm to a nervous young student who has grown up on a farm. "You see that island over the bow?" I ask. "Well, head for that."

The thrill for both of us at that moment cannot be measured. This is my day job. Pinch me.

Typically, on a four- or five-day cruise, Steinlager 2 and Lion will sail in the relatively sheltered waters of the Hauraki Gulf or stretch their legs on a passage up the North Island's Pacific coast. Among the special anchorages is Tiritiri Matangi, a sanctuary island where native birds thrive predator-free, and where little blue penguins come ashore to roost.

The grins on their faces suggest there's perhaps no better classroom.

A full day's sail from Auckland will take us to Great Barrier Island, whose small population enjoys a more relaxed attitude about life than on the mainland. Or we might sail to the Mercury Islands, near where Capt. James Cook set up his instruments in 1769 to observe the planet's transit. Historic Kawau Island and Coromandel Harbour provide further safe anchorages.

In practice, many of the same haunts that the Cruising World flotilla of 1992 visited are still among the favourite haunts of sailors today. We have a great backyard here in New Zealand. After a week at sea, the students hopefully can tie a knot or two, work up a passage plan, and know a sheet from a halyard.

Certainly, they have had a unique experience. It is not always plain sailing; the programme does not stop in foul weather (after all, these boats were built to sail the Southern Ocean). But at the end of a voyage, to feel the growth of the students and see the grins on their faces when they step ashore makes our job well worthwhile.

We are sure that Sir Peter Blake would approve.



CHAMPIONS TROPHY
Case Competition



BUSINESS SCHOOL