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Chairperson: Rebecca Gadsdon-Green Vice Chairperson: Kim McGregor Secretary: Stacey Colyer Treasurer: Henry Ray

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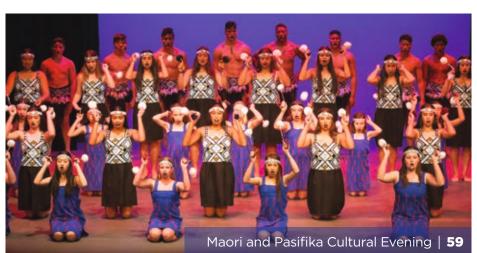
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# TRUST BOARD

# Framework for Future



Bruce Goodfellow Chairman

The Saint Kentigern Trust was founded in 1949 by a group of Presbyterian businessmen whose goal was to establish a school for boys based on the precepts of the Presbyterian Church.

Today, the Trust governs four schools on three campuses across Auckland. These schools deliver a values-based Independent Presbyterian education for boys and girls from 3 to 18 years old.

Over more than 60 years, the Trust has taken a conservative and steady approach to introducing change and managing growth. In that time, our schools have seen steady growth. Currently we are experiencing unprecedented demand for places.

A hallmark of the Trust's governance has been to maintain a strong strategic perspective. Five years ago the Trust adopted a strategic document, Framework for the Future, which defined key areas of focus for the organisation's future.

The intervening years have seen much progress being made towards these goals and the Board has now set the goals and focus for the next five years. This document summarises those decisions.

Our Mission to pursue educational excellence for the Glory of God and the service of others has never wavered. It will always serve as the foundation on which we continue to build and strengthen the Trust.

Fides Servanda Est.

Bruce Goodfellow Chairman Saint Kentigern Trust Board

# One Saint Kentigern

Each of the four Schools' Principals together with the Heads of the College Senior and Middle Schools, is accountable for the successful stewardship of the school they lead. This group forms the Senior Leadership Team in collaboration with Trust Board managers.

The Senior Leadership team is charged with working to deliver benefits in areas of common interest to the Saint Kentigern students and their families. The Trust Board has set the direction for the next five years in the Framework for the Future 2016 – 2021 and the Senior Leadership Team will work together to progress the key areas of focus.



# Our progress so far 2012-2016

Beginning in 2012 we had four key areas of focus and here's some of what we have achieved so far:



# Focus on being One Organisation

Beginning to align academic standards for Years 7 and 8 to enable academic collaboration between schools

Shared facilities for formal and sporting events

Delivered refreshed reputation strategy, high profile awareness and refreshed brand signature

Delivered more cost effective centralised support services in HR and administration

Streamlined uniform design and purchasing process to improve the experience for each family

Leadership collaboration strengthened One Organisation



# Engage with a digital society

Introduced the OLE and the SKApp to provide seamless access to student academic information, and communications for every family

Delivered a digital communications strategy to tell our story in multiple digital channels

Improved technology in the classroom to support student learning

Provided comprehensive training sessions for families and staff on the OLE



# Provide best teaching and learning

Delivered comprehensive professional development for middle managers

Recruited more specialist teaching staff and coaches to support the most extensive co-curricular programme in New Zealand

Increased emphasis on Enhanced Learning Programmes so that every student has the same chance to excel

Introduced increased academic subject choices

Explored innovative learning practice



### Ensure quality Pastoral Care

Increased focus on comprehensive student leadership programme

Offered parenting courses and speakers annually

Increased service opportunities locally and overseas

We have worked hard to strengthen Saint Kentigern, always with the students at the centre of everything we have done. There is yet more work to be done in the coming five years.

# What we will do 2016 to 2021

Provide Best Quality Teaching & Learning

Raise overall levels of academic achievement

Improve individual student outcomes

Attract and develop high quality staff

Explore future focussed education

Reinforce One Organisation

Investigate co-ordination of service programmes

Encourage interschool pedagogy sharing at Years 7 and 8

Investigate further the centralisation of administration

Implement organisation wide fundraising/
development structure

Increase cross-campus opportunities

Encourage inter-school student transition

Enhance a robust & resilient culture

Align leadership thinking

Focus on embracing diversity

Encourage openness to change

Develop change management guidelines

Strengthen collaboration at all levels

Engender a sense of belonging

Deliver Quality Pastoral Care

Prepare students for a changing world

Encourage students to make ethical decisions

Enhance positive staff and student relationships

Strengthen pastoral care appraisal system

Enhance the sense of belonging

Improve & expand facilities to meet changing needs

Develop a model for prioritisation of capital expenditure

TRUST BOARD

# From the Chairman of the Trust Board



n August, the Trust Board approved the budget for 2017 for all of the schools. Fees will rise by an average of 2.25% to offset rising costs, in particular increased salary costs. Prior to the end of Term 3, all families should have received a letter by email advising the details of the new fee structure. (If you have not received a letter please contact the Finance Manager). We regret the necessity to raise fees, however, you can be confident that we will continue to exercise wise stewardship of the resources of the Trust, with an eye not just for the coming year but also for the longer term.

There are a number of long term developments – either recently completed or currently under way. At the College, the Goodfellow Centre, which involved a transformation of the ageing library, has been completed. The new facility is much bigger, brighter and more appealing to the modern student with a wide range of options available for both individual and group learning.

Also at the College, Stage 2 of the extension to the Sports Centre is currently under construction. This project is expected to be completed for the start of the 2018 academic year. Disruption to

classes is planned to be minimal during the construction period. Upon completion, the new expanded Sports Centre will provide more facilities that are greatly needed to meet the demands of roll growth.

At the Boys' School we expect to commence the Roselle House project before the end of the year. Apart from mandatory strengthening to bring the building up to modern code requirements, there will be a transformation of the upper floor. For many years the onsite accommodation for the Principal was on the upper floor. This will become the new Learning Commons incorporating the school library. Every boy will enjoy this wonderful addition to the facilities on the campus. If you have not already financially supported this project I would commend it to you – every donation will make a difference!

As we enter the fourth term of the school year, many students will be preparing for examinations and assessments. We trust that when the end of the year arrives that every student will have cause for reflection and satisfaction that lessons have been learned, hard work has paid off and the future is bright.

Fides Servanda Est

**Bruce Goodfellow** 

Chairman

# Farewell Eric



At the end of Term 3, Saint Kentigern farewelled General Manager of the Trust Board, Mr Eric Shiels after more than 15 years of loyal service.

Mr Shiels came to Saint Kentigern with considerable experience as both a chartered accountant and business manager having worked in his native Scotland, Canada and then Bermuda before settling in New Zealand in 1986. Amongst other roles, he has spent time as CFO at Presbyterian Support Northern and Business Manager at Auckland Grammar School, before taking on the Saint Kentigern Trust Board position.

A true Presbyterian, Eric was a perfect fit for Saint Kentigern and has spent the last 15 years involved in many facets of life at Saint Kentigern, known for his calm manner and sage advice. He arrived at the end of 2001,, just as it was announced that the College

would be accepting girls from 2003. In the space of 15 months, the Elizabeth McFarlan Centre (EMC) was designed, consented, built and commissioned in readiness for the arrival of our first cohort of female students.

Since that time, under his watchful eye, continued development across the campuses has not ceased. In 2003, the former College gymnasium was converted to a Music Centre, Property Services were rehoused and the Astroturf was laid. In 2005, the Science Centre underwent major expansion. Two years later, after much paperwork, a Rotary walkway extended around College grounds. In 2009, the muddy access to water for our rowers was replaced by a floating pontoon, along with major work to provide drainage of the sports fields. The College entrance was also upgraded to gain better access for our growing number of buses. In the same year, the Boys' School Sports Centre opened to mark their 50th Jubilee. Most significantly, in 2009, Eric played a key role in the merger of the Saint Kentigern and Corran School Trust Boards, with the Girls' School opening on the former Corran School site in 2010. The following year, our Preschool opened on the same site. In the 60th Jubilee year at the College, the MacFarlan Centre opened and work also began across the campuses addressing the issue of earthquake strengthening. Last year, a new indoor cricket facility opened at the College, while in this, Eric's final year, the merger of the library and learning commons to create the Goodfellow Centre has been completed, work has started on doubling the size of the College Sports Centre, and it is hopeful that work can commence on the upgrade of Roselle House at the Boys' School.

During this time, Eric has attended 112 Board meetings, attended all Audit and Finance meetings, attended and latterly chaired all PCG (Property Control Group) meetings, as well as chaired the Senior Leadership Team for all Saint Kentigern schools.

It is fair to say that Eric's role has been a busy and varied one over the course of 15 years which he has attended to with quiet diligence. Those who have worked alongside him have admired him for his fairness, frankness and ability to get the job done. We all wish Eric and his wife, Raewyn, well as he heads into his retirement.

# In Memoriam

## Richard Jackson Ross 1918-2016

It is with sadness that we note the passing of Richard Ross who gave many years of faithful service to Saint Kentigern.

Over the years, Saint Kentigern Trust Board has been fortunate to have the dedicated services of many gifted and enthusiastic Trustees who have given willingly of their time and contributed greatly to the growth of the College. A faithful and generous Presbyterian churchman and leader for many, Richard was one of the longer serving Trustees, giving a remarkable 37 years to the Board from 1960 to 1997. He is remembered for his invaluable contribution, especially as convenor of the Works Committee at a time of rapid building growth on campus.

As early as the 1960s and again in the late 80s, the Trust Board debated the need to make an alteration to the Trust Deed to allow for the education of girls at Saint Kentigern College. The amendment was passed into legislation in 1996. Richard had always been in favour of making a Saint Kentigern education available to girls.

Richard's wife, Marion, sadly passed away ten years ago. Marion was the daughter of Sir William Goodfellow, the first Chairman of the Board. Richard is survived by his daughter, Elizabeth and his son, Murray, six grandchildren and seven great-grandchildren.

# In Memoriam - Mrs Elizabeth MacFarlan

t is with great sadness that we record the passing of Mrs Elizabeth MacFarlan, aged 89, whose funeral was held in the Chapel of Saint

Mrs MacFarlan, affectionately known as Betty, holds a special place in the heart of Saint Kentigern College and is fondly remembered as a gentle, caring woman who played an important part in establishing the sense of family within the Saint Kentigern community. As the wife of the founding Headmaster, Reverend Adam MacFarlan, she witnessed more change on campus over the years than any other person associated with Saint Kentigern.

Since the College first opened in 1953, archival records have been diligently kept, recording events and achievements but as many have discovered, when you engaged in a conversation with Betty, all those records only scratch the surface. Much of the real history lies in the personal anecdotes of individuals like Betty and Adam, the early staff and the boys they cared for; those who were here experiencing day to day life as the College took shape on the outskirts of Auckland.

In 2007, a videoed conversation between Betty and Executive Head at the time. Mr Warren Peat, took the viewer back to the early 1950's when the young MacFarlans left Scotland to take up a new challenge half a world away in New Zealand. There was a sparkle in Betty's eyes as she spoke of her younger years back in Scotland and how she met the young Adam MacFarlan. When asked what she and Adam knew of New Zealand when the job was advertised, she replied. 'Well practically nothing really, but my father was a Master in the Donaldson Shipping Lines and he was always at sea travelling around the world. My mother taught us to be independent and it was this spirit of independence, coupled with the spirit of adventure, which made me support Adam's decision to come to New Zealand.

It was fascinating to hear Betty's description of the time when the first Chairman of the Trust Board, Sir William Goodfellow, along with fellow Board Member, Mr Neil Macky, travelled to Scotland to interview Adam at home. The gentlemen wanted to visit the MacFarlans at 9am, 'Well you just didn't do that in Scotland! So we managed to put them off till 10am and my mother made some scones. Mr Macky came and interviewed me in the kitchen which I thought seemed a bit strange!'

As Betty went on to point out, in those days you didn't just book a flight to New Zealand. Adam flew from Glasgow to Ireland, on to New York, then Vancouver and Honolulu before eventually setting foot in Auckland. Betty and the children joined him the following year, travelling by ship. A treasured document in our College Archives is a newspaper clipping with a lovely photograph of the young Betty, recording the arrival by ship of a 'New Scottish Resident,' Mrs Elizabeth MacFarlan, accompanied by her small sons Donald and Maitland - to join her husband the Rev AML MacFarlan, Headmaster of a new Presbyterian school in 'Panmure.' From that day, Betty played a significant part in this ever-expanding community.

When chatting to Betty, there was no stopping her as she travelled through her remarkable memory for names and faces, and spoke of her life as a wife and the mother of four children, living on campus in the Headmaster's residence with few neighbours around. 'When the boarders went home for Christmas, the place was so quiet that we felt like we were living on a big estate of our own.' She also went on to speak of Adam's dreams and aspirations for the College and his great sense of humour which helped him to overcome any difficulties he encountered in his career. 'Adam always spoke about opening the doors of the College for girls, and if he was alive today he would be so happy to have seen this project come to pass.'

The initial conversation between Mr Peat and Betty took so many twists and turns that those listening were in awe of the detail she could recall as she paid tribute to those who had helped establish Saint Kentigern. When talking to the wider community, however, it becomes apparent that Betty, herself, had a significant role to play. Not only was she a wonderful supporter of her husband's professional life, accompanying him and meeting people at all the special parent occasions and church services, but it was also Betty who was building a new life for the MacFarlan family, themselves, in a new land far from home with all that entailed!

At the time, not only did Betty have her own four children to care for but she also had great fondness for her extended family of boys, especially the early boarders, 'The boarders were, without exception, from the country and the country was a long way away in those days. They were dead lonely some of those boys.' Betty took it on herself to make sure they felt part of a family. She would invite them down to share some chores in the garden, staying on for morning tea and a

chat. So many boys remember her great kindness to them in those early years.

In later years, after Adam passed away, Betty remained a frequent visitor to College taking part in many of the formal occasions and festivities. In readiness for the arrival of the girls on campus in 2003, the Elizabeth MacFarlan Centre - the EMC - was opened, named in her honour. She returned again, ten years later in 2013 to open the MacFarlan Centre.

the then new administration block named in memory of Adam.

One of Adam's dreams became reality in 1972, 20 years after his arrival, with the completion and consecration of the Chapel of Saint Kentigern with its motto, Fides Servanda Est - The Faith must be Kept. To farewell Betty in our Chapel had special significance. Betty will be remembered as one of the builders of this community, but more than that, as a woman of faith and adventure, who built her own life in a new community and country. We remember her love for her family, her generosity of spirit, and her life of service to others.





# A SCOTS PARSON W ZEALAND HERALD, THURSDAY, JULY IS FIRST HEAD

Of New Zealand College

TOMORROW Rev. A. M. L. McFarlan conducts his farewell services as minister of Whitehill Church. Stepps, and the same evening be begins his Journey to

ndon.

com there he fites via

rica and Honolulu to

Zealand to become first
dmaster of 5t Kentivia College, Auckland,

less are only six Pressy-

need for more chi is being increasi with the secular here of state achool

# Strong Links

### NEW SCOTTISH RESIDENT

### Wife of Headmaster Of St Kentigern's

Mrs Macfarlan, wife of the Rev. A.
M. L. Macfarlan, headmaster of the
new St Kentigerd's Preshyterian College
at Paemure, arrived in Auckland yesterday after reaching Wellington in the
Rangitoto. Mrs Macfarlan was met by
her husband, who has been in New Zealand for the past eight months. She
irrought with her her two small sons.
Donaid, aged 19 months, and Matfarlan,
aged four months. "Donaid is talkend,
side in New Zealand accent already,
said his father yesterday,
Mrs Macfartan, who speaks with a

"Mrs Macfartan, who speaks with a
soft Scottish accent, has unusual coloursoft Scottish accent, has unusual coloursoft Scottish accent, has unusual colouriris. Mrs Macfarlan, wife of the R. I. Macfarlan, headmaster

h accent, has unusual c



Mrs Macfarlan

rich auburn hair and clear brown eyes.

A graduate of Glasgow University
where she took ber M.A. degree, she
later took up teaching in a primary
school in Stepps, near Glasgow, her
lioung town.

school in Stepps, near Glasgow, her home town.

Mr Macfarlan was a parish minister at Stepps and Mrs Macfarlan was a member of his congregation. They first met, however, at Glasgow University where Mrs Macfarlan was studying and where Mr Macfarlan was studying and where Mr Macfarlan returned after the war to continue his studies. They have been married three and a half years.

Mrs Macfarlan's father is master in the Donaldson Shipping Line and he has twice taken his daughter to Canada for brief visits. She has also spent holidays on the Continent.

Mr and Mrs Macfarlan have taken in residence at Vale Road, St Heliers Bay.



In any way it can be measured, whether in the number of students involved, volunteer hours worked, causes supported or money raised, the service programme at Saint Kentigern, across all campuses, is the most substantial it has ever been.



Service is inscribed in the Saint Kentigern vision, which states that our graduates will 'serve and lead with distinction.' Accordingly, service opportunities exist for all of our students aged 3 to 18 at our Preschool, two Primary Schools and College, with staff and Old Collegians also committed to activities which benefit disadvantaged communities in New Zealand and abroad.

In 2015, Saint Kentigern College became the first school in New Zealand to raise more than \$100,000 through the World Vision 40-Hour Famine, a feat they matched in 2016. This figure, along with the substantial amount raised by the two schools, makes Saint Kentigern one of the leading contributors to the cause. On top of this, many more thousands of dollars have been raised through other initiatives for causes such as disaster relief in Nepal and Vanuatu. Each year, donation drives are also held to collect essential items such as food, shoes and stationery for causes closer to home. However, service is about so much more than donating funds and goods. We are equally as pleased with the thousands of hours of service that students give to serve others.

Each week, students willingly put in, many, many hours at regular service activities. Groups of students from the College and the Boys' School make weekly visits to low-decile primary schools to engage with the younger students. The activities include reading recovery to assist young boys and girls to advance their reading skills, and interacting with students with autism and special needs. Our students also raise money and volunteer time to implement Garden to Table programmes at local schools. Funds go towards buying garden boxes, soil, compost and tools and our students plant and raise seedlings on campus before replanting in the receiving schools' gardens.

College students are also involved with the Enliven programme, run by Presbyterian Support. Our students' role is in the Intergenerational Project which links students with elderly clients in need of a little extra company. A number of senior students meet each week with their client to give support and encouragement. The students visit during their own time, to engage in conversation, play board games, share music, bake together and assist the older generation to come to terms with new technology - how to use cell phones, computers and programmes such as Skype to connect with their relatives. In total, our College students provided almost 7000 hours of their time to needy causes last year alone.

As well as those close to home, the College service programme extends to helping our Pacific neighbours and as far away as Malawi. Each year, College students undertake service trips to Pacific islands in the July school break. Trips to Fiji or Vanuatu are organised in conjunction with Habitat for Humanity, to construct a new home for a needy local family. In Vanuatu, another group of College students live and volunteer at a bilingual school, where they assist with teaching classes and share playtime with the local students. The College also has a special partnership with the Chigodi region of Malawi, to which our World Vision fundraising is directed. The funds go towards agricultural projects and educational resources for the local high school.













In addition to the record-breaking fundraising during the 40-Hour Famine, a significant amount is also generated on all campuses by the chapel offerings and mufti days. Last year, nearly \$30,000 was donated by the College community which went to the following causes: Habitat for Humanity, Tear Fund, Aotearoa Development Co-Operative, Cancer Society, Syrian Refugees and CanTeen.

Saint Kentigern Boys' and Girls' Schools also undertake a combined annual service trip to Fiji where they volunteer at local village, and deliver donations of stationery, sports equipment and technology. They also actively encourage their own communities to donate clothing, toys and other goods to their Sharing Sheds, which are distributed to children's organisations that we partner with. Mufti days, chapel services and other events also generate donations of food, funds and other essentials for various charities. Boys' School students help organisations such as the Halberg Foundation to deliver sports programmes for disabled youngsters, and Girls' School students regularly visit residents of a local retirement home. Our Preschool assists with fundraising for the service trips, takes part in annual giving campaigns such Jammies in June for the Middlemore Foundation and performs carols for retirement home residents each Christmas.

Service is an integral part of a Saint Kentigern education, encouraging empathetic and generous citizens. The opportunity to be involved in service is invaluable; the students learn commitment and effort, and come to acquire an understanding and awareness of the role of community service in our society. Through this engagement our students gain an appreciation of their own lives in the context of others; they realise that they can make a positive difference in the community, they experience satisfaction from helping others, they develop character and increase their own self-esteem. We hope that by offering service opportunities at each year level, that this awareness and call to action will continue throughout their lives.





# We raised \$133,470 for World Vision!

All three Saint Kentigern schools have had a long association with World Vision, with the College being one of the top fundraising schools in the country for many years. During the 40 Hour Famine this year, students at the College raised a whopping \$100,093.00, which when added to the equally significant amounts of \$28,429.00 from the Boys' School and \$4,948 from the Girls' School, has seen Saint Kentigern collectively pledge over \$133,470 to this year's fundraising appeal! Well done students!

Funds raised this year by the College will go towards their continued support of Chigodi Village in Malawi, whilst the two primary schools joined the wider World Vision focus on providing child-friendly spaces for children in refugee camps from Syria.

Last year, Service Co-ordinator at the College, Mr Mark Robinson, led a student visit to the impoverished African country of Malawi. The village of Chigodi has been the recipient of funds raised by the College through the 40 Hour Famine for the last two years. Funds channelled to the village have assisted their two schools, provided water bores and agricultural support. The aim is to empower local families to lift themselves out of poverty through improved education. Over the past year, with donated funds, local students have been trained in carpentry and building skills with great success. Beginning with desks and chairs for their own school, their skill level is now such that they are able to sell to other schools in the region. Plans for 'female-friendly' toilets at the secondary school have now come to fruition, increasing the attendance rate for the girls. The village is particularly proud to have their first two students gain acceptance to university – with the introduction of solar power lighting having extended the boys' available study hours.

As a rule, World Vision places the focus of the annual 40 Hour Famine on feeding the needy. With a humanitarian crisis unfolding in Syria on an unprecedented scale, there has been a shift in thinking for 2016. Nine million Syrians, from a population of 12.6 million people, have been displaced with many living in stark refugee camps in the Jordanian desert. These families, who once conducted their lives not dissimilar to our own, now live in tents with few amenities available. When the rockets came, destroying their homes, they left quickly with few possessions. Charities cannot stop this war but they can help to improve the living conditions, particularly for the children. The goal of this year's fundraising is to provide 'child-friendly' spaces within the camps where, for a while, the children can forget their trauma and 'just be kids.'

This year, World Vision asked our primary students to imagine what they would pack in their school bag if they only had five minutes and could they live for an entire weekend with just those contents?

Many students across the three campuses contribute to the cause in their own way and there are always those who go the extra mile. At the College 77 students raised over \$500 with Bella Conyngham, the top fundraiser with \$7,086.25 and the Denholm sisters, Isabella and Lulu each raising \$4,115.00 each At the Boys' School, 18 students raised over \$300 with Gray McGregor raising \$1065.00. At the Girls' School, three students raised over \$300 with Chloe McGregor raising \$1090.00.

CEO of World Vision, Mr Chris Clarke, along with Dan Matonga, World Vision Malawi Manager and Emma Davison, World Vision Schools' Coordinator, were in attendance at a College full school assembly and presented Mr Robinson with a Platinum Award for raising more than \$100,000. Last year Mr Clarke said that he used to dream about a school raising \$100,000 - and now we've done it two years in a row!