



**ST STEPHEN'S &  
QUEEN VICTORIA**  
SCHOOLS TRUST

**REPORT**

**For the year ended  
30 September 2020 and 31 December 2021**

# THE ST STEPHEN'S AND QUEEN VICTORIA SCHOOLS TRUST BOARD ("SSQV")

## SUMMARY OF EVENTS

In 2020, the SSQV made critical decisions consistent with the intent to provide and manage kura, principally for girls and boys of New Zealand Māori descent. These decisions included:

1. The tendering and appointment of consultants for the development of a Masterplan for the 155HA Bombay site (August);
2. The contracting of an Education Specialist to work with the Ministry of Education (MOE) (August);
3. The employment of a General Manager for the SSQV (October);
4. In November 2020, the General Manager presented the 'draft' 10-year Strategy, which was adopted in February-21;
5. In December 2020, the SSQV announced its intention to work with MOE to open St Stephen's | Tipene College.

The decision made in December 2020, was a catalyst for change and that is exactly what the 2021 year was, despite the pandemic. In 2021 the SSQV:

1. Made application to the Ministry of Education to open as a section 204 Designated Character Kura (January);
2. A \$650,000 budget was established to engage with property professionals in the development of a Masterplan that considered the best and highest use of the whenua at 1832 Great South Road, Bombay (February);
3. Resolved land and leasing issue with the Min. Hipkins, due to the Auckland Ministry of Education office, incorrectly insisting that SSQV sell them the 6-8HA of land and buildings at 1832 Great South Road, for the kura to open (March).
4. 22 Glanville Terrace, Parnell was refurbished for the purpose of offering affordable tertiary accommodation for Māori wahine students. A space conducive to studying, while offering wrap around services, including whanaungatanga. This building was previously vacant for more than 5-years. Through the work of the General Manager, the Māori Trustee contributed more than 75% of refurbishment costs. The lease will commence in 2022 for \$120,000 per annum (May);
5. A demolition contract was tendered in the open market, with the SSQV receiving 5-quotes in the range of \$1.6m to \$4m. The Board awarded the contract to Central Demolition, who began works in Dec-21 (May);
6. Development and creation of new logo and communications plan (August);
7. Trust Investments Management (TIML) who served the trust well for over a decade, discontinued in Sept-21. Property management and the maintenance program is now undertaken internally, and the accounting services are outsourced to an independent professional accounting firm;
8. The financial reporting year was changed from 1 Oct to 31 Sept, to coincide with the school year. The new financial reporting period is 1 Jan to 31 Dec (October);

9. Best business practices were adopted including the adoption of Xero accounting system, ApprovalMax for the delineation of submitters and approvals and the Board commissioned MyFiduciary to undertake a SIPO engagement process (October);
10. DLM Architecture was appointed in the refurbishment of Whitiara at Bombay, into a 96-bed accommodation facility with supporting infrastructure (October);
11. Development and release of new St Stephen's / Tipene website – as portal to communicate and discuss the opening of the kura (December)  
[www.ststephens.co.nz](http://www.ststephens.co.nz)  
[www.tipene.co.nz](http://www.tipene.co.nz)

During this period of activity, the SSQV has continued to support Māori education outcomes, with the continuation of scholarship grants, with \$X distributed in 2020 and 2021. These scholarship grants allow Maori boys and girls to attend Kura throughout NZ, with the SSQV providing financial support to whanau for their tamariki's education.

## **THE BOARD:**

The SSQV Board's commitment in the past 2-years was exhaustive and commendable. The Board has diligently received extensive third-party professional reports and made decisions considering the information before them.

When the 'SSQV Decade of Strategy' was adopted, the Trustee's consistently made decisions to advance the kaupapa. The Trustee's support and decision-making process is crucial to the advances made. The Trustees in 2020 and 2021 were as follows:

- The Right Reverend. Te Kitohi Pikaahu (ONZM) **Chair** -May-2016
- Karleen Everitt **Deputy Chair: Jun-2018**
- Selwyn Parata: May-2016
- Agnes Naera: Feb-2018
- Bernard Te Paa: May-2018
- Kerinagwai Evans-Larkin: May-2016
- Tama Potaka: Apr-2018

Trustees in the 2020 and 2021, continue to manage the Trust's assets in a conservative manner. TIML continues to provide investment services for the cash investments of the SSQV.

The 2019 commissioned research on Education in the Modern world, underpinned the decisions in 2020 to employ consultants and staff to investigate the opening St Stephen's | Tipene. It also clarified the long-term purpose of Bombay and Parnell for the Board.

The Trust presently has a vacancy, its maximum number of trustees being limited to eight. Additionally, in accordance with the Constitution of the Trust, the two longest serving Trustees must offer their retirements at commencement of the meeting of the Church's General Synod / Te Hīnota Whānui.

The two longest serving Trustees currently are Keringawai Evans and Selwyn Parata.

## WHY MAORI BOYS?

Whakananua tō mātauranga ki te wehi o tōu Atua hei kōrito e toko ake ai te tino tamaiti Māori. E mau ki to Māoritanga, kei horoia te tuhi māreikura.'

'Infuse your knowledge with the wisdom of your God as a nucleus to promote the perfect (Māori) child. Hold fast to your Māoritanga lest all that is important is washed away'

***Reverend Herepo Rurawhe Harawira***



This vision of Revd. Herepo Harawira above and that of Bishop Selwyn, in securing land for education of both races, was a vision to bring **equality of access** to Education, as much as anything. How is it that the non-Māori boarding schools appear to thrive and flourish, while the Māori schools have not?

Maybe this inspired the decision of General Synod two years ago in the resolve to resource Anglican Schools with special attention to Māori Boarding Schools. Putea is an important element and likely the issue at hand. I wonder though if the same access to capabilities, commerce, networks, partnerships, and joint ventures, to impact lending rates and the like, would not have changed the playing field some generations back.

The current education is systemically failing tama Māori.

- 1 in 4 (24%) Tama Māori leave school without any qualification. As compared to 1 in 10 Pākehā or 1 in 20 Asian male students.
- 54% of Tama Māori leave school before 5-years is completed, as compared to 31% of Pākehā or 4% Asian male students.
- In 2021, only 49% of Māori students attended school 90% of the time or more. Whereas Pākehā attendance numbers exceeded the 90% threshold by 67% and Asians by 76%.
- Māori boys are the group most likely to be expelled/suspended from secondary schools

These statistics are reversible. St Stephen's was competitive and just not on the playing field. Education outcomes most years exceeded those of state school providers – not dissimilar to Manukura in Palmerston North today. For decades, the schools of St Stephen's and Queen Victoria produced academics, politicians, clergy and many CEO's and Chairs of iwi entities and government departments.

For two decades this has been absent, at a time when the Māori economy has grown exponentially, to more than 25% of the country's GDP and by 2040, it is expected to exceed 35%. This is why tama Māori. This is why, now.

## TOP 3-QUESTIONS ASKED:

***When is Tipene opening?*** The SSQV is working to an opening date in 2024. Whether this is a s204 Designated Character School OR a s214 Private School is the issue. The difference between the two options is the level the Crown financially supports the Kura and whanau that attend.

We intend to open with 25 to 30 boys in year 9 and 10. We already have 32-applicants for the total 50-60 spots, without any promotion of opening. Demand will be high.

***What buildings remain after the demolition?*** The 1930's Te Poho (Clock Tower), the East and West Wings with their 1970's common rooms. The 1930's headmasters house is also to be retained, along with the 1970's Whitiora Hostel building.

***What is the kaupapa of the School?*** The kura will be established on pou, that promote identity, resilience, confidence, and self-development. The Mihanare component, will be an essential part of the hostel and living onsite component.

Nathan Durrie and Yvette McCausland Durrie are our educational specialists. They are the founders of Manukura in Palmerston North. Manukura is the only school inside the top-25 schools for qualifications, that was not a decile 9 or 10-school. This provides SSQV with the confidence in the development of nuanced educational program for tama Māori.

Below are artist impressions of the new kura with additional buildings and hostels. New builds will likely take place in 2025/26.





## **ORIGINAL CROWN GRANTS**

Many grants of land were given by Māori to the Crown, on the request or understanding they be sold or gifted to the Church, for the development of said land to benefit the entire community, including Māori. Sometimes that happened and other times it did not.

The original Crown Grants numbered 12235, 12236 and 12237 represents the original 67 acres purchased (27 acres) by and granted (40 acres) to the Anglican Church by the Crown.

The Crown Grants were given for the purpose of ***“education of children of our subjects of both races and of children of other poor and destitute persons being inhabitants of the Islands in the Pacific Ocean.”***

Both schools were located on the nine acres of the 27 acres by Bishop Selwyn in 1850 and 1851.

Today, the SSQV owns less than 5 acres (7%) of the original three Crown Grants.

## ANNUAL REPORT FOR THE FINANCIAL YEAR ENDED 30 SEPTEMBER 2020 & 31 DECEMBER 2021

### SUMMARY

The Trustees are happy to present the financial performance of the SSQV for the year ended 30-Sept-20. A change in the reporting period was adopted in 2021. The next reporting period will be for a 15-month period, from 1-Oct-20 to 31-Dec-21. KPMG are yet to complete the annual audited accounts for the year ended 31-Dec-21.

### FINANCIAL PERFORMANCE

In 2020/21, the Trust has taken a proactive approach to intentionally increase revenue from the existing land holdings, while simultaneously reducing expenditure. The 2022 year will reflect the benefits in a change of approach.

The financial performance of the SSQC is summarised as follows:

	2021 \$'000	2020 \$'000	2019 \$'000	2018 \$'000	2017 \$'000
Revenue	2,750	1,976	2,275	1,985	1,850
Expenditure	2,221	680	682	663	644
Operating surplus	529	1,296	1,593	1,322	1,206
Net revaluation and realisation of investments	4,414	7,823	3,033	5,712	3,818
Deficit/Surplus	4,943	9,119	4,626	7,034	5,024

**Note:**

**2020 | \$7.1m of surpluses was from revaluation increases of the Bombay and Parnell land holdings**  
**2021 | These 15-month draft figures are provided by FINDEX, and KPMG is still to complete the audit**  
**2021 | \$0 revaluation increase of Bombay/Parnell and \$1.55m spent on property expenses**

## FINANCIAL POSITON

The total capital of the Trust continued to grow from \$83m in 2019, to \$92m in 2020 and the draft accounts of 2021 represent total capital of the Trust at \$97m. The balance sheet of the Trust is summarised as follows:

	2021 \$'000	2020 \$'000	2019 \$'000	2018 \$'000	2017 \$'000
Cash	1357	327	338	281	760
Accounts receivable and prepayments	222	31	34	34	44
<b>Current Assets</b>	<b>1579</b>	<b>358</b>	<b>372</b>	<b>315</b>	<b>804</b>
Properties (at valuation)	55,027	54,750	47,650	45,830	44,870
Other investments	40,719	37,299	35,447	32,845	26,492
<b>Total Assets</b>	<b>97,325</b>	<b>92,407</b>	<b>83,469</b>	<b>78,675</b>	<b>72,166</b>
Accounts payable	319	97	109	65	104
<b>Net Assets</b>	<b>97,006</b>	<b>92,310</b>	<b>83,360</b>	<b>78,925</b>	<b>72,062</b>

**Note:**  
**2021 | The Properties (at valuation) will be reduced by KPMG for the 2021 year, due to a change in policy, as discussed and recommended by KPMG and FINDEX.**

## LAND ASSETS

2020 is the last year that SSQV will use 'Properties (at valuation)'. In 2021 financial year, the Board adopted a Historical Value approach, as SSQV has resolved, after receiving advice from KPMG and FINDEX, that it no longer considers its land holdings in Parnell and Bombay as realisable assets available for sale on the open market.

In 2021 SSQV took a proactive approach to repairs and maintenance for Parnell. Repairs were undertaken at 22, 27 and 28 Glanville during the year. The SSQV office was established at the Hine Waiata room, once the Tipene Te Poho carvings were relocated from Holy Trinity Cathedral to the office. Increased security for the Parnell property were installed. Revenues for the Parnell site have increased by more than 30% in 2022.

There was no proactive 10-year maintenance plan for Bombay or Parnell.

The residential houses and kura buildings at Bombay were all in a very poor condition. In 2020, when the decision to reopen St Stephen's | Tipene was made, assessments on buildings were undertaken to evaluate the seismic and forensic aspects of the remaining buildings. This was undertaken to fully inform the Board on the cost of remediation and refurbishment. A quantity surveyor was engaged to estimate financial cost implications.



## STAKEHOLDERS

The SSQV has looked adopt a 'Te Ao Māori' approach. When applying it to whenua, the need to embrace kaitiakitanga principles, working with it, not dominating. The same applies to our stakeholders.

The range and number of stakeholders continues to increase, especially so with redesign and development in Parnell and Bombay. Some stakeholders have high interest, but little influence and the converse is also true.

For more than 5-years the SSQV has engaged cooperatively with the Tipene Alumni in the formation a Joint Working Party ("JWP"), launching a specific St Stephen's | Tipene site, inclusive of Te Reo, as a shopfront for alumni and prospective whānau and tama Māori ([www.tipene.co.nz](http://www.tipene.co.nz)). Bi-monthly newsletters for St Stephen's alumni are produced, along with SSQV bi-monthly newsletters, that look at the greater work of the SSQV, inclusive of Wikitoria alumni and scholarship grant receivers.

The SSQV has also meet with Wikitoria alumni, with the intention of establishing another JWP, with the focus of reopening of Wikitoria in Parnell, by 2030. The SSQV has hosted digital roadshows and is working towards hosting an iwi leaders forum and financial partnership program in the coming months.

In October 2021, the Trust sought funding from the St John's College Trust Board for funding for 1. Impact Investment for capital infrastructure; and 2. Funds to develop a specialist in-house Mihinare based program for Hostel life, plus funding for RE mentors and educators, as live in carers. Both projects were declined without detail.

## CLOSING

The Trust Board remains passionate and committed to its role as steward of the SSQV. Decisions made in 2020 and 2021, require continuity and commitment.

The strategy adopted by SSQV states the vision ***"To provide and maintain whakapono Mihingare and kaupapa Māori schools of excellence"***. This vision blends the need to develop Christian character and academic excellence. This is held in tensions and balance with the immediate objective to open the Kura in 2024, however all vested stakeholders agree the bigger task ahead, is long-term sustainability.

The Board and management are therefore actively pursuing mutual goals to ensure:

1. Long-term sustainable, replicable educational excellence; and
2. Long-term sustainable cashflow.

Significant work to unlock the latent potential of both sites was undertaken in 2021, to increase revenue and facilitate the long-term financial sustainability. The Board is active in its pursuit to find partners, iwi and philanthropic, to unlock the financial future of the land assets held by SSQV.



## St Stephen's Queen Victoria Trust Board Strategic Plan 2021-2030



<b>STRATEGIC THEMES</b>	<i>Vision</i> "To provide and maintain whakapono Mihingare and kaupapa Māori schools of excellence"				
	<i>Mission</i> Achieve the purposes of the Trust				
<b>STRATEGIC GOALS</b>					
<b>Educational</b>	Re-establish Tipene	Grow the Scholarship Fund	Achieve Long-term Educational sustainability	Re-establish Queen Victoria	
<b>Financial</b>	Unlock the value of the Bombay site	Set and achieve annual growth targets to deliver long-term financial viability	Increase annual profits, year on year	Identify, evaluate and action new options for economic growth	Unlock the value of the Parnell site
<b>Relational</b>	Encourage strong and dynamic relationships with Alumni and their whanau	Communicate effectively and often with stakeholders	Forge special iwi relationships	Look to the future with strategic partnering	
<b>Spiritual</b>	As a Trust of the Anglican Church, we will operate as a 3-tikanga body in accordance with Gospel values	Present whakapono that is relevant, real and dynamic		Pray without Ceasing 1 Thessalonians 5:16-18	
<b>VALUES</b>	<b>Tino rangatiratanga - Kaitiakitanga - Mihinare - Mātauranga - Whaipainga</b>				