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Report to the General Synod on the Operations and Finances of King's College for the Period Ending 31 December 2025

The College

King's College is now in its 130th year of existence as an independent day and boarding school in Auckland for boys from Year 9 to 13 and girls in Years 11 to 13.

The College roll as of December 2025 was 1202, which is an increase of nine from the same time in 2024.

At the end of 2025, we said farewell to our Headmaster, Mr Simon Lamb after 10 years of dedicated service to the College. We are now delighted to introduce Mr Patrick Gale, who stepped into the role this January 2026 to lead the College into its next chapter.

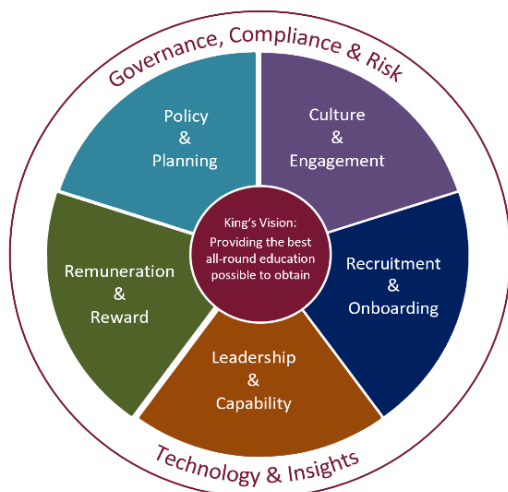
Governance

The governance of the College has had one change since our last report at the end of 2024. Mr John McKay resigned from the Board in April 2025. Joining the Board in place of Mr McKay is Mrs Anna Holdsworth, in April 2025.

The Board of Governors still has three standing sub-committees: Property, Audit and Risk and People and Remuneration. These committees assist in streamlining and improving Board processes and decision-making, which has accelerated change in the College.

Finances

The College remains in a sound financial position, with no external debt and continued positive operating performance.



Based on unaudited management accounts for the year ended 31 December 2025, the College is reporting an operating surplus (EBIDA) of approximately \$6.0m.

Underlying operating performance remains stable, with revenue in line with expectations and the core financial model performing as anticipated. Cost pressures have been experienced in areas such as utilities, co-curricular activities, and staffing-related expenses, consistent with wider economic conditions.

Staffing

The College continues to attract high-quality applicants across both teaching and support roles, reflecting its strong reputation and position within the sector.

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At the same time, recruitment conditions have normalised compared to the immediate post-Covid period, and there is increased competition for talent in certain areas. The College has responded by maintaining a focus on staff development, capability building, and ensuring appropriate resourcing across key functions.

People & Culture Overview

Over the past year, the People & Culture function has focused on strengthening organisational capability, improving service delivery, and responding proactively to the increasing digitisation of our workplace. Key teams have been redesigned to better align with operational needs and to ensure more efficient, responsive, and future-focused support across the College.

Significant progress has also been made in enhancing our employee development framework. We have introduced a structured Goals and Objectives programme aligned to the College's strategic plan and refreshed values, ensuring greater clarity, accountability, and connection to organisational priorities. In addition, the implementation of an Onboarding Buddy Programme has strengthened the experience of new employees, supporting their integration into both their roles and the wider College community.

A broad range of professional learning opportunities has been delivered to our professional teams, reflecting our commitment to continuous development and capability building across all non-teaching roles.

Looking ahead, our focus for the coming year is the development and implementation of a comprehensive talent strategy for non-teaching positions. This will ensure we continue to attract, develop, and retain high-quality specialists across the College's business and professional services functions, positioning the organisation strongly for future growth and success.

Academic Programme

King's College continues to produce excellent results. The overall 2025 University Entrance pass rate for Year 13 was 94%.

In Cambridge International Examinations, 32% of grades were at A or A*.

In the NCEA Examinations, 54% of grades were at Merit or Excellence level.

We gained 19 NZQA Scholarships and five Outstanding Cambridge Learner Awards including three Top in the World Awards.

This year we are looking to:

- Raise the profile of Scholarship examinations
- Develop an accelerate programme through individual subjects

Chapel Life and Community Service, King's College 2025

This year is a very special one in the life of King's College. It is 100 years' ago this April, that The Memorial Chapel was dedicated and then consecrated respectively, by the then Bishop of Auckland and Archbishop of New Zealand, His Grace, Arthur Walter Averill, on the 25th and 26th of April 1925. By way of background, not long after the decision was made to relocate from the College's original location at 'The Towers', Remuera to Middlemore, Ōtāhuhu in 1922, Headmaster, Mr Charles

Thomas Major galvanised the College community through the newly founded King's College Old Collegians' Association (KCOCA), to raise the necessary funds for a Chapel to be built 'to the glory of God' and to serve as an enduring memorial to the 111 Old Collegians who died in the Great War. This year, several opportunities have been set aside to remember the heart of the College, our beloved Chapel. On the last day of Term One, we were fortunate to be able to hold a very moving celebration of the Chapel's Consecration, on the Number One Field, directly outside the Chapel.

Included in the Chapel's original design is an exterior balcony that provided former Headmasters and Chaplains the scope to lead services and assemblies for the whole school. It was from there, the Chaplaincy, Sacristan team and Choir offered a 40-minute service that began, once the school assembled, with the whole school being photographed by drone, in the shape of a Cross. The service itself, however, provided the opportunity to re-live what occurred on that significant of all days 100 years ago. The highlight was offering excerpts from the incredibly insightful and timely message of Archbishop Averill who, in the wake of the tragic loss of so many young lives, spoke of how an imbalanced approach to 'the material' had led to greed, conflict and war; at the cost of 'spiritual' priorities. Archbishop Averill urged the students and families present to recover their pursuit of what he described as 'the Christian religion', and the virtues that proceed from it, and to remember that these virtues and values are not to be simply confined to the Memorial Chapel, but to find a home in the students' minds and hearts and to be found in their activities in the classroom, the sports' field and the dining room. By doing so, the Archbishop argues, the spread of Christian religion would help bring the kind of change that was most needed. A piercingly important message for the people gathered there 100 years ago, as well as later.

On Friday, 25 April 2025, we also marked the 100 years that have passed since the Memorial Chapel, *'The Chapel of the Invisible and Living Lord'*, was officially dedicated and opened. The service, which was a blend of the traditional KCOCA service and the Service of Dedication from 100 years' ago, offered glimpses into the day when the Memorial Chapel was first offered. The current Bishop of Auckland who sits on our College Board, Bishop Ross Bay, began by reading the petition that invited Archbishop Averill to dedicate the Memorial Chapel:

'Reverend Father in God, we request you to dedicate this Memorial Chapel to the honour and glory of God, under the name of the Chapel of our Invisible and Living Lord, and in memory of the Old Boys of this School who gave their lives in the Great War...'

The service that unfolded was a beautiful and heartfelt tribute to the 111 Old Collegians and several staff, who died in the Great War, and 102 Old Collegians, (including former Headmaster J.N. Peart) who were lost in the Second World War. Readings were offered in turn by Deputy Head Prefect, William Glover, Senior Sacristan, Sofia Gong and Co-Captains of the First XV, Marco Miln and Saia Manu. Their readings were punctuated by the rousing hymn-singing of more than 300 Old Collegians that filled the pews present to mark this sacred occasion. Their whole-hearted singing was paired with the deeply moving anthem, *'Tell My Father'*, performed by *All The King's Men* and conducted by Matua Steven Rapana, Director of Choirs.

But it was probably the address of Old Collegian Lieutenant Oliver Cook, currently serving in the Royal New Zealand Navy, that made the deepest impression. Lieutenant Cook wove together seamlessly the story behind the two Chapel windows dedicated to the memory of Ronald Maclean and Joseph Hunter, who were at school together, joined up together and were killed in the Somme, while sheltering in the same shell-hole. The tribute that lies beneath their windows says it all, *'Even in their death they were not divided.'* Lieutenant Cook wove these personal stories with the

centenary themes of *'Remembrance, Celebration and Service'*, and shared his own reflections on his role in today's Defence Forces. The solemn reading of the names on the Rolls of Honour by KCOCA President Mr Matt Willis and Headmaster, Mr Simon Lamb and sounding of The Last Post/Ode to Remembrance/The Reveille rounded the service off beautifully.

As we moved through the middle of Term Two, we continued with our ongoing Chapel Exhibition, that had been carefully researched and curated by King's archivist, Mrs Sandra Ward and onto our Chapel Centenary Dinner. This was a most memorable evening which began with a service, the highlight of which was Old Collegians re-living singing *'The Hallelujah Chorus'* in the Chapel which they did each year as students under the tutelage of LCM Saunders (1936-1974). The Chapel Centenary Dinner, held in the College's Student Dining Room, was where we interviewed three Old Collegians from different eras, from the Chapel's history and why it is so important to them.

Finally, a huge vote of thanks goes to the Chaplaincy team, our two Lay Assistant Chaplains, Mr Antony Horacek-Glading and Mr Max Masters. Overseeing the Community Service programme, Antony does a wonderful job of ensuring our students can learn from and get involved with our wider community. With students going out to our 'Reading in Schools', assisting with a Homework Programme at the Otāhuhu Library or assisting at the local Anglican Trust for Women and Children or Mangere Resettlement Centre, we are blessed to have Antony coordinating that important work for us. Max, who has recently joined the team, is teaching all of our Year 10 Religious Studies programme and has scaled up to teach his first NCEA Level 2 Religious Studies. Aside from being a Boarding tutor, Max is kept busy with the Chapel Band and learning his role as a lay-chaplain and teacher.

As we reflect on the 100 years of the Memorial Chapel, we are very grateful for the aroha, faith and support of the countless students and families who have participated in the life of the Chapel. We count it a privilege to serve and pray God's blessing on the Chapel for the next 100 years and beyond.

Community Service

Since the previous General Synod there has been a concerted effort to increase the reach of the Community Service programme at King's College.

The aim of 2026 is to build on the work accomplished since 2023 with the re-establishment of old contacts, the introduction of new initiatives to both afterschool and one-off events, as well as increase, where possible, the number of afternoons with each organisation.

We are happy with progress, with the following activities available on four afternoons a week; after-school care programme at the Otāhuhu Town Hall including Oscar's programme, grass roots sports and homework centre; Mangere Relocation Centre (currently looking at an extra afternoon) as well as the Anglican Trust for Women and Children now extended to three afternoons a week. Additionally, we have been providing students twice a week to assist in the Otāhuhu Community Library (this organisation was recipient of over 1000 books at the end of 2025, book drive); Panama Road School has students attending three afternoons a week involved in sports, homework and crafts.

This year has already seen our leading role in the Otāhuhu Fun Day, with a tentative request to oversee its planning and implementation in 2027. Additional fund raisers have already begun, with funds being accumulated for Child Cancer, overseas missions for displaced families in the Middle

East, Red Cross and medical outreach to Vanuatu. As the year progresses there will be a number of new one-off initiatives that will draw on the gracious giving of students and parents, as well as students committing to giving of their time to attend third party fundraising events like the annual Totara Park Hospice Fundraiser. This is just to highlight a few of the differing initiatives that the College engages in with the local community.

We have continued to streamline the process for enrolling and monitoring of students Community Service activities and hours. This year in conjunction with previous years, we have used dedicated students with an IT and computer coding background to steadily improve the systems. This has, since 2023 enabled us to completely move away from a paper based and labour-intensive process that was inherited from previous years.

As a Chaplaincy team we have been impressed with the ongoing and regular commitment of many of our students to this aspect of King's life. We acknowledge the huge demands that many students face as a normal part of College life, and it is outstanding to see the recognition by them that service is pivotal to the ethos of our special character. Many have found that when engaging in the lives of others and in hearing their stories, they experience something of another world outside their own and with this, it has for some, brought life changing transformation recently expressed by several parents.

Overall Position

King's College remains in a strong and stable position, with sound financial foundations, full roll and continued delivery of high-quality educational and co-curricular outcomes. Demand for places at the College remains strong, with the roll effectively full and future enrolments tracking positively. This provides a solid platform for the College's ongoing development, including planned investment in facilities, systems, and programme delivery.

We maintain a very good relationship with the church and enjoy our contacts with other church schools and representatives.

We look forward to continuing great progress in the years to come.

Patrick Gale
Headmaster

Date: 11 May 2026