



STRATEGIC PLAN

ST JOHN'S COLLEGE TRUST BOARD

2017-2019

CONTENTS

1.0	INTRODUCTION	3
2.0	MISSION	3
3.0	CORE VALUES	3
4.0	VISION	4
5.0	ANALYSIS OF THE TRUST'S BUSINESS	4
6.0	STRATEGIC OBJECTIVES	6
7.0	DEFINITIONS	10
8.0	GOVERNANCE STRUCTURE	11
9.0	APPENDICES	12

1.0 INTRODUCTION

1.1 This document is structured into various sections from supporting information and detailed action points through to the high level mission and strategy of the Trust, as follows:



2.0 MISSION

2.1 To implement procedures in order to achieve the purposes of the Trust pursuant to the St John's College Trusts Act.

3.0 CORE VALUES

3.1.1 The Trust's core values reflect the way the Trust will operate and are shaped by the following.

- The Trust is a trust of the Anglican Church of Aotearoa, New Zealand and Polynesia. It operates as a three-tikanga body in accordance with Gospel values.
- Trustees declare their adherence to the authority of General Synod / Te Hinota Whanui and agree to be bound by the terms of the Constitution/ Te Pouhere.
- Trustees agree to comply with the terms of the Trust.
- The Trust will operate in an open and honest environment where feedback is appreciated and accepted and all Trustees are equal.
- Trustees work cooperatively together, assume collective responsibility for decision making and speak with one voice. The Chair, Deputy Chair, Trustee or the Trust Secretary are delegated to speak publicly on behalf of the Trust.
- The Trust will maintain the highest professional and ethical standards at all times, in all interactions with Church bodies, beneficiaries, management and stakeholders

4.0 VISION

- 4.1 To be the funder of high quality education within the Anglican Church in Aotearoa, New Zealand and Polynesia.
- 4.2 To manage the Trust's investments efficiently and effectively, taking into account the needs of current and future beneficiaries of the Trust.
- 4.3 To expand the reach, efficiency and effectiveness of the Trust's funding.
- 4.4 To fund new and innovative methods and delivery of education.
- 4.5 To determine the success of The Trust we will measure outcomes against the following success criteria:
- The increase in the real¹ value of trust capital and value of total² distributions.
 - Confirmation that all beneficiaries are using distributions effectively and in accordance with the purposes of the Trust.
 - Confirmation that the Trust's investment strategy and investment policies are aligned with and will achieve the objectives of the long term education strategy of the Church as defined by Te Kotahitanga.

5.0 ANALYSIS OF THE TRUST'S BUSINESS

- 5.1 The primary business of Trustees is to manage the Trust's endowment funds in order to generate distributable income from which the education needs of the Church are funded.
- 5.2 The Trust is represented by and Trustees manage two principal trusts:
- The College Funds
 - The Consolidated Scholarship Funds
- 5.3 The purposes of the these two funds are codified by the terms of the St John's College Trusts Act and are:

College Funds –

The college funds shall hereafter be held upon the following trusts:

- (a) *For or towards the maintenance and support of the College;*
- (b) *For the education in the College of candidates for ordination;*
- (c) *For the costs of the education of students of all races in such manner and in such places as the General Synod shall from time to time direct so long as such education includes instruction in the principles of the Christian faith*

¹ Adjusted for the impact of inflation

² Total distributions including all costs of operating St John's College, adjusted for inflation

Scholarship funds

- (1) *The Trustees shall hold the scholarship funds upon and for the respective trusts and purposes respectively set opposite to the respective lands and investment set forth in the Second Schedule³ to this Act.*
- (2) *Notwithstanding the provisions of subsection (1) of this section, it shall be lawful for the Trustees, with the prior authority of the General Synod, from time to time to apply the whole or such portion or portions of the income of the scholarship funds as they think fit in or towards the maintenance and support of candidates for ordination or persons who have been ordained (and their dependents respectively) while taking a course of study for a degree of diploma at any University or University College or any other course of study within New Zealand or elsewhere.*
- (3) *Notwithstanding the provisions of subsection (1) of this section, the Trustees may, with the prior authority of the General Synod, out of the income (including accumulated income, whether it was accumulated before or after the passing of this Act) of the scholarship funds finance in whole or in part the teaching of theology at any University or University College or other institution within New Zealand.*

- 5.4 As at 31 December 2015 the Trust had investment assets totalling \$360 million and made total distributions during the 2015 year of \$12.5 million.
- 5.5 The activities of the Trust, and duties of Trustees are governed by a number of pieces of legislation and regulations, including:
- The St John's College Trusts Act 1972
 - The Anglican Church Trusts Act 1981
 - Trustee Act 1956
 - Title E, Canon II
- 5.6 By virtue of being a charitable Trust, Trustees also have a number of fiduciary duties and obligations, as established by common law, which include:
- To exercise the powers of as trustee in the best interest of all present and future beneficiaries of the trust
 - To act impartially towards beneficiaries and between different classes of beneficiaries
 - To take advice when necessary
 - To be acquainted with the terms of the Trust
 - To ensure the terms of the Trust a adhered to
 - To undertake the proper investment of trust funds
 - To keep and render proper accounts and to give full information when required.
 - To act diligently and with prudence in the management of the trust
 - Not to delegate trustees duties or powers
 - Not to make a profit for themselves out of the trust.

³ Refers to Consolidated Scholarships, Lady Margaret Scholarships, Griffin Laing Scholarships and Maria Blackett Scholarships

6.0 STRATEGIC OBJECTIVES

6.1 The following sections detail Trustees' key strategies for the Trust.

6.2 MAINTAINING THE CAREFUL STEWARDSHIP OF THE TRUST'S ASSETS AND ACHIEVING VALUE FOR MONEY:

6.2.1 Maintaining the careful stewardship of the Trust's assets is the primary responsibility of Trustees and must continue to be Trustees' over-riding objective.

6.2.2 The Church depends on the income derived from the Trust's diversified investment base to provide resources for education and ministry development and thereby to enable Christ's mission in the world.

6.2.3 The Trust is perpetual. As such Trustees responsibility is not to one single generation of beneficiaries but to those future generations, whom the Church needs to educate and prepare for service.

6.2.4 The Trust needs to have the ability to weather another financial crisis, as its has in recent years, and make investment decisions which will continue to provide a steady income in challenging times.

6.2.5 Trustees' legal duties include ensuring adherence to the terms (purposes) of the Trust. This duty extends to ensuring that distributions made to beneficiaries are being used in accordance with the purposes of the Trust.

6.2.6 Trustees believe this duty extends beyond just ensuring that distributions have been expended on education, but to ensuring that distributions are being spent efficiently on quality education that is delivering measurable benefits to the Church of Aotearoa, New Zealand and Polynesia.

Actions

6.2.7 The Trust needs to continue its policy to review its investment strategy on an annual basis to ensure it will generate sufficient returns (income and capital) to meet the current and future needs of the Church and its beneficiaries.

6.2.8 The Trust will continue to seek and encourage Te Kotahitanga to complete a strategic plan detailing the future aspirations in respect to the education needs of the Church.

6.2.9 As part of its review of investment strategies the Trust needs to continue to review and identify surplus assets that could be realised, added to trust capital and invested in order to generate returns to fund new education initiatives.

6.2.10 Consistent with improving returns, and acting on advice from Te Kotahitanga, the Trust will continue to explore the possibility of increasing distributions to meet the changing needs of the church with a focus on innovation and new education initiatives.

6.2.11 To enable the Trust to fulfil its duty to ensure distributions are spent in accordance with its purposes and achieve value for money, the Trust will continue to discuss with Te Kotahitanga the implementation of a properly structured beneficiary review process.

6.3 BUILDING COLLEGIALITY AND PARTNERSHIP WITH TE KOTAHITANGA:

- 6.3.1 Te Kotahitanga plays a key role in relation to beneficiaries of the Trust, as an advisor to the Trust in respect to distributions in accordance with the Canons and in setting the strategic direction for education in the Church. The relationship between the Trust and Te Kotahitanga is one of partnership in mission.
- 6.3.2 Trustees acknowledge that the stronger the relationship between the Trust and Te Kotahitanga the better both organisations can serve the Church and the better Trustees' will be able to discharge their governance and fiduciary responsibilities.
- 6.3.3 Trustees also appreciate the enormity of the role of Te Kotahitanga, and the significant demands, lack of resources and constraints which impact on Te Kotahitanga's ability to fulfil its functions and accountabilities as detailed in Canon II, Title E.
- 6.3.4 Trustees would therefore like to consider how it can assist Te Kotahitanga to fulfil its role so that its capacity and capability to provide advice to the Trust are enhanced.

Actions

- 6.3.5 The Trust believes it can forge a stronger relationship and agree common goals with Te Kotahitanga if the boards of the two organisations were to meet more often than the current annual joint meeting.
- 6.3.6 Regular meetings between the Chairs of the Trust and Te Kotahitanga between formal meetings would also assist communications, discussing and resolving issues, and progressing the common goals of both bodies.
- 6.3.7 The Trust, acknowledging the lack of resources available to Te Kotahitanga, will proceed to implement the joint plan to establish an Anglican Education Office (working title only) to provide strategic advice, to administer distributions and to manage a programme of beneficiary reviews as indicated above.
- 6.3.8 The Trust, together with Te Kotahitanga, will review the processes by which scholarships are awarded to enable them to meet more readily the needs of the Church by becoming more efficient, timely and accessible to applications.
- 6.3.9 The Trust will continue to participate in discussions around the roles and responsibilities of entities established under Title E, Canon II.

6.4 ENSURING THE VITALITY AND SUSTAINABILITY OF ST JOHN'S COLLEGE:

- 6.4.1 Under the terms of the Act, Trustees retain certain specific responsibilities for the management of physical assets and support of students at St John's College. The provisions of the Act mean the Trust has a 'special' relationship with the College that is not shared with any other beneficiary⁴. The scale of the Trust's investment in the cost however has implications for other beneficiaries as there is no priority between the purposes of the Trust under section 3 of the Act.
- 6.4.2 The responsibilities contained within the Act represent significant costs and liabilities to the Trust. To the extent that the Trust understands the strategy for the College and its future direction it will be more readily able to make decisions regarding investing in the infrastructure and resources of the College.
- 6.4.3 In order for Trustees to fulfil their specific responsibilities, Trustees require a greater degree of involvement in the life of the College including more regular reporting and discussion with Te Kaunihera as well as those in executive leadership positions at the College and Te Kotahitanga.

Actions

- 6.4.4 The Trust will take a keen interest in the development of the College strategic plan and will seek the opportunity to meet regularly with the Te Kaunihera and Te Manukura/Principal of the College in order to get an update on College life and activities.
- 6.4.5 The Trust will progress the development of an on-site accommodation facility at the College to enhance the residential seminary opportunity and to provide better facilities for students.
- 6.4.6 Trustees will make themselves available to attend any special functions being held at the College.

⁴ Section 3 of the Act stipulates that the Trust is not required to seek the advice of Te Kotahitanga in respect to distributions for the support or maintenance of the College or for the education in the College of candidates for ordination.

6.5 RETURNING THE TE AUTE TRUST BOARD TO VIABILITY

- 6.5.1 By virtue of decisions taken in 2013 with the encouragement and concurrence of Te Kotahitanga and the wider church, the Trust has agreed to advance \$15 million to the Te Aute Trustees to refinance and refocus their operations and safeguard against the closure of Te Aute College and Hukarere Girls' College. The Trust's investment is secured over the Te Aute Trust's assets and the loan is repayable without interest in 2024.
- 6.5.2 While much has been achieved, there remains more to be done to secure the future of the Te Aute Trust. It is likely that the St John's Trust will need to support the Te Aute Trust in the longer term.

Actions

- 6.5.3 The Trust will continue to take a close interest in the affairs of the Te Aute Trust, seeking regular reports and updates in order to monitor risks and opportunities. The Trust will assist the Te Aute to develop a plan for the longer-term future of its operations in consultation with Te Kotahitanga and the wider church.

6.6 ENSURING THE HIGHEST STANDARDS IN TRUST OPERATIONS:

- 6.6.1 The Trust prides itself on maintaining a high standard of governance and management. However it is important that from time to time the Trust review its operations to ensure the Trust and Trustees are meeting the highest of standards.
- 6.6.2 It is important also that the Trust continues to take a proactive approach to communicating with beneficiaries, stakeholders and the wider Church.

Actions

- 6.6.3 The Trust will continue to meet at six weekly intervals during 2014
- 6.6.4 The Trust will continue to review its policies and develop Trustees will participate in a board evaluation survey to assess the performance of the Board and identify any issues that may need addressing.
- 6.6.5 The Chair of the Trust will seek to personally engage with each Trustee annually to assess how well trustees think the work of the Trust is proceeding.
- 6.6.6 Trustees will be encouraged to complete governance and other training relevant to their roles and become members of the Institute of Directors.
- 6.6.7 The Chair of the Trust will also be available and seek to meet with and address various bodies of the Church including, General Synod Standing Committee, Te Kotahitanga, Runanga Whaiti and the Bishops of the Province.
- 6.6.8 The Trust will take a proactive approach to issuing press releases and articles for publication in the likes of the Taonga magazine and website.
- 6.6.9 The Trust will continue to maintain its website to provide interested parties more information on Trustees and the activities of the Trust.

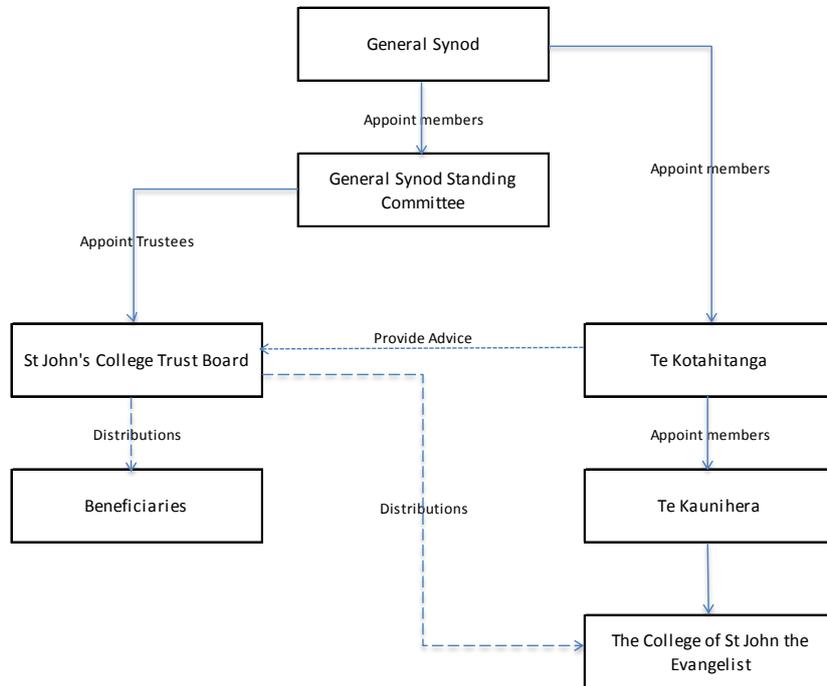
7.0 DEFINITIONS

7.1 For the purposes of this document the following terms shall have the following meanings:

Term	Definition
Trust	The St John's College Trust Board
Act	The St John's College Trusts Act 1972
Church	The Anglican Church of Aotearoa, New Zealand and Polynesia
Canons	Being the Canons of the Anglican Church of Aotearoa, New Zealand and Polynesia
Canon	Being Title II, Canon E of the Canons
College	Being the College of St John the Evangelist situated in Meadowbank, Auckland.
General Synod	The ultimate governing body of the Church
General Synod Standing Committee ("GSSC")	Being the body appointed in accordance with the Canons to act with the authority of General Synod when the Synod is not in session.
Te Kaunihera	Being the body established under Title E, Canon II responsible for the management and governance of the College.
Te Kotahitanga	Being a Standing Commission of General Synod established under the Canon and responsible for overseeing and developing and promoting strategies for education within the Church.

8.0 ACCOUNTABILITY/REPORTING STRUCTURE

8.1 The following table depicts the present accountability and reporting structure of the Trust.



9.0 APPENDICES

- 9.1 The St John's College Trusts Act 1972
- 9.2 Canon II, Title E