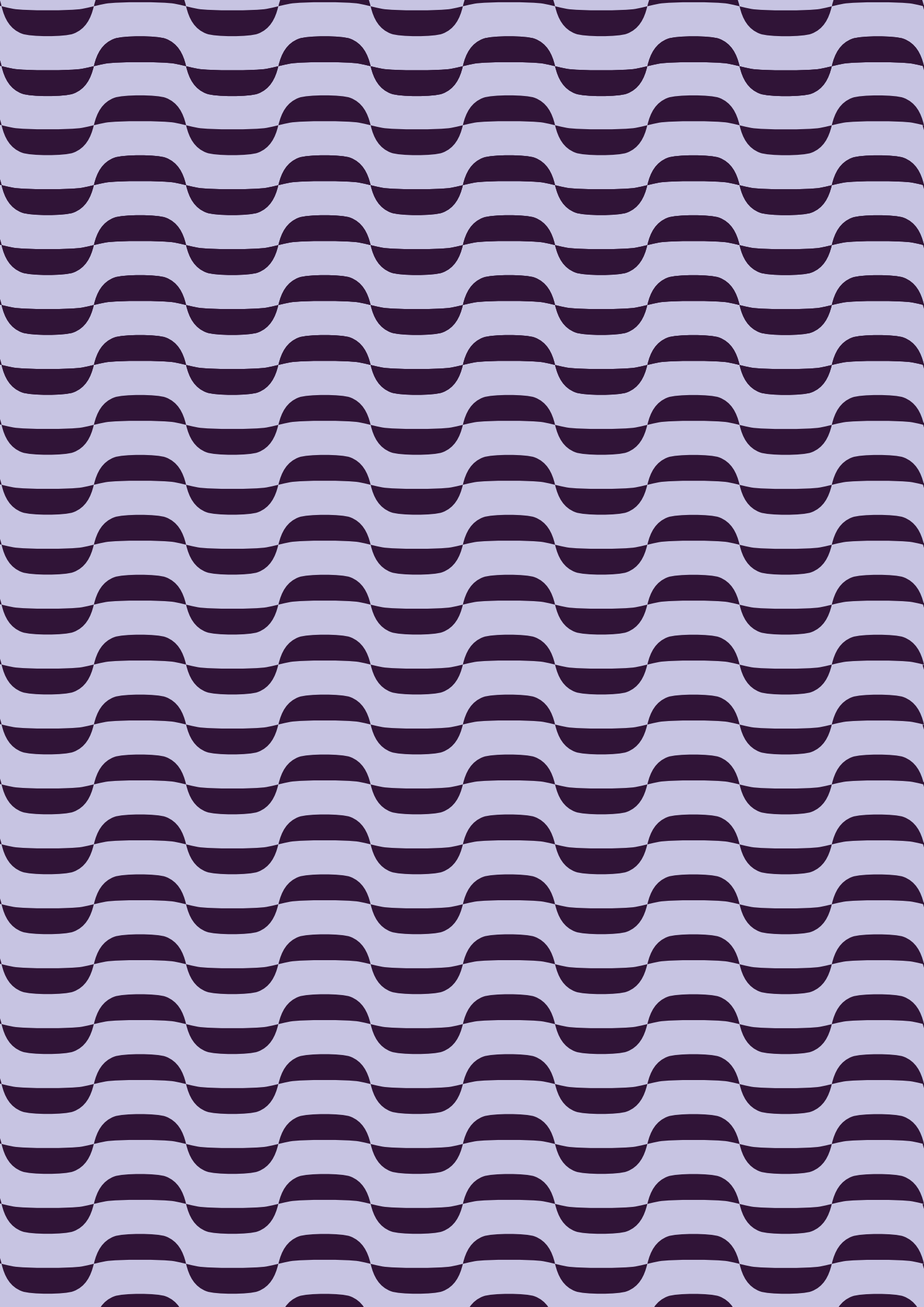

Independent Schools of New Zealand (ISNZ) Charitable Trust

Annual Report

2025





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Our Year in Review

2025 was a year of meaningful progress for ISNZ, marked by strengthened advocacy, deeper sector connection, and continued support for our member schools.

ISNZ experienced significant momentum during 2025, characterised by repeated focus on ensuring independent education continues to thrive across Aotearoa. One of the most meaningful developments was the Government's decision to increase the independent schools' subsidy by \$15.7 million over four years, the first uplift since 2009. The subsidy increase was a milestone that reflected growing recognition of the essential role our sector plays in educating approximately 35,000 students nationwide.

Our advocacy extended beyond government relations through our partnership with Public Affairs consultancy Lillis Clark; we took deliberate steps to shift public perception, emphasising that independent schools are diverse, accessible, and integral to a strong education system. Our reach extended to thought leadership pieces shared with our own members, the wider public, national print media and radio; examples include a 'School Shorts' podcast and an interview on 'Paddy Gower Has Issues'. This media strategy amplified our message that independent schools are essential, particularly in supporting neurodiverse learners and relieving pressure on the state system.

ONE OF THE MOST MEANINGFUL DEVELOPMENTS WAS THE GOVERNMENT'S DECISION TO INCREASE THE INDEPENDENT SCHOOLS' SUBSIDY BY \$15.7 MILLION OVER FOUR YEARS, THE FIRST UPLIFT SINCE 2009.

Professional Learning and Development remained a cornerstone of our work. Across workshops, webinars, the Annual Conference, and the inaugural Teacher Symposium, we recorded 616 registrations, demonstrating strong appetite for collaboration and capability building. Feedback consistently rated as excellent, highlighting the value of connection, practical insights, and opportunities for peer

led learning. PLD received an average Net Promoter Score (NPS) of 51.6. Any NPS with a rating of over 50 is considered excellent. We also strengthened sector intelligence through the McCrindle demographic report, which underscored the rapid growth of independent school enrolments and the shifting expectations of Generation

Y parents. Looking ahead, these insights will guide our strategic direction as we prepare for a future shaped by population growth, cultural diversity, and evolving learner needs. ISNZ remains committed to championing choice, fostering innovation, and ensuring our schools are equipped to navigate emerging challenges. By continuing to advocate, connect, and inspire, we will support independent schools to shape exceptional futures for young people across Aotearoa.

Peter Cassie
Board Chair



Guy Pascoe
Chief Executive




48

MEMBER
SCHOOLS

24

PLD
EVENTS

461

PROFESSIONAL
DEVELOPMENT
REGISTRATIONS

157

CONFERENCE
DELEGATES

39

SPONSORS

51

TEACHER
SYMPOSIUM
ATTENDEES

Sharing Our Highlights

ISNZ HELPS ADVOCATE FOR THE NEEDS OF INDEPENDENT SCHOOLS IN NEW ZEALAND TO ENSURE THEY CAN ACHIEVE THEIR OBJECTIVES FOR STUDENTS AND FAMILIES.

We help promote the value of independent education and provide leading and thought-provoking research, insights and analysis for our members.

We have a significant focus on developing capability across the education sector by providing professional development for independent school leaders, teachers and administration staff, and the wider education sector.

We foster connection and collaboration between members and key stakeholders to improve the sector and support sharing.

Our Story

AS THE NATIONAL BODY FOR INDEPENDENT EDUCATION IN AOTEAROA, WE PROUDLY REPRESENT 48 SCHOOLS ACROSS THE COUNTRY – EACH WITH ITS OWN HERITAGE, CHARACTER, VISION, AND UNITED BY A SHARED COMMITMENT TO INSPIRE, CHALLENGE, AND NURTURE EVERY LEARNER.

Our community reflects the richness of New Zealand's cultural tapestry, grounded in a belief that families deserve meaningful choice in how their children learn and grow.

Independent schools offer diverse and tailored educational pathways, ensuring every student can thrive in an environment that celebrates individuality. Education, to us, is the foundation of a vibrant society unlocking potential, broadening perspective, and equipping young people with the confidence and capability to navigate an increasingly complex world. Our schools embrace holistic development, recognising that true success spans academic, social, spiritual, and intellectual growth.

As the national industry body, we champion the diversity of choice, advocate for the needs of our sector, and provide research, insights, and professional learning that strengthen capability across the education landscape. We serve as a hub of knowledge and connection, bringing together leaders, teachers, parents, and partners to enrich the future of independent education.

Looking ahead, we aspire to lead progress, foster innovation, and ensure independent schools continue to shape exceptional futures for New Zealand's young people.

In this report we will share some of our key highlights for 2025.



Vision

ISNZ envisions New Zealand's independent schools as global leaders in educational excellence.

We strive to empower our member schools to innovate, excel, and continually enhance their offerings in order to nurture the potential of every student.

Mission

Our mission is to amplify the voice of independent schools, advocate for their value, foster strategic partnerships with Government and provide schools with continued professional development.

We promote the importance of independent education and provide cutting-edge research and insights, ensuring our members are at the forefront of educational innovation.

The Values that Guide Us

CHOICE – We champion choice – empowering families to select schools that align with their values, ensuring each child receives an education tailored to their needs.

DIVERSITY – We foster diversity and inclusion within our member schools, celebrating each child's unique experience, perspective, and background.

OPPORTUNITY – We are dedicated to expanding opportunities for all students across New Zealand through access to high-quality education that prepares them for success.

Our Impact

Through advocacy, promotion, and professional development, we drive continuous improvement in the independent school sector, empowering future generations of leaders and innovators.

Our Strategic Framework



To Represent

ADVOCACY, PROMOTION AND THOUGHT-LEADERSHIP

Amplifying the voice of independent schools in New Zealand.

Our Priorities

- To advocate for the needs of independent schools in New Zealand to ensure they can achieve their objectives for their students and families.
- To promote the value of independent education. We provide leading and thought-provoking research, insights and analysis for our members.

Government relations

The 2025 Budget committed \$15.7 million over four years to increase the subsidy available to independent schools, lifting annual funding from \$41.6 million to \$46.2 million.

This was the first funding increase for independent schools since 2009. It has helped ease growing financial pressures across the sector and support the long-term sustainability of schools that educate approximately 35,000 students nationwide. These students would have otherwise placed additional demand on the state education system.

ISNZ consistently advocated for greater support for independent schools, highlighting the value they deliver to both families and taxpayers. Supporting students in independent schools costs the Government significantly less than educating them in the state system, while helping to provide greater choice within New Zealand's education landscape.

The 2025 Budget reflected a more inclusive approach to education funding, recognising that a successful education system must meet the diverse needs of New Zealand families.

While this funding increase was an important step forward, continued progress is needed. ISNZ will continue to advocate for regular funding increases that keep pace with operational funding adjustments in the state sector, helping to ensure a more balanced and equitable funding model in the years ahead.



New Zealand Tomorrow: Unpacking Aotearoa's Changing Demographic and Education

We commissioned McCrindle to provide a research report regarding the demographic and educational change taking place in Aotearoa. The report highlights the forces reshaping communities and schools nationwide including population growth, driven largely by migration.

Independent schools, in particular, are experiencing faster enrolment growth than other sectors, rising 20% over the past decade, compared with 11% in state schools.

INDEPENDENT SCHOOLS, IN PARTICULAR, ARE EXPERIENCING FASTER ENROLMENT GROWTH THAN OTHER SECTORS, RISING 20% OVER THE PAST DECADE.

Migration now accounts for half of national population growth, and the report showed that students in independent schools are increasingly likely to have an Asian background, a shift that is contributing to rising demand for personalised, values based education. At the same time, New Zealand's young age structure, led by Generation Y parents,

continues to reshape expectations around communication, wellbeing, and cultural responsiveness in schools.

The report also highlighted the long term implications of sustained growth. If current trends continue, New Zealand could reach a population of six million as early as 2036, placing further pressure on school infrastructure and resourcing.

Public Relations

In 2025 we began working with Public Affairs consultancy Lillis Clark to help us develop and implement a communication strategy to shift the dial on public perception of independent schools. Our focus was on highlighting the sector's diversity, accessibility, and contribution to New Zealand's educational and economic landscape. Taking a more active approach to media and continually seeking opportunities to amplify our voice resulted in an increased media presence, including an opinion piece in Principal Today magazine, a 'School Shorts' podcast with Melissa Chan Green, an interview about Summit Point School on 'Paddy Gower Has Issues.' The latter two pieces amplified our message that independent schools are an essential part of the wider sector. Both pieces underscored the sector's role in supporting neurodiverse learners, relieving pressure on the state system, and driving innovation. By shifting the narrative, we ensure independent schools are recognised as integral to a strong, inclusive education system.

ISNZ Independent
Schools of
New Zealand



To Inspire

DEVELOPMENT, ADVICE AND RESOURCES

Developing member schools' capability and inspiring them and their people towards global excellence.

Our Priorities

- To support independent school leaders and staff through Professional Learning and Development offerings.
- To help individual independent schools navigate complexity through our expertise and neutrality.
- To provide member schools with key information and innovation. We will provide leading and thought-provoking research, insights and analysis for our members.

ISNZ Insights

To support school leaders directly, we introduced ISNZ Insights, a new fortnightly newsletter for Board Chairs and Principals. Launched in October, ISNZ Insights provided timely updates on policy, sector trends, advocacy activity, and issues specifically relevant to independent school governance and leadership. With an average open rate of 52.2%, the publication quickly became a regular, valued channel for clear, relevant, and actionable information.

Professional Development

Professional Learning and Development (PLD) remained a central strategic priority throughout 2025, reflecting a continued commitment to supporting capability building, sector collaboration, and the sharing of best practice across independent schools. Over the course of the year, we delivered a diverse and evolving programme of professional development opportunities, responding to emerging trends in education and the expressed needs of our members.

In total, eight one-day workshops and seminars were delivered, complemented by a redesigned suite of online webinars, new half-day networking events, and facilitated forums. These initiatives were designed to provide greater flexibility and accessibility, ensuring that professionals across a wide range of roles and locations could engage in meaningful learning. Across all professional development offerings, including our flagship Annual Conference and the inaugural Teacher Symposium, we recorded 461 delegate registrations, demonstrating strong and sustained engagement from the sector.

PLD received an average Net Promoter Score (NPS) of 51.6. Any NPS with a rating of over 50 is considered excellent.

"THE WORKSHOP CHOICES ARE FANTASTIC; THERE ARE SO MANY DIFFERENT PLD OPPORTUNITIES THROUGHOUT THE YEAR."

Several consistent themes emerged across all PLD offerings. First, the importance of opportunities for connection and collaboration. This eventuated through large-scale conferences or smaller, focused seminars. Participants consistently valued the ability to engage with peers, share experiences, and learn from one another. This underscored the role of PLD not only as a mechanism for knowledge acquisition, but also as a platform for strengthening professional networks and community.

Lunch n' Learn Webinar Series

In September 2025, we launched the ISNZ Lunch n' Learn Webinar Series to provide accessible, high-quality professional learning opportunities for member schools. Designed as a monthly programme, the series delivered concise, 45-minute sessions during the school day, enabling busy education professionals to engage with relevant content without significant disruption to their schedules.

The webinars covered a diverse range of timely and practical topics reflecting the evolving needs and challenges of the independent education sector. Sessions in 2025 included areas such as responding to the sudden death of a student, applying national demographic trends to enrolment strategies, embedding the Duke of Edinburgh's Hillary Award, and future-proofing school systems and security. Each session was led by subject matter experts, offering a blend of thought leadership, evidence-informed insights, and practical guidance that can be readily applied within school contexts.

A key strength of the series was its accessibility and enduring value. All webinars were offered free of charge to members and recorded. Presentations and supporting materials were subsequently uploaded to the ISNZ Members' Portal for those unable to attend live sessions.

Engagement with the series highlighted the importance of providing options to meet the varied needs of member schools.



To Connect

NATIONAL AND INTERNATIONAL CONNECTIVITY

Fostering connection and collaboration between members and key stakeholders to improve the sector.

Our Priorities

- To support sharing, connection and collaboration of independent schools across New Zealand.
- To support the connection of New Zealand Independent Schools with their international counterparts.

Teacher Symposium

A significant milestone in 2025 was the introduction of the Teacher Symposium, held at Diocesan School for Girls in Auckland. This inaugural event brought together 51 teachers from across the country for two days of peer-led learning, collaboration, and professional connection. Designed around the principle of ‘for teachers, by teachers,’ the symposium featured 21 teacher-led sessions alongside keynote presentations and panel discussions, covering a wide range of curriculum areas and themes.

“I NOW HAVE A BETTER UNDERSTANDING OF NEURODIVERGENCE AND HOW TO CATER FOR IT IN THE CLASSROOM.”

Feedback from the Teacher Symposium was overwhelmingly positive, with participants highlighting the authenticity of teacher-led sessions, the opportunity to connect with peers, and the practical relevance of the content. Delegates

particularly valued sessions focused on neurodiversity, curriculum innovation, and collaborative learning approaches, with many reporting actionable insights that could be directly applied in their classrooms.

[Watch excerpt from the event](#)



Annual Conference

A key highlight of the year was the ISNZ Annual Conference, which was held at Tākina Convention Centre in Wellington. The conference attracted 157 delegates, alongside 27 speakers and 39 sponsors, reinforcing its status as a cornerstone event for leadership, governance, and sector-wide dialogue. Feedback from attendees emphasised the high quality and diversity of speakers, as well as the value of networking opportunities and collegial atmosphere. Many participants noted the benefit of engaging with

perspectives both from within and beyond the education sector, this contributed to broader thinking around leadership, culture, and change.

The Annual Conference achieved a Net Promoter Score (NPS) of 50, placing it at the threshold of excellent and reflecting a high level of satisfaction among delegates.

[Watch excerpt from the event](#)



“THE CHANCE TO RECONNECT WITH COLLEAGUES IN PERSON.”

“THE HEADS’ MEETING PRE-CONFERENCE WAS EXCELLENT.”

“THE MIHI WHAKATAU WAS OUTSTANDING.”

International Connection

In August 2025, Guy Pascoe attended the Australian Independent School of New South Wales (ISNSW) International Data and Research Conference in Sydney. This event provided valuable insights into emerging trends and best practices across the independent education sector. Representatives from independent school associations in Australia, Canada, the United Kingdom, South Africa, and the United States attended, creating a collaborative environment exploring how data and research can strengthen educational outcomes and sector advocacy.

Key implications from the conference included prioritising investment in data infrastructure and analytics, strengthening advocacy through clear and inclusive messaging, and fostering greater collaboration among member schools.

Overall, the conference reinforced the critical role of data, communication, and collaboration in shaping the future of independent education. By adopting a more strategic and evidence-based approach, the sector can better navigate emerging challenges and continue to deliver high-quality educational outcomes.



To Sustain

REVENUE, MEMBER VALUE AND INTERNAL IMPROVEMENT

We ensure that ISNZ remains sustainable and continues to thrive, so we can continue to deliver value to our members into the future.

Our Priorities

- Ensuring financial viability by continuing to deliver value and finding additional revenue streams.
- Strengthening our relationship and connection with members to better meet their needs.
- Improving our internal systems and processes to ensure the organisation's future sustainability.

Sponsorship

During 2025, ISNZ partnered with 39 Sponsors across five tiers. These included 2 Platinum, 4 Gold, 3 Silver, 16 Bronze and 14 Conference sponsors.

Much of our sponsorship focus during 2025 was to ensure there was a high level of mutual value in our partner relationships. We continue to be extremely grateful for the contribution our sponsors make to ISNZ and our member schools.

"STRONG SECTOR VISIBILITY, OPPORTUNITIES TO SHARE THOUGHT LEADERSHIP, AND DIRECT ENGAGEMENT WITH SCHOOL LEADERS."

"Over the past year, Ovation Hospitality Services has valued its partnership with Independent Schools of New Zealand as a Platinum Sponsor, working closely with ISNZ to engage meaningfully with the independent schools' community. The partnership has provided Ovation with strong sector visibility, opportunities to share thought leadership, and direct engagement with school leaders through ISNZ events and forums. Commercially, the relationship has also supported Ovation's growth within the sector, including the successful appointment of Ovation as hospitality partner to Diocesan School for Girls, an ISNZ member school. Most importantly, our collaboration with ISNZ has reinforced Ovation's commitment to long term partnership, shared values, and supporting excellence across independent education in New Zealand."

John Ripplingham

Ovation Hospitality Services,
Platinum Sponsor



"OUR SCHOOL IS ALREADY BENEFITING FROM BEING PART OF THE SHARED INSURANCE PROGRAMME. WE ARE MAKING SAVINGS AND HAVE FOUND WORKING TOGETHER AS A COLLECTIVE TO BE A MOST VALUABLE EXPERIENCE. WE LOOK FORWARD TO LEVERAGING THE STRENGTH OF OUR MEMBER SCHOOLS TOWARDS SIMILAR INITIATIVES IN THE FUTURE."

Shared Insurance Programme

Working closely with Aon, the Shared Insurance Programme launched in early November with 11 schools joining the collective, we expect this number to grow in 2026. The Total Insurable Value (TIV) of the collective was \$2.015bn, with a total Material Damage and Business Interruption (MDBI) premium saving of \$1.65m (36% saving).

Trust Board

Composition of the ISNZCT Board

The 2025 ISNZCT Board is made up of trustees appointed under the Independent Schools of New Zealand Charitable Trust (ISNZCT) Constitution and Rules.

The ISNZCT Board of Trustees must be comprised of at least one member of a Governing Body and at least one Head / Principal of a member school.

In 2025 member school Heads / Principals and Governing Body representatives serving on the ISNZ Board included:

- **Peter Cassie (Chair)** – Principal, Saint Kentigern Boys' School, Auckland
- **Christine Leighton (Deputy Chair)** – Rector, St Andrew's College, Christchurch
- **Diana Patchett** – Executive Principal, St Margaret's College, Christchurch
- **John Fiso** – Chair, Whitby Collegiate, Wellington
- **Aaron Snodgrass** – Former Chair, Dilworth School, Auckland

Trustees serving on the ISNZ Board included:

- **Penelope Barr-Sellers** – Brand, Engagement and Communications Consultant, Auckland
- **Jenni Dittmer** – Linking Learning NZ Limited, Wellington
- **Charles Finny** – Partner, Saunders Unsworth, Wellington
- **Bradley Kidd** – Chapman Tripp, Wellington

ISNZCT Board Meetings

The ISNZCT Board held meetings on the following dates during 2025:

- 4 March
- 26 May
- 29 July
- 21 November

A provisionally scheduled December ISNZ Board meeting (via Teams) was not held as there were no urgent matters to be resolved prior to the end of the year.

ISNZ Secretariat

In 2025, ISNZ employed three staff in full-time positions:

- **Guy Pascoe** – Chief Executive
- **Simon Atkinson** – Head of Learning and Development (role ended 17 April 2025)
- **Kiah Puth** – Programme Coordinator (role commenced 3 June 2025)

and three staff in part-time positions:

- **Beryl Duncan** – Executive Assistant to the Chief Executive / Office Manager
- **Charles Fairbrother** – Accountant
- **Susie Jones** – Communications and Sponsorship Manager



Acknowledgments

ISNZ WOULD LIKE TO ACKNOWLEDGE AND THANK:

Member Schools

A1 Student School

AGE School

Carncot Independent School

Chilton Saint James School

Christ's College

Crimson Global Academy

Dilworth School

Diocesan School for Girls

Ficino School

Green School New Zealand

Hereworth School

Huanui College

Huntley School

King's College

King's School

Kristin School

Liger Leadership Academy

Manukau Christian School

Matahui School

Medbury School

NZ School Jakarta

OneSchool Global (Associate)

Pukekohe Christian School

Queen Margaret College

Rangi Ruru Girls' School

Saint Kentigern College

Saint Kentigern Girls' School

Saint Kentigern Boys' School

Samuel Marsden Collegiate School

Scots College

Selwyn House School

Southwell School

Springbank School

St Andrew's College

St Cuthbert's College

St George's School

St Margaret's College

St Mark's School

St Michael's Church School

St Paul's Collegiate School

St Peter's, Cambridge

Summit Point School

The Cathedral Grammar School

UP International College

Waihi School

Wellesley College

Wentworth School and College

Whitby Collegiate School

Sponsors

PLATINUM

Aon
Ovation Hospitality Services

GOLD

Cyclone
Datacom
Education Perfect
Fujifilm Business Innovation
TourTime

SILVER

FACTS
SchoolDocs
Simpson Grierson

BRONZE

Alii
Alinta Apparel
Cambridge
Hutton Consulting
Imageseven
Instructure
Komodo
Parisian
Photolife
Quadrent
Roll Call
Sebel
School Blazer
SchoolTV
Schooled Limited
Try Booking
Warren and Mahoney
Veeam Software
Veracross

CONFERENCE

Coactive Education
Educate Plus
Inzone
Learning Spaces Global
Maltbys Limited
NZ Mats
Office Products Depot
Shade Systems
TigerTurf
Toddle

Performance Report

INDEPENDENT SCHOOLS OF NEW ZEALAND CHARITABLE TRUST

Statement of Financial Performance

For the year ended 31 December 2025

REVENUE	2025	2024
Membership Fees and subscriptions	538,101	602,492
Revenue from commercial activities	183,957	173,121
Interest, dividends and other investment revenue	116,174	58,380
Other revenue	451,225	404,756
Total revenue	1,289,456	1,238,748
EXPENSES		
Employee remuneration and related expenses	552,709	494,666
Expenses related to commercial activities	223,956	206,113
Other expenses related to service delivery	416,284	299,182
Other expenses	12,023	10,867
Total expenses	1,204,972	1,010,828
Surplus/(Deficit) for the year	84,484	227,920

INDEPENDENT SCHOOLS OF NEW ZEALAND CHARITABLE TRUST

Statement of Financial Position

As at 31 December 2025

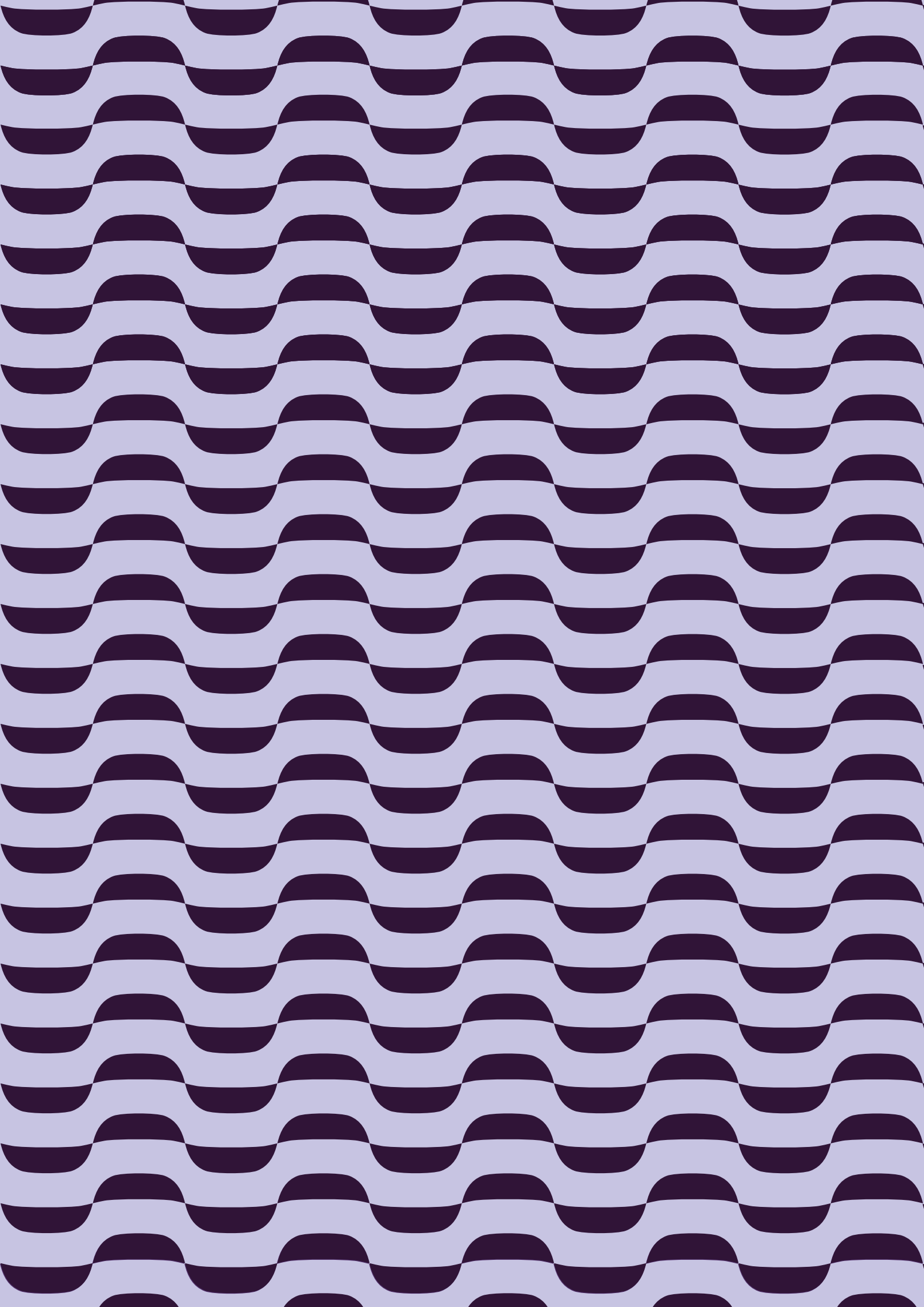
ASSETS	2025	2024
Current assets		
Cash and short-term deposits	187,871	149,097
Debtors and prepayments	83,417	44,813
Investments	121,630	93,941
GST	11,607	3,942
Total current assets	404,525	291,793
Non-current assets		
Property, plant and equipment	95,936	76,563
Investments	1,343,700	1,271,815
Total non-current assets	1,439,636	1,348,378
Total assets	1,844,161.63	1,640,172
LIABILITIES		
Current liabilities		
Creditors and accrued expenses	99,211	14,394
Employee costs payable	51,414	17,151
Deferred Revenue	522	–
Total current liabilities	151,147	31,545
Total liabilities	151,147	31,545
Total assets less total liabilities (net assets)	1,693,015	1,608,626
ACCUMULATED FUNDS		
Accumulated surpluses or (deficits)	949,424	865,035
Funds Introduced from amalgamation	743,591	743,591
TOTAL ACCUMULATED FUNDS	1,693,015	1,608,626

INDEPENDENT SCHOOLS OF NEW ZEALAND CHARITABLE TRUST

Statement of Cash Flows

For the year ended 31 December 2025

CASH FLOWS FROM OPERATING ACTIVITIES	2025	2024
Cash was received from:		
Membership fees and subscriptions	531,998	601,536
Gross sales from commercial activities	181,272	168,065
Interest, dividends and other investment receipts	4,577	9,439
Other cash received	450,850	307,417
Cash Payments:		
Employee Remuneration and other related payments	518,445	521,492
Payments related to commercial activities	223,956	–
Other expenses related to service delivery	349,297	497,568
Other Payments	–	–
Net cash flows from operating activities	76,999	67,397
CASH FLOWS FROM INVESTING AND FINANCING ACTIVITIES		
Cash was applied to:		
Payments to acquire property, plant and equipment	38,225	70,143
Net cash flows from investing and financing activities	(38,225)	(70,143)
Net increase / (decrease) in cash	38,774	(2,747)
Opening bank accounts and cash	149,097	151,844
Closing bank accounts and cash	187,871	149,097
This is represented by:		
Bank accounts and cash	187,871	149,097



Empowering Educational Excellence

ISnZ Independent
Schools of
New Zealand

