



The Selwyn
Foundation 

Annual Report 2014

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The Year in Review

Highlights of 2014



- ▶ We commemorated 60 years of service of Selwyn Village and also celebrated our inaugural Founders' Day, a tribute to Selwyn's founding fathers and all those who have since contributed to our ongoing mission to provide quality services for ageing people.
- ▶ Our Parish Partnership Programme continued to go from strength-to-strength with the opening of new Selwyn Centres, enabling us to expand our charitable outreach to benefit greater numbers of older people in the community.
- ▶ Our volunteer programme was re-energised; quality placements are now available that are of immense benefit to those for whom we care and worthy of the talented volunteers who help make every day a special day for our residents.
- ▶ We held a number of important training events, conferences and experiential workshops for our clinicians and caregivers, village chaplains, Selwyn Centre coordinators and others from the wider aged care sector. Such events enable participants to upskill and reflect on the quality of the services they provide.
- ▶ The Spiritual and Cultural Advisory Group and Clinical Governance Group were established to review our practices in areas that are significant to the wellbeing and experience of our residents and all our service users.
- ▶ The first phase of our ten year Growth Plan got underway, which will see us implement a programme of redevelopment and expansion to deliver contemporary new village environments and superior customer care.
- ▶ Work commenced on a 57-unit independent living apartment building at Selwyn Village, and we announced plans to build exciting new care facilities, resident community amenities and a greater range of independent living units at a number of our villages.
- ▶ The prestigious five storey, 56-unit Reeves Apartments (named in honour of the late Sir Paul Reeves) opened at Selwyn Heights, showcasing the latest thinking in retirement accommodation and further extending our market appeal.
- ▶ We re-evaluated our priorities around our charitable mission, identifying the issues of social isolation and loneliness, the lack of affordable age-friendly housing and the effects of financial hardship on healthy living as our key areas of focus for the future.

Chair's Report

Looking to the future, whilst honouring the past



CHAIR, KAY HAWK

In 2014, our communities of residents, staff, friends and former colleagues came together to commemorate sixty years of Selwyn Village and to honour the vision and founding values of our forebears, whose original mission continues to be the driving force behind everything we do in our service to older people. Whilst we celebrated our past achievements, we also looked to the future and the potential to expand our service base, broaden our mission and extend our support to benefit an even greater proportion of New Zealand's aged population.

The number of elders who will require our services in the years ahead is set to increase dramatically, as a result of the 'baby boomer generation' and future gains in life expectancy, and it is vital that New Zealand prepares to accommodate the impending rise in demand. We are currently experiencing the predicted increases in people aged 65+ (113% between 2006-2031), with the 85+ age group over this period forecast to grow by 150%. This is having the inevitable impact on the demand for retirement village units, long-stay hospital care beds and community-based care.

To enable the Foundation to meet this challenge and make provision for larger numbers of residents in the future, the Board approved funding last year for several major construction projects, as proposed in our ten year Growth Plan that was launched in 2013 with the aim of redeveloping our village sites and enhancing the range of resident services. The implementation of the first stages of this wide-ranging Plan has therefore got underway, and we are very much looking forward to

brand new care facilities as well as independent living apartments becoming available over the 2016/17 period.

In allocating funding to these projects and awarding the subsequent construction contracts, we are aware of the temporary disruption that this will bring to the lives of residents living in the vicinity of the development sites. On behalf of our Board and Senior Leadership Team, I would like to thank those residents who may be directly affected, or who may be required to vacate their units, for their patience and understanding over this period and for their support in enabling the projects to proceed. Your willingness and assistance are greatly appreciated.

Another consequence of our ageing society which we are considering as part of our long-term charitable strategy is the additional demand for social, health and housing services that will be created and which may not easily be met by families or the public system. We have deliberated at length on how we might allocate our charitable giving to best effect across these areas, in aid of those who are most vulnerable or in greatest need, and you will read more on our work in this respect later in the Report.

In affirming the charitable mission of the Foundation – which underpins everything we do at a governance level and all aspects of our service delivery – we continue to seek a wider range of ways to provide for the needs of older New Zealanders, as our society diversifies and our ageing population grows. We are engaged in educating ourselves about Tikanga Māori and how The Selwyn Foundation can assist ageing

Kaumātua and Kuia, and are also exploring other models of providing care and service to meet emotional, spiritual and psychological needs, as well as the physical difficulties that come with getting older.

The Board continues to ensure that our strategic goals, identified two years ago, are alive and actively discussed as priorities throughout the year. Progress with one of the seven specific goals of the Strategic Plan is monitored and evaluated at each monthly Board meeting, and we have a close partnership with the Senior Leadership Team in advancing these.

As The Selwyn Foundation ages and matures as a larger not-for-profit organisation, it is important that we embrace our heritage and acknowledge those who contributed so much in earlier days. In awarding Life Membership in recognition of outstanding service to the Foundation and the wider Selwyn community, and by collaborating closely with our Anglican family and associated agencies, we have been finding ways to recognise and affirm past traditions and enduring relationships.

We have also implemented new initiatives to honour the past, such as our inaugural Founders' Day event which is to be observed annually on 22 May. To recognise individuals for all that they have done to help further Selwyn's mission, the Board has created the new award category of 'Companion' of the Foundation. In addition, bronze commemorative Selwyn medals have been specially commissioned to honour those who have been generous in their spiritual guidance, leadership or in their gift of time, expertise or donations over the years.

Whilst we are setting in place these new traditions which we as an organisation will treasure now and in the future, our fundamental mission and values remain the same as ever – we have simply found new methods of expressing them and talking about them, so that the past is relevant for all our stakeholders, today and always.

To close, I want to acknowledge the expertise of my fellow Board Members, the Chief Executive Officer and Senior Leadership Team and thank them for their untiring efforts for Selwyn and for the nation's older people. I would also like to welcome Vicki Sykes, who joined the Board in 2014. Vicki's experience in governance, coordination, planning, ministry and social services gives her a strong base from which to serve the Foundation.

Most of all, I would like to thank all of our dedicated staff and volunteers for the loving care, empathy, help and support that they extend to our residents, day centre clients, Selwyn Centre guests and respective family members each and every day. Their passion and commitment allow us to fulfill the mission of the original Selwyn pioneers and make Selwyn the respected name that it is today, and will enable us to continue providing quality services to older people and their families for many years to come.

Kay Hawk
Chair
The Selwyn Foundation
March 2015



The passion and commitment of our dedicated staff and volunteers allow us to fulfill the mission of the original Selwyn pioneers and make Selwyn the respected name that it is today.

Chief Executive Officer's Report

Delivering quality outcomes for our elders



CEO, GARRY SMITH

2014 was a significant year for the Foundation, as we began to implement the first phase of our ten year Growth Plan to redevelop and expand our facilities, re-evaluate our priorities around our charitable mission and continue our focus on innovation and our residents having the best possible experience within our service offering.

We have now entered an exciting period of transformation which will see us deliver quality new environments for our residents and improve the client experience across our village sites over the next two to three years. In addition to a new 116-bed residential care facility and 57-unit independent living apartment building at Selwyn Village, exciting new care and resident community facilities are planned for Selwyn St Andrew's and Selwyn Oaks, as well as another 32 apartments at Selwyn Heights.

As part of this programme to revitalise our offering to our village communities, a new management and staffing structure was established that supports our philosophy of integrated villages with a continuum of care. Throughout this change process, we very much appreciated the continued dedication of our staff in ensuring the provision of a quality service to residents, and we are confident that our new operating structure will be beneficial in enhancing customer satisfaction and our ability to serve residents in a seamless way.

During the last twelve months, the realisation of our charitable

mission and the way in which we might support vulnerable elderly were also key areas of focus. We defined what it means for elderly people to be vulnerable today and how we can best meet the objects of the Selwyn Constitution in our response to those who are most in need. It is clear that the main challenges for many elders are the same as those that led to the formation of Selwyn Village sixty years ago, and so our priority for the future will be to develop more new ideas to counter the particular issues of social isolation and loneliness, the lack of affordable age-friendly housing and the effects of financial hardship on healthy living.

We have already made much progress in these areas, and you will read later of our work to improve older people's welfare at a wider level through our contribution of funding to the Selwyn Centres programme and to a range of charitable agencies and research partners whose specific interest is in supporting, enabling and promoting the physical, material and spiritual wellbeing of the aged population as a whole.

We have also registered to become a Social Landlord and are researching ways to create affordable housing options for those members of the community who need the long-term security of a rental solution or do not have sufficient resources to enter one of our retirement villages. Furthermore, we are working closely with the Auckland City Mission to connect with people in our community who need assistance to establish a sustainable living arrangement, moving their

critical vulnerability to a more manageable outcome.

The extent of our charitable giving is very much governed by the operational surplus generated from the utilisation of our capital assets, legacies and donations received. Whilst we have reported an increase in surplus this year, it relates mainly to the revaluation of our investment property. Our focus is to improve our operational performance, so we will be able to redirect greater funds to activities that will make a positive difference to the quality of life of so many more older New Zealanders in the years to come.

The Selwyn Way and our ethos – to care for older people, you have to care about them – inspire, motivate and encourage us to attain the best outcomes for our elders.

Similarly, balancing the long-term financial sustainability of our organisation with being able to provide the best possible pay and conditions for our staff requires prudent budgetary management. The Foundation supports the principle of improving the benefits of low paid workers and advocates through industry groups to provide accurate information to Government policy and funding decisions-makers, in order to deliver more attractive conditions for our staff.

I would like to thank and

acknowledge all our caregivers and resident support staff for their devoted care of our residents; residents and family are also deeply appreciative of your love and care. Likewise, I wish to acknowledge the huge numbers of volunteers who have joined us to improve the wellbeing of our residents, engaging them in meaningful activities and striving to relieve boredom and loneliness. We now have 191 volunteers – one volunteer to three residents in our residential care facilities – an outstanding commitment, and we are extremely thankful to each and every one.

Looking to the future, by focussing on continual improvement, professionalism and excellence in our customer approach, we will seek to provide the highest quality of care and services to all our user groups. Through a number of new initiatives being trialled this year and advances in the design of our care models, we will innovate and diversify our service base to cater for the diverse needs and expectations of our residents, their whanau/family and those in the wider community, enabling each person to gain maximum fulfilment from life for as long as they are able.

In concluding, I would like to express my appreciation to the Board and Senior Leadership Team for their loyalty, commitment and valuable contribution to everything we have achieved this past year, for their innovation in shaping and re-defining our offering within a dynamic and changing environment, and for their passion in providing effective services delivered with genuine respect and

with regard to the individual at all times.

Guiding us in all our endeavours is The Selwyn Way, with its focus on ageing well through the concepts of care, independence, wellness and diversity, and underpinned by faith. It is this, coupled with our ethos – to care for older people, you have to care about them – that inspires, motivates and encourages us to attain the best outcomes for our elders every day, and which will continue to exemplify the Selwyn experience for generations to come.



Garry Smith

Chief Executive Officer
The Selwyn Foundation
March 2015

CHARITY

Enhancing the lives of elders who are vulnerable or in need

Throughout 2014, the practical implementation of our charitable mission was a prime consideration, and we examined how we might develop new ideas to counter critical issues affecting the quality of life of older people. We reappraised our definition of 'vulnerability', assessing what vulnerable means today, and identified social isolation, housing and the effects of financial hardship on healthy living as our key areas of focus going forward.

Combatting the scourges of social isolation and loneliness

The successful Selwyn Centre Parish Partnership Programme, operated in conjunction with Anglican churches throughout the upper North Island and in Christchurch, continued to expand. Designed to address the problems of loneliness of aged people and the associated health risks, these community drop-in centres offer the chance to meet up with others of the same age and enjoy a varied programme of morning activities in a friendly environment. In certain locations, this fellowship is also taken out to state-owned pensioner housing complexes.

The Foundation commits significant funding to the programme each year and is unique amongst aged care and retirement village providers in resourcing such extensive charitable outreach.

Our work to reduce loneliness is also enhanced by the many

talented volunteers who perform a wide range of roles within our retirement communities and residential care homes. Thanks to these individuals offering their time and energies, our residents have greater opportunity to share their knowledge and life experiences, develop new friendships and engage with others in a creative and meaningful way.

Providing housing for those most vulnerable

We continued to research options for expanding our rental housing provision for those of limited means and the potential for developing an 'affordable village' for independent living residents. Currently, we offer quality housing on a subsidised rental basis at our Selwyn House communal residence at Hansen Close, and rental properties are also available on a needs-assessed basis across our village sites.

The Government's Housing Reform programme offers the prospect of seeking registration as a Social Landlord, which would financially benefit future residents of our rental units, and we are exploring this and other avenues that may allow us to meet the housing needs of this most vulnerable section of society.

Contributing to healthy living

The Foundation administers two funds for its residents and Selwyn Centre guests who cannot afford some of the essentials for healthy living, such as dental work, hearing aids and spectacles. Grants from the Puckey Fund and Auckland Ladies' Benevolent Fund have

been distributed throughout the year to applicants who qualify, and the availability of this funding is actively promoted within the communities we serve.

Last year, we also made the first of an annual grant to sister organisation, the Auckland City Mission, to support the social worker assigned to its Outreach and Support Service. This individual works with vulnerable older people, helping them access benefits and health services and providing budgetary advice to assist them in managing their daily lives.

Promoting the overall wellbeing of older people in general is an important aspect of the Foundation's charitable mission and, each year, we allocate grants to other charitable and not-for-profit groups working with or for elders in the community and nationally. As well as funding The Selwyn Centre for Ageing and Spirituality (established by the Foundation in 2008), we are the principal benefactor of The HOPE Foundation and also contribute to the National Dementia Cooperative and the New Zealand Association of Gerontology, interest groups promoting research projects in gerontology into factors that influence the health and spiritual wellbeing of the aged population as a whole.

Investment in such partner organisations complements our charitable mission, allowing us to extend our outreach within society and, therefore, make a difference to the lives of so many more older people and those in greatest need.



Image: A guest at the Clendon Pacific Island Selwyn Centre taking part in one of the many activities on offer.

LEARNING

Investing in training and development to maximise customer care

From major professional development conferences for our clinicians and experiential workshops on ageing and spirituality for our village chaplains, to skills training for our caregiving teams and the wealth of innovative education and research initiatives underway at any one time, learning is very much embraced and celebrated throughout the Foundation, with the focus always on delivering the best outcomes to all those for whom we care.

Promoting excellence across all aspects of our care delivery

Last year, we established two important groups to review our practices, procedures and education in areas that are significant in maximising the wellbeing and experience of our residents, customers and clients.

The Clinical Governance Group was convened to oversee continuous improvement in our clinical practice and to contribute to the professional development of our clinical staff. Members of the Group include the Chief Medical Officer, Nurse Practitioner, Clinical Nurse Specialist and General Manager Residential and Community Care.

Promoting excellence in clinical care delivery across the Foundation is the Group's overarching objective. It is currently developing an innovative Care Partnership Model to optimise the resident experience. This will be the basis for our Clinical Governance

framework, with knowledge and learning the wrap-around 'tools' to ensure that residents' health and wellbeing are served at each point in the care delivery.

Our new Spiritual and Cultural Advisory Group brings together the areas of spiritual care and the expertise of The Selwyn Centre for Ageing and Spirituality. Its aim is to ensure that the spiritual and cultural needs of our elders – whether faith- or non-faith-based – are nurtured and addressed by Selwyn staff and volunteers in the course of their daily interactions.

Within the guiding framework of The Selwyn Way, and with the input of the Spiritual Care Coordinator, Director of The Selwyn Centre for Ageing and Spirituality, General Manager People and Performance and the Pou Tikanga/Cultural Advisor to the Foundation, the Group meets each month to review how we can enable our people to respond sensitively to the spiritual and cultural beliefs of our residents and recipients of our community services.

Developing skills for life

A new Business Communications Course was piloted during 2014, aimed at improving both the oral and written communication skills of staff. Government-funded and tailored to the specific needs of the aged care sector, the course consisted of two-hour workshops held during normal work hours, with participants attending over a twenty-week period. Designed to enhance the quality of spoken interaction between staff and residents, within teams, and between staff and family members of residents, the programme also focussed on the

quality of written records and data input into the Foundation's software programmes.

Strong language and literacy skills are integral to all aspects of quality care, and building confidence for life in these areas is a key component of the Foundation's overall Learning Strategy. The results of the inaugural course not only demonstrated an improvement across both reading and writing, but also instilled a greater confidence in the use of language, with participants inspired to further develop the skills they have acquired through additional future study.

Across the organisation, our learning takes many forms and reflects the value which the Foundation places on best practice. Whether it is familiarisation courses in The Eden Alternative® principles for staff of all disciplines, competency training for registered nurses in the Ministry of Health's new interRAI clinical assessment software, polishing up our literacy and other core skills, or providing learning opportunities for our Selwyn Centre coordinators, the ultimate result is better care and service for our customers and an enhanced experience for all.



Image: Graduates of the Foundation's pilot Business Communications Skills course for staff.

COMMUNITY

Providing care and support to elders in their community

The provision of locally-based services is a key part of Selwyn's wider community care strategy, which includes enabling older New Zealanders to live independently in their own homes through access to quality support. In 2014, the Foundation considered how it might develop its community outreach further to provide for the broader spectrum of age-related care needs and, thus, help as many people as possible within their local environment.

Delivering practical help in local neighbourhoods

In addition to a range of community day services, we fund a number of community workers and more than forty parish-based Selwyn Centre coordinators. Through this resourcing at 'grass-roots' level, the Foundation seeks to deliver practical help to elders and their families within the wider population.

Our thriving Selwyn Centre network now covers 42 venues serving over 800 isolated and lonely people each week, with new Centres having opened in Cambridge, Royal Oak, Aranui (Christchurch) and Mangere.

Besides the Selwyn Centres, day services catering specifically for those needing some caring support or who have dementia are offered from the Selwyn Homestead (Papakura), Lavender Cottage (Pt Chevalier) and Anchorage (Glen Innes) and from some local parishes. This service model will grow in importance, as the ageing

population increases and public healthcare spending comes under pressure, and the Foundation aims to explore similar joint ventures with churches and other providers in the future.

Facilitating access to services

The work of local 'navigators' in helping older adults access the social and health services they need to maintain their wellbeing and independence is an important component of our community care strategy. As part of its charitable mission, Selwyn part-funds the seniors community worker with Whangarei Anglican Care Trust and also provides grants to the Maori Bishopric, Te Pihopatanga o Te Tai Tokerau, enabling the Pou Āwhina Kaumātua Kuia team to carry out pastoral care ministry to kaumātua and kuia throughout the region.

In South Auckland, our community liaison nurse advises Selwyn Centre coordinators on health issues concerning guests attending the Centres and conducts home visits to assess individual health needs, liaising on guests' behalf with other health professionals, as necessary. Other examples of navigators supported by Selwyn are the Faith Community Nurses and Auckland City Mission outreach social worker.

By working with people on a one-to-one basis, evaluating their needs and advocating on their behalf with social service and health agencies, each navigator makes a profound difference to the lives of their clients. Increasingly, health policy advisors and providers are identifying the important

role of navigators from various backgrounds who help older people find their way to the services they need, and the Foundation aims to grow this vital channel as we continue to advance our community activity.

As for the future, we are developing a comprehensive community services model which will promote collaborative and integrated care across the whole continuum of care provision. Innovative technology-based, self-directed 'telehealth' pilots are planned, the outcome of which will allow us to respond to the changing needs of the ageing population and, significantly, enable people to live safely and independently in their homes for longer - the key to enhanced wellbeing for elders and their carers alike.



Image: Participants of the Whangarei Anglican Care Trust's inaugural Senior Chef cooking course, funded by the Foundation.

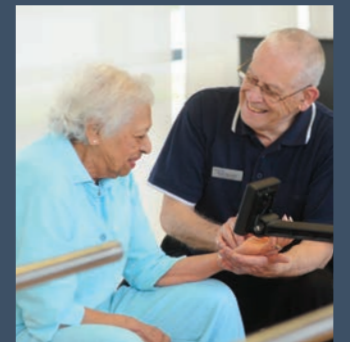




Image: Village residents sharing a joke.

VILLAGES

Creating thriving communities with on-site care

Much of our emphasis in the last year has been on re-evaluating how we might serve our residents in the most effective way possible. As part of a major redevelopment programme over the next two to three years, we plan to renew our ageing residential care facilities, extend the range of community amenities available to residents and offer more independent living apartments. These initiatives, together with ongoing refinement of our internal systems and processes, will create revitalised, integrated village environments that support a more seamless delivery of all aspects of resident services across the care continuum.

Farewelling the past and embracing the future

In November 2014, we held the closing ceremony for Christ's Hospital at Selwyn Village, which came to the end of its life after fifty years of providing quality care to frail elderly. In its place, we announced plans to construct a \$24 million, 116-bed residential care facility, potentially to be completed in 2017. Incorporating rest home, hospital-level and dementia care, this building will be one of the few aged care facilities in New Zealand to have been designed and built according to the household model of care and will provide state-of-the-art accommodation and facilities for residents, as well as a modern work setting for our staff.

We also opened our prestigious five storey, 56-unit Reeves Apartments at Selwyn Heights village, showcasing the latest thinking

in retirement accommodation. This impressive development offers an extensive array of leisure amenities - in addition to the wide-ranging entertainment, health and wellbeing services already available at the village - adding to Heights' reputation for stylish living and broadening our appeal to new generations of retirees.

New care facilities, resident amenities and a greater range of independent living units at Selwyn St Andrew's and Selwyn Oaks are also planned to be finalised by 2017, as well as additional apartments for Selwyn Village and Selwyn Heights, whilst development at Selwyn Park, Selwyn Wilson Carlile and Selwyn Sunningdale is scheduled for the medium term.

Ensuring residents' wellbeing is at the heart of everything we do

The range of projects completed in 2014 will enable us to provide yet a higher level of service and ensure that we are better able to meet resident and family expectations, now and in the years to come.

A new village management, clinical care and village support operating structure now in place will equip us to respond to the needs of our expanding village communities and the expected increase in resident numbers in the next few years. Integrating our care and independent living services, the new alignment of roles facilitates cross-functional teamwork, resulting in improved outcomes for all our residents.

Other key initiatives last year included:

- ▶ A new food delivery service

implemented throughout residential care to improve both the quality of menu and speed of meal delivery and so enhance residents' meal-time experience.

- ▶ A new hospital wing opened at Kerridge House (Selwyn Village), following the conversion of 15 rooms for use as dual purpose hospital-level/rest home care.
- ▶ Wireless network/Wi-Fi installed for residents' use across all our sites.
- ▶ We also became the first service provider in New Zealand to purchase companion healthbots in the form of baby harp seals, for use by our residents and day service clients with dementia.

Further innovations are planned for 2015 and beyond, with each project designed to strengthen our capacity to provide leading customer service delivery, support increasing the needs of our 24/7 business operation and, ultimately, assist all our residents to age well in our village communities.



Our Mission

An enduring legacy



To deliver quality services that are responsive to the ageing person and their family, ensuring that our charitable outreach supports those who are vulnerable or in need.

Sometimes, the initial vision for a civic deed is so strong that it gains size, quality and significance over the decades. Such was the vision for Selwyn Village and The Selwyn Foundation, institutions which have redefined the approach to caring for older people in New Zealand for over sixty years and continue to serve the needs of some of the most vulnerable members of society.

Our charitable mission is just as relevant now as it was in the early 1950s. Elders today are facing the same pressing issues, with the hardship just as acute in some quarters. The scourge of loneliness, the effects of financial hardship on healthy living and the lack of affordable age-friendly housing all have their own consequences for health and wellbeing.

The Foundation continues to uphold the objects of our original Constitution in providing quality care and support – both material and spiritual – not only within our village environments, but also to those in the wider community who are vulnerable or in greatest need.

Many have been helped over the years, but there is much still to do. With the number of people in New Zealand aged 65+ set to increase dramatically, Selwyn's mission will take on even greater importance in the coming years. Guided by The Selwyn Way and our faith values, we will strive to meet the challenge.

The Selwyn Way

To care for older people, you have to care about them



Faith

The understanding and affirmation of the meaning of the life, teaching, death and resurrection of Jesus Christ

Care

The way we show God's love in action.

Independence

How we support individuals to enable them to make choices about their life.

Diversity

Selwyn is a place for everybody.

Wellness

The ability of each person to live fully within their capabilities.

"The Selwyn Way, with its focus on ageing well through the concepts of care, independence, wellness and diversity – underpinned by faith – informs every aspect of the work of The Selwyn Foundation. Whatever the task – whether it be in caregiving, developing new buildings, finance or caring for guests in a Selwyn Centre – our work is animated by the elements of The Selwyn Way. It means we are not just doing a job but, rather, endeavouring to enrich the lives of each person who comes in contact with us."

Marianne Hornburg, Spiritual Care Coordinator.

Life Members and Companions

'For service of Heart, Hand and Mind'



On 22 May 2014, residents, staff and friends of The Selwyn Foundation joined in celebrating its inaugural Founders' Day to commemorate 60 years of the Foundation's first ever village – Selwyn Village – which opened on the same day in 1954. Founders' Day is designed as a tribute and homage to the history of Selwyn Village, to the visionaries who made it happen, and all those who have since contributed to the achievements of the Foundation and its ongoing mission to provide quality services for ageing people.

To mark the anniversary, Life Members and Companions of the Foundation were honoured at a service of thanksgiving held in Selwyn Village's Chapel of Christ the King. They were presented with commemorative medals depicting the images of Bishop and Sarah Selwyn, that had been specially commissioned in bronze for the occasion, featuring the inscription: 'For service of Heart, Hand and Mind' – a sentiment often used by Bishop Selwyn in his sermons and speeches.

Founders' Day marks the start of a broader programme to establish long-lasting traditions that will preserve the Foundation's history and commemorate those who have shaped and enriched it through the ages, so that they may be remembered long into the future.

Life Member

Life Members are appointed by The Selwyn Foundation Board in recognition of outstanding service to the Foundation and the wider Selwyn community. Life Members are entitled to vote on any matter or question at any Annual Meeting or Extraordinary Meeting of the Foundation.

Current Life Members:

- ▶ Mr Noel Herries
- ▶ Reverend Canon Ron Bambury, 1987
- ▶ Captain Stanley Banyard, 1970
- ▶ Dr N C Baskett, 1975
- ▶ Canon Douglas Caswell, 1974
- ▶ Mr S R English, 1970
- ▶ Miss Phyllis Goode, 1987
- ▶ Mr C K Harrison, 1971
- ▶ Sir Bob Kerridge, 1971
- ▶ Reverend Canon Kenneth R. Small, 1987



From left, front row: Sally Naulls, Shirley Lees, Richard Randerson, Gillian Reid, Margaret Dunn, Peter Coughlan. From left, middle row: George Langton, Frank Wright, Russell Stone, Bruce Moore, John Cockcroft, Bishop Ross Bay, Joanna Pidgeon, Graeme Stormont, Duncan Macdonald, Sue Hancock. From left, back row: Katie Borobokas, Bruce Gilberd, John Cameron, John Blyth, Jim Frater, John Marcon. Not pictured: John Paterson, Richard Caughey, John Avery, Geoffery Hickman, Dawn Jones, Beverley Yakas

New Life Members honoured in 2014

Richard Caughey

Awarded Life Member for services as The Selwyn Foundation's accountant. Richard managed the Foundation's legal responsibilities and drafted our Constitution in 1970, as well as the 'Licence to Occupy' obligations of 1983. A three-term member of the Board of Trustees, Richard's work spanned a period of 30 years (1969 – 1999).

The Reverend Peter Coughlan

Honoured for services to the Selwyn community. As a past director (1987 – 2000), Peter was responsible for the establishment of the Sarah Selwyn care facility at Selwyn Village, the construction of additional 'Licence

to Occupy'/independent living units and the planning of the Lichfield Towers' conversion.

Margaret Dunn

Recognised for services as a member of staff for 14 years, when she held the role of Private Secretary to former CEO, Canon Ron Bambury. Margaret then joined the Selwynites from 1984 as Secretary and served as AGM President in 1986, retiring in 1990.

The Reverend Duncan Macdonald

Awarded Life Member for his dedication to The Selwyn Foundation as CEO from 2000 – 2012. In times of prolonged economic downturn, Duncan guided

the Foundation from a position of deficit to become a financially sound, leading provider of services to older people.

The Right Reverend Richard Randerson

In recognition of his services as Chair of the Selwyn Board of Trustees, 2000 – 2007. During Richard's tenure, the organisation grew in size and in the ability to provide for a wider range of ageing needs, laying the foundations for a strong and progressive future.

Companion

The Selwyn Foundation Board created this new category to recognise people who have been generous to the Foundation in their spiritual guidance, leadership or in their gift of time, expertise or for their significant donation.

Companions honoured in 2014

John Avery

Honoured for his service as a Board Member from 1997 – 2004.

John Blyth

For service on The Selwyn Foundation Board of Trustees from 2000 – 2009.

Katie Borobokas

Awarded Companion for her dedication and care of our residents for over 30 years.

John Cameron

For his eight years service as a member of the Foundation's Board of Trustees; John was also Deputy Chair from 2012, retiring from the Board in 2014.

John Cockcroft

For his financial guidance as an advisor and accountant in the 1990s during challenging times, and for service as a Board Member from 2000 – 2008.

Jim Frater

In recognition of his years of service as a Board Member and his continued support of the Foundation as a seconded member of the Finance Committee.

The Right Reverend Bruce Gilbert

For his dedication and work as

a past Board President of The Selwyn Foundation.

Dr Sue Hancock

As a strong unifying and motivating Board Member for 10 years and Deputy Chair for five of these years, Sue is honoured for her immense contribution to the Foundation during a very difficult period.

The Very Reverend Geoffrey Hickman

For his service to The Selwyn Foundation as a past Board Member from 1991 – 1996.

Dawn Jones

Recognised for her service as a Board Member from 1993 – 1999.

George Langton

For 12 years of dedication and service on The Selwyn Foundation Board.

Shirley Lees

Awarded to Shirley and her late husband, Ted Lees, for their years of dedication and generosity to the Selwyn community. Ted, Shirley and the wider Lees family were the driving force behind the establishment of Selwyn Oaks, with their fundraising beginning as early as 1960.

The Reverend John Marcon

For his service to The Selwyn Foundation as a past Board Member from 1999 – 2005.

The Right Reverend Bruce Moore

Recognised for his eight years of service as a former Board Member.

Sally Naulls

Honoured for her service on the Board of Trustees from 2000 – 2013, during which time she was instrumental in establishing the successful Selwyn Centre Parish

Partnership Programme.

The Right Reverend John Paterson

Recognised for his dedication and work as a past President of The Selwyn Foundation.

Joanna Pidgeon

For her years of dedication to The Selwyn Foundation Board of Trustees (2005 – 2013) and her invaluable contribution to the Foundation's development and growth strategy and master planning across its village sites.

Dr Gillian Reid

Honoured for her 16 years of service to The Selwyn Foundation Trust Board (1996 – 2012), during which time she also served as Deputy Chair. Gillian encouraged the strategic implementation of IT at Selwyn and was closely involved in the formation of The Selwyn Centre for Ageing and Spirituality.

Professor Russell Stone

For his valuable contribution in writing an excellent history of the first 25 years of Selwyn Village and the Foundation, 'In the time of age'.

Graeme Stormont

Recognised for seven years of dedication and service on The Selwyn Foundation Board.

Beverley Yakas

For her 34 years' service as a caregiver to residents at Selwyn Village's Christ's Hospital.

The Reverend Frank Wright

For his outstanding history of the Foundation, 'A Vision, a Village and a Future. The story of The Selwyn Foundation 1947 – 2007'.

Received with thanks

Donations and Bequests - 2014

Anderson, L P
\$1,628.00

Bishop Family
\$4,050.00

Cameron, P
\$1,000.00

C R Stead Trust
\$35,000.00

Dunn Charitable Trust
\$3,344.27

Estate of E Cowell
\$4,179.88

Friends of the Oaks
\$4,064.52

J D Owen Estate
\$2,808.33

Margaret Hoyle Estate
\$2,426.52

Papakura Anglican Church
\$2,000.00

Phil Hincho
\$1,500.00

Selwyn Village Patchwork Group
\$3,000.00

Donations were also received from:

Anchorage Day Care

Davidson, C

Dingle, D

Gupta, R

Hansen Family

Hsiung, H

Ian Urquhart Family

Kemp, J

Lees, E M

McCormick

O'Brien, V T

Paterson

Perry, N

Romaine, M

Selwyn Village

Sibuns

Tam, Y H



Chapel of Christ the King, Selwyn Village

Chief Financial Officer's Report

Positive financial outlook facilitates increased charitable and development activity



CFO, JASON MORE

It is once again my pleasure to present the Chief Financial Officer's report and summary financial statements for The Selwyn Foundation group, including The Selwyn Foundation and Selwyn Care Limited, for the year ended 31 December 2014.

The year included the wind-down and closure of Christ's Hospital at Selwyn Village, completion of the Reeves Apartments at Selwyn Heights, implementation of fixed fees for life in independent living and organisational changes to our village management structure, as we looked to improve the quality of our products and services provided. These all had a significant impact on the year's results. Planning work is also well underway on new developments at Selwyn Village, Selwyn Heights, Selwyn Oaks and Selwyn St Andrew's villages.

Financial Performance

Operating Profit

Care revenue was lower during the year, due to the wind-down and closure of Christ's Hospital. This was partially offset by higher ORA service charges and deferred facility fees, as the number of independent living residents increased.

Expenses rose during the year due to the village management re-organisation and improvements to the quality of the service delivery provided at our villages.

The reduction in revenue and higher expenses resulted in the operating profit decreasing to \$0.5m from last year's \$2.8m. Despite this decrease, the Foundation remains committed to its charitable spend and this is expected to increase in the 2015 year.

Other Income and Expenses

Finance income for the year increased to \$2.6m compared to the previous year's \$1.7m. This was driven by higher cash and investment levels and increases in interest rates received.

We are required to revalue our independent living assets each year and record any movement through our Statement of Financial Performance. This year, a gain of \$27.3m was made, which includes the completion of the Reeves Apartments and improvements in the general property market which were reflected in the value of our portfolio. This gain represents both amounts realised in the current year and also the recognition of increased future income to be derived by the assets. The Foundation currently uses the gains that are realised in cash to reinvest in the assets of the existing villages, and this is evident in our significant redevelopment plans for the coming years.

The Foundation remains committed to its charitable spend and this is expected to increase in 2015.

During the year, a number of potential new business opportunities were identified, and we have been undertaking feasibility studies on these, incurring expenditure of \$2.3m.

In 2013, we changed the timing of the recognition of a significant portion of our charitable giving, which caused an increase in the amount recognised that year. Although the figure in the financial

statements is lower in 2014, it is due to the change in recognition basis, with our approved charitable grants and donations actually increasing during the year.

Total Comprehensive Income

The Foundation recorded total comprehensive income for the year to 31 December 2014 of \$26.9m. The increase from 2013 was largely in the gain on revaluation and, as noted earlier, operating profit decreased during the year.

Statement of Financial Position

The Statement of Financial Position strengthened during 2014, with equity increasing by \$26.9m to \$205.0m.

Improvements mainly occurred in investment properties, due to the completion of the Reeves Apartments and the year end revaluation, and in cash and term deposits (term deposits of greater than three months are included within other investments). Off-setting this was an increase in liability for licensees' interest in ORA units, due to the increase in independent living residents.

Statement of Cash Flows

The Statement of Cash Flows reflects movements in our cash balances and short-term deposits (less than three months). The decrease in the balance for the year of \$9.8m includes the amount put on deposit at year end for more than three months - if these are added back, it results in a net increase for the year of \$5.1m.

Cash flows from operating activities were down by \$23.9m compared with the previous year. Receipts



The Reeves Apartments opened in 2014 at Selwyn Heights.

from residents of our care facilities were lower, due to the closing of Christ's Hospital and the timing of payments received around year end. Receipts from residents for ORA units were also lower than last year - there were 39 new sales and 36 resales, compared to 82 and 45 in 2013 respectively. This decrease was mainly due to lower levels of stock being available.

Cash flow from investing activities included increased spends on investment properties (our independent living units) and other capital assets. As mentioned previously, we also increased the level of deposits placed for greater than three months.

Leading into 2015, we are expecting to see lower cash flows, as we have no new independent living apartments being delivered during the year and will only benefit from new sales settlements coming in from the remaining Reeves Apartments. At the same time,

considerable expenditure will be incurred on new developments, from which the cash flow benefits will not be reaped until 2016. However, the Foundation has sufficient resources to meet the expenditure during this time. Overall, the financial outlook for the organisation remains positive heading into 2015 and beyond.

Jason More
Chief Financial Officer
The Selwyn Foundation
March 2015

Summary Consolidated Statement of Comprehensive Income

For the year ended 31 December 2014

	Note	2014 \$'000s	2013 \$'000s
Revenue			
Residents' rental and fees		33,400	35,490
ORA service charges		2,814	2,285
Deferred facility fees		6,531	5,596
Other income		445	474
Total revenue		43,190	43,845
Expenditure			
Managers, nurses and caregivers		18,830	16,965
Maintenance and cleaning		6,424	5,928
Administration expenses		8,071	7,698
Depreciation		2,056	2,046
Other expenses		7,315	8,411
Total expenditure		42,696	41,048
Operating profit		494	2,797
Other non-charitable income / (expenses)			
Finance income		2,572	1,737
Increase in fair value of investment property	2	27,296	10,653
Loss on sale of fixed assets		(314)	(424)
Impairment of property, plant and equipment		-	(701)
Feasibility studies		(2,280)	-
Net profit before charitable activities		27,768	14,062
Charitable activities		(876)	(994)
Net profit		26,892	13,068
Other comprehensive income		-	-
TOTAL COMPREHENSIVE INCOME		26,892	13,068

These summary financial statements are to be read in conjunction with the accompanying notes.

Summary Consolidated Statement of Changes in Equity

For the year ended 31 December 2014

	Note	Retained Earnings		Reserves		Total Equity	
		2014 \$'000s	2013 \$'000s	2014 \$'000s	2013 \$'000s	2014 \$'000s	2013 \$'000s
Total equity at the beginning of the financial year		176,008	163,061	2,055	2,092	178,063	165,153
Net profit/Total comprehensive income		26,892	13,068	-	-	26,892	13,068
Legacy funds released as income		-	-	-	(158)	-	(158)
Transfer to reserves		(49)	(121)	49	121	-	-
TOTAL EQUITY AT THE END OF THE FINANCIAL YEAR		202,851	176,008	2,104	2,055	204,955	178,063

These summary financial statements are to be read in conjunction with the accompanying notes.

Summary Consolidated Statement of Financial Position

As at 31 December 2014

	Note	2014	2013
		\$'000s	\$'000s
Assets			
Cash and cash equivalents		28,772	38,606
Accounts receivable		3,967	3,242
Stock on hand		4	4
Other investments		41,535	26,145
Property, plant and equipment		34,781	34,515
Investment properties	2	293,767	250,791
TOTAL ASSETS		402,826	353,303
Liabilities			
Accounts payable and other provisions		6,528	5,578
Loans		280	315
Licensees' interests in ORA units		191,063	169,347
Total liabilities		197,871	175,240
Equity			
Retained earnings		202,851	176,008
Reserves		2,104	2,055
Total equity		204,955	178,063
TOTAL LIABILITIES AND EQUITY		402,826	353,303



Kay Hawk
Trustee
Date: 07 April 2015



Russell Florence
Trustee
Date: 07 April 2015

These summary financial statements are to be read in conjunction with the accompanying notes.

Summary Consolidated Statement of Cash Flows

For the year ended 31 December 2014

	Note	2014	2013
		\$'000s	\$'000s
Cash Flows from Operating Activities			
Receipts from residents and patients		35,974	41,173
Receipts from residents for ORA units		39,203	57,410
Payments to residents for ORA units		(10,980)	(11,404)
Legacies and donations received		64	118
Interest received		2,423	1,567
Cash paid to suppliers, employees, donations and related parties		(43,344)	(41,632)
Net cash flows from operating activities		23,340	47,232
Cash Flows from Investing Activities			
Sale of property, plant and equipment		-	1,250
Purchase of property, plant and equipment		(2,423)	(841)
Construction and purchase of investment properties		(15,779)	(11,279)
Purchase of other investments		(14,937)	(20,033)
Net cash flows applied to investing activities		(33,139)	(30,903)
Cash Flows from Financing Activities			
Receipt of loans		-	50
Repayment of loans		(35)	(35)
Net cash flows from financing activities		(35)	15
Net increase in cash and cash equivalents		(9,834)	16,344
Cash and cash equivalents as at 1 January		38,606	22,262
CASH AND CASH EQUIVALENTS AT END OF YEAR		28,772	38,606
Cash and cash equivalents			
Cash at bank and on hand		6,722	7,227
Short term deposits		22,050	31,379
CASH AND CASH EQUIVALENTS AT END OF YEAR		28,772	38,606

These summary financial statements are to be read in conjunction with the accompanying notes.

Notes to the Summary Financial Statements

For the year ended 31 December 2014

1 Statement of Accounting Policies

Reporting Entity

The Selwyn Foundation (the "Foundation") is a reporting entity, domiciled and registered in New Zealand for the purposes of the Financial Reporting Act 1993. The Foundation is an issuer in terms of the Financial Reporting Act 1993.

The Foundation is a charitable trust registered under the Charities Act 2005 (Registration number CC23254) domiciled in New Zealand. The Foundation offers Christian care and support of the elderly.

The consolidated financial statements for the "Group" are for the economic entity comprising the Foundation and its subsidiary, Selwyn Care Limited. The Foundation and Group are designated as public benefit entities for financial reporting purposes.

Basis of Preparation

The summary financial statements have been extracted from the audited full Financial Statements for the year ended 31 December 2014 approved for issue on 07 April 2015.

The full financial statements, from which these summary financial statements have been extracted, have been prepared in accordance with New Zealand equivalents to International Financial Reporting Standards with public benefit entity modifications (NZ IFRS (PBE)) and other applicable Financial Reporting Standards. The financial statements fully comply with International Financial Reporting Standards. The summary financial statements comply with generally accepted accounting practice in New Zealand ('NZ GAAP') as it relates to summary financial statements for public benefit entities.

The full financial statements have been audited and issued with an unmodified opinion in respect to the years ended 31 December 2014 and 31 December 2013.

The summary financial statements were approved for issue on 07 April 2015 by the Board of Trustees.

The information is presented in New Zealand dollars, which is the presentational currency of the Foundation and the Group. All values are rounded to the nearest thousand dollars (\$000).

These summary financial statements have been prepared in accordance with FRS-43 Summary Financial Statements.

The summary financial statements do not include all the disclosures provided in the full financial statements and cannot be expected to provide as complete an understanding as provided by the full financial statements. A copy of the full financial statements can be obtained by contacting the Foundation at PO Box 8203, Symonds Street, Auckland 1150.

2 Investment Properties

Investment Properties Under Development at Fair Value

	2014 \$'000s	2013 \$'000s
Opening balance	9,448	15,744
Transferred to property, plant and equipment	-	(2,139)
Capitalised subsequent expenditure	15,300	10,951
Completed developments transferred to completed investment properties	(22,159)	(15,040)
Expensed to statement of comprehensive income	(80)	(68)
Closing balance	2,509	9,448

Completed Investment Properties at Fair Value

Opening balance	241,343	215,068
Capitalised subsequent expenditure	98	252
Completed developments transferred from investment properties under development	22,159	15,040
Investment properties transferred from property, plant and equipment	362	330
	263,962	230,690
Change in fair value during the year	27,296	10,653
Closing balance	291,258	241,343

Total investment properties

293,767	250,791
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Due to lack of comparable market data the valuation of the investment property is not supportable by market evidence. Valuations of the investment property have been performed based on a discounted cash flow methodology whereby the future cash flows expected to be generated from such property has been discounted to the valuation date at a discount rate reflecting the risk of the investment. Significant assumptions used in the valuation include:

- Weighted average cost of capital post tax at 10.7% p.a. (2013: 10.7%)
- Capital growth rate from 2.5% p.a. to 2.8% p.a. (2013: 2.5% to 2.8%)
- Turnover in villas of 10 years (2013: 10 years)
- Turnover in apartments of 7.5 years (2013: 7.5 years)
- Unrecoverable costs and expenses at 1.1% p.a. (2013: 1.1%)
- Refurbishment costs at 1.3% p.a. (2013: 1.3%)

3 Events After the Reporting Date

There have been no subsequent events between the balance date and date of authorisation of the full financial statements or between the date of authorisation of the full financial statements and the date of authorisation of the summary financial statement which would materially impact on the results reported.

REPORT OF THE INDEPENDENT AUDITOR ON THE SUMMARY FINANCIAL STATEMENTS

TO THE MEMBERS OF THE SELWYN FOUNDATION

The accompanying summary financial statements, which comprise the Summary Consolidated Balance Sheet as at 31 December 2014, the Summary Consolidated Statement of Comprehensive Income, Summary Consolidated Statement of Changes in Equity and Summary Consolidated Statement of Cash Flows for the year then ended, and related notes, are derived from the audited financial statements of The Selwyn Foundation for the year ended 31 December 2014. We expressed an unmodified audit opinion on those financial statements in our report dated 7 April 2015.

The summary financial statements do not contain all the disclosures required for full financial statements under generally accepted accounting practice in New Zealand. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of The Selwyn Foundation.

Directors' Responsibility for the Summary Financial Statements

The directors are responsible for the preparation of a summary of the audited financial statements in accordance with FRS-43: Summary Financial Statements.

Auditor's Responsibility

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with International Standard on Auditing (New Zealand) (ISA (NZ)) 810, "Engagements to Report on Summary Financial Statements."

Other than in our capacity as auditor we have no relationship with, or interests in, The Selwyn Foundation.

Opinion

In our opinion, the summary financial statements derived from the audited financial statements of The Selwyn Foundation for the year ended 31 December 2014 are consistent, in all material respects, with those financial statements, in accordance with FRS-43.



**STAPLES RODWAY AUCKLAND
CHARTERED ACCOUNTANTS
AUCKLAND**

7 April 2015

Corporate Governance

Board Governance, Principles and Guidelines



Kaumātua, Ross Gregory, Tokotoko carver holding a Tokotoko at the opening of the Reeves Apartments 2014.

Tokotoko: Presented to the Foundation in 2013 and named "Pono".

Pono reveals the integrity between what we think, say and do.

Governance

The Selwyn Foundation ensures that good governance practices reflect the nature of the Foundation, its charitable structure and the range of interests of its stakeholders. It is governed by a Board of Trustees, which is the legal authority for the organisation. The Board provides strategic leadership and oversight, upholding the integrity of the decision-making process and ensuring that its strategic focus, policies and practices are ethical and consistent with The Selwyn Foundation Mission and Constitution.

The Foundation aims to operate to the highest standards of governance and, as it has no shareholders, the role of the Board is even more significant in governance terms. Its members represent the interests of The Selwyn Foundation and residents, both constitutionally and morally. As such, both the Board and its members are entrusted to ensure that the Foundation is soundly managed for the benefit of all through the Senior Leadership Team.

Board composition and tenure

The Board may consist of up to nine members and no fewer than five, each of whom occupies a 'seat' for either a two or three year term, according to the manner in which they are appointed. The Chair is appointed by the Bishop of the Diocese of Auckland (being the President of The Selwyn Foundation), and up to six members are appointed by the Auckland Diocesan Council, with a further two elected at the Annual General Meeting. Board members

may be reappointed for up to a maximum of either eight or nine years (depending on their manner of appointment) and are eligible for re-election after a period of two years. All elected and nominated Board members are communicants in the Anglican Church at the time of their appointment.

If any seat becomes vacant prior to completion of the due term, it may be filled by the Board until the end of the term of the original member, subject to confirmation by the appropriate appointing or electing body.

The Board may co-opt up to two members who have special skills or abilities, with such appointments reconfirmed on an annual basis for a maximum of two years. These positions may or may not have voting rights at the Board's discretion.

Code of Ethics

The Selwyn Foundation Board of Trustees observes and fosters the following high ethical standards, as outlined in the Code of Ethics:

- conflicts of interest are disclosed when they arise and prior to voting on any matters in which a Trustee has a personal financial or other interest;
- Trustees observe the confidentiality of non-public information disclosed to them as Trustees, and are not to disclose it to any other person without the authority of the Board;
- fair dealing is maintained with customers, clients, employees, suppliers, competitors and other stakeholders;
- giving and receiving of gifts or payments is disclosed;

- Trustees are familiar with the New Zealand acts and regulations that govern their responsibilities, and comply with all laws and regulations;
- unethical decision-making and/or behaviour is brought to the Board's attention and appropriate sanctions applied;
- the Code is monitored and practices are evaluated against the Code as part of the Foundation's performance assessment;
- Trustees accept collective responsibility for Board decisions and are committed to constructively resolving differences;
- Trustees do not act independently of the Board and its decisions;
- all communication with the media is through the Chair, CEO or their designated spokesperson.

Governance framework

The Board meets each month to review the Foundation's organisational achievements, financial performance and charitable activities. One of the seven specific goals of the Strategic Plan is evaluated at each monthly Board meeting. In addition, an annual Strategic Planning day takes place to consider outcomes from the past year and plan for the year ahead, with other special meetings, training events and resident meetings also held throughout the year, including a Tikanga Best Practice workshop.

The Board maintains a separation between governance and executive action and has delegated the management responsibilities of the Foundation to the Chief Executive Officer. It has also established four sub-committees - Personnel, Property, Finance and Services - to further assist in the running of the Foundation. The committees meet on a regular basis over the course of the year, and a minimum of two Board members is required to make a quorum at each committee meeting, with members of the Senior Leadership Team invited to attend as required.

The committees evaluate the operational and qualitative performance of their respective areas by reviewing key performance indicators for their functional divisions, and ensuring that Business Plan reporting is reliable and indicates how project objectives relating to strategic goals are being met. Each group is responsible for monitoring and updating related policies to reflect best practice, and for ensuring that all procedures comply with law and regulations, that risks are appropriately identified and addressed, and that critical incidents are reviewed and all actions required are carried out by management. In general, they also provide a forum for the discussion, development and evaluation of new projects put forward by the Chief Executive Officer for the furtherance of the Foundation's strategic goals.

Each committee is responsible to, and reports to, The Selwyn Foundation Board, presenting a verbal or written report with recommendations to the Board meeting taking place immediately following their particular meeting.

Minutes of all Board and committee meetings are recorded, as well as the decisions made.

Internal financial control and risk management

The Foundation ensures the quality of all financial reporting, risk management and the independence of the external audit process. The Board's Finance Committee oversees financial matters relating to The Selwyn Foundation and its subsidiaries and ensures:

- the effective management of financial risks that threaten the achievement of objectives, and ensures that any such risks are appropriately identified, analysed, evaluated, treated, mitigated and reported;
- the production of reliable management and financial reporting;
- compliance with laws and regulations on financial reporting;
- effective management of reputational risk arising from financial matters;
- quality and continuous improvement are fostered in the Foundation's financial control processes;
- maintenance of an effective and efficient internal and external audit.

Board performance review and succession planning

The Board undertakes a process of self-management and self-review on an ongoing basis and also ensures that the Foundation has quality of leadership as regards the performance of the Chief Executive Officer.

There is a defined process for Board succession to ensure an orderly refreshment of the Board, when members come to the end of their tenure, which gives continuity to the Board as well as maintaining an appropriate balance of skills and experience on the Board and its committees. Following any appointment to the Board, a personalised induction programme is drawn up, which includes Foundation-specific knowledge building, site visits to Selwyn's villages, information and discussion on strategy, and development plans for the business. Board and committee members also receive specific training and development on topics which are of relevance during the year.

Annual General Meeting

An Annual General Meeting is held no later than 30 April each year and is chaired by the Bishop of the Diocese of Auckland as President of the Foundation. Notice of the AGM is advertised beforehand in the New Zealand Herald and also publicised to residents in the Foundation's village communities. During the event, the Foundation's financial statements and annual reports of the Board and auditors are considered, the appointment/

reappointment of the auditor agreed, and the election of Board members confirmed, as required.

A quorum of fifteen members of the Foundation is required for an Annual General Meeting (who may be Board members, the Bishop of the Diocese of Auckland, Life Members, individuals who have been admitted as members by the Board on terms and conditions established by the Board, and residents of Selwyn's facilities). All members except residents are entitled to vote on any resolutions put forward, with voting decided on a show of hands. In the case of an equality of votes, the chair of the meeting will have the casting vote.

Customer and stakeholder relations

The Selwyn Foundation respects the interest of its customers and stakeholders within the context of its fundamental purpose and charitable status. It has clear policies for relationships with all customers and stakeholders, and regularly assesses compliance with these policies to ensure that its conduct complies with the Constitution and pertinent legislation, and is within broadly accepted social, environmental and ethical norms, generally subject to the interests of stakeholders. It also ensures strong relationships and advocacy with current and future church and contract stakeholders are established and maintained.

Across the business, the Foundation engages regularly with residents, family members and service users, and also meets with regulators, healthcare providers, industry bodies, other non-for-profit organisations and stakeholders. This engagement enables us to contribute to building an understanding of issues relevant to our customers and overall service provision, and to contribute to the debate on relevant topics.

A detailed description of the composition, powers and duties of the Board is provided in The Selwyn Foundation Constitution document, available on request. The names of current Board members are listed at the back of the Annual Report, and their profiles are available to view on the Foundation's website www.selwyncare.org.nz

Foundation Contacts

Members of the Board

Dr Kay Hawk, *Chair*
Russell Florence, *Deputy Chair*
Dr Elizabeth Niven
Dr Peter Huggard
Peter Macaulay
Helen Melrose
Jan Nichols
Vicki Sykes

Pou Tikanga

Venerable Lloyd Popata

Senior Leadership Team

Garry Smith
Chief Executive Officer
Jason More
Chief Financial Officer
Dr Bart Nuysink
Chief Medical Officer
Hilda Johnson-Bogaerts
General Manager Residential and Community Care

Colin Bowring
General Manager Property
Dr Rod Perkins, *General Manager Foundation Development & Charitable Activity*
Aidan Craig, *General Manager Marketing & Villages*
Leanne Pickering, *General Manager People & Performance*
Andy Stewart, *Information & Technology Manager*
Marianne Hornburg
Spiritual Care Coordinator

Villages

Selwyn Village
43 Target Street, Point Chevalier, Auckland 1022. PO Box 44106, Point Chevalier, Auckland 1246
Tel: (64-9) 846-0119

Residential care at Selwyn Village

Caswell Rest Home
Tel: (64-9) 845-0731

Kerridge Rest Home and Hospital
Tel: (64-9) 845-0733

Sarah Selwyn Hospital
Tel: (64-9) 845-0736

Brian Wells Lodge
Tel: (64-9) 845-0717

Independent living at Selwyn Village

Tel: (64-9) 846-0119

Selwyn Heights

42 Herd Road, Hillsborough, Auckland 1042

Residential Care at Selwyn Heights

(rest home and hospital)
Tel: (64-9) 624-2600

Independent living at Selwyn Heights

Tel: (64-9) 815-3992

Selwyn Oaks

21 Youngs Road, Papakura, Auckland 2110
Tel: (64-9) 297-2079

Selwyn Park

15 Puriri Park Road, Maunu, Whangarei 0110
Tel: (64-9) 438-1099

Selwyn St Andrew's

41J Bryce Street, Cambridge 3434
Tel: (64-7) 827-6225

Selwyn Wilson Carlile

562 Grey Street, Hamilton East 3216
Tel: (64-7) 838-1562

Selwyn Sunningdale

174 Peachgrove Road, Claudelands Hamilton 3214
Tel: (64-7) 855-5465

Gracedale Home and Hospital

68 Mt Roskill Road, Mt Roskill, Auckland 1041
Tel: (64-9) 621-0011

Services

The Anchorage Day Centre (dementia day care)

St Mary's Cooperating Parish Church Hall
Cnr Taniwha Rd & Elstree Ave, Glen Innes
Tel: (64-9) 815-3991

Lavender Cottage (dementia day care)

43 Target Street, Point Chevalier, Auckland 1022
Tel: (64-9) 815-4785

Carer Support Day Centre

The Homestead,
21 Youngs Road, Papakura, Auckland 2110
Tel: (64-9) 297 2252

Hansen Close (including Selwyn House)

25 Roseberry Avenue, Birkenhead, Auckland 0626
Tel: (64-9) 846-0119

Selwyn Centres

Community day centres for the over 65s, see www.selwyncare.org.nz

From a daughter whose mother attends a Selwyn Centre

When she wakes the first thing she says is "I'm going to my centre." And over dinner she reflects on the activities she has done, the people who were there and the laughs she has enjoyed.

From a husband whose wife attends a Selwyn Centre

My wife, who suffers from Alzheimers, can enjoy the company of others, which is no longer available in the wider community. And as a carer, I can arrange activities for myself free of concern.

From a Selwyn Centre guest

I had become closed in my home since my situation changed. You have no idea what this club honestly means to me. You have opened up my world. You really have.

From a HOPE-Selwyn Scholarship recipient

Without the support of the HOPE-Selwyn Scholarship I would not be as far along as I am. It made a huge difference to be able to employ a Research Assistant to share the load.

From a resident with a personal history writer/volunteer

I spent a perfect day with my writer, and the beginnings of my story on paper. Thank you so much for arranging for her to be my writer; it has added something so special to my latter years.

From a family member in mourning

Thank you for helping my family through a very difficult time. I truly appreciated your kindness and understanding in planning the service. I was so nervous, but I can truly say Grandma would have been proud.



The Selwyn Foundation, PO Box 8203, Symonds Street, Auckland 1150. Level 4, 1 Nugent Street, Grafton, Auckland 1023, New Zealand
Tel: (64-9) 845-0838, Fax: (64-9) 845-0700 www.selwyncare.org.nz