

The Selwyn
Foundation



Annual Report 2018/19

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The Year in Review

Highlights of 2018/19

- Strengthened operating result which will enable greater charitable spend across our priority areas: promoting engagement in life to combat loneliness and social isolation; facilitating safe, secure and affordable living environments, and providing hardship support to help older people maintain their best possible health status.
- An increased emphasis on providing a range of services to vulnerable seniors living at home in the community, helping them to stay active, healthy and socially connected for longer.
- An exciting new Strategic Plan for 2018-2022 signalling our ambition to make an even bigger impact in how we serve the senior community in the years to come.
- Continuing to develop our holistic approach to wellbeing and extending The Selwyn Way into all aspects of our operations and community activities through the work of our Director, Spiritual Care.
- Diversifying our income streams in order to broaden our charitable Mission and so benefit even more lives in the future.
- An array of practical knowledge-sharing, learning and research programmes facilitated by The Selwyn Institute to achieve better outcomes for the older generation and their families.
- Extending the Selwyn brand of quality care and services into Wellington for the first time, with the acquisition of Wellington's Sprott House.
- Successful second year of operations for Haumaru Housing, our housing for older people joint venture with Auckland Council.
- Commencing work on two new apartment buildings at Selwyn Village, and planning for additional apartments as well as a new care centre and separate dementia care home at Selwyn Heights.
- Opening the 90-room Ivan Ward Centre at Selwyn Village, completing our trio of innovative, purpose-built care centres offering an advanced model of care.



We continue to thrive and be ambitious for the future in how we support our older generation and those who are vulnerable or in need.



CHAIR, KAY HAWK

On 22 May 2019, Founders' Day, The Selwyn Foundation celebrated a special anniversary — 65 years of providing quality care and services for older people and their families. This milestone is an impressive achievement for a charitable organisation such as Selwyn, and we continue to thrive and be ambitious for the future in how we support our older generation.

This is my last report as Chair of the Foundation, and I am immensely proud of all that we have accomplished in the past year and since I first took up the role in 2007. In the following overview, we highlight our successes in 2018/19 and all that has been achieved across our range of care, retirement living, community and charitable services. Our innovative programmes and the unique opportunities we provide are designed to deliver care and support in a way that is all-embracing, enriching seniors' wellbeing across emotional and spiritual dimensions as well as the physical – as expressed in The Selwyn Way.

Many high points in a busy year

We had another very busy year and with many high points, principal of which was our expansion into Wellington for the first time ever. In October, we entered a new stage in our growth and development, following our acquisition of Sprott House which offers residential services across the continuum of care. This significant addition complements our core business activities in Auckland, Northland and in the Waikato and, with the coming together of two of New Zealand's historic and much loved care institutions, we are now forging a new way forward in serving the capital city's older citizens.

Also figuring prominently amongst the highlights of the year was the opening of the wonderful Ivan Ward Centre at Selwyn Village, combining both rest home and hospital-level care and the new Brian Wells House memory support unit. This magnificent building is the third of our new care centres to have opened since 2017, representing a total investment of some \$50 million. The modern 'household' design together with our exciting 'care partnership' model supports our holistic approach to care and will stand us in good stead, as we prepare for the increased demands of an ageing society.

Another highlight to note is the exceptional work of Haumaru Housing, our social housing partnership with Auckland Council, which has continued to go from strength-to-strength since its launch in 2017. Haumaru Housing is maturing into a highly effective organisation, providing safe, secure and affordable rental housing for senior citizens living independently in the community. In turn, it is enabling the Foundation to progress our charitable objective in the housing sphere in support of older people who do not have the finances to own a home. Throughout the year, our Selwyn Community team has also worked with Haumaru to deliver an array of optional services and activities on its behalf, which have helped further improve tenants' social connectedness and overall wellbeing.

Exciting plans for the future

The need to prepare for the future and to maintain our ongoing sustainability and relevance was the driver behind the shaping of our new Strategic Plan for 2018-2022. Developed earlier in 2018 by

the Board and CEO, and launched in August, this Plan details the goals and strategies that will help us realise our aims over a five-year period, and signals our ambition to make an even bigger impact in how we serve the senior community.

Our charitable Mission remains the reason for everything we do and motivates us to be creative and inventive in our business, so we can do yet more in the charitable space – and for many more people. An important goal within our Strategic Plan is that of financial diversification, to be achieved through sound asset and investment management. This will be a major contributing factor in our continuing to support the vulnerable well into the future, therefore it is encouraging to see our first projects in this regard taking shape and starting to bear fruit.

The four eras of Selwyn's growth and development

Of course, there have been so many other triumphs in the past year which you will read about in the following report. In reviewing these, I have also been reflecting on the changes that have taken place at Selwyn since I first joined as a Board Member in 2002. I have often described the various 'eras' that The Selwyn Foundation has moved through and am reminded of how far the organisation has come in the last two decades.

The first era was that of the 'cottage industry' based at Selwyn Village – heavily reliant on the help of volunteers and on the devotion and selflessness of many, but in the red financially and behind in much needed development and planning.

The second era under the leadership of the Revd Duncan Macdonald (2000 – 2012) was

one of growth, innovation and expansion. The Foundation grew in size and number of sites, to gain the economies of scale needed to meet increasingly demanding standards of care and expectations of coming generations.

This third era, with Garry Smith as Chief Executive Officer, was defined by increased professionalisation of management and systems, continuous improvement and diversification of services, when we also began to explore ways to generate the funds needed to provide more charitable services to an aged population that is increasingly diverse.

Now in our fourth era, we have a strong focus on providing for the most vulnerable older people regardless of where they live – whether in our villages or in the wider community. This has required the separation of our charitable services from our commercial services, and we continue to look for ways to deliver our Mission that are relevant to the changes occurring in contemporary New Zealand.

When I joined the Board, we met just six times a year. There were no committees. There was no Strategic Plan. Duncan had an Executive team of two, plus himself. Our Selwyn world has grown and changed significantly since then. Innovative and forward-thinking, we are now a much larger, professional organisation, yet with the same values and objectives as before and always closely connected with our Anglican community.

Looking to the future

I have many people to thank for their inspiration, support, commitment to Selwyn and for their friendship. I won't attempt to name everyone, but particularly wish to mention Duncan Macdonald and Richard Randerson, who were

instrumental in persuading me to join the Board; both CEOs of recent years (Duncan and Garry) who have been outstanding leaders for their eras; Bishop John Paterson, Bishop Ross Bay, Bishop Te Kitohi Wiremu Pikaahu, and Assistant Bishop Jim White who have been so actively involved and supportive; numerous fellow Board Members; Garry's Executive team; our staff and volunteers; and the leaders and members of our residents' committees who have worked with the Board in a very constructive way.

In concluding my tenure of the governance role of Board Chair, I wish to do this symbolically at our 2019 AGM by handing over our tokotoko ceremonial walking stick, 'Pono', which was gifted to me as the Board Chair. It bears carvings representing God the Creator and Provider all of things, Selwyn's founding fathers – such as the Revd Jasper Calder, Revd Douglas Caswell, Bishop Simpkin, Sir Robert Kerridge and others – the Foundation's Board and staff, as well as residents and their families. It has acted as a constant reminder of our Selwyn Mission and the importance of thinking, saying and doing what is right.

The Selwyn Foundation is in very good hands, financially sound and with exciting plans for the future. I feel very privileged to have been part of its development over the years and look forward to following its future successes in support of the older person and their family and those who are vulnerable and in need, wherever they are at home.



Kay Hawk

Chair

*The Selwyn Foundation
September 2019*

A focus on wellbeing to achieve better outcomes for all.



CEO, GARRY SMITH

'Wellbeing' has been very much at the centre of public attention this year, but it has been at the heart of The Selwyn Foundation's work and Mission for over sixty-five years. Enriching older people's wellbeing, and supporting them to live fulfilled, contented lives in reassuringly familiar environments, is the reason for everything we do and the essence of our guiding philosophy, The Selwyn Way.

The 2018/19 period was yet another success story for the Foundation. We further developed our residential care and retirement village operations, continued to broaden the scope of our charitable and community initiatives to benefit more seniors – particularly those who are vulnerable or in need – and expanded the influence of The Selwyn Institute in promoting knowledge-exchange, research and training to ultimately achieve better outcomes for older people.

Growth in our retirement village operations

A particular highlight of the last twelve months was our acquisition of Wellington's Sprott House in October, giving us a presence in the capital for the first time in our history. This event saw the coming together of two highly respected providers with the same faith background, values and a distinguished heritage in providing a high standard of care. Throughout the three months of intense planning and preparation that took place before the official handover, everyone at Sprott was hugely supportive, as we worked together to prepare for the transfer of ownership. I would like to thank both the Sprott and Selwyn teams

for rendering such a seamless transition, whilst ensuring the continued provision of a safe and caring environment for residents over this period. With 'Selwyn Sprott village', we have now entered an exciting new era, extending our marque of quality care and services into the Wellington region and to a new community of seniors. (See under 'Villages'.)

Our capacity within the independent retirement living and residential aged care market will further increase at our two larger villages in Auckland. During the year, work commenced on two new apartment buildings at Selwyn Village which will deliver an additional 67 units, and planning is underway for additional apartments as well as a new care centre and separate dementia care home at Selwyn Heights. Master planning for our Selwyn Village site is also in progress, which will inform our development projects going forward to ensure that we continue to offer services and accommodation options relevant to older people's needs and preferences in the future.

First-class care environments

Another important milestone in the life of the Foundation was the completion of the 90-room Ivan Ward Centre at Selwyn Village in November, completing our trio of innovative, purpose-built care centres offering an advanced model of care. As with the Moxon and Lees care centres opened at Selwyn St Andrew's and Selwyn Oaks in 2017/18, this exceptional flagship development epitomises Selwyn's leadership and progressive thinking in the delivery of residential aged care. Our investment in this new-style,

'household' environment and in our pioneering 'care partnership' approach – where the resident is an active participant in decision-making around their wellbeing and lifestyle within the care home – is leading the way and we hope will set a new standard in how care will be provided across the sector in future. (See under 'Villages')

Successful second year for Haumarū Housing

I would also like to acknowledge the ongoing success of Haumarū Housing, our housing for older people joint venture with Auckland Council which celebrated its second full year of operations. Haumarū Housing is the fourth largest social housing provider in New Zealand and the largest (by a considerable margin) dedicated to providing affordable rental homes and related services for senior citizens. A self-governing organisation, it reinvests all profits back into the portfolio to better meet the needs of existing tenants and prospective applicants, those seniors who are vulnerable due to the uncertainty of their housing situation.

As the majority shareholding partner, The Selwyn Foundation is delighted at the significant increase in tenant satisfaction that has been achieved during 2018/19. This is a result of the Haumarū team's dedication to providing a responsive and effective service and their ongoing efforts to enhance people's enjoyment of their homes and villages through a wide range of initiatives to connect tenants with their neighbours and the local community alike. We look forward to Selwyn continuing to contribute to the Haumarū tenant experience through opportunities

for social engagement and improved health and wellbeing facilitated by our Selwyn Community arm. (See under 'Charity' and 'Community')

Help for seniors in the community

Our resources for enhancing seniors' wellbeing and helping them to stay active, healthy and socially connected for longer received a further boost in March with the opening at Selwyn Heights of our unique Strength & Wellness studio. Featuring some of the most advanced equipment currently available for age-friendly exercising (made by HUR Finland), the new studio is designed to improve older people's strength and physical ability, so they can reduce their risk of falls, increase their independence and so enjoy a better quality of life. (See under 'Community') Through the Selwyn Community team, the Foundation also secured the exclusive rights to distribute the specialist HUR exercise equipment in New Zealand.

This state-of-the-art exercise space, which is also open to older adults living in the surrounding area, is one of our many community outreach initiatives to support the wellbeing of those who live independently at home. With our thriving Selwyn Centres network (see under 'Charity'), strength and balance exercise sessions, transport services and social outings for Haumarū Housing tenants, for example, we are very much intent on helping older people within the population as a whole, so they can enjoy living in their home environment for as long as possible.

Spiritual wellbeing for all

This outward-focussed approach similarly applies to our chaplaincy services, and our village chaplains look beyond their existing congregations to how they may engage with new communities, not only within our villages but also beyond our traditional village environments. With our new Director, Spiritual Care, Reverend Caroline Leys, our chaplaincy team is increasingly considering the potential for reaching out more widely and in diverse ways, so that others can find and nurture whatever brings meaning to their life.

The Foundation has a wonderful history based on the teachings and principles of the Christian faith, and we also celebrate the fact that Selwyn embraces everybody, irrespective of their beliefs, backgrounds and cultures. In our Faith and Tikanga practice, we offer a welcome to all and seek to support spiritual wellbeing whilst respecting the cultural identity, values and spirituality of those we connect with.

The role of our Director, Spiritual Care has an emphasis on developing the spirituality dimension of The Selwyn Way. By extending its principles into every aspect of the Foundation's operations and wider presence, we aim to make spirituality accessible across everything we do as a charity, in our villages, through our community services, and through our education and knowledge exchange activities.

With this renewed impetus on the importance of spiritual wellbeing, we therefore open a new chapter in our development, as we continue to grow as an organisation and

Chief Executive Officer's Report

expand our outreach in the service of the older members of society.

Innovative learning opportunities

Over the course of the year, the learning arm of the Foundation, The Selwyn Institute, continued to advocate for and work towards achieving better outcomes for the older generation and their families through an array of practical knowledge-sharing, learning and research programmes.

In May, the Institute made a major submission to the New Zealand Health & Disability Review, advocating for consideration of older people's needs in any potential changes to the country's Health and Disability sector and for greater allocation of funding and resources for residential aged care and end-of-life care. In conjunction with Dr Richard Egan of the Cancer Society Social & Behavioural Research Unit, Dunedin School of Medicine, University of Otago, it also submitted a paper to the Ministry of Social Development as part of the 'Health of Older People Strategy' consultation, recommending the inclusion of spirituality in national health policy frameworks and the development of New Zealand-specific national guidelines on spirituality.

Its 'SelwynLearn' e-learning modules for staff were also further developed this year to include rich and interactive content. The content was developed with our own Selwyn subject matter experts,

offering more engaging and productive learning experiences for our care and non-direct care teams alike.

In its conferences and lecture programmes, research and learning projects and in its engagement with policymakers, government officials and health practitioners both home and abroad, the Institute provides an important source of information and a unique platform in helping guide society and key audiences in the topics of ageing and spirituality, so that older people may receive the best support in their journey to age well. (See under 'Learning'.)

Preparation for the future

The work of The Selwyn Institute meets an important strategic goal in how the Foundation plans to care for older people over the next few years and to deliver on our charitable Mission, as outlined in our 2018-2022 Strategic Plan published during the financial year. The Plan maps out how we intend to grow and develop and what we wish to achieve in terms of caring for seniors, whether they live in the community or in our villages. This is a significant piece of work and is of considerable importance for both Selwyn and, arguably, for society in general, in view of the scale of the demographic changes taking place in New Zealand and the extent of the services that will be required as a result.

Our Strategic Plan will be implemented within the guiding principles of The Selwyn Way, which is our approach to the care and wellbeing of all who connect with us. A series of roadshows was held for staff at each of the

villages, to take our teams through the various aspects of the Plan and to discuss the principles of The Selwyn Way and its five domains that define wellbeing – Spirituality (Taha Wairua), Growth (Te Haere Whakamua), Contentment (Te Taunga Manawa), Belonging (Whanaungatanga) and Resilience (Te Oranga). These events were very well received, and I would like to thank everyone for their continued support and commitment in helping to accomplish our strategic goals, as we work towards 2022.

Financial diversification to support our charitable Mission

The growth in the nation's ageing population will lead to an inevitable rise in the number of those who are vulnerable. Consequently, we have been looking to establish a range of sustainable revenue streams this year which will enable us to fund our charitable Mission to benefit even more lives in future. This emergent diversification strategy has seen initial success, including a contract with an external residential care provider for our in-house laundry service, the launch of our Strength & Wellness studio and exclusive distribution rights for the HUR exercise equipment, and The Selwyn Institute's burgeoning study tour programme for visiting healthcare delegations from overseas.

With potential for the development of additional services, businesses and funding streams, we look forward to being able to increase our charitable activities accordingly across our three priority areas. By promoting engagement in life to combat loneliness and social isolation; facilitating safe, secure and affordable living environments,



and providing hardship support to help older people maintain their best possible health status, we believe we can help make a difference in improving the lives of seniors in need, thereby continuing the Mission our Selwyn visionaries began over six decades ago.

Achieving better outcomes for all

The 2018/19 period saw a return to a financial operating surplus. Our strengthened operating result will enable greater charitable spend. We also expect that our operational surpluses will increase again in 2019/20.

The Foundation continues to be a leading light in the charitable retirement village and aged care sectors. With a new village in Wellington, outstanding care environments, new developments underway or in the planning,

and exciting new possibilities for extending our charitable presence in the Waikato following a decision to wind down Selwyn Sunningdale village, there is still so much more to come. Our increased emphasis on providing services to vulnerable older people living in the community will also enable us to offer practical support and assistance to greater numbers of seniors in the future, so that they can stay independent and well in the comfort of their own home for as long as possible.

I wish to thank our loyal staff and volunteers, the Executive team and the Board for their expertise and invaluable contribution to the Foundation’s work and Mission throughout the year. On behalf of our staff and management, I would especially like to thank our Board Chair, Dr Kay Hawk, for

her strategic leadership, guidance and support as she steps down after twelve wonderful years of ensuring the highest standards of governance and integrity in all that we do.

We go into the future strong and with immense potential to achieve better outcomes for all.

Garry Smith

*Chief Executive Officer
The Selwyn Foundation
September 2019*

CHARITY



Supporting seniors who are vulnerable or in need

The Foundation's charitable Mission is at the heart of everything we do and supports an array of innovative programmes and practical help at grass-roots level, enhancing the lives of vulnerable seniors.

Surpluses generated from our retirement village operations are reinvested into a wide range of charitable activities particularly focussed on those areas that impact physical and emotional wellbeing – environment, health, engagement in life and spiritual contentment.

Environment: enabling affordable living and a place to call home

An affordable living environment and a place where you feel you belong are major contributors to people's quality of life and general sense of security. Providing subsidised rental housing – whether directly or indirectly – for those in need, or helping with the cost of residential aged care, are important aspects of our charitable focus.

Our Haumaruru Housing social housing partnership with Auckland Council provides affordable rental housing for over 1,400 older people across the city and has been successfully operating for over two years. As the largest social housing provider dedicated to older people's housing needs, Haumaruru is not just about housing – it takes a holistic approach to supporting seniors and works to enhance tenants' overall wellbeing and social connectedness.

By partnering with other service providers, it offers a wide range of programmes, services and

activities for its tenants. For example, it funds regular day-trips out and about, 'Forever Young' strength and balance courses and in-home telehealth monitoring, which are delivered by the Foundation's Selwyn Community division. Such initiatives are of huge additional benefit for tenants and have contributed to a significant increase in tenant satisfaction rates in the last twelve months across all three regions of the portfolio. It's now looking forward to providing an extra 40 homes for single older people, when its new development opens in Henderson later this year.

In our retirement village communities in Auckland, the Foundation also offers affordable rental accommodation in the form of 21 cottages at Selwyn Village and 11 independent living suites within our Selwyn House community living residence at Hansen Close in Birkenhead. These are let at subsidised rates for those with limited savings and/or independent income and who are predominantly reliant upon National Superannuation, the Living Alone Allowance and the Accommodation Supplement.

For older people needing residential care and who find themselves in financial hardship, we've recently introduced a hardship support subsidy for a percentage of our premium residential care rooms. Individuals from our villages or the wider community who are unable to meet the full cost of our care packages are therefore able to apply for this support on an ongoing basis.

Health: contributing to improved health outcomes for seniors

Another key priority for our

charitable giving is the provision of support to help older people maintain their best possible health status.

The Foundation's hardship support funding provides financial assistance for the purchase of health-related products or services for those who cannot afford some essentials that would add to their quality of life (and which are not covered by the public health system). Grants are available to those within the Selwyn family – residents of all our villages, Selwyn Centre guests and clients of our dementia day centres – as well as to older people living within the general community (some qualifying criteria apply). This support helps with one-off purchases that would enrich a person's wellbeing, such as necessary dental work, hearing aids or spectacles.

At a wider level, our partnership with the Auckland City Mission supports the Mission's Elder Person Service. This outreach and advocacy programme amongst older people who are some of the most vulnerable and disadvantaged in Auckland helps them to access benefits and the appropriate health, social or housing services. In addition, we provide funding for Senior Workers based at various Anglican parishes in Auckland and at the Whangarei Anglican



Haumaruru Housing tenants enjoy a day-trip to the picturesque Puhoi Valley in the Selwyn Community minivans.

CHARITY

Care Trust, the New Zealand Faith Community Nurses Association and the Pou Awhina Kaumatua Kuia programme of the Maori Bishopric, Te Pihopatanga o Te Tai Tokerau. As with our Selwyn Centre coordinators, such 'navigators' working in the community can identify those who may be potentially vulnerable and advocate on their behalf with health agencies and social services, as necessary.

To be able to impact the lives of a greater number of people in the longer term, we also provide funding to promote learning and research in gerontology through The Selwyn Institute – our knowledge hub and reference source for those with an interest in helping others age well. This includes supporting the New Zealand Association of Gerontology and awarding scholarships for PhD student research conducted under the auspices of The Hope Foundation, a charitable trust dedicated to sponsoring research on ageing across a variety of disciplines. By assisting new research in the health space, therefore, we aim to influence investment in older people's wellbeing and so achieve better health outcomes for seniors in the future.

Engagement in life: strengthening emotional wellbeing through greater social connectedness

Through our charitable funding, the Foundation provides innovative programmes which enhance engagement in life and social interaction and help make a difference in the lives of those who may be lonely – whether they live in the wider community or in our villages.

Our work in this area is most evident in our thriving network of 39 Selwyn Centres that serve



older people in Northland, Greater Auckland and the Waikato, with a presence also in Christchurch. Jointly funded in partnership with Anglican parishes, the Centres are based in church halls and are hosted by a coordinator and parish volunteers. They provide a valuable opportunity for seniors to meet up each week in a friendly and positive environment with others from their local community.

With a lively programme of social activities, gentle exercise, morning tea and occasional trips out and about, the Centres serve an ethnically diverse population and welcome people of all faiths and backgrounds. The first opened in 2000 in Papakura, with the latest starting in May 2019 at St John's Anglican Church in the Woolston suburb of Christchurch. The warm welcome, fellowship and community connection on offer are a life-line to older people living alone or who are in need of companionship and social interaction, and provide a level of support in helping them live independently in their own neighbourhood.

Creative expressions of social connection

Each year, coordinators and volunteers from all the Selwyn Centres come together at

our annual Selwyn Centre Coordinators' Conference at Selwyn Village. This inspiring learning event is an opportunity to reflect on best practice in terms of the services and activities that are provided at the Centres, with major themes addressing the importance of older people having a sense of belonging and the relationship with wellbeing and social connectedness.

Meaningful engagement and having a purpose in life contribute to this sense of belonging, and Selwyn Centre guests have been involved in creatively expressing the themes of the conference through the 'Art of Belonging' project. This innovative collaboration with art therapy students from Whitecliffe College



of Arts and Design was first piloted in 2018. Guests from a number of Selwyn Centres worked with the students to create a range of authentic artworks through various media to express what it means to belong and feel connected to their local Centre.

The inaugural 'Art of Belonging' exhibition was unveiled at The Selwyn Institute's 2018 Ageing and Spirituality Conference, which explored the fundamental human need to belong, with a new collection of artworks unveiled at the 2019 Selwyn Centre Coordinators' Conference in July.

Clown doctors promote good health

Within our residential care homes and dementia day centres, the Foundation's commitment of charitable funds also enables the provision of forward-thinking initiatives such as Clown Doctors' visits.



A Clown Doctor and care resident

In a New Zealand first, the Foundation introduced medical clowning in March 2016, and the programme continues to bring joy and laughter to the lives of our care residents and day centre clients. Not only do the visits provide entertainment, but they also have many health benefits, helping to reduce feelings of loneliness, boredom or stress in those within the care environment.

With this focus on facilitating greater engagement in life and social connectedness, whilst



Pictured at the special service of commissioning at Selwyn Village's Chapel of Christ the King for our new Director, Spiritual Care, Revd Caroline Leys, are (from left): The Venerable Carole Hughes, Selwyn Board Chair Kay Hawk, The Right Revd Ross Bay, Revd Leys and Selwyn CEO Garry Smith.

contributing to people's personal growth and feelings of self-worth, our aim is to strengthen emotional wellbeing and a sense of belonging in those who may otherwise be at risk of becoming vulnerable through isolation.

Faith/Tikanga: nurturing spiritual and pastoral care for all-comers

As a member of the wider Anglican family, nurturing the spiritual health of our village communities is an integral part of the holistic care we offer. We believe that spiritual and emotional support contributes to people's overall wellbeing, therefore we provide chaplains at each of our village locations as well as a 24 hours on-call chaplaincy service for those in need.

Our chaplains are ordained ministers of the Anglican Church and are available to provide spiritual and pastoral ministry to all our residents, their family members and our staff, regardless of people's faith background or spiritual outlook. They play an active part in village life, conducting a range of weekly worship activities and services within our care homes and village chapels and taking a leading role in our special celebrations, commemorative events and remembrance ceremonies

throughout the year.

The chaplains' programme of spiritual and pastoral care is varied and tailored to the individual. They work alongside colleagues within the villages to ensure that holistic strategies are in place to best support people's wellbeing, to ensure that pastoral and spiritual needs are met and to nurture a culture where all are valued.

This year, we've expanded our chaplaincy team and invested in additional chaplaincy resources so we can provide a responsive service to those in extreme or urgent need. Our new Director, Spiritual Care, Revd Caroline Leys, leads our focus on spiritual wellbeing and the strategic development of the spirituality dimension of The Selwyn Way, so that every person we connect with, whatever their faith, can achieve a life that's full and which has potential, meaning and a sense of spiritual contentment.

As the Foundation extends its reach into the wider community beyond our villages and Selwyn Centres, our Director, Spiritual Care will be closely involved in the development of further community-based services so that seniors continuing to live in their homes also have the opportunity to receive this level of support and engagement.

LEARNING



Innovative education programmes promoting enhanced care

Through our Selwyn Institute knowledge hub, we continue to develop our capability as a preferred reference source, sharing practical knowledge and advice on the many facets of ageing and best practice in caring for ageing people.

Following the focus last year on loneliness and belonging at the Institute's annual conferences on gerontology nursing and ageing and spirituality, vulnerabilities and resilience were the theme of this year's events, which were specifically designed for those

who care for aged people.

Our Gerontology Nurses Conference was held at Eden Park, Auckland, on 4 October 2019, a larger venue this year due to the increased popularity of this annual professional development event. The conference sessions explored vulnerability and frailty in older people, particularly the role that nurses play in building resilience and in helping people to 'bounce back' from illness, injury or other setbacks in life.

The Ageing and Spirituality Conference on 1 November at Selwyn Village will examine the many aspects of resilience from a variety of perspectives.

The conference continues to incorporate a broad definition of spirituality, as the need for this unique and inspirational learning event grows.

The learnings from our conferences are summarised in a 'White Paper' written by the Institute each year. The review of our focus on loneliness and belonging, following our 2018 events, is now available at www.selwynfoundation.org.nz/learning.

In partnership with Mercy Hospice and Auckland University, the Institute also organised a number of learning events this year with visiting author,



Director of The Selwyn Institute, Hilda Johnson-Bogaerts, addressing delegates at the 2018 Ageing and Spirituality conference.

LEARNING

Professor Holly Nelson-Becker of Brunel University London, who's a scholar in end-of-life care, resilience, wellbeing and spirituality. Its 'Selwyn Seminar' series for residents of our Auckland villages and interested members of the public also continued, with presentations on 'Sage-ing' and coping with grief.

Supporting learning and research on ageing and aged care

The Selwyn Institute facilitates a wide range of internships and work experience placements at the Foundation's care homes and dementia day centres for those studying nursing, paramedicine, art and music therapy and other health science-related disciplines at tertiary level. Over the course of 2019, more than 220 students will have been hosted by Selwyn, representing 1,600 student and internship days. We also receive

many requests to host visits to our villages by academics and healthcare practitioners from both New Zealand and overseas, who come to learn first-hand of our innovations and best practice in caring for ageing people.

Through partnerships with New Zealand's universities and the provision of scholarships, the Institute supports research into the range of factors that affect quality of life in old age, with a number of research studies conducted each year at Selwyn sites involving staff and residents alike.

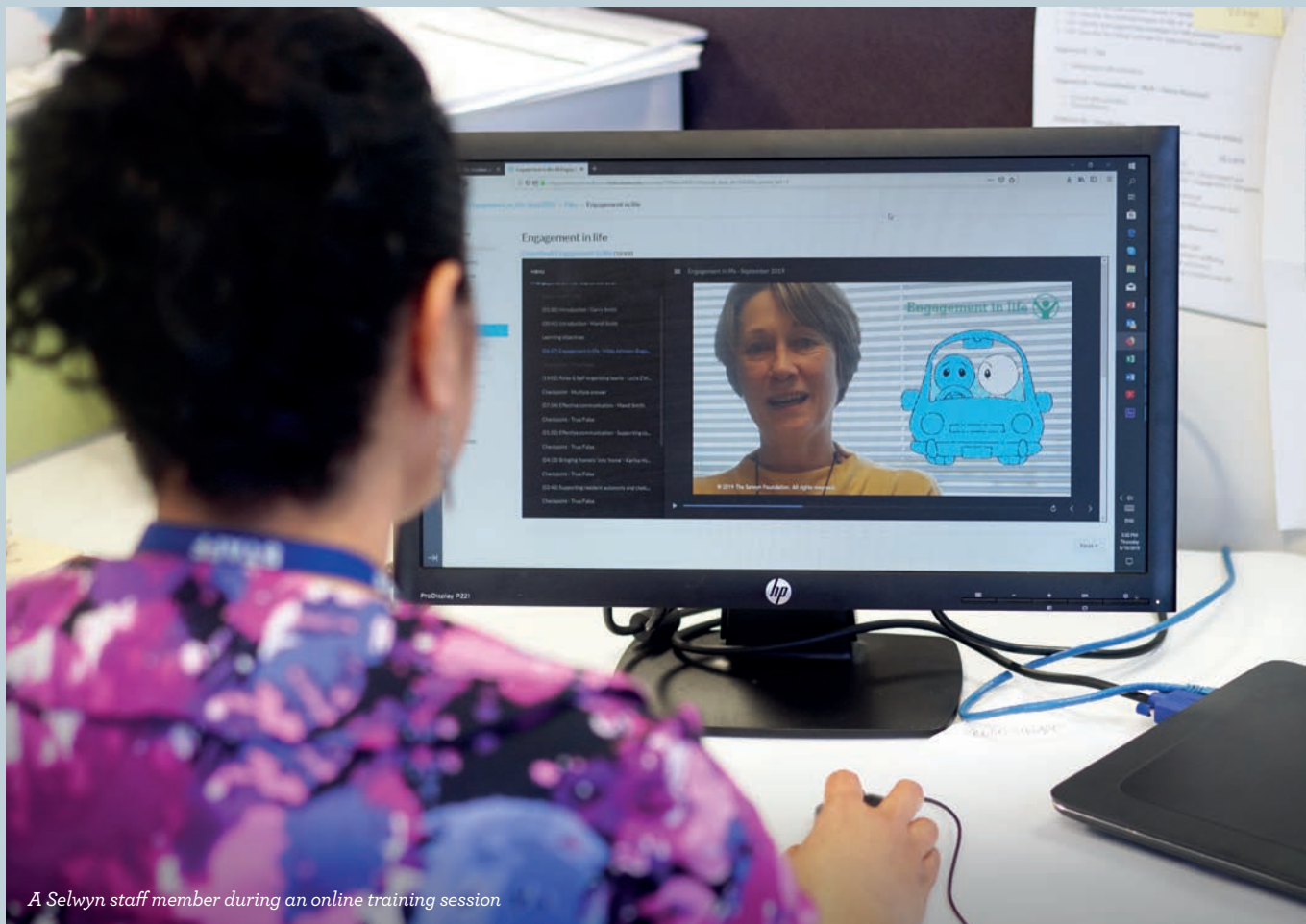
One such project undertaken this year is the Auckland University Cognitive Simulation Therapy (CST) research project with clients of our Lavender Cottage dementia day centre in Selwyn Village. CST is an evidence-based, structured group therapy for people with mild to moderate dementia which has been shown to improve

memory, to have a positive effect on mood and to improve people's quality of life. The university study into the benefits of this form of therapy was facilitated by a member of our diversional therapy team, an approved CST facilitator. Consisting of twice-weekly sessions with clients over a period of ten weeks, with a variety of activities aimed at general enhancement of cognitive and social functioning, it will add to the body of research aimed at improving the communication and problem-solving skills of those living with dementia.

Other recent projects have included assessing the effect of a combined chair yoga and CST programme, and a feasibility pilot study to test a cognitive stimulation games programme delivered by a robot for residents with mild dementia. In addition, we participated in the New Zealand fieldwork relating to the



Cognitive Stimulation Therapy session underway at Lavender Cottage.



A Selwyn staff member during an online training session

‘Job quality and care quality: comparative perspectives’ international research project involving researchers from universities in Australia, Scotland, Canada and New Zealand. This is a three-year international study exploring links between national policy, leadership practices and quality of care in residential aged care.

All our internal, partnered and hosted research projects since 2015, as well as a number of key research statistics, are highlighted in the first edition of our comprehensive research report which we also published this year.

Providing engaging and effective learning experiences

The Institute also leads the Foundation’s educational

programmes for staff and is opening up growth and skill opportunities to equip our teams to better support those in our care. The establishment of ‘SelwynLearn’ as the Foundation’s new internal learning management system is enabling access to innovative new learning modules and methodology. A framework based on a blend of online and face-to-face learning and new, richer digital format with increased interactive content is providing more engaging and effective learning experiences that are more reflective of the Selwyn environment and staff roles.

The Institute also enables Selwyn staff to achieve nationally recognised qualifications and supports team members in completing NZQA qualifications, with approximately fifty

members of staff studying for the NZ Certificate in Health and Wellbeing Levels 3 and 4 at any one time.

In providing these quality learning, teaching and research opportunities through The Selwyn Institute, the Foundation is pleased to be able to support the training and education of aged care professionals and to contribute to achieving better outcomes for older people and their families now and in years to come.

For more information on The Selwyn Institute and a wide range of articles promoting the wellbeing and care of older people, visit selwynfoundation.org.nz/learning

COMMUNITY



Helping seniors stay active, healthy and socially connected in the community

Supporting people to remain living well in their home environment for longer is a key goal of the Foundation's community strategy and enables us to touch the lives of so many more beyond our retirement villages.

Our Selwyn Community team develops and leads our range of innovative wellbeing services available to those who live independently in the community. The team works to deliver smart solutions that help seniors stay active, healthy and socially connected, so they can continue to enjoy living at home for as long as possible.

Earlier this year, our community Strength & Wellness studio was launched at Selwyn Heights village,

the first of its kind in the country. This new facility offers older adults living in the local area the chance to exercise gently and safely using some of the most advanced equipment currently available for age-friendly exercising.

Set within a relaxed and private area of the village, with access by appointment only, the studio enables users to work at their own pace and ability. With exercise programmes tailored to each person, it's ideal for strength training, medical fitness and rehabilitation. Easy-to-use and with gentle air pressure-enabled movement for seniors' exercising, the smart exercise equipment is designed to improve both muscle strength and balance. This, in turn, leads to a reduced risk of falls, increased independence and greater confidence in getting out and about, so enhancing people's overall quality of life.



New Strength and Wellness studio promotes age-friendly exercising for better quality of life.

COMMUNITY



HUR equipment is smart-card driven, gathering data so an exercise programme can be developed by a trained health professional, even remotely.

Through Selwyn Community, the Foundation has secured the exclusive distribution rights in New Zealand for this exciting new exercise technology, which is developed by Finnish company HUR, and we look forward to sharing these products with other providers for the improved wellness of our older population.

The Strength & Wellness studio is just the latest initiative in our community-focussed approach to improving older people's wellbeing. Selwyn Community also runs 10-week 'Forever Young' strength and balance programmes at local venues and delivers a range of wrap-around services to Haumaru Housing tenants, facilitating many opportunities for interaction and social engagement in the process. Such services include 'Forever Young', transportation and outings, and telemonitoring and other technology services in the home that help those with

long-term health conditions better manage their health. The team's now working on developing other solutions that can help older people continue to thrive in their own communities.

For further information on the new Strength & Wellness studio and the wider services provided by Selwyn Community, visit selwynfoundation.org.nz/community or call 0800 30 1234.

Vibrant environments providing quality dementia day care

Our dementia day services at Lavender Cottage (Selwyn Village) and the Anchorage (St Mary's church hall in Glen Innes) continue to attract high praise from the families of clients who attend and are an important component of our community service provision.

This year, alongside Cognitive Stimulation Therapy sessions for clients, offered at both centres

under the guidance of Auckland University's Dr Garry Cheung and Dr Kathy Peri (see 'Learning'), we've facilitated a successful, ten-week music therapy pilot at the Anchorage with a qualified music therapist as part of the centre's engagement in life programme. Music therapy is the planned use of music to assist the healing and personal growth of people with identified emotional, intellectual, physical and/or social needs. The sessions are client-led, with the therapist adapting in the moment in response to client ideas, their emotions and reactions. Benefits include improved communication and social interaction as well as enhanced emotional wellbeing, thought processing and memory support.

At Lavender Cottage, clients have taken part in a qualitative research trial of brightly coloured bathroom furniture, to assess whether contrasting colours are helpful in

differentiating between objects for those with dementia. They've also greatly enjoyed the various community dancing sessions with postgraduate dance students from Auckland University, who've been investigating how dancing can assist those with dementia and the positive effects on social interaction, self-expression and decision-making.

Clients of both centres also participate in regular outings to local places of interest and in a wide variety of engagement in life pursuits, and host visits by the Clown Doctors, Baby Buddies and local schools and colleges. All of which enhances the richness of the care provided and adds to the special warm and welcoming environment nurtured by our staff and so loved by the community of clients, family, volunteers and visitors who attend.



Community dancing session at Selwyn Village's Lavender Cottage.

VILLAGES



Popular village environments offering home comfort and lively lifestyles for all

In the last year, the Foundation has introduced the Selwyn brand of quality care and service into the Wellington region for the first time ever, with the acquisition of Sprott House in Karori, and we've also opened an exciting new 90-room care centre at Selwyn Village in Point Chevalier.

Established by the Anglican Diocese of Wellington in 1898, Sprott House retirement village shares many similarities with Selwyn in terms of its Anglican faith, values and charitable status. It was formally welcomed into The Selwyn Foundation group in October 2018 and celebrated its new name 'Selwyn Sprott village'. Comprising a 73-room care facility (rest home and hospital), a purpose-built, dedicated secure dementia care unit for 24 people and 13 independent living villas, its addition to the Selwyn family enables us to extend our core business and outreach services to a new community of older people.



Pictured at the celebrations for Selwyn Sprott village are (from left to right): President of the Sprott House Board of Trustees Don Rennie, Chair of The Selwyn Foundation Board Kay Hawk, Selwyn Chief Executive Officer Garry Smith and Sprott House Board Vice President Julie Crengle.



The new Ivan Ward Centre at Selwyn Village

In November 2018, we also opened the Ivan Ward Centre at Selwyn Village (named in honour of a generous former benefactor of the Foundation's work and Mission).

The new centre provides premium rest home, hospital and secure dementia care within a contemporary setting across seven 'household' communities. Bright, spacious and vibrant, the purpose-built, two-storey development has been designed according to international best practice and offers a caring, supportive home for residents to enjoy meaningful, engaged lives and where family look forward to visiting.

With the opening of the Ivan Ward Centre, we said farewell to the village's Brian Wells Lodge secure dementia unit and Caswell House rest home after some 54 and 45 years of service respectively. Residents, family members and staff joined members of the Board and Executive team at farewell events to reflect on the history of each building and the special love and care that each community was known for.

In recent months, we've also commenced work on two new apartment buildings at Selwyn Village which will offer a total of 67 independent living apartments plus basement car parking, with the development anticipated to be completed by June 2021. Likewise, additional independent living apartments are in the planning for Selwyn Heights, along with a new care centre and secure dementia care home.

Audit successes highlight quality care and customer satisfaction

During the year, we received excellent results in the various Ministry of Health audits of our care homes. Our new care centres at Selwyn St Andrew's (the Moxon Centre) and Selwyn Oaks (The Lees Centre) which opened in late 2017 and early 2018 received wonderful feedback for their household model of care and how they're delivering this for residents. As with the Ivan Ward Centre, these care homes are purposely designed to support residents' sense of

VILLAGES



Selwyn Wilson Carlile resident enjoying a 'Have-a-go' coaching session at the Cambridge velodrome.

belonging and of feeling truly at home. The auditors stated that the Moxon Centre was a 'homely environment that was a pleasure to be in', whilst Selwyn Oaks attained at 100% pass and specific commendation for good practice and their engagement in life programmes.

In addition to the above sector audits, we monitor our performance across a range of service areas on an ongoing basis throughout the year via our electronic customer satisfaction survey tool. This allows each individual village and care home to initiate their own surveys on specific topics and to receive feedback in real-time. Online questionnaires provide flexibility as to the frequency with which we can survey our residential care and independent living residents and their family members, and also enable us to address in a timely

manner any potential concerns that may be raised by respondents and enhance our service offering accordingly.

Through such ongoing quality checks, residents in our villages can therefore be assured of our industry compliant practices and procedures and our focus on providing superior care and customer satisfaction at all times.

Adding fun, variety and engagement in life

In our villages, we believe that everyone has the potential for personal growth – regardless of their age or ability. To this end, we facilitate a wide array of enriching hobby and recreational pursuits for our care and independent living residents alike, which cater for specific interests and complement our overall support of the individual. Our independent living residents also proactively



Selwyn Park's annual 'Picnic in the Park' event brings together residents from neighbouring care homes and children from the local primary school.



Staff entertaining residents and families at Selwyn Village's annual children's day.

organise their own events programmes and special interest and friendship groups for their fellow villagers, whilst community outreach and connecting residents with the wider public beyond their village is a key focus for our residential care residents. Joint recreational programmes and shared activities between the various resident communities also engender positive interaction and support village-wide.

In addition, we're fortunate to have many wonderful volunteers who generously help out with the social programmes and events, adding great variety, fun and engagement for residents. A successful new initiative this year has been the 'Cuppa, Cake and

Conversation' programme, which has enabled smaller corporate groups to interact and connect with residential care residents on a more individual level. This one-to-one contact makes such a difference and positively contributes not only to residents' enjoyment of their home and village community, but also to their overall wellbeing.

During National Volunteers Week in June each year, we hold various events around the sites to celebrate our volunteers' involvement across our care homes, day programmes and villages and to thank them for their valuable contribution to Selwyn's work and Mission.

With integrated environments offering a breadth of independent living options, innovative care homes, meaningful engagement in life programmes and spiritual and pastoral support for all, our ever popular villages will continue to be in great demand well into the future.

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 sixty-five 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. Older people 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. The most recent demonstration of our work in the wider community is our partnership with Auckland Council, managing the council's subsidised rentals under the Haumaruru Housing brand.

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 Christian faith, we will strive to meet the challenge.

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

Me mātua aroha ki te tangata, hei manaaki tika i a rātou



The Selwyn Way is our approach to the care and wellbeing of all who connect with us. The wellbeing of any person we connect with, is defined by the following five domains:

Spirituality (Taha Wairua)

A dimension that brings meaning to life.

Growth (Te Haere Whakamua)

Continuing to learn and flourish as a person.

Contentment (Te Taunga Manawa)

A state of satisfaction with life.

Belonging (Whanaungatanga)

A sense of meaningful connection with others, being part of a community.

Resilience (Te Oranga)

Capacity to overcome adversity, stress or uncomfortable change in ourselves or our circumstances.

A person's wellbeing is also impacted by:

- Your environment
- Your physical and mental health status; and
- The opportunities you have to engage in life.

Life Members and Companions

For service of Heart, Hand and Mind

Current Life Members

Mrs Sally Naulls, 2015

Mr Richard Caughey, 2014

The Reverend Peter Coughlan, 2014

The Reverend Duncan Macdonald,
2013

The Right Reverend Richard
Randerson, 2013

A new Companion honoured in 2019

Monica Huch

For her outstanding service to The Selwyn Foundation in a caregiving capacity over a period of 30 years.

Monica joined the Foundation on 15 August 1989 as a Nurse Aide and worked at Christ's Hospital at Selwyn Village. In 1994, Monica transferred to work as a Caregiver at the village's dementia unit, Brian Wells Lodge. She continued to serve that community until November 2018, when the Lodge closed following the opening of our new Brian Wells House memory support household in the Ivan Ward Centre. Monica is now a Care Partner at Brian Wells House, working full-time across afternoon shifts and night duty, providing quality and respectful care for our residents with dementia during those late evening hours.

Monica is a warm, humble and compassionate person, deeply admired by all who know her, as demonstrated by the wonderful support from family and friends on Founders' Day, 22 May 2019.



Mrs Monica Huch, 2019 Companion of The Selwyn Foundation alongside her loving family.

Current Companions:

Mr John Avery

Mrs Katie Borobokas

Mr Colin Bowring

The Reverend Stephen Brooker

Mr John Cameron

Mr John Cockcroft

Mrs Lois Cossey

Mrs Jan Culpan

Mrs Raewyn Fitzsimons

Mr Russell Florence

Mr Jim Frater

The Right Reverend Bruce Gilbert

Dr Sue Hancock
The Very Reverend
Geoffrey Hickman
Miss Dawn Jones
The Reverend John Marcon
The Right Reverend John Paterson
Dr Rod Perkins
Dr Chris Perkins
Joanna Pidgeon
Dr Gillian Reid
Professor David Richmond
Dame Diane Robertson
Professor Russell Stone
Mr Graeme Stormont
Mr John Whitehead
The Reverend Frank Wright
Mrs Beverley Yakas

We remember and give thanks for the work of former Life Members and Companions:

Miss Betty Pyatt MBE
Mr Ross Gregory
Mr George Langton
Mrs Margaret Dunn
Reverend Canon Ron Bambury
Miss Phyllis Goode
Reverend Canon Kenneth R. Small
Dr N C Baskett
Canon Douglas Caswell
Mr C K Harrison
Sir Bob Kerridge
Captain Stanley Banyard
Mr S R English
Mr Noel Herries
Mrs Shirley Lees

Donations and Bequests

Received with thanks

Reginald Hugh Taylor Estate
\$140,000

Charles Rupert Stead Trust
\$27,239

Elmwood Village Residents
\$15,789

Brenda Ruebe Davies Estate
\$5,000

Louisa and Patrick Emmett
Murphy Trust
\$5,000

Elizabeth Pyatt Estate
\$5,000

The Gift Box
\$2,739

Treasure Chest
\$2,338

Ben Green
\$1,000

Papakura Anglican Church
\$1,000

Pauline Cameron
\$1,000

Donations were also received from:

Allan, V
Baird, L
Bhatt, B
Dart, A
Dickinson, J
Findlay, K M
Fredatovich, P
Galbraith, K

Goyal, D
Hutchinson, L
Knight, B
Langton, K
Le Blanc Smith, D
McArdle, J
McNulty, A
Mokton, J
Norton, R
Purchase, PF & VJ
Read, F
Robinson, B
Selwyn Village Independent
Residents Society
Sharma, S
Sutherland, S
Trapper, E
Vernon, H
Watson, K
Wright, V

Sponsorship gratefully received from:

ASPEC
Cubro
Health Quality & Safety Commission
LeeCare
Retirement Village Association
USL
Walls & Roche



Chief Financial Officer's Report

2018/19 saw a return to surplus, with both operating results and fair value gains on our investment property increasing.



CFO, JASON MORE

It is my pleasure to present the Chief Financial Officer's Report and summary financial statements for The Selwyn Foundation Group for the year ended 30 June 2019, including The Selwyn Foundation, its fully owned subsidiaries Selwyn Care Limited and Selwyn Group Limited Partnership and the joint ventures Inviga and Haumaru Housing. Although the financial statements include the Inviga entities, these ceased trading on 30 April 2018 (with Selwyn Feros Limited Partnership removed from the Companies Register on 11 May 2019 and Inviga Limited on 9 July 2019) with no impact on the results presented during the year.

2018/19 saw a return to surplus after the deficit recorded in 2017/18, with both operating results and fair value gains on our investment property increasing. Operating results improved due to the opening of the new Ivan Ward Centre at Selwyn Village and the acquisition of Sprott House in Wellington, while we also had a full year of results from the new Selwyn Oaks and Selwyn St Andrew's care facilities, both with improving occupancy. The opening of the Ivan Ward Centre meant that Caswell rest home and Brian Wells Lodge were closed after many years of quality service. The closure of Caswell allowed for the next exciting independent living development to commence on that site.

The 2017/18 fair value adjustment on independent living units showed a decrease in value due to the investment in new common amenities at Selwyn Oaks and Selwyn St Andrew's. In 2018/19 there were no new independent living units delivered and the gain recognised was due to movements in the property market.

The 2018/19 year continued to see our diversification strategy advance with an external laundry

contract becoming operational, the opening of our first Selwyn Strength & Wellness Studio at Selwyn Heights, the securing of exclusive distribution rights for the sale of HUR equipment in New Zealand and growth in our offering of international study tours. While these activities did not have a material impact on the results in the current year, we do see them as areas of exciting potential and growth for the future.

Statement of Comprehensive Revenue and Expense

Operating Performance

For the June 2019 year, the Foundation made an operational surplus of \$0.4m.

Total revenue has increased during the year to \$54.7m, up 16% on 2018. This included residential care fees up \$5.8m (18%) as we had new revenue from the Ivan Ward Centre \$2.6m, Selwyn Sprott village \$4.7m and a full year of operations and increased occupancy at Selwyn Oaks and Selwyn St Andrew's \$1.3m. Offsetting this was lost revenue with the closure of Caswell rest home and Brian Wells Lodge of \$2.1m. Other movements relate to increases in standard daily bed rates (as determined by the District Health Boards) and movements in occupancy at other facilities.

Operating expenditure also increased during the year, up \$5.3m (11%). The increase in costs relates to the above explanation for increased revenue, resulting in a positive impact on the overall operating outcome.

We are expecting the operating result to improve again in the coming year, with a full year of occupancy at the Ivan Ward Centre and ownership of Selwyn Sprott village.

Chief Financial Officer's Report

Other Revenue and Expenses

As part of the year end financial statements, we are required to revalue our investment in independent living units. This year, the gain amounted to \$8.8m which is an improvement over the loss recorded last year. The gain included a market valuation undertaken on the sale prices of our units by an independent valuer, which occurs every second year.

The interest we earned on our term deposits and bonds was \$1.1m. This was lower than last year and continues a trend of declining income, as our cash and investment levels decrease as we renew our residential care offering. Adding to this trend is the economic environment, where lower interest rates are being offered on our investments.

During the year, we disposed of a property, surplus to requirements neighbouring Selwyn Village. Due to movements in the property market over the time of our ownership, this resulted in capital gain of \$1.2m. With the closure of facilities within our villages, we also recorded losses of \$0.2m on the disposal of the related assets.

With the acquisition of Sprott House, accounting rules require us to record the assets at their fair value on the acquisition date. In doing this, the fair value was assessed at a slightly higher value than had been determined during the acquisition negotiations. As such, a bargain gain on acquisition

of \$0.2m has been recognised. The integration of Sprott House into the Foundation has gone smoothly and the new village is performing above expectation, making positive contributions to our overall performance.

Total Charitable Activities

We gratefully received donations and legacies of \$0.2m and sincerely thank our supporters for their generous giving. A list of donors is supplied under Donations and Bequests on page 27.

We are required to show our share of the performance of Haumaru Housing Limited Partnership within our financial statements, and this has been included within our total charitable activity. This year, we are recognising a portion of its surplus relative to our interest, less the unrecognised share of losses from earlier years of \$0.7m. Last year, no value was recognised as surpluses had been offset by first year losses. It is important to realise that the joint venture agreement for Haumaru Housing Limited Partnership does not allow for any surplus to be distributed to the Foundation (or Auckland Council as the other partner) and by showing our share of the surplus, we are recognising the gains that the Partnership has made during the

current year. Haumaru Housing will retain the surplus to reinvest in maintenance and build a capital base to replace ageing buildings in line with its purpose to provide social housing to older people in Auckland, which ultimately is assisting the Foundation in delivering its charitable Mission.

The total charitable spend (including grants and donations and other charitable expenses) in the year was \$1.4m, which was up on the previous year. The increase in our grants and donations mainly related to last year's figure being lower than usual, due to a change in the timing of some grants being paid. Internal charitable activity also increased during the year as we undertook additional activities through our Selwyn Community arm and The Selwyn Institute.

Total Comprehensive Income

The Selwyn Foundation recorded total comprehensive surplus of \$10.8m for the year to 30 June 2019.

Statement of Financial Position

During the year, our property, plant and equipment increased by \$9.8m to \$77.4m. This included the completion of the Ivan Ward Centre and the acquisition of Sprott House.

	2019 \$'000s	2018 \$'000s
Donations and legacies received	244	418
Share of associate – Haumaru Housing Limited Partnership	658	–
Puckey fund assistance to residents	(1)	(4)
The Auckland Ladies Benevolent Society assistance to residents	(7)	(1)
Grants and donations	(618)	(462)
Other charitable expenses	(816)	(469)
Total charitable activities	(540)	(518)

Investment properties also increased, up \$14.6m to \$436.4m. This increase was mainly due to fair value gains recognised of \$8.8m, the Sprott House acquisition \$1.7m, increases in properties under development \$2.1m and capital refurbishments on existing units \$1.8m.

The increase in value of our property, plant and equipment and investment properties (other than revaluation gains) was mainly funded out of our cash and other investments, and this resulted in a decrease in the balance held across both of these of \$17.3m.

The account payable and other provisions balance decreased from the prior year, as we entered a different development cycle, which resulted in less expenditure being incurred around the year end.

During the year, the Puckey Fund was closed, and the Auckland Ladies Benevolent Society funds were transferred. It was the wish as part of the original bequest for the Puckey Fund that the funds be used towards the construction and establishment of a hospital at Selwyn Village, and as such, the balance of the fund was allocated towards the completion of the new Ivan Ward Centre care facility at that site. The original purpose of the Auckland Ladies Benevolent Society Fund was wider than the charitable areas that the Foundation operates in. As such, the Foundation Board determined that the Anglican Trust for Women and Children better matched that original purpose, and the balance of the fund was transferred to them for its administration. The remaining balance of reserves relates to the Jane Wallace Jobson Fund which will continue to be managed by the Foundation. It is the Foundation's intention to continue the grants that were previously supported by these funds out of our general reserves

and charitable giving.

Overall equity increased by \$10.3m to \$281.7m, which was made up of the total comprehensive surplus for the year of \$10.8m, less the reserves transferred to the Anglican Trust for Women and Children \$0.5m.

Statement of Cash Flows

As noted in previous Annual Reports, the statement of cash flows reflects movements in our cash balances and short-term deposits (less than three months) and excludes movements in term deposits of more than three months. The decrease in cash balances of \$4.6m includes the maturing of \$12.9m in term deposits of greater than three months. If these are added back, it results in an overall decrease in funds of \$17.6m. As mentioned earlier, this is mainly due to the expenditure on property, plant and equipment and investment properties.

Cash from operating activity decreased from \$10.9m last year to \$3.8m. While net operating cash flows from residents and payments to suppliers increased by \$4.9m, for the reasons mentioned earlier in operating performance, net settlement cash flows from the sale and termination of occupational right agreements decreased by \$11.5m. This was mainly due to only three new units being available for sale generating \$1.8m compared with nineteen units in the previous year for \$10.2m. Resale levels were largely similar to last year, with 50 units settling during the year compared with 54 the year before. Despite the recent slowdown in the property market, we are still experiencing good settlement timeframes with the reduction in sales levels due to lack of available stock.

We spent \$16.8m on the purchase and development of new assets for

the Foundation, which was lower than last year's level of \$31.7m, and this reflects the difference in the timing of the cycle of our development programme. In addition to this we also acquired Sprott House for \$6.0m. To help fund our development and acquisition activities, \$12.9m of term deposits and bonds were matured during the year.

Looking Forward

In last year's Chief Financial Officer's Report, I highlighted that the loss incurred that year should be a one-off and the expectation for 2018/19 was a return to profit. It is pleasing that we are able to confirm that this has occurred. We are expecting our operating profit to increase again in the coming year, as we have a full year of operations of the Ivan Ward Centre and Selwyn Sprott village and we see the positive culmination of recent investment in the assets of the organisation. With no new independent living units being delivered next year, we will not see the large increase in fair value movements that occur through the recognition of a development margin, and, as such, the movement will be mainly reliant on the performance of the property market.

As we work through our development plans, we continue to strengthen the financial position of The Selwyn Foundation, providing a pathway for a future that will enable us to reach and assist more vulnerable and needy older people.



Jason More
Chief Financial Officer
The Selwyn Foundation
September 2019

Summary Consolidated Statement of Comprehensive Revenue and Expense

For the year ended 30 June 2019

	Note	2019 \$'000s	2018 \$'000s
Revenue			
Residents' rental and fees		38,527	31,638
ORA service charges		4,149	3,957
Deferred facility fees		11,198	10,884
Other income		381 784	565
Total revenue		54,658	47,044
Expenditure			
Managers, nurses and caregivers		23,657	20,779
Maintenance and cleaning		7,858	6,572
Administration expenses		10,195	10,447
Depreciation		3,379	2,712
Other expenses		9,188	8,480
Total expenditure		54,277	48,990
Operating surplus / (deficit)		381	(1,946)
Finance income			
Interest received		1,078	1,778
Interest paid		(18)	(14)
Discount on loan with Haumaru		97	17
Net finance income		1,157	1,781
Other non-charitable revenue/(expenses)			
Increase/(decrease) in fair value of investment properties	2	8,804	(236)
Gain/(loss) on disposal of fixed assets		985	(677)
Bargain gain on acquisition	3	216	-
Feasibility studies		(235)	(655)
Total other non-charitable revenue / (expenses)		9,770	(1,568)
Share of joint ventures – Selwyn Feros Limited Partnership		-	(227)
Net surplus / (deficit) before charitable activities		11,308	(1,960)
Total charitable activities		(540)	(518)
Surplus/(deficit) for the year		10,768	(2,478)
Other comprehensive revenue and expense for the year		-	-
TOTAL COMPREHENSIVE REVENUE AND EXPENSE FOR THE YEAR		10,768	(2,478)

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

Summary Consolidated Statement of Changes in Net Assets/Equity

For the year ended 30 June 2019

	Retained Earnings		Reserves		Total Equity	
	2019 \$'000s	2018 \$'000s	2019 \$'000s	2018 \$'000s	2019 \$'000s	2018 \$'000s
Total equity at the beginning of the financial year as reported	269,064	271,612	2,309	2,239	271,373	273,851
Net comprehensive revenue and expense	10,768	(2,478)	-	-	10,768	(2,478)
Transfer to/(from) reserves	1,798	(70)	(1,798)	70	-	-
Transfer to external party	-	-	(445)	-	(445)	-
TOTAL EQUITY AT THE END OF THE FINANCIAL YEAR	281,630	269,064	66	2,309	281,696	271,373

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

Summary Consolidated Statement of Financial Position

As at 30 June 2019

	Note	2019 \$'000s	2018 \$'000s
Assets			
Cash and cash equivalents		4,733	9,349
Accounts receivable		3,854	4,872
Other investments		31,207	43,909
Assets held for sale		2,577	-
Loan to associate		962	1,366
Investment in associate and joint venture		658	-
Property, plant and equipment		77,410	67,565
Intangible assets		3,449	3,548
Investment properties	2	436,443	421,887
TOTAL ASSETS		561,293	552,496
Liabilities			
Accounts payable and other provisions		6,703	10,468
Loans		140	175
Licensees' interests in ORA units		272,754	270,480
Total liabilities		279,597	281,123
Equity			
Retained earnings		281,630	269,064
Reserves		66	2,309
Total equity		281,696	271,373
TOTAL LIABILITIES AND EQUITY		561,293	552,496

For and on behalf of the Board of Trustees:



Dr Kay Hawk
Trustee

Date: 24 September 2019



Jit Hui Chia (Clement)
Trustee

Date: 24 September 2019

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

Summary Consolidated Statement of Cash Flows

For the year ended 30 June 2019

	Note	2019 \$'000s	2018 \$'000s
Cash Flows from Operating Activities			
Receipts from residents for village and care facilities		44,479	34,761
Receipts from residents for refundable Occupation Right Agreements		32,213	43,089
Payments to residents for refundable Occupation Right Agreements		(19,674)	(19,092)
Legacies and donations received		244	418
Interest received		819	1,082
Interest paid		(18)	(14)
Cash paid to suppliers, employees and donations		(54,223)	(49,375)
Net cash flows from operating activities		3,840	10,869
Cash Flows from Investing Activities			
Purchase of property, plant and equipment		(13,041)	(19,974)
Disposal of property, plant and equipment		1,400	-
Purchase of intangible assets		(354)	(1,750)
Construction and purchase of investment properties		(3,437)	(10,003)
Advances to joint venture		-	(354)
Loan repayment received from associate		500	-
Capital contributed to joint venture		-	(147)
Acquisition of business combination	3	(5,985)	-
Decrease/(increase) of other investments		12,941	25,914
Net cash flows from investing activities		(7,976)	(6,314)
Cash Flows from Financing Activities			
Repayment of loan		(35)	(35)
Reserve fund distributed to external party		(445)	(445)
Net cash flows from financing activities		(480)	(480)
Net (decrease)/increase in cash and cash equivalents		(4,616)	4,520
Cash and cash equivalents as at beginning of the year		9,349	4,829
CASH AND CASH EQUIVALENTS AT END OF YEAR		4,733	9,349
Cash and cash equivalents			
Cash at bank and on hand		4,733	9,349
Short term deposits		-	-
CASH AND CASH EQUIVALENTS AT END OF YEAR		4,733	9,349

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

Notes to the Summary Financial Statements

For the year ended 30 June 2019

1 Statement of Accounting Policies

Reporting Entity

The Selwyn Foundation is a reporting entity, domiciled and registered in New Zealand for the purposes of the Financial Reporting Act 2013 and the Retirement Villages Act 2003 and its financial statements comply with these Acts. The consolidated financial statements presented comprise The Selwyn Foundation and its wholly owned subsidiary, Selwyn Care Limited, the Selwyn Group Limited Partnership and the joint ventures (which have been equity accounted), The Selwyn Feros Limited Partnership and its General Partner Inviga Limited, Haumaru Housing Limited Partnership and its General Partner Haumaru Housing Limited (together 'the Group').

The Selwyn Foundation and its subsidiary Selwyn Care Limited, are charitable trusts registered under the Charities Act 2005 (Registration numbers CC23254 and C21480) domiciled in New Zealand. The reporting terms and conditions set by Charities Services require the parent entity to prepare consolidated financial statements. This is a requirement of the Charities Act 2005 (section 46(1C)). The Group offers Christian care and support of the elderly.

The financial statements have been approved for issue by the Board of Trustees on 24 September 2019.

Basis of Preparation

The summary financial statements have been extracted from the audited full Financial Statements for the period ended 30 June 2019 and approved for issue on 24 September 2019.

The full financial statements, from which these summary financial statements have been extracted comply with generally accepted accounting practice in New Zealand (NZ GAAP). For the purposes of complying with NZ GAAP, the Group is a public benefit entity. The full financial statements comply with Public Benefit Entity International Public Sector Accounting Standards (PBE IPSAS) as appropriate for not-for-profit (NFP) entities. The Group is a Tier 1 entity based on size.

The full financial statements have been audited and issued with an unmodified opinion in respect to the year ended 30 June 2019 on 24 September 2019.

The summary financial statements were approved for issue on 24 September 2019 by the Board of Trustees.

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

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

Where necessary, comparative information has been reclassified and repositioned for consistency with current year disclosures.

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 Selwyn Foundation at PO Box 8203, Symonds Street, Auckland 1150.

2 Investment Properties

	2019 \$'000s	2018 \$'000s
Investment Properties Under Development at cost		
Opening balance	1,099	11,628
Capitalised subsequent expenditure	2,184	7,804
Transferred to property, plant and equipment	-	(2,577)
Completed developments transferred to completed investment properties	(120)	(15,426)
Expensed to Statement of Comprehensive Revenue and Expense	-	(330)
Closing balance	3,163	1,099
Completed Investment Properties at fair value		
Opening balance	420,788	403,418
Capitalised subsequent expenditure	1,843	2,180
Acquisition of business combination	1,725	-
Completed developments transferred from investment properties under development	120	15,426
	424,476	421,024
Change in fair value during the year	8,804	(236)
Closing balance	433,280	420,788
Total investment properties	436,443	421,887

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. (2018: 10.7%)
- ▶ Capital growth rate from 2.5% p.a. to 2.8% p.a. (2018: 2.5% to 2.8%)
- ▶ Turnover in villas of 10 years (2018: 10 years)
- ▶ Turnover in apartments of 7.5 years (2018: 7.5 years)
- ▶ Unrecoverable costs and expenses at 1.1% p.a. (2018: 1.1%)
- ▶ Refurbishment costs at 0.7% p.a. of incoming residents purchase price (2018: 0.7% of incoming residents purchase price)

Notes to the Summary Financial Statements continued

For the year ended 30 June 2019

3 Business Combinations

On 1 October 2018 the Group acquired 100% of the assets of Sprott House (subsequently renamed Selwyn Sprott village) retirement, village from the Sprott House Trust.

Taking control of Sprott House will enable the Group to have a presence in the Wellington market for the first time, complementing the existing retirement village activities in Auckland, Northland and the Waikato, and to expand outreach services to a new community of older people.

(a) Consideration transferred

The fair value of the consideration transferred included:

	\$'000s
Cash and cash equivalents	5,985
Total consideration transferred	5,985

(b) Identifiable assets acquired and liabilities assumed

The Group acquired and assumed the following amounts of assets and liabilities at acquisition date:

	\$'000s
Property, plant and equipment	6,046
Investment properties	1,725
Employee entitlements	(318)
Licensees' interests in ORA units	(1,252)
Net identifiable assets acquired	6,201

(c) Bargain price on acquisition

A bargain price on acquisition has been recognised as follows:

	\$'000s
Fair value of net identifiable assets	6,201
Consideration transferred	(5,985)
Bargain gain on acquisition	216

The bargain gain on acquisition arose due to the contractual values differing to the fair value assessed on acquisition.

3 Business Combinations (continued)

(d) Acquisition costs

The Group incurred \$190,000 of acquisition related costs in the 2019 year and \$183,000 in the 2018 year. The costs related to legal fees, due diligence and transition expenditure. These costs have been included within feasibility studies in the statement of comprehensive revenue and expense.

(e) Impact of the acquisition on the results of the Group

In the current reporting period since the acquisition date, Selwyn Sprott village has contributed \$4,822,000 of revenue and a surplus of \$1,219,000 to the Group's result.

If Selwyn Sprott village had been acquired at the start of the reporting period, management estimates the combined revenue of the consolidated Group would have been \$56,232,000 and the surplus \$11,034,000.

4 Events After the Reporting Date

Inviga Limited, the General Partner of Selwyn Feros Limited Partnership, was removed from the Companies Register on 9 July 2019 as part of the partnership dissolving.

A decision was made in July 2019 to wind down the Selwyn Sunningdale village site and new resident admissions were suspended. A decision has not yet been made on the future of the site.

REPORT OF THE INDEPENDENT AUDITOR

On the Summary Consolidated Financial Statements to the Members of The Selwyn Foundation

The accompanying summary consolidated financial statements, which comprise the Summary Consolidated Statement of Financial Position as at 30 June 2019, the Summary Consolidated Statement of Comprehensive Revenue and Expense, Summary Consolidated Statement of Changes in Net Assets/Equity and Summary Consolidated Statement of Cash Flows for the year then ended, and related notes, are derived from the audited consolidated financial statements of The Selwyn Foundation for the year ended 30 June 2019. We expressed an unmodified audit opinion on those consolidated financial statements in our report dated 24 September 2019. Those consolidated financial statements, and the summary consolidated financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those consolidated financial statements.

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

Other Information

The Trustees are responsible for the other information. The other information comprises the information included in The Selwyn Foundation's annual report for the year ended 30 June 2019 (but does not include the summary consolidated financial statements and our auditor's report thereon).

Our opinion on the summary consolidated financial statements does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the summary consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the summary consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Trustees Responsibility for the Summary Consolidated Financial Statements

The Trustees are responsible for the preparation of a summary of the audited consolidated financial statements in accordance with Public Benefit Entity Financial Reporting Standard 43: *Summary Financial Statements* (PBE FRS 43).

Auditor's Responsibility

Our responsibility is to express an opinion on the summary consolidated 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 consolidated financial statements derived from the audited consolidated financial statements of The Selwyn Foundation for the year ended 30 June 2019 are consistent, in all material respects, with those consolidated financial statements, in accordance with PBE FRS 43.



BAKER TILLY STAPLES RODWAY AUCKLAND

Board Governance, Principles and Guidelines

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.

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, 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 Chief Executive and the Executive Team.

Board composition and tenure

The Board may consist of up to ten members and no fewer than five, each of whom occupies a 'seat' for a three year term. 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 a maximum of twelve years and are eligible for re-election after every period of three years. All elected and nominated Board members in seats 1 - 7 are communicants in the Anglican

Church. Board members appointed to seats 8 - 10 should either be communicant Anglicans or declare their support for the ethos and Mission of The Selwyn Foundation at the time of their appointment.

The Board may co-opt one member to seat 10 who has special skills or abilities, with such appointments reconfirmed on an annual basis for a maximum of three years. This position 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 Strategic Plan goals 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. Other special meetings, training events and resident meetings are also held throughout the year.

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 committees: Personnel, Property, Finance and Commercial, Villages, Risk, Technology and Innovative Care Solutions and Succession, 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 Executive 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. A verbal or written report with recommendations is presented to the Board immediately following the committee meeting. Minutes of all Board and committee meetings are recorded, as well as the decisions made.

Joint Venture Partnerships

As 51% shareholders in Haumarū Housing LP, The Selwyn Foundation Trust Board also appoints three people to the Haumarū Housing Board.

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 and Commercial 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;
- 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.

Enterprise risk management

The Risk Committee reviews the strategic risks, the associated material risks, all critical and high operational risks along with the health and safety performance, and provides reports and advice to the Board. In the 2018/19 period, each strategic risk was reviewed starting at the Executive level, followed by the Risk Committee and then the Board. A horizon scan of the strategic risk landscape was completed and each of the strategic and material risks updated accordingly.

With a continued focus on Health and Safety, we have also focused on construction-related, risk alongside our construction partner, to reduce or eliminate high potential safety incidents. This

included working jointly with the construction partner to set up the Health and Safety risk management systems for critical risks identified for the large-scale construction of apartments at Selwyn Village which commenced in February 2019.

Valuing the environment we work and live in is seen as an important part of the Foundation's future. To support our environmental strategic goal, the new apartment construction at Selwyn Village is being constructed to the Homestar 6 star rating criteria. This will deliver a more environmental friendly, warmer and drier home environment for our residents. We have also ensured that recycling and re-using have been a key criteria for the demolition and construction phases of the construction programme.

Selwyn's systems and procedures have been reviewed and improved to eliminate or reduce the risk to our employees, contractors and volunteers. This included the Bullying and Harassment procedure, with a new in-house support network trained to provide support and guidance where employees and others feel they have been affected. Our recently launched Family Violence procedure, providing support to victims of family violence and assistance to improve for users of violence, also makes use of the internal support network.

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 31 October 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.selwynfoundation.org.nz



Foundation Group

Members of The Selwyn Foundation Trust Board

Dr Kay Hawk, Chair
Dr Peter Huggard, Deputy Chair
Dr Natalie (Elizabeth) Niven
Peter Macaulay
Helen Melrose
Janice Thomas (née Nichols)
Vicki Sykes
Benjamin Green
Jit Hui Chia (Clement)
Harold (Stephen) Titter

Pou Tikanga

Venerable Lloyd Popata

The Selwyn Foundation Senior Leadership Team

Garry Smith,
Chief Executive Officer
Jason More,
Chief Financial Officer
Dr Bart Nuysink,
Chief Medical Officer
Lisa Watkins,
Chief Operating Officer, Villages
John Ashley,
Chief Operating Officer, Community
Andy Stewart,
Chief Information Officer
Caroline Leys,
Director, Spiritual Care

Bob Bull,
Director, Assets & Development
Hilda Johnson-Bogaerts,
Director, The Selwyn Institute
Karen Coleman,
Director, Marketing & Communications
Nico Smit,
Director, Risk

The Selwyn Foundation Group Office

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Partners

Members of the Haumaru Housing Board

Dr Kay Hawk, Chair
Garry Smith
Kerry Hitchcock
Vicki Sykes
Matthew Harker

Haumaru Housing Management

Gabby Clezy,
Chief Executive Officer
Haumaru Housing office
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