



Annual Report
2019/20



**In the last
four years
we've distributed
\$5,635,000 to
age-related
charities and
initiatives.**

It begins, and ends, with charity

Even before there was a Selwyn Foundation, there was a group of Aucklanders united with a single purpose – to care for elderly people who were vulnerable or in need.

It was a purpose born out of the legacy of the Great Depression and WWII, when a desperate housing shortage meant some elderly people were living in squalid and destitute conditions. The Reverend Jasper Calder (the original Auckland City Missioner) and others worked tirelessly to build up a number of highly successful assistance programmes. In time, these assistance programmes turned into a retirement village, and the village turned into The Selwyn Foundation. So charitable outreach has always been at the core of everything we do – and still is today.

We're about care performance, not share performance.

You won't find The Selwyn Foundation listed on the share market. We're a charitable organisation, so rather than distributing profits to shareholders, we reinvest back into enriching the lives of older people in need.

Our commercial ventures and social enterprises raise funds for all our initiatives in charitable outreach.

Initiatives like our 40 Selwyn Centres – drop-in centres held throughout the country to offer friendship, fun, support and advocacy to over 65s.

Or our hardship support fund, which provides elderly people with health-related essentials that may be beyond their means. Maybe that's dental or podiatry services; or perhaps it's a set of hearing aids, or a new pair of glasses.

In addition to the work we do around social isolation, loneliness,



hardship support and affordable housing, The Selwyn Foundation distributes much of its annual operating surplus to charitable and not-for-profit groups. It goes to organisations working with or for the elderly at both the community and national level, including research projects in gerontology. Ultimately, everything we do, we do to help elderly people in our community who are vulnerable or in need – just as our founders first envisaged.

You can help too.

Every donation, no matter how big or small, makes a difference. Find out more about our charitable activities, or make a donation at: selwynfoundation.org.nz/charity



Contents

- 4 The Year in Review
- 5 Chair's Report
- 7 Chief Executive Officer's Report
- 11 Our Mission
- 13 Life Members and Companions
- 14 The Selwyn Way
- 15 Charity
- 27 Donations and Bequests
- 29 Learning
- 33 Community
- 37 Villages
- 43 Our Environment
- 44 Responding to the COVID-19 pandemic
- 47 Chief Financial Officer's Report
- 51 Summary Consolidated Financial Statements
- 57 Report of the Independent Auditor
- 58 Corporate Governance
- 61 You can help us make a difference



Highlights of 2019/20

- Staying COVID-free. Delivering an effective response to the COVID-19 crisis, ensuring that all villages and care homes remained free of the virus and that residents, staff and vulnerable seniors within the Selwyn family were supported throughout the pandemic.
- We developed a comprehensive welfare response to the COVID emergency – based on the principles of The Selwyn Way – through which we delivered support to seniors who were living on their own in the community or who were otherwise vulnerable or at risk of becoming isolated.
- We continued our charitable Mission and focus across our three priority areas: reducing loneliness and social isolation, providing financial support to older people so they can maintain their optimum health status, and increasing the availability of affordable housing. These are underpinned by the Faith and Tikanga principles that, are inherent in our Constitution, and by knowledge exchange through the activities of The Selwyn Institute.
- The Selwyn Institute facilitated many learning opportunities and knowledge-exchange events for healthcare practitioners, Selwyn staff and all those with an interest in supporting others to age well. During the lockdown, the Institute also developed a ‘virtual’ assistance tool specifically designed to support the welfare of those aged 70+; the dedicated ‘Be well, be kind, be safe’ section at selwynfoundation.org.nz offers extensive resources to strengthen wellbeing, engagement and resilience.
- Our Health and Wellbeing services available for older people living independently in the community and in our villages continued to expand, with increased capability and greater provision for supporting seniors to live well at home, thus preventing or delaying a transition to residential care in the longer term.
- Following the successful opening at Selwyn Heights last year of our unique Strength and Wellness studio featuring the specialist age-friendly HUR exercise equipment, we opened a second studio at Selwyn Village, helping residents and seniors living locally to exercise safely and so maintain their strength and agility.
- We expanded our music therapy programme across both our Anchorage and Lavender Cottage dementia day centres and into the Ivan Ward Centre and Brian Wells House memory support unit at Selwyn Village, thanks to a grant from the Charles Rupert Stead Trust.
- Work progressed on expanding the accommodation and care options available at our two largest villages in Auckland. The two three-storey apartment developments at Selwyn Village are expected to be completed late 2021. Plans have been finalised for a standalone, 12-room dementia care/memory support unit at Selwyn Heights. Resource consent has also been submitted for a three-storey care centre which will include 6 households of 12 residents, along with a further development including 57 apartments at Selwyn Heights.
- Our care homes achieved excellent results in the various Ministry of Health audits conducted throughout the year, with wonderful feedback from auditors and families alike, endorsing our best practice procedures, our holistic approach to ensuring resident wellbeing and the high standard of clinical care provided by our nursing and caregiving teams.
- Our housing for older people joint venture with Auckland Council, Haumarū Housing, celebrated a third successful year of providing affordable rental housing for vulnerable seniors in need of secure rental tenancies, and opened a major new village development in Henderson (pictured below).



Chair's Report



HON DAVID CUNLIFFE

Kia ora tatou. Talofa lava. Malo e lelei. This is my first report as Chair of the Foundation Board and may I say at the outset how impressed and proud I am to support such a talented and committed team.

The 2019/2020 financial year saw huge disruption around the globe affecting every strata of society. Governments, employers and individuals alike have been impacted by the COVID-19 pandemic and the unprecedented change and uncertainty that it has imposed on our way of life. While New Zealand has so far been able to escape the worst of the ravages of this unrelenting virus, we are all having to transition to new ways of doing things. It will now be important for 'Team New Zealand' to identify creative solutions and opportunities for supporting and serving others as we go forward in this new reality.

This is also true for The Selwyn Foundation, which rose to the COVID challenge so admirably, protecting its residents and staff and supporting the vulnerable seniors in the wider Selwyn family

throughout the highest Alert Levels and in the intervening period since. 'Team Selwyn' has a great wealth of experience, underpinned by genuine love and care and enriched by the loving support of the wider community of the Anglican Church, all of which were clearly evident in how we responded to this unparalleled situation.

Prioritising health and safety

The Board and management were clear from the first signs of the COVID-19 pandemic that the health and safety of our Selwyn family – our residents, those we serve through outreach, our staff and their families – were paramount. The Foundation's successful management of the COVID-19 crisis was a consequence of choosing to put resident and staff safety above all, including financial imperatives. Throughout our Annual Report, you will read of the extraordinary measures that were put in place to ensure the security of our residents and staff, to keep our environments virus-free, and to maintain continuity of our village operations and business support functions at the height of the pandemic. From additional staffing, to strict but humane lockdown processes, to best practice risk management systems throughout our organisation, the Foundation has worked tirelessly to ensure the safety and wellbeing of all in our care.

Everyone stepped up and worked as a team to put into practice our extensive range of health and safety and infection prevention and

control initiatives. As a result, we achieved 100 percent safety of staff and residents throughout the period, but not without significant financial impact on the organisation.

Shaping a new future

As we all come to terms with what is happening in the world, the Foundation has embarked on a strategic review process to help inform our future focus and ensure we make the best possible decisions in how we serve older people and vulnerable seniors following the COVID shock. We are looking to adopt a pragmatic and strategic approach to this phase of reflection, re-evaluation and re-prioritising, whilst ensuring that we continue to honour and advance the objects of the Selwyn Constitution and to continue to give effect to The Selwyn Way.

*We seek to touch
the lives of many
more older
people beyond
our village
environments*

One significant aspect of this review will be to establish new frameworks for the delivery of our charitable activity across our three priority areas – loneliness and social isolation, hardship support and affordable housing – serving older people based on Faith and Tikanga,



supported by knowledge gained and exchanged through The Selwyn Institute. In making a renewed and refreshed charitable programme a reality, we seek to touch the lives of many more older people beyond our village environments, ensuring that our Mission is relevant to the needs of today's vulnerable seniors and effective and practical in its response to the hardships they face.

The COVID crisis has, as expected, had a severe impact on our financial results. Our 2020/21 Budget reflects the need to ensure that our finances remain prudent and sustainable over the long-term.

Our strategic review is the next step in considering how and where we will go from here. We have just set out on this journey, and our deliberations will be robust, wide-ranging and ambitious for the future. Whilst it is too soon to know the outcome, the Foundation's Mission will remain the same regardless - to serve older people who are vulnerable or in need. Fuelled by our commercial activity, our plans and projects in the future will be conducted as always within the context of The Selwyn Way, our unique, integrated approach to the care and wellbeing of all who connect with us, placing the individual at the centre of everything we do.

Acknowledging Haumaru Housing success

In this year of challenge and transition, I would like to acknowledge my predecessor, Dr Kay Hawk, who stepped down in

October 2019 after twelve years as the Foundation's Board Chair. Kay also steered the Foundation through times of great change and opportunity, and I look forward to building on her legacy and taking the Foundation to new heights in our service to New Zealand's older population.

Kay is now Chair of Community Housing Provider Haumaru Housing, our highly successful joint venture with Auckland Council, which specialises in providing affordable rental housing for older people in need of a long-term, secure rental tenancy. It equally took a proactive approach to managing the COVID crisis across its 63 villages and to keeping its tenants and staff safe. I wish to congratulate the Haumaru Board, Chief Executive Gabby Clezy and the whole Haumaru Housing team on their expert handling of the situation, which was subsequently validated by its annual survey results which saw tenant satisfaction climb to an impressive 95 percent.

Displaying the best of The Selwyn Way

In concluding, I would like to express the Board's sincere thanks and appreciation to our outstanding Chief Executive Officer Garry Smith, the Executive team and our Foundation staff at all levels for their courage and sheer hard work during these extraordinary times. I am confident in saying that each and every person excelled themselves in their respective roles, and everyone worked together as a high

functioning and extremely effective team to the benefit of the Selwyn community and all those we care for as an organisation.

I particularly wish to commend our 'front line' workers in the villages who continually put the safety of our residents first, to the immense gratitude of residents and their whānau, whilst taking all the necessary precautions to keep themselves, each other and their own families safe too. They displayed the best of The Selwyn Way, and the results speak for themselves.

It is a real honour and privilege to have the opportunity to be a part of this amazing organisation which celebrated its 66th anniversary this year, and I look forward to the next chapter in our unique story of service and innovation in support of New Zealand's seniors.

Hon David Cunliffe

Chair

The Selwyn Foundation

September 2020

Chief Executive Officer's Report



CEO, GARRY SMITH

The pandemic dominates 2020

2020 has been a year of significant challenges and adversity for individuals and organisations across the world, and The Selwyn Foundation has not been immune.

I am honoured to lead an organisation with a strong sense of purpose and mission and with staff who time and again demonstrate their commitment to The Selwyn Way.

We were well positioned to deal with the COVID-19 pandemic, with systems and structures in place for appropriate and timely infrastructure, clinical and wellbeing responses. We 'front footed' the crisis at every stage to actively manage the risk, and the steps taken were beyond what was required by the Ministry of Health or were ahead of practice within the sector.

Examples of this judicious approach include our recruitment of more nursing and caregiving staff in advance of the formal lockdown (an additional 21 percent of our permanent care team) plus extra staff in our central laundry, in

order to strengthen our workforce in readiness for any outbreak; the introduction of dedicated (cohort) nursing with staff assigned to work in specific care households or care facilities only, to minimise any potential spread of the virus; our stringent processes for accepting new residential care admissions; and the establishment of safety officers to enable risk-free deliveries and limit access to our largest villages to our essential workers only. Furthermore, our transition in and out of the various Alert Levels, supported by extensive and timely communications, erred on the side of caution and continues to do so, to preserve our safe havens and reduce any possible risk of the virus jeopardising our village communities.

I am delighted to say, to date, our residents and staff have remained safe from the virus thanks to the incredible efforts of Virginia Sisson, (Acting Chief Operations Officer - Villages), on call 24/7 leading our frontline staff. Credit must also go to our ICT team, led by our Chief Information Officer, Andy Stewart, and the support provided by our Executive team and village colleagues, all of whom have worked tirelessly since COVID was first detected in New Zealand. Their dedication and commitment have been humbling. All that we've achieved could not have been possible without the Board supporting our approach in placing the safety of residents and staff above the financial concerns of the organisation. The Board and Management are however

very mindful of the impact of COVID-19 on our financial results this year and next year. Accordingly, we are focused on creating a financially sustainable future for the Foundation.

We remain grateful for the ongoing support and understanding of residents, families and friends who continue to work with us on our cautious approach to keeping everyone safe.

Recognising the 2020 indictment

Notwithstanding the crisis, we recognise the 2020 indictment and magnitude of the needs of older people in New Zealand, and remain committed to our charitable outreach. For years, we have received ongoing support from organisations such as the Charles Rupert Stead Trust, and generous gifts from Ivan Ward and the Lees and Puckey families to name but a few. Their legacy proudly lives on, for which we are eternally grateful. Determined to build on their legacy and increase the level of our charitable giving, within five years, we have a goal to provide \$10m annually for our charitable initiatives. Earlier this year we appointed Kim McWilliams as Director, Philanthropy to support this ambition and our fundraising efforts for the future Charitable Mission Strategy. I wish to take this opportunity to thank our donors for their generous financial support and our 300+ volunteers for their gift of time to the Foundation's Mission and to our villages and Selwyn Centres.



Looking to the future

Leading the Board in these uncertain times is our new Board Chair, Hon David Cunliffe, appointed to this role in February 2020 by Bishop Ross Bay. With David's support and his significant expertise in strategic development and in building the capability of organisations to deliver sustainable growth, The Selwyn Foundation is well positioned for the future.

Our future potential will also be strengthened by the outputs of our six 'Program Steering Groups', which were established last year to oversee the delivery of our goals as set out in our 2018-22 Strategic Plan. This methodology will help us to remain focused on the strategy and the means by which we will deliver these initiatives.

Environmental footprint

In line with the mission of Te Hahi Mihinare/ The Anglican Church in Aotearoa, New Zealand and Polynesia, Selwyn strives to safeguard the integrity of creation, and sustain and renew the life of earth. Valuing the environment we work and live in is seen as an important part of the Foundation's future, as demonstrated by our goal to reduce our carbon footprint overall as we grow our business. New to the Annual Report is a section outlining our achievements to date. Refer to page 43.

Spiritual wellbeing remains a key focus

Spiritual health is an integral part of our all-encompassing approach to

caring for the individual. We believe that spiritual and emotional support contributes to a person's general wellbeing and, in our villages, chaplains work to ensure that every person we connect with, whatever their faith or cultural background, can achieve a sense of spiritual contentment that brings meaning to life. This is a focus of our Director, Spiritual Care, Caroline Leys who is also investigating several exciting opportunities to reach out beyond our village walls through seminars and working with partner organisations and their communities of interest.

Health and Wellbeing services

We continue to deliver specialist services to Haumarū Housing tenants, such as dry home monitoring services, telehealth monitoring services, Forever Young fitness sessions and access to our Strength and Wellness studios, all funded by Haumarū Housing.

Our Health and Wellbeing services available for older people living independently in the community and in our villages continued to expand. With the opening of our second Selwyn Strength and Wellness Studio at Selwyn Village, featuring the specialist age-friendly HUR exercise equipment. As sole distributors of this state-of-the-art equipment developed in Finland, we also provided equipment for another retirement village, along with weekly support from our own physiologist to ensure the best outcomes for their residents.

Empowering older people through knowledge

The Selwyn Institute continues to support the Foundation in empowering older people through knowledge and research.

Through our care of older people in our villages and in the community we are uniquely positioned to learn by doing, and do by learning which provides us with the knowledge and research to advocate on behalf of the older person. 2019/20 saw the Institute facilitate many learning opportunities and events for older people as well as sharing wide-ranging information on keeping safe and active during the COVID-19 lockdown.

We are uniquely positioned to learn by doing, and do by learning

Village life

In November 2019, we entered into a strategic partnership with a primary healthcare provider, OmniHealth, for the provision of general practice medical services at Selwyn Village and Selwyn Heights and latterly Selwyn Oaks. In addition to the clinics at these sites, this decision has enabled us to provide a comprehensive after-hours nurse triaging call service for independent living residents enrolled with each



village practice (adding to Selwyn's existing emergency call bell and on-site responder system); an online patient portal for appointment bookings is also offered.

Our care homes achieved excellent results in the various Ministry of Health audits conducted throughout the year, with wonderful commentary from both auditors and families endorsing our best practice procedures, our holistic approach to ensuring resident wellbeing and the high standard of clinical care provided by our nursing and caregiving teams.

Work is progressing on the two three-storey apartment developments at Selwyn Village, certified by the New Zealand Green Building Council to 6 Homestar level, and is expected to be completed late 2021. Plans have been finalised for a standalone, 12-room dementia care/memory support unit at Selwyn Heights. Resource consent has also been submitted for a three-storey care centre which will include 6 households of 12 residents, along with a further development including 57 apartments at Selwyn Heights.

Our people

Towards the end of 2019, we had an independent research company ask our staff to share how they experience The Selwyn Way in their work and everyday interactions. As The Selwyn Way embodies who we are, it sets us apart from other providers and is crucial in determining how we care for and

support our customers and the standard of service we provide. I am delighted that 82% of our staff completed the survey and am most encouraged that many are experiencing The Selwyn Way in our workplace in a positive way, with 75% stating that Selwyn is 'a great place to work.'

During the year, we had multiple events to acknowledge and thank all those who provide care and support to our communities such as Selwyn Caregivers' Day and International Nurses Day to name but a few, but alas by March the world had changed and events were brought online. Residents and families were also supported through Zoom, as were staff meetings and gatherings.

Responsible for the ongoing training and learning of Selwyn staff, The Selwyn Institute facilitated enrolment with leading educational providers such as the New Zealand Tertiary College and Careerforce for the study of Level 3 and Level 4 of the NZ Certificate in Health and Wellbeing as well as Level 2 Laundry qualifications. In this way, the Foundation supports staff members to achieve nationally recognised NZQA qualifications and so enhance their future career opportunities in aged care.

I would like to acknowledge the outstanding work of Lisa Watkins, Chief Operating Officer, Villages who left at the beginning of the year making a lifestyle choice to live in the north. Virginia Sisson and Andy Stewart have taken over the mantle, currently sharing this role. I would also like to acknowledge Virginia's

national role on the New Zealand Aged Care Association's Nurse Leadership Group.

Although a significant year of challenges, we have seen incredible resilience from residents and staff alike. My sincere thanks to the whole 'Selwyn Team' for your unwavering commitment and love for those we not only care for, but also care about. To my Executive team, thank you for your support, leadership and sheer hard work. And thank you to the Board for your wise governance and encouragement.

Garry Smith

*Chief Executive Officer
The Selwyn Foundation
September 2020*

Expanding the accommodation and care options at our two largest village sites continues.



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-six 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. We prioritise our constitutional objects

(which have been translated for the modern context - see below), to enhance the wellbeing of vulnerable older people, linking them back to our key charitable priorities.

Our partnership with Auckland Council, managing the council's subsidised rentals under the Haumaru Housing brand, is one example of our continuing efforts to house the vulnerable elderly.

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.

Objects of The Selwyn Foundation as written in the Constitution, 1954	Translation of objects into key charitable priorities in 2020
<p align="center">Serving older people based on Faith and Tikanga The spiritual work of the Foundation shall be conducted according to the doctrines and principles of the Anglican Church in Aotearoa, New Zealand and Polynesia (“the Anglican Church”).</p>	
<ul style="list-style-type: none"> • To establish, take over, conduct and carry on at such places in New Zealand as the Foundation may from time to time determine - homes, night shelters and other refuges for aged, needy or helpless persons. 	<ul style="list-style-type: none"> • To establish and grow affordable housing accessibility.
<ul style="list-style-type: none"> • To supply the physical needs of sick, aged and any other needy person. • Generally to promote the welfare of the needy and the relief of distress. 	<ul style="list-style-type: none"> • To increase support to more older people suffering from financial hardship.
<p>To win souls for Christ by:</p> <ul style="list-style-type: none"> • Ministering to those in need of spiritual and material help. • Providing trained Social Workers and other Lay Agents. 	<ul style="list-style-type: none"> • To reduce loneliness and social isolation of older people. • To offer spiritual support through life transitions to older people and their family.
<p align="center">Knowledge gained and exchanged through The Selwyn Institute</p>	



**Our charitable
Mission is just
as relevant now
as it was in the
early 1950s.**



For service of Heart, Hand and Mind

In 2020, we found ourselves in a new world, one where celebrations were put on hold or commemorated in smaller groupings. It was most disappointing that the 2020 Founders' Day Ceremony was deferred due to the COVID-19 pandemic.

New Life Member and Companions for 2020

Dr Kay Hawk (Chair of The Selwyn Foundation Board, 2007 – 2019) was awarded the honour of Life Member this year, and **Lorraine Sobotka** (the Foundation's Human Resources Manager) and **Dr Bart Nuysink** (former Medical Director of our medical centres at Selwyn Village and Selwyn Heights) awarded the honour of Companion. Next year, we hope to bring the Selwyn family together as we have done in other years to celebrate this special day and honour our 2020 and 2021 new Life Members and Companions and those past.

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

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

The Reverend Canon Ron Bambury

Miss Phyllis Goode

The Reverend Canon Kenneth R. Small

Dr N C Baskett

The Reverend Canon Douglas Caswell

Mr C K Harrison

Sir Bob Kerridge

Captain Stanley Banyard

Mr S R English

Mr Noel Herries

Mrs Shirley Lees

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

Mrs Monica Huch

Miss Dawn Jones

Ms Mary Lehmann

The Reverend John Marcon

The Most Reverend Sir David Moxon

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

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.

Wellbeing is impacted by:

- The environments we create for you
- Your physical health status
- The opportunities you have to engage in life.



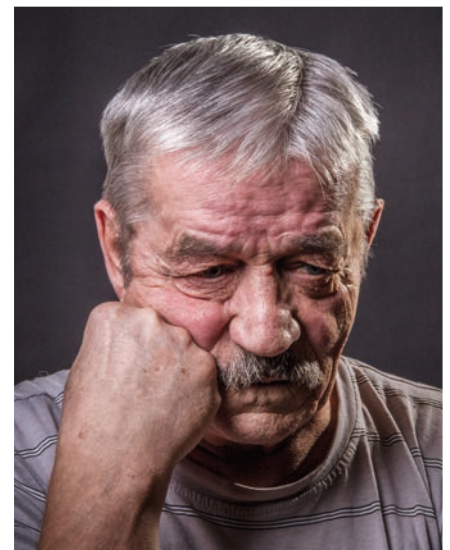
The Selwyn Foundation

Charity



Recognising the 2020 indictment of New Zealand's older people

- 715,167 people aged 65+ live in New Zealand.
- The 65+ population is expected to grow to around 1.3m and 1.5m by 2046.
- 24% of people aged 65+ live alone.
- New Zealand Superannuation assumes 'couples' reach retirement mortgage free.
- Increasingly, older people are reaching retirement with mortgages or still renting.
- 50% of New Zealand's older population in the future will live in rentals by 2036, if policy doesn't change substantially.
- Those over 65 who are renting are more likely to have lower incomes, fewer financial assets and poorer health compared with older homeowners.
- A lonely person is significantly more likely to suffer an early death by 30% to 60%.
- 13% of people aged 75+ feel lonely.
- Men aged 85+ have one of the highest suicide rates among all age groups in New Zealand.
- The current New Zealand Superannuation does not cover the weekly minimum cost for Healthy Living of a single person, who is 65+ and privately renting (there is a shortfall of \$114/w \$5,980pa).



Charity

Selwyn is one of the original charitable foundations in New Zealand which exists primarily to support older people who are vulnerable or in need, whether they live in our villages or in the wider community. Our charitable Mission is our foremost strategic objective and centres on three key priorities: to reduce loneliness and social isolation, to provide financial support to older people so they can maintain their optimum health status, and to increase the availability of affordable housing. These are underpinned by the Faith and Tikanga principles that are inherent in our Constitution, and by knowledge exchange through the activities of The Selwyn Institute.

Loneliness and Social Isolation

Selwyn Centre community outreach

Our thriving Selwyn Centre parish partnership with Anglican parishes around the upper North Island and in Christchurch is the cornerstone of our charitable programme to combat loneliness and social isolation in older people. This year marks the 20th anniversary of the opening of our very first Centre, which has been providing a warm welcome for seniors in the Papakura area since 2000. There are now 40 such Centres with the most recent having opened in January 2020 at St Timothy's Anglican Church in the Burnside-Harewood area of Christchurch.

Within a vibrant and caring parish setting, the Selwyn Centres provide

fellowship, social games, gentle exercise and morning tea each week for older people who may be living on their own or have limited opportunity for social engagement. Hosted by a coordinator and parish volunteers, an array of meaningful and inspiring engagement-in-life activities facilitate group interaction, creativity, collaboration, learning and a feeling of connectedness amongst the guests attending. New friendships are made and interests developed that continue to flourish outside the Centres, thus boosting the resilience and independence of those who may not have close family or friends nearby.

Selwyn Centres provide fellowship, social games, gentle exercise and morning tea each week for older people who may be living on their own

Key initiatives this year have included 'The Art of Belonging' project (a creative expression of belonging through authentic artworks produced by Centre guests in association with art therapy students); participation in Auckland Council's 'Age Friendly Auckland' community engagement workshops; the 'In Case of Emergency' pilot to help prepare vulnerable groups for

emergencies, and music therapy sessions which aim to break through isolation and loneliness and enhance people's emotional and spiritual wellbeing.



During the COVID-19 lockdown period, Centre coordinators and volunteers continued to provide a sense of belonging for their guests by phoning them each week or making safe visits to ensure particular individuals were well. By keeping in touch this way, not only were they able to monitor wellbeing and check that those living on their own continued to have support from family, neighbours or friends, but they also provided advice, encouragement and reassurance to guests that help from their Selwyn Centre community was just a phone call away. In addition, coordinators organised virtual activities such as newsletters, quizzes, puzzles and updates to alleviate loneliness, boredom and anxiety, and helped with shopping and deliveries as necessary. Facebook, WhatsApp and texting were used for those with smartphones, and coordinators also connected people with one another, so that individuals could similarly check in with their fellow guests.



This caring outreach ministry was overseen by the Foundation's Selwyn Centre Community Liaison who works with each coordinator throughout the year, providing advice and guidance on operational, training and resourcing matters. Coordinators, volunteers and parish committee members receive further updates on best practice and new thinking at the annual Selwyn Centres Coordinators' Conference held at Selwyn Village, which focuses on the provision of stimulating and inclusive activities for guests as a means of reinforcing social ties, mutual support and resilience within a safe and positive environment.

As an adjunct to the work of the Selwyn Centres, the Foundation also supports two Senior Workers who act as navigators and advocates for older people in their respective communities. In Massey, the

Community Deacon of the Church of the Good Shepherd works with tenants of the two Haumaru Housing villages in the area, organising monthly lunches and other joint events to strengthen social engagement and promote community spirit. In Whangarei, the Senior Worker based at the Anglican Care Trust attends the local Selwyn Centre, advocating for those in need, and also takes part in various community advocacy initiatives for older people such as the Positive Ageing Advisory Group.

Such activities at 'grass-roots' level serve to enhance older people's quality of life, self-esteem and independence. They provide valuable social contact and support that many might otherwise not have, as well as confidence of being part of a wider, caring community that can be relied upon to provide help and hope in times of need.



Clown Doctors' visiting programme

Our unique medical clowning partnership with Clown Doctors New Zealand has been funded through our charitable programme since 2016 and continued to bring joy and laughter to enrich the lives of our care residents and dementia day centre clients over the 2019/2020 reporting period. The beneficial effects of medical clowning are wide-ranging and include helping to ease any feelings of loneliness or anxiety and boosting an individual's general sense of wellbeing.

Clown Doctor duos visited our care homes and dementia day centres on a rotational basis, engaging one-to-one with individuals to lift spirits and strengthen emotional resilience. During the lockdown, an innovative trial of virtual clowning via video conferencing with hospital-level care residents also took place, as part of our increased focus on engagement-in-life activities whilst the care homes were temporarily closed to visitors.



The 2019 Selwyn Centre Coordinators' conference was a creatively inspiring day, with the theme of 'Belonging and the relationship with wellbeing and social connectedness'.

Charity

Expanded music therapy sessions

This year, we've been delighted to be able to expand our music therapy programme across both our Anchorage and Lavender Cottage dementia day centres and into the Ivan Ward Centre and Brian Wells House memory support unit at Selwyn Village. Our new programmes build on the success of the trial sessions held at the Anchorage in 2019 and have been made possible thanks to a grant from the Charles Rupert Stead Trust.



Clients of Lavender Cottage enjoying a music therapy session with the music therapist.

This stimulating and engaging form of therapy will benefit our residents' mental and physical health

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. It helps adults who have memory loss and promotes physical movement and activity in participants, leading to improved communication and social interaction as well as enhanced emotional wellbeing, thought processing and memory support. As a result of the many positive outcomes, the quality of life for adults living with memory loss is significantly improved, with

the benefits also extending to their family members.

The new programme is being delivered by music therapists of Raukatauri Music Therapy Centre. During the COVID-19 lockdown, a resource was developed so that Selwyn staff could also use music therapeutically with residents in the absence of the visiting therapists. This stimulating and engaging form of therapy will benefit our residents' mental and physical health on a continuing basis well into the future.

Volunteering to enrich engagement-in-life

The Foundation is extremely fortunate to have an active cohort of volunteers who make an invaluable contribution to our activities and Mission across our villages, day centres and community services. Our volunteers come from all walks of life, generously offering their skills, time and energies to enrich the daily experience for our care

residents and day centre clients. In addition, the Selwyn Centre guests are helped and supported tremendously by 200+ dedicated volunteers involved in our parish partnership programme.

Whether it's creating backdrops and sourcing props for the Christmas play, helping organise a celebratory breakfast to mark the International Day of the Older Person, assisting with resident outings to local places of interest, engaging on an individual basis with residents over 'a cuppa and cake', or facilitating social games, music and movement sessions and crafts activities, volunteers work closely with our village diversional therapists on a vast array of activities to banish loneliness and inject variety, interest and fun into the everyday routine.

Volunteers span the generations and range from 'Baby Buddies', to primary and secondary school students, corporate executives and our village residents themselves.

A new volunteering partnership was formed over the lockdown with the Student Volunteer Army, well known for their outstanding work in supporting vulnerable groups with online food ordering and grocery and pharmaceutical delivery services. Our independent living volunteers also continued their work during the COVID-19 Alert Levels, albeit virtually, maintaining all-important connection with care residents and with their peers around the villages via regular welfare and social phone calls.

Our volunteering programme is overseen by our Community Programmes Manager, and the Foundation is extremely thankful for the dedicated service of our volunteers and the difference their input can make to the engagement and wellbeing of those we care for.



Outreach Pet Therapy volunteer and Selwyn Heights' independent living resident, Ann Connor, visits Heights' care home with Gracey, her 8-year-old Lowchen pictured here with rest home resident Leslie (Les) Finch.

Hardship Support

An important pillar of our charitable Mission is the funding assistance we offer both to individuals who may be experiencing financial hardship and to community-based organisations who work with older people facing physical or emotional health difficulties or who may have other social or welfare needs.

The Foundation extends hardship support grants to those within the Selwyn family and to other eligible seniors who cannot afford some essentials that would add to their quality of life. This resource is designed to fund one-off purchases of health-related goods and services (which are not covered by the public health system), such as necessary dental treatment, spectacles and hearing aids. Throughout the year, we grant applications that come from village residents and Selwyn Centre guests who meet the qualifying criteria. This is also available to clients of our dementia day centres. Going forward, we seek to actively promote the fund to seniors living in the wider community, thus enabling us to further support those who are vulnerable to maintain their best possible health status.

As part of our welfare response to COVID-19 to assist Selwyn seniors who were living in self-isolation and facing issues of hardship, we established a support system to ensure food security, as a back-up measure to government initiatives. As emergency welfare support then became available via state funding, our focus shifted from supply (ie,

the provision of food essentials) to the delivery of food through our partnership with the Student Volunteer Army initiative.

Our Hardship Support grants are designed to fund one-off purchases of health-related goods and services not covered by the public health system

Helping those living in the wider community who may be potentially vulnerable is also an integral aspect of our charitable focus. In addition to the outreach ministry of our Selwyn Centres and Senior Workers, the Foundation provides funding to a number of Anglican and charitable social service agencies working with older people or on their behalf. These include the Auckland City Mission, the Pou Awhina Kaumatua Kuia programme of the Maori Bishopric Te Pihopatanga o Te Tai Tokerau and the New Zealand Faith Community Nurses Association. Our partnership with the Auckland City Mission supports the Mission's Elder Person Service, an outreach to older people who are at high risk due to their complex social and health needs, housing and financial insecurity and social

Charity

isolation. The Elder Person Service provides advocacy and support with assessments such as social housing applications and health appointments, for example, as well as food parcels and other necessities.

By contributing to the work of such partner organisations, the Foundation is able to extend its charitable reach and so help many more seniors beyond our traditional communities.

Affordable Housing

Having security of tenure in a safe, warm and affordable living environment is fundamental to physical and mental wellbeing. The provision of affordable rental housing and healthy homes for older people is core to our charitable programme and is a founding Object of our constitution.

Haumarū Housing: providing affordable rental housing for enhanced wellbeing

In addition to the affordable rentals

available at Selwyn Village and at our Selwyn House community living complex in Birkenhead, our capacity in this sector is delivered through our joint venture with Auckland Council – Haumarū Housing – a Community Housing Provider specialising in social housing for older people who are in need of a long-term, secure rental tenancy. Haumarū Housing celebrated its third anniversary on 1 July 2020 with the news that tenants’ total satisfaction with its services had risen significantly over the previous 12 months – up from 72% to an impressive 91% (aggregated score). In its annual survey, which was conducted over the COVID-19 lockdown period, major increases in tenants’ satisfaction levels were recorded across all areas of Haumarū’s service delivery, including its maintenance of the housing units (which rose to 96%) and of the village grounds (90%). Tenants’ satisfaction with their level of connection and involvement went



Wilsher Village tenants and Haumarū Housing CEO Gabby Clezy (back row) at the village’s first morning tea on 14 February 2020.

up to 93%, as did their rating of the service provided by Haumarū staff, whilst 92% of villagers felt safe in their homes. All in all, the overall satisfaction rate jumped to 95% (up from 68% in 2019), a resounding endorsement of the quality standards that are a hallmark of the Haumarū approach.

Another highlight of the last year was the opening in December of Haumarū’s new four-storey building in Henderson, comprising a total of forty, one-bedroom, self-contained apartments. The Wilsher Village complex provides warm, dry homes in a new style of housing for seniors, and all tenants are eligible for the Income Related Rent Subsidy, meaning they pay less than 30% of their weekly net income as rent. The new development brings the number of villages that Haumarū manages across North, South and West Auckland to 63, encompassing a total of 1,452 units.

Haumarū Housing seeks to provide positive and inclusive age-friendly communities that support older



Haumarū’s Wilsher Village opened in Henderson in December 2019.



people's resilience and connectivity and where social isolation and loneliness are eliminated. During the year, it refurbished a number of its village 'community houses', providing comfortable meeting spaces where tenants can socialise and where village get-togethers and other tenant-focused events can be held. To further boost tenants' sense of belonging, community and opportunity for social connection, Haumarū funded a busy schedule of weekly outings and day-trips (facilitated by the Foundation's Health and Wellbeing team in the Selwyn community minivans). Participation in Selwyn's 'Forever Young' strength and balance exercise classes and attendance at its specialist Strength and Wellness studios were also offered to tenants (see further under 'Community'), as part of Haumarū's ongoing programme to support tenant wellbeing.

During the COVID-19 lockdown, Haumarū Housing delivered additional assistance to tenants over and above its role as a social landlord. Early on, it approached Housing for Urban Development and was granted 'Essential Services' status, which enabled it to continue to address maintenance and other concerns. Staff kept in touch with everyone by phone and village visits to check on tenants' wellbeing and responded to maintenance requests and urgent health, safety and welfare issues, as well as distributing regular newsletters and other useful information. During Alert Levels 4 and 3, almost 8,000 phone calls were made to tenants

and some 863 visits to the villages undertaken, with help also available 24 hours a day via Haumarū's telephone hotline service. At the height of the crisis, Haumarū supported its tenants by, for example, picking up prescriptions, contacting the Ministry of Social Development to complete a food grant application, providing mobile phones and arranging urgent delivery of whiteware where tenants were unable to source these items. It also referred those who had recently been discharged from hospital to Selwyn's telemonitoring service for daily follow-up 'health-check' phone calls.

During the COVID-19 lockdown, Haumarū Housing delivered additional assistance to tenants over and above its role as a social landlord

In its advocacy role, Haumarū continues to raise awareness of the growing need for more affordable rental housing for older people, given New Zealand's ageing population and the increasing cost of housing. CEO Gabby Clezy is Chair of the Auckland Community Housing Providers' Network, which is committed to increasing the supply of affordable, healthy

and quality housing options. In February, Haumarū also hosted a special social housing knowledge-sharing forum in conjunction with Community Housing Aotearoa, which was designed to identify and discuss best practice in dealing with tenants who are vulnerable or have failing health.

Through its Haumarū Housing initiative, Selwyn helps support many more people, providing an effective and practical response to the housing needs of vulnerable older Aucklanders.

Promoting affordable housing for generations

In helping to facilitate the development of long-term solutions to the housing needs of the nation's older population, which will inevitably increase due to the steep decline of home ownership, the Foundation contributes annual funding to the five-year Affordable Housing for Generations Research Programme, part of the Building Better Homes, Towns and Cities National Science Challenge.

Coordinated by a multi-disciplinary, cross-organisational CRESA team (the Centre for Research, Evaluation and Social Assessment), the programme aims to develop pragmatic approaches to alleviating the crisis of affordable housing. It seeks to provide robust science and research-based tools to enable Aotearoa/New Zealand to achieve affordable housing stock that will sustain people in their homes and communities over generations and contribute to thriving regions. The team publishes its research

Charity

outputs on a regular basis, which look at various dimensions of the housing issue. For further information, visit cresa.co.nz.

Supporting communities through Habitat for Humanity

Our ongoing programme of refurbishment of our independent living units in readiness for new occupants has led to an exciting new charitable partnership with Habitat for Humanity, whilst enabling us to deliver on our strategic goal relating to environmentally sustainable practices.

Habitat for Humanity is an international, non-governmental and non-profit organisation whose mission is to help people with their basic needs for housing. The Foundation donates curtains from our unit refurbishments to Habitat's Curtain Bank in East Tamaki (where they are repurposed for those who need curtains to increase the warmth of their homes). We also provide fixtures and fittings from our villa renovations and decommissioned buildings which are then sold by Habitat at its ReStore Outlet, with the profits used to subsidise important repairs to homes of those who could not otherwise afford to undertake such work.

We're delighted to be able to contribute to providing warm and comfortable homes for a wider cross-section of the community in this tangible and meaningful way.

Faith and Tikanga

The Foundation's Faith and Tikanga Maori, Tikanga Pakeha and Tikanga

Pasifika goals are integrated into all our activities across our retirement villages and are an intrinsic, distinguishing feature of Selwyn's work and Mission. Our chaplains work across both residential care and independent living, providing spiritual and pastoral support to residents and their families as well as to staff and volunteers – regardless of people's faith background or spiritual outlook – and are available on-call 24/7 for those in need.

Through one-to-one interaction, the chaplains contribute to our wider understanding of the general spiritual wellbeing of our care residents

In supporting emotional resilience and wellbeing as part of our holistic approach to caring for the individual, our chaplains reach out in diverse ways beyond the walls of their village chapel to encourage and connect with the wider resident community (and particularly with those who might decline any interaction with a chaplain initially). In addition to weekly worship services, they offer a variety of environments and opportunities

for spiritual support and reflection according to residents' preference and particular need. These include interactive events such as guided relaxation sessions, meditation and spiritual reminiscence groups. At Selwyn Village's Ivan Ward Centre, for example, the household dining table has become the venue for the Eucharist each week, which establishes Holy Communion as part of the interactions and activity that take place within the shared residential care space. In worship, attention is paid to the value of familiar music and language for those who are living with dementia or a gradual decline in cognitive function.

Importantly, through one-to-one interaction, the chaplains contribute to our wider understanding of the general spiritual wellbeing of our care residents. This can lead to appropriate referral for additional support from diversional therapy or from other counselling, thus enabling us to offer an effective and comprehensive response to improving overall wellbeing.

Throughout the year, the chaplaincy team also plays a leading role in our commemorative and remembrance services, special celebrations and anniversaries, as well as in our learning and knowledge-exchange events, supporting and working alongside colleagues in progressing our strategic goals and objectives.

Reaching out to the vulnerable in lockdown

During the pandemic, our Director, Spiritual Care was closely involved in the development of a welfare

response to the COVID-19 emergency, through which Selwyn delivered support to seniors who were living on their own or who were otherwise vulnerable or at risk of becoming isolated. Our chaplains also formed part of our team of 'caring callers' who were deployed to make contact each week with residents living on their own or who were otherwise vulnerable or at risk of becoming isolated. They conducted friendly check-up phone calls to make sure everyone was well and that their needs were met (in terms of food supplies and medication, for example).

Regular worship support for residents was also maintained over this period (whilst the chapels were closed) through printed resources mailed personally each week to congregational members and independent living residents expressing interest. Worship gatherings continued to be held in the care homes with groups of under ten, and the chaplains recorded daily reflections that were then made available online. With the capability to connect virtually via tablets and other technological means, they were also able to provide a higher level of support to residents beyond that of a phone call.

Nurturing spiritual health is an integral part of our all-encompassing approach to caring for the individual. We believe that spiritual and emotional support contributes to a person's general wellbeing, and our chaplains work to ensure that every person we connect with, whatever their faith or cultural

background, can achieve a sense of spiritual contentment that brings meaning to life.

The Selwyn Institute

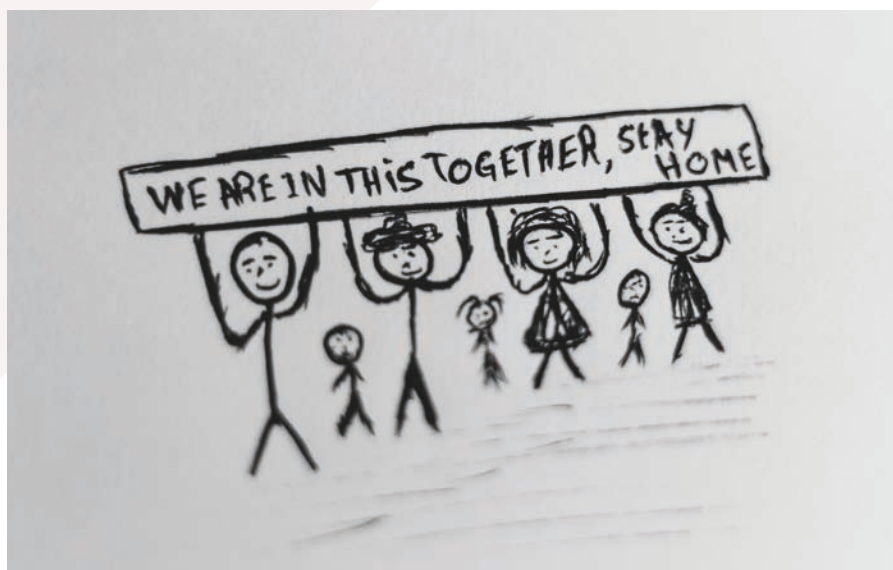
Achieving better outcomes for older people now and in the future is the prime aim of The Selwyn Institute, the learning arm of the Foundation whose work is supported as part of our charitable focus and clearly illustrates our philosophy that 'To care for older people, you have to care about them'.

The Institute is both an internal and external knowledge hub and a reference point enabling others to create more informed perspectives into the joys, challenges, opportunities and changes that are part of ageing. Taking an innovative and forward-thinking approach, it seeks to enhance society's understanding of ageing and spirituality, to inform the way we provide care, and to advocate

for the wellbeing and welfare of the older members of the population, whatever their residential setting.

During the COVID-19 pandemic, the Institute developed a 'virtual' assistance tool specifically designed to support the welfare of those aged 70+ during the lockdown. The dedicated 'Be well, be kind, be safe' section on the Selwyn website offers extensive resources to strengthen wellbeing, engagement and resilience, navigational information to support services and numerous stimulating articles and other useful content. Since moving to a lesser Alert Level, these webpages have been renamed 'Looking towards a 'new normal' in a COVID world', helping seniors make informed decisions and choices about their wellbeing in a post-COVID-19 environment.

For further information on the work of The Selwyn Institute, see the following section on 'Learning'.



The Foundation's 'Be well, be kind, be safe' web pages provided support services and resources to help seniors get through the COVID-19 crisis.

\$5.635m

The amount we've distributed in our charitable outreach in the last four years

90%

The Selwyn Foundation

10%

Donations, Bequests & Grants

What we've raised, together

15%

The Selwyn Institute

- \$200,000 of research funded
- 6 scholarships awarded
- 34 research projects supported
- 46 articles published

Note: Since 2017
As of 30 June 2020

29%

Faith & Tikanga

- 1,000+ services p.a.
- 12,000+ attend the services
- 2,000+ hours of spiritual counselling

11%

Affordable Housing

- 81 rentals across eight Selwyn villages
- 1,452 Haumarū Housing units

As of 30 June 2020

1%

Charitable Strategic Development

36%

Loneliness & Social Isolation

- 40 Selwyn Centres
- 880 enrolled guests per week
- Established for 20 years

As of 30 June 2020

8%

Hardship Support

- 12 pairs of glasses
- 8 hearing aids
- 16 sets of dentures/dental treatment

Note: Funded since 2016

Priorities funded

Note: Additional donations of \$386,000 were received for the purchase of capital assets as specified by donors. Within the next five years, it is our ambition to be able to distribute \$10m per annum towards our charitable outreach.

880 guests enjoy
friendship and
activities at our 40
Selwyn Centres
every week.



Received with thanks

Leslie Vernon Winter Estate
\$86,158

Charles Rupert Stead Trust
\$21,750

The Treasure Chest
\$20,000

Bernardus Jansen Estate
\$5,000

Stephanie Dyer
\$4,000

Ben Green
\$3,000

John D Owen Estate
\$2,960

Anthony Major Leslie White Estate
\$2,500

The Gift Box
\$1,485

Selwyn Village Independent
Residents Society Incorporated
\$1,288

Malcolm Sutherland
\$1,000

Linley Hutchinson
\$1,000

Pauline Cameron
\$1,000

Donations were also received from:

Alexander, J

Allison, M

Anderson, B

Astill, L

Bhatt, B

Boag

Brake, M

Bryant, M

Chatterjee, S

Chauhan, R

Corbett, S

Davison, C

Dickinson, J

Findlay, K M

Galbraith, K

Holt, A

Kannangara, I

Kuga, K

Le Blanc Smith, D

McAlpine, J

Monkton, J

New World Victoria Park

Osborne, M

Owens, E

Park, J

Phillips, E

Purchase, PF & VJ

Raman, K

Read, F

Sharma, S

Sutherland, S

Sutton, J

Shona M Switzer Estate

Telea, A

Trapper, E

Tucker, J Z

U3A Epsom Incorp

Watson, K

Welsb, S

Wilkinson, E M

Willemse, J

Sponsorship gratefully received from:

Acorn Furniture

ASPEC

Cubro

Delicious Nutritious Food Co

Health Quality & Safety
Commission

LeeCare

NZ Tertiary College

Retirement Village Association

Tas Health-InterRai

USL

Walls & Roche

Gift of time:

- 350+ volunteers
- 10,000+ hours p.a.

“Going to church is very close to our hearts. We live out in the community but Selwyn Heights Chapel and Chaplain Lucy welcomed us in like family to join their church community. We really treasure this and so we became regular donors to The Selwyn Foundation.”

Peter and Velma Purchase

“Be the change you want to see in the world.”

Mahatma Gandhi

“Perpetual Guardian is proud to steward the legacies of donors including Charles Rupert Stead, Margaret Dunn, and Eric Cowell, all of whom believed in The Selwyn Foundation's approach to wellbeing and care. Their foresight and philanthropic intent means that their legacies provide a lasting endowment for The Selwyn Foundation and support their charitable mission.”

Perpetual Guardian Foundation, Kirsten Taylor

“I believe in what Selwyn stands for, and try to live by example”

Selwyn staff member

“My great uncle Canon Caswell was a founder of Selwyn Village and it has been a privilege to continue the family connection. I will be forever grateful for the care and concern provided to my mother at Selwyn Village after my father's death while in Covid lockdown and Selwyn's ongoing funding of the Auckland City Mission's elder service to the vulnerable elderly - just two examples of the many things which shows Selwyn's caring in action.”

Joanna Pidgeon



Learning

The Selwyn Institute has continued to broaden its service offering and range of learning initiatives and levels of technical and operational expertise in its work to promote best practice in caring for ageing people. Throughout the year, it has facilitated a large number of learning opportunities and knowledge-exchange events for healthcare practitioners, Selwyn staff and all those with an interest in supporting others to age well, and now looks to innovate its service delivery further for a post-COVID future.

Hosting a busy programme of knowledge-exchange events

The Institute hosts a full programme of visits by health professionals from both New Zealand and overseas, which allow us to showcase our innovative and progressive approach to delivering care and to raise our profile as a leading provider of quality services to ageing people. Over 2019/20, it welcomed senior officials from

Qatar, for example, who were interested in understanding how services operate in New Zealand and how they might be translated into the Qatari environment. It also hosted separate study tours for two large groups of Japanese diversional therapists and aged care professionals, as well as for the Australian Anglicare CEO network, and facilitated a fact-finding visit for the United Nations' expert on the rights of older persons, who was in the country to assess the human rights situation in this respect. Each delegation visited a number of our villages and day centres as part of their tour programme and learned about how our services and facilities support integrated care and overall wellbeing.

As part of its events' calendar, the Institute's two-day Wellbeing and Spirituality programme with visiting UK Professor Holly Nelson-Becker – organised in August 2019 in conjunction with Auckland University and Mercy Hospice – proved extremely popular, with tickets selling out. Likewise, the Institute's 10th annual Gerontology

Nursing Conference on 4 October 2019 attracted a record number of attendees, who spent the day discussing vulnerabilities in older people and how to build resilience and help seniors 'bounce back' from illness or other setbacks in life. Resilience was also the theme of its 2019 Ageing and Spirituality Conference in November 2019 which offered a line-up of wonderful speakers from academia, key service providers and those with an advocacy role. A number of 'Selwyn Seminar' special workshops were also held during the year for residents of our Auckland villages, with presentations on 'Sage-ing' and coping with grief.

A new initiative for the Institute was its Wellbeing Week and Expo held at Selwyn Village in early March 2020, which offered the opportunity for older adults to connect with the concept of wellbeing. The week provided a wide range of information-sharing events, with talks and activities each day, culminating in an Expo featuring exhibitors and informative displays which residents, family and staff



Director of The Selwyn Institute Hilda Johnson-Bogaerts (standing at the front) is pictured with delegates at the 2019 Gerontology Nursing Conference.



**A new initiative for
The Selwyn Institute
was its Wellbeing Week
and Expo held at Selwyn
Village in early March 2020.**

Learning

could attend as well as members of the local community. It also coincided with a Foundation-wide focus on employee wellbeing, with educational and fun activities also available to staff across all our sites. In addition to bringing the idea of wellbeing into focus for our village community, the various events staged throughout the week enabled the Institute team to explore its IT capability and processes for the live streaming of future events.



Members of The Selwyn Institute team at their Wellbeing Week Expo stand (from left: Director Hilda Johnson-Bogaerts, Producer Mark Saunders and Instructional Designer Mandi Smith).

For its 2020/21 conference season, the Institute is working on bringing its annual events to an online audience through a series of digital webinars and Zoom-enabled seminars (as a result of ongoing precautions following the COVID-19 pandemic). It is currently preparing insightful and interactive programmes on best practice and new thinking around the provision of clinical care and supporting resident wellbeing and engagement-in-life within the aged care setting, as key learning topics. By delivering such events virtually, the Institute will further consolidate its expertise and know-how to the

benefit of its new initiatives in the future.

Supporting learning and research on ageing and aged care

Through its partnerships with New Zealand's universities, the Institute supports research into the factors that affect quality of life in older age, with a number of research studies conducted each year at Selwyn sites involving both staff and residents. Recent examples include a project with The University of Auckland's Psychology Department to research interventions designed to reduce agitation and elopement attempts, including assessing the effectiveness of virtual reality headsets for those with dementia who live in secure residential care. The university has also been conducting a study focussed on the potential use of robots in independent living, looking at how a robot could aid in tasks such as medication adherence, and evaluating older people's general engagement with the robot and their overall perceptions.

Other new research applications approved this year relate to study of the visual changes in the ageing eye, health literacy in older people (a comparative study between Chinese and non-Chinese populations in the community), the therapeutic uses of robots in nursing homes, and the influence of Tai Chi on cognitive function of older people with mild cognitive impairment.

Due to the COVID-19 outbreak – and in order to reduce any risk of the virus entering our village environments from the general community – much of the research work conducted in situ with residents was temporarily put on hold. This was also the case for the many internships and work experience placements that the Institute facilitates within our care homes and dementia day centres for students of nursing, paramedicine and other health science-related disciplines. It is hoped that these can recommence later in the year.

The Institute is working on bringing its annual events to an online audience

At the height of the restrictions, the Institute turned its attention to supporting the Foundation's response to the COVID emergency and to reinforcing staff learning. It expanded its suite of online learning modules by creating specific, video-based courses and interactive competency assessment tools on effective infection prevention control, as part of its series of 'SelwynLearn' e-learning packages. The Institute leads the Foundation's educational programmes for staff, and its innovative approach incorporates a blend of online and face-to-face learning. During the year,



it increased the number of new-style learning modules, which now also include mandatory online SelwynLearn units for Group Office, Village Support and Independent Living staff, in addition to the material already available to our clinical and caregiving teams.

Besides the SelwynLearn resources, the Institute coordinates an array of external learning opportunities for staff. It facilitates enrolment with leading educational providers such as the New Zealand Tertiary College and Careerforce for the study of Level 3 and Level 4 of the NZ Certificate in Health and Wellbeing as well as Level 2 Laundry qualifications. In this way, the Foundation supports staff members to achieve nationally recognised NZQA qualifications and so enhance their future career opportunities in aged care.

Helping seniors stay well in lockdown

The Selwyn Institute played an important role in developing

our welfare response to support older people through the lockdown period. A framework was developed which was based on the principles of The Selwyn Way – the Foundation’s unique, integrated approach to the care of the individual – and included the establishment of a team of ‘caring callers’ who phoned various groups within the Selwyn family each week to make sure individuals were well and had everything they needed. A phone screening tool and reporting system were devised that would enable callers to identify those experiencing hardship, and a defined protocol was then followed for any subsequent referrals for support that were required.

Advocating for the greater good

As part of the Institute’s advocacy remit, it also provided a weekly briefing to the Office for Seniors on any issues that were identified as emerging amongst our older communities as a result of COVID-19 self-isolation. This

was at the Ministry’s request, for onward communication to Government policymakers. Other new advocacy platforms developed by the Institute over the year include its online Digest-style newsletter which focuses on ageing and wellbeing, and includes news and articles on the various facets of growing older and the Institute’s work in this regard. It also publishes White Papers summarising the learnings from its conferences, as well as specific thought-leadership papers on positive ageing, such as its ‘Wisdom of the (S)ages’ review. In addition, a collection of articles on interesting topics and new developments in the field of social gerontology is published monthly on the Foundation’s website.

Learnings for the future

Despite the challenges and disruption presented by COVID-19, The Selwyn Institute will continue its important work in connecting research, content, subject matter experts and learners in innovative and engaging ways. In presenting new topics and ideas for rebuilding confidence and adjusting to the new normal of New Zealand society, it will be cognisant of the everyday realities for older people and the challenges they face, so that its outputs have relevance and meaning in a post-COVID society. For more information on The Selwyn Institute’s knowledge-exchange events and to view its articles on promoting the wellbeing and care of older people, visit: selwynfoundation.org.nz/learning



You can sign up for The Selwyn Institute Digest and access a wide range of other thought-provoking and inspiring articles at: selwynfoundation.org.nz/learning.

Community

Our Health and Wellbeing services available for older people living independently in the community and in our villages have continued to expand, with increased capability and greater provision for supporting seniors to live well at home, thus preventing or delaying a transition to residential care in the longer term.

Innovative services for ageing well

Since the opening at Selwyn Heights last year of our unique Strength and Wellness studio featuring the specialist HUR equipment for seniors' exercising, demand for membership has been strong from both village residents and, increasingly, from those living in the surrounding areas. Due to the popularity of the studio and the obvious health benefits for older adults, a second studio opened in March 2020 at Selwyn Village.

The Foundation is the exclusive distributor in New Zealand for this age-friendly exercise equipment made by HUR Finland. Our Health and Wellbeing team has continued to develop the domestic market for the product, hosting a number of fact-finding visits for other aged care providers interested in potentially offering similar rehabilitation/recreation services using this specialist equipment, and secured a contract to install the equipment into a newly opened, independent retirement village in Orewa.

In helping older people maintain their agility and fitness, the 'Forever Young' strength and balance

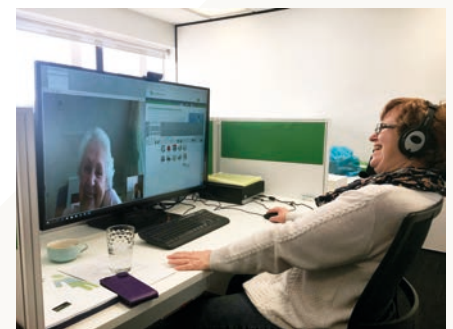


Working out in Selwyn Village's new Strength and Wellness studio.

programme was offered to residents of our Selwyn House complex in Birkenhead as well as to Haumaru Housing tenants. These ten week courses were held in Mairangi Bay, Devonport, Massey Pukekohe, Waiuku and Papakura throughout the year and enabled participants to improve their strength and physical ability in order to reduce the risk of falls. Physical improvement was measured through pre- and post-assessment, with participants recording marked improvements in their overall strength, balance and agility at the end of the course.

The team also provides a range of specialist services to Haumaru tenants, such as its warm dry home monitoring service which involves measuring temperature and humidity in a selection of Haumaru's units, as well as its resilience screening follow-up checks with all tenants who have been discharged home from hospital, to make sure they are recovering well and have everything they need. In addition, in-home telemonitoring services are available to Haumaru tenants and private individuals to help those with health conditions such as high blood pressure, congestive heart failure or diabetes understand and

better manage their health in the home. Using a simple touch-screen tablet computer and monitoring devices, clients are able to measure their vital signs and monitor their general health and wellbeing, then send the results via the internet to be reviewed by the Selwyn telehealth nurse. Both client and nurse can then discuss the results via a daily videoconference, with the patient receiving tailored advice on any particular action that may be required to manage their health that day.



Completing our suite of services helping seniors to age well are the regular trips that are offered in the Selwyn community vans, transporting Haumaru tenants to Forever Young sessions and to our Strength and Wellness studios. Haumaru villagers also benefit from day excursions to local places of interest as well as outings for lunch or for shopping, which are funded by Haumaru Housing and delivered by Selwyn. Our programme of trips out and about provides additional opportunities for variety, fun, increased connectedness and social engagement for those who may be living on their own in the community.



Demand for membership of our new Strength and Wellness studio has been strong from both village residents and, increasingly, from those living in the surrounding areas.

Community



Clients of the Anchorage day centre enjoying a day out at the Auckland Botanical Gardens.

Maintaining wellness through lockdown

During the lockdown, the Health and Wellbeing team focussed on reaching out to older people who had recently been discharged from hospital and were living on their own. A total of 45 Haumaru Housing tenants benefited from our telemonitoring service, which involved Selwyn telehealth nurses screening patients through a daily phone call, to check on how they were recovering and that they had adequate support in place to help with their convalescence.

The team also made contact with all the clients of its Strength and Wellness studios (which had to close as a precaution), providing support by phone and links to an exercise

routine video that they could do at home via the Foundation's Facebook page and Community section on the Selwyn website. For those without internet access, a handout booklet was developed and delivered to people's door.

Having been seconded to work at the Ivan Ward care centre at Selwyn Village over the period, our Strength and Wellness studio clinical exercise physiologist introduced a trial exercise programme focused on improving participants' strength and balance. This led to residents experiencing a significantly lower incidence of falls within a relatively short timeframe – further evidence that regular exercise is a key aspect in maintaining mobility and improving quality of life as we age.

Dementia day centres: lively environments supporting enriched quality of life

Our Anchorage and Lavender Cottage day centre clients enjoy a wide range of stimulating events as part of a meaningful engagement-in-life programme that enables group interaction and one-on-one connection.

In addition to a visiting schedule which includes welcoming the Clown Doctors, Baby Buddies and primary school and kindergarten groups on a regular basis, new initiatives have been introduced this year, such as pet therapy at Lavender Cottage. Snoop the dog was referred with his owner by the SPCA, and his warm, friendly



personality has been delighting and helping to relax clients. At both Lavender Cottage and the Anchorage, a group of clients with mild to moderate dementia also participated in a twice weekly, seven week programme of Cognitive Stimulation Therapy that encompassed different themes and a variety of activities designed to enhance cognitive and social functioning. Clients also continue to enjoy a wide range of outings to local places of interest as well as many other 'hands-on' activities including gardening, crafts, knitting blankets for Plunket and physical indoor games, which prompt lots of reminiscing and discussion about earlier times.

Promoting mental and physical health through music and movement

Following the music therapy pilot conducted last year at the Anchorage, staff have continued to incorporate music into the daily programme; a waiata is now sung at the start and end of each day, which creates an environment where clients are motivated to participate in the group singing and develop a feeling of belonging. Sitting in a circle during group therapy is also useful in creating a sense of equality, shared space and cohesion. Music promotes enjoyment in life and enhances emotional and spiritual wellbeing. It provides a means for people with neurological conditions to communicate with others and also assists memory and helps processing of thoughts and reminiscing. We were delighted,

We continue to receive wonderful feedback from clients, their families and Needs Assessors on the supportive and positive atmosphere at each centre

to be able to extend our music therapy programme across both the Anchorage and Lavender Cottage and into our Brian Wells House memory support unit at Selwyn Village's Ivan Ward Centre, following a grant from the Charles Rupert Stead Trust.

Music therapy commenced at both day centres early in 2020, delivered by the Raukauri Music Therapy Centre, and has been enthusiastically received by our clients. It's different to having a musician come in to entertain an audience. Instead, it's about creating a space for people to make music together, and suggesting favourite songs to sing and talk about. Participants connect and interact with each other by sharing the memories that the music evokes, playing musical instruments, enjoying movement/dance and music-enhanced relaxation, and generally finding ways to respond.

We continue to receive wonderful feedback from clients, their families and Needs Assessors on the supportive and positive atmosphere at each centre, which is testament to the richness of the care provided by our loving and dedicated staff. During the COVID-19 lockdown, our dementia day centres had to temporarily close in order to avoid any possible risk of exposure. However, our staff stayed in regular contact with the centre guests and their families by phone and, following the move to Alert Level 1, everyone was thrilled to see each other in person again 'at their club' and to be able to take part once more in an array of joyful activities.



Baby Buddies visits offer fun-filled mornings with lots of cuddles and laughter.

The Selwyn Foundation

Villages



Our vibrant villages continue to be a popular choice for those looking for stylish retirement living or quality residential care from one of New Zealand's most trusted providers. Whether you're enjoying life as an active retiree living in your own apartment or villa, or are at home in one of our new care centres, our integrated villages offer lively lifestyles for all within caring and supportive communities.

Additional care and apartment options

This year, work has progressed on expanding the accommodation and care options available at our two largest villages in Auckland. At Selwyn Village, construction is underway on two three-storey apartment developments on the northern boundary of the village site, which is expected to be completed late 2021 – one comprising 32 two-bedroom apartments and the other 35 two- and three-bedroom apartments, as well as a full underground carpark.

At Selwyn Heights, plans have been finalised for a standalone, 12-room dementia care/memory support unit with access into a secure garden; construction is expected to start later this year, for completion late 2021. Resource

consent has also been submitted for a three-storey care centre which will include 6 households of 12 residents, along with a further development including 57 apartments. A basement car park is also to be provided. Whilst the construction programme is subject to planning approvals and other considerations, it is hoped that construction will commence in 2021.

Providing excellence in care

Our care homes achieved excellent results in the various Ministry of Health audits conducted throughout the year, with wonderful commentary from both auditors and families endorsing our best practice procedures, our holistic approach to ensuring resident wellbeing and the high standard of clinical care provided by our nursing and caregiving teams.

The quality of our care provision and our prioritising of residents' wellbeing were evident during the COVID-19 crisis, when we took steps early in the pandemic to close our care homes and villages to all but our essential workers. We introduced strict infection prevention control practices and additional health and safety precautionary measures in order to protect our vulnerable residents

and our staff alike and reduce their risk of exposure to the virus.

The majority of our care homes were audited virtually by their DHBs as part of the Government's COVID-19 review of the aged care sector during the lockdown. We received excellent feedback on all the measures and guidelines that we had introduced to manage the crisis, with officials being particularly impressed by our 'COVID-19 Hit Squad' initiative that was developed by our recruitment bureau – staff teams were available to be deployed for a four-week period to any Selwyn site at any time, should they ever be affected by COVID-19.

Ensuring resident safety, security and wellbeing during the pandemic

Throughout the lockdown period, providing a safe and supportive environment for all our residents was our top priority, with our staff doing everything possible to help everyone through the various Alert Levels within our village 'safe havens'.

In our care homes, we were particularly vigilant, taking residents' temperatures and other observations each day and closely monitoring for any changes. To ensure that people remained socially engaged and connected despite the absence of visitors due to the restrictions, we expanded

Villages



Selwyn Oaks' weekly Poi group includes independent living and care residents.

our engagement-in-life programme and range of stimulating and enriching activities, and continued to provide opportunities for worship and prayer. Residents' birthdays and other special occasions were celebrated with banners, cakes, balloons and general joviality, to help compensate for the fact that family could not be there, and staff helped residents stay in touch with their loved ones through virtual contact, by facilitating conversations through Zoom, FaceTime, phone and various apps. Our independent living residents faced a different set of challenges over the lockdown, and we endeavoured to make the task of self-isolation just that little bit easier by arranging for any shopping or other errands that residents needed, either online or thanks to a variety

of helpers. We delivered supplies from family members right to a residents' door, thus avoiding the need for people to leave the comfort and safety of their home or venture unnecessarily beyond the village grounds. A hot meal service was available for delivery to residents' units, freshly made each day by our on-site caterers, and we stocked essential grocery items in our on-site convenience stores or made them available for purchase at main reception. We also filled the gap left by the withdrawal of community support services for those who needed help with household tasks, and provided encouragement and support through our regular phone calls to residents undertaken by our resident services team, Selwyn chaplains and other 'good Samaritans'.

Whilst it was an extraordinary time for everyone, residents and families alike greatly appreciated all that was done to keep people safe from the virus and sustain wellbeing, judging from the wonderful comments and messages of praise and support that we received from all quarters over the period.

As a consequence of the stringent procedures that were put in place, our villages stayed free of the infection, and our resident communities were again able to welcome their family and friends into their homes and resume their normal activities once the Alert Level restrictions were eased.

Enriching lives through engagement-in-life

The Foundation's residential care homes are busy hubs of activity



all year round, with every manner of meaningful and enriching engagement-in-life programmes for residents to choose from, led by our innovative and inspiring diversional therapists and activities assistants. On any one day, residents might be taking part in poetry and performance, laughter yoga, Tai chi, 'Master Chef' events, debating, music and movement sessions, van trips to local places of interest and inter-village bowling tournaments. Or they might be learning how to get the most from their smartphones or other IT devices, contributing to Waitangi Day or ANZAC displays, or preparing craft items for sale in the various village fairs.

Our care and independent living residents participate together in the many combined events that are arranged throughout the year, enjoying the opportunity to chat with others from across their village and developing further connection and friendship as they share stories, reminisce or collaborate on joint projects.

For their part, our independent living residents also enjoy the ever increasing range of hobby and recreational pursuits that cater for specific interests. In addition, residents proactively organise their own events' programmes, outings, themed soirees and friendship groups for their fellow villagers – in conjunction with our creative and talented village hospitality and resident services teams – and many are also engaged in diverse volunteering activities in support of the wider village community.

The Selwyn Way in action

Creating opportunities for residents to contribute positively to village life, and also to connect with communities beyond their immediate environment, is a key focus for our teams. In this, our staff go 'the extra mile' and demonstrate The Selwyn Way in action, working alongside residents in special initiatives and giving of their free time (often involving their own family members, too), to help create something truly unique for the benefit of all.

Our care and independent living residents participate together in the many combined events

At Selwyn Heights, for example, the village manager has partnered with an independent living resident to put on wonderful piano recitals and duet concerts for residents' enjoyment, which has involved many hours of evening practice in advance. At Selwyn Park, the village manager and members of staff held a weekend sewing bee with residents to produce survival pouches for wildlife affected by the Australian bushfires, and also planted an extensive strawberry and lavender field which will benefit

residents, families and the local community for a long time to come.

At Selwyn Village, staff are renowned for their spectacular cultural displays and international-themed events, with residents also involved in the detailed planning and preparation of the activities. Selwyn Wilson Carlile and Selwyn St Andrew's staff are adept at organising ambitious day trips, inter-village bowling tournaments, annual craft fairs and Christmas plays with residents' active input, whilst the Selwyn Sprott team are ever inventive in their themed dress-up days and awareness raising initiatives. Meanwhile, Selwyn Oaks embraces the talents of its active volunteer base to put on delightful family-oriented events such as Grandparents' Day for everyone to enjoy.

Offering variety, interest, care and security, our integrated villages support residents' independence, wellbeing and engagement-in-life, and provide a sense of belonging and reassurance within respectful, warm and welcoming environments.



Villages



Selwyn Park's 'Berri-licious' project saw a multi-disciplinary staff team plant over 1,000 strawberry plants and lavender on a sunny patch of village land. With support from the Foundation's garden re-fresh fund, this exciting market garden enterprise will foster wide-ranging engagement-in-life activity, collaboration and community connection to motivate and empower our residents. (Right) residents Esther and Bill are pictured enjoying a walk amongst the strawberry stands.



Thanks to the creative talents, time and energy of another staff member at Selwyn Park, residents, visitors and the local community enjoyed a sparkling festive season with magical Christmas lights adorning the village grounds that amazed and thrilled the crowds.



Many colourful cultural events are organised by staff throughout the year, enabling residents to celebrate New Zealand's diversity through food, information displays and performance art. Staff of Selwyn Village's Ivan Ward Centre are pictured entertaining residents during Diwali.



Themed dress-up days are always popular in our villages. Staff of Selwyn Wilson Carlile and Selwyn Heights get into the spirit of things for St Valentine's Day, whilst Selwyn Sprott staff hold a 'Onesie' day to support Wellington free ambulance.



The team at Selwyn Oaks makes resident Marjorie Foulkes' 100th birthday an extra special occasion.



The Moxon Centre team at Selwyn St Andrew's are pictured on our special 'Caregivers' Day' on 20 November, when we thanked all our staff throughout the Foundation who help make every day the best possible for our residents and day centre clients.

Our Environment

To strive to safeguard the integrity of creation, and sustain and renew the life of the earth.

Valuing the environment we work and live in is seen as an important part of the Foundation's future. We have set up a data collection and reporting system to record and determine our carbon footprint, with the first information being included in this report. This will be further enhanced over the next 12 months to allow the Foundation to identify and drive sustainability initiatives going forward.

Construction-related waste including demolition, site preparation and construction

Over the past three years, the Foundation recycled 95% of its construction-related waste and diverted 44145.997t of waste from landfill. A total of 409.58t of contaminated or hazardous

waste was produced, managed and disposed of by specialist contractors at the required sites.

Operations

For the year ending June 2020, our daily operations produced 487.56t of waste and a recycling rate of 19.1% was achieved.

Our total emissions for the year were 1377.342t CO²e and further work is being done to review our waste streams and to further define the total carbon footprint of our operations. Our goal is to ensure we reduce our carbon footprint overall as we grow our business.

Initiatives

Some of our initiatives include switching general and communal area lights to LED-type lights to save energy, setting contractual recycling requirements for our construction-related activities and the introduction of an organisational 'Green Team'. Our new development

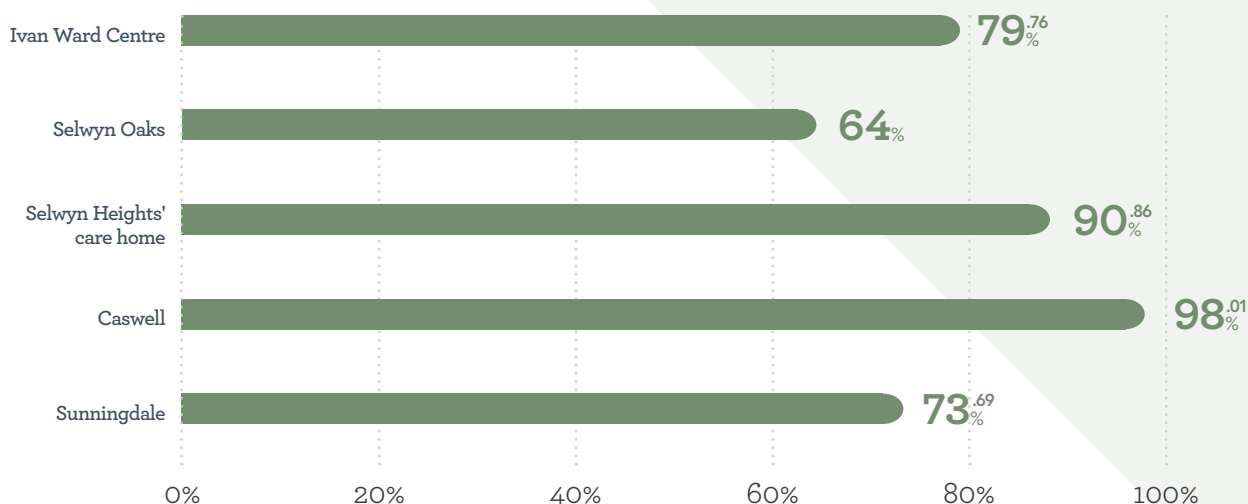
at Selwyn Village was certified by the New Zealand Green Building Council to 6 Homestar level for the design of the buildings currently under construction. A 6 Homestar rating or higher means the home will be easier and more cost-effective to keep warm, healthy and more environmentally friendly than a typical new house built to building code.

The annual Wellbeing Week and Expo at Selwyn Village this year included sessions on sustainability, with talks on re-establishing wildlife in the Point Chevalier area and on sustainability and waste management for seniors by a recycling group.



Selwyn Park village in Whangarei launched a great sustainability programme, 'Berri-licious'. Refer to page 40 for details.

% Construction-related Waste Recycled



Investing in the safety, security and wellbeing of our residents and staff

Since COVID-19 first began to affect our way of life in New Zealand in March 2020, the Foundation has worked to protect and support the residents of our care homes and retirement villages, our staff and the vulnerable seniors living at home in the community, helping them to get through the national emergency and to be resilient despite the uncertainties and insecurities that the pandemic has posed.

Throughout the lockdown period, we took every precaution and health and safety measure to prevent the infection from entering our villages and to provide a safe, reassuring environment for our residents, going well beyond what was required by the Ministry of Health in many circumstances. We sought to provide our staff – our essential workers – with everything they needed to continue their amazing work with those in our care and in the community at large. And we reached out to older people in the general population, to offer hope and support to seniors who were living on their own and were without the help of family or friends.

In responding to the health risk and its implications for older adults specifically, we adapted our processes and procedures swiftly and effectively, locking down our care homes and independent living sites to all but the most essential workers. Our Emergency Management teams across the organisation worked tirelessly to implement the Foundation's

crisis management and pandemic management plans, ensuring that our infection prevention and control measures were robust, that we had a full quota of staff and that we had all the resources and equipment necessary to enable us to tackle the threat posed and manage our response to this unprecedented event.

Such investment in the safety, security and wellbeing of our village communities over the lockdown incurred considerable additional cost to the Foundation. As a consequence of prioritising people's health and wellbeing – and of the increased investment and financial commitment that served to protect our vulnerable communities – our care facilities and retirement villages remained free of the virus and our workforce was very stable over the peak response period.

The following is a snapshot of some of the initiatives and additional measures we put in place to support the wellbeing of our care and independent living residents and that of our villages' staff. For further information on how we responded to the COVID pandemic across specific services and activities, please refer to our individual sections on Charity, Learning, Community and Villages.

Providing safe environments for all

Our measures to achieve safe, healthy and risk-free village environments included:



- Moving early to strengthen our workforce through the establishment of an additional contingent of nurses, caregivers and other essential workers. The investment in more staff allowed us to dedicate nurses and caregivers to specific care households or care facilities only over the period, to minimise any potential spreading of an outbreak. It also allowed us to provide added support, so we could ensure that our care to residents remained at the highest levels and that our permanent staff were fully supported during the pandemic.
- This extra resourcing came at high cost, as it equated to an additional 21 percent of our permanent care team plus extra staff in our central laundry. However, it bolstered our staffing resources to alleviate any extra workload and to prepare for any disruption that might come (in terms of responding to a

potential outbreak of the virus in our village environments) and also gave people certainty about their income over the period.

- We kept our wider staff body employed on full pay throughout the lockdown, so that our 'back office' support and administrative functions could continue to run smoothly in support of our village operations.
- We provided full paid leave to staff who had to stand down for various reasons related to the pandemic, such as the need for isolation, to be tested or because they came within a 'high risk' group (for example, being over 70 years of age, or having certain medical conditions or compromised immune systems, or being pregnant). Discretionary Leave was provided, making up the difference between the Essential Workers' Leave Support and their normal pay. This meant that staff did not have to use their Sick Leave and were fully paid during this period as a result. Those staff who elected to stay at home due to a dependent falling into the 'high risk' group received the Essential Workers' Leave Support.
- We significantly increased our procurement of Personal Protective Equipment (PPE) and other infection prevention and control tools and cleaning supplies for use across our

sites, so that our staff had access to all the appropriate safeguards and resources to reduce any possible risk of their exposure to the virus and that our residents were equally protected. We also increased our cleaning schedules throughout the care homes and communal village spaces and made hand sanitiser freely available in all areas.

- We instituted additional staff training on best practice infection control procedures and expanded our education and learning initiatives in this area. We developed and deployed new learning modules on how to keep safe in the workplace and on the effective use of PPE, for example, through our online interactive learning system SelwynLearn.
- We provided the necessary IT tools, hardware and connectivity to facilitate successful working from home

for those in support functions, ensuring that our routine administrative activities could continue to operate as usual in support of our vital workers on the frontline. Additional tablets were also purchased for use in the care homes, to enable staff to coordinate 'virtual' visits for families and assist residents in maintaining contact with their loved ones. As the village visiting restrictions eased, we also developed an automated Visitor Management System which was installed throughout each village, incorporating health screening and 'track and trace' functionality.

- We had a comprehensive emergency response plan in place for our central laundry service (which included establishing a complete third shift), to ensure continuation of the daily service and maintenance of infection control standards.



- We made special provision for cohort nursing and separate residential care settings for residents in the event they needed to be cared for in isolation. We also introduced a robust admission process for all new residents moving into our care homes from public hospitals, requiring that they had a negative test result for COVID-19 (this resulted in a temporary decline in occupancy levels, due to District Health Boards' policy on this issue).
- We provided peace-of-mind for residents by restricting access to our village communities to all but essential workers (special safety officers were also employed at Selwyn Village and Selwyn Heights to monitor all entrances and so safeguard access to each site). This also allowed for risk-free deliveries to our independent living residents and ensured that only our essential workers were granted access to our villages.
- We supported staff wellbeing at work and at home through a new dedicated 0800 helpline, in addition to existing counselling options, to offer confidential advice to individuals experiencing personal difficulties as a result of COVID-19, whether related to childcare, transport or financial hardship.
- We offered a raft of other means of supporting the health and welfare of staff as they dealt

with the stresses and strains of the situation, whilst coming to work to provide essential services for our residents; these were encompassed within our new Staff Support Programme specifically developed over the period.

Other impacts on revenue included costs relating to the temporary closure of the specialist Strength and Wellness studios at Selwyn Heights and Selwyn Village and the cancellation of the 'Forever Young' strength and balance programmes and minivan excursions funded by Haumarū Housing for its tenants. Likewise, it was necessary for The Selwyn Institute to cancel all tertiary student placements as well as its annual calendar of live events (conferences and seminar series alike). Work is ongoing to replace these with online/webinar events, the income from which is likely to be significantly less.

The COVID-19 situation continues to evolve and, as an organisation, we are monitoring developments as they occur, responding to the most up-to-date advice from the Ministry of Health and reviewing our practices to reflect the latest thinking. It is clear, therefore, that the financial implications for the Foundation may invariably be felt for some time to come.

(At the time of printing, all Selwyn villages and care homes continue to remain COVID free.)

The COVID-19 situation continues to evolve and, as an organisation, we are monitoring developments as they occur

Chief Financial Officer's Report



CFO, JASON MORE

I am pleased to present the Chief Financial Officer's Report and summary financial statements for The Selwyn Foundation group for the year ended 30 June 2020, including for The Selwyn Foundation, its fully-owned subsidiary Selwyn Care Limited, the joint venture Haumaru Housing Limited Partnership and its general partner Haumaru Auckland Limited.

The 2019/20 year sees the Foundation reporting a deficit. The two major contributing factors to this are COVID-19 and a change in assumption within our valuation of our independent living units.

Comprehensive Revenue and Expense

The Selwyn Foundation recorded a total comprehensive deficit of \$13.3m for the year to 30 June 2020.

COVID-19

Since January 2020, the spread of COVID-19 has severely impacted local economies around the world, with the World Health Organisation declaring COVID-19 a global pandemic in March of 2020.

New Zealand entered Level 4 lockdown in March 2020 and returned to Level 1 in June 2020. The operation of the group's retirement villages were considered essential services during the lockdown period and, as such, were able to continue to operate. The Foundation's core objective in planning its response to the pandemic has been to ensure the safety of residents and staff. In line with this objective and the Level 4 lockdown, access to villages was strictly controlled. Additional costs were incurred in relation to increased staffing levels, security and protective equipment for staff. Income was also lower due to decreased admissions into residential care and the suspension of sales activity and entry of new residents into independent living. Construction activity was also suspended.

Change in Assumption

Each year, we undertake a valuation of our independent living units and this is derived from a financial model based on a number of assumptions. In reviewing the assumptions that go into the model, we identified a developing trend of more recent entries into our villages having a longer tenure of stay. Based on this, we have increased the average tenure of our apartment residents from 7.5 years to 9.0 years. The impact of this is that it delays the cash flows received when a resale occurs and therefore reduces the fair value of the units. It has also required a one-off adjustment to deferred facility fee income, as this has lengthened the period we recognise the income

over for accounting purposes (which is different to the contractual arrangement). It is important to realise that this is a book adjustment and did not require a cash payment.

Had it not been for the impact of COVID-19 and the adjustment to deferred facility fees, we would have seen an improvement in operating performance from the 2018/19 period, as the underlying business saw improvements at Ivan Ward (its occupancy continued to increase following its opening in the previous year) and a full year of results for Selwyn Sprott village.

Financial Performance

Operating Performance

For the 2019/20 year, the Foundation had an operational deficit of (\$6.2m).

Total revenue was \$54.9m, slightly up on the previous year. This included residents' rental and fees of \$44.1m, up \$5.6m (15%) from the prior year, mainly due to the increased occupancy at Ivan Ward and the full year of ownership of Selwyn Sprott village. Partially offsetting this was lost income from the closures of Selwyn Sunningdale in the current year and Caswell and Brian Wells Lodge in the previous year. We were expecting the increase in revenue to be even higher, however occupancy in the last quarter of the year was down due to the impact of COVID-19 and the low level of admissions into residential care during the lockdown period. Deferred facility fees decreased in the year by \$6.3m mainly due to the change in

assumption as mentioned earlier. Other income increases mainly related to COVID-19 government subsidies. While we were unable to claim the main wage subsidy (due to our income decreasing by less than 30%), we did receive payments under the leave support scheme for employees unable to work during the period, and a specific aged care subsidy to assist with the increased operational costs over the lockdown period. The total of government COVID-19 subsidies received was \$600,000.

Operating expenditure increased during the year, up \$6.8m (12%). The increase in costs related to the improved occupancy in Ivan Ward, the full year of operations of Selwyn Sprott village, higher staff costs and increased costs related to operations during the COVID-19 lockdown period.

Other Income and Expenses

As part of the year end accounts, we are required to revalue our investment in independent living units. This year, we recorded a decrease in value of \$7.1m. This loss was largely driven by the change in assumption of tenure for residents in our apartments.

Interest received continued the decreasing trend in recent years and was down to \$0.7m. This is due to lower cash and investment balances due to the recent renewal of our resident care facilities and the current expenditure being incurred on the new apartment buildings at Selwyn Village. We have also been

receiving lower interest rates on our investments due to the current economic environment.

The loss on disposal of assets during the year of \$1.0m includes the write-off of assets at Selwyn Sunningdale following the closure of the site and demolition of the buildings.

Total Charitable Activities

We received donations and legacies of \$0.2m, for which we are sincerely grateful. A list of donors is supplied under Donations and Bequests 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 of \$1.6m. 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). Haumaru Housing will retain the surplus to reinvest in maintenance and build a capital base to replace ageing buildings and grow the portfolio of units under management. This is in line with its purpose to provide social housing to the elderly 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 is similar to the previous year.

Statement of Financial Position

The assets of The Selwyn Foundation decreased by \$8.2m during the year, to \$553.1m. This was largely due to the decrease on revaluation of our independent living units.

Cash and cash equivalents and other investments (mainly term deposits) decreased in a combined \$13.2m during the year. This was mainly due to expenditure on the new independent living development at Selwyn Village.

We have reclassified \$1.9m of property, plant and equipment as assets held for sale. This includes two properties we own bordering Selwyn Park village, which settled in August and September 2020, and the land at the site of the recently closed Selwyn Sunningdale village which has undergone a tender process and is expected to conclude in November 2020.

Our loan to associates (Haumaru Housing) was repaid during the year, as per the original loan agreement.

During the year, our property, plant and equipment decreased by \$6.5m to \$70.9m. This decrease was largely driven by depreciation, disposals and the reclassification of assets – to either investment properties or assets held for sale – exceeding the assets purchased in the year.

Although we had a decrease in fair value of investment properties, the overall value of these assets increased by \$11.8m. This was largely driven by the increased work in progress as the development continues on the new

apartments at Selwyn Village.

Liabilities have also increased during the year by \$5.1m, to \$284.7m. This included increased accounts payable and other provisions at year end, mainly due to higher construction invoices, and increases in licensees' interests in ORA units due to the movement of residents during the year.

Overall equity decreased by \$13.3m to \$268.4m, which was due to the total comprehensive deficit for the year.

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 increase in cash balances of \$5.5m includes the maturing of \$19.0m in term deposits of greater than three months. If these are added back, it results in an overall decrease in funds of \$13.5m. As mentioned earlier, this is mainly due to the expenditure on investment properties.

Cash from operating activity was broadly in line with last year at \$3.5m. Net operating cash flows from residents and payments to suppliers increased by \$4.0m, for the reasons mentioned earlier in operating performance. However, net settlement cash flows from the sale and termination of Occupational Right Agreements decreased by \$4.4m. This included decreased

cash flow from resales of \$2.6m on lower unit settlements and no new units available for sale during the year compared to three new units generating \$1.8m in the previous year.

We spent \$20.5m on the purchase and development of new assets for the Foundation, while generating \$2.8m from the disposal of assets. As mentioned earlier, we also received cash inflows from the repayment of the loan to Haumaru Housing.

Looking Forward

This year's financial results have been heavily influenced by the unexpected impact of COVID-19 and the change in valuation assumptions. Looking forward to the 2020/21 year, there is a heightened level of uncertainty due to the ongoing COVID-19 situation. We started the 2020/21 year with lower occupancy in our residential care facilities, but have seen a good recovery over the first quarter (to September 2020). Additional costs have also been incurred as a result of Auckland returning to lockdown. Further outbreaks and lockdowns are likely to have a negative impact on our results and our valuation of independent living units is closely tied to the residential property market, so we are also keeping a watching brief on the wider economic impacts of the virus. That said, if we can avoid a return to further lockdowns we would expect our financial results to improve in 2020/21.

Looking further into the future, our next large increase in financial

performance is likely to come in the 2021/22 year when the new independent living units are delivered at Selwyn Village. This will result in increased deferred facility fees and ORA service charges, and we would also expect an uplift in the fair value of our assets through the recognition of the development margin achieved on completion.

As we work through this period of uncertainty, our focus remains on keeping our residents and staff safe.

Jason More
*Chief Financial Officer
The Selwyn Foundation
September 2020*

As we work through this period of uncertainty, our focus remains on keeping our residents and staff safe.



Summary Consolidated Statement of Comprehensive Revenue and Expense

For the year ended 30 June 2020

	Note	2020 \$'000s	2019 \$'000s
Revenue			
Residents' rental and fees		44,147	38,527
ORA service charges		4,181	4,149
Deferred facility fees		4,862	11,198
Other income		1,679	784
Total revenue		54,869	54,658
Expenditure			
Managers, nurses and caregivers		26,526	23,657
Maintenance and cleaning		9,074	7,858
Administration expenses		11,068	10,195
Depreciation		4,373	3,379
Other expenses		10,004	9,188
Total expenditure		61,045	54,277
Operating (deficit)/surplus		(6,176)	381
Finance income			
Interest received		695	1,078
Interest paid		(9)	(18)
Discount on loan with Haumaru Housing Limited Partnership		52	97
Net finance income		738	1,157
Other non-charitable revenue/(expenses)			
Increase/(decrease) in fair value of investment properties	2	(7,053)	8,804
Gain/(loss) on disposal of fixed assets		(1,033)	985
Bargain gain on acquisition		-	216
Feasibility studies		(186)	(235)
Total other non-charitable (expenses)/revenue		(8,272)	9,770
Net (deficit)/surplus before charitable activities		(13,710)	11,308
Charitable activities			
Donations and legacies received		169	244
Puckey fund assistance to residents		-	(1)
The Auckland Ladies Benevolent Society assistance to residents		-	(7)
Grants and donations		(566)	(618)
Share of associate - Haumaru Housing Limited Partnership		1,593	658
Other charitable expenses		(804)	(816)
Total charitable activities		392	(540)
(Deficit)/surplus for the year		(13,318)	10,768
Other comprehensive revenue and expense for the year		-	-
Total comprehensive revenue and expense for the year		(13,318)	10,768

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 2020

	Retained Earnings		Reserves		Total Equity	
	2020 \$'000s	2019 \$'000s	2020 \$'000s	2019 \$'000s	2020 \$'000s	2019 \$'000s
Total equity at the beginning of the financial year as reported	281,630	269,064	66	2,309	281,696	271,373
Net comprehensive revenue and expense	(13,318)	10,768	-	-	(13,318)	10,768
Transfer to/(from) reserves	(1)	1,798	1	(1,798)	-	-
Transfer to external party	-	-	-	(445)	-	(445)
Total equity at the end of the financial year	268,311	281,630	67	66	268,378	281,696

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 2020

	Note	2020 \$'000s	2019 \$'000s
Assets			
Cash and cash equivalents		10,194	4,733
Accounts receivable		3,598	3,854
Other investments		12,530	31,207
Assets held for sale		1,908	2,577
Loan to associate		-	962
Investment in associate and joint venture		2,251	658
Property, plant and equipment		70,885	77,410
Intangible assets		3,438	3,449
Investment properties	2	448,281	436,443
Total assets		553,085	561,293
Liabilities			
Accounts payable and other provisions		8,787	6,703
Loans		105	140
Licensees' interests in ORA units		275,815	272,754
Total liabilities		284,707	279,597
Equity			
Retained earnings		268,311	281,630
Reserves		67	66
Total equity		268,378	281,696
Total Liabilities and Equity		553,085	561,293

For and on behalf of the Board:



Hon David Cunliffe
Chair, Board Member

Date: 29 September 2020



Jit Hui Chia (Clement)
Board Member

Date: 29 September 2020

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 2020

	Note	2020 \$'000s	2019 \$'000s
Cash Flows from Operating Activities			
Receipts from residents for village and care facilities		50,263	44,479
Receipts from residents for refundable Occupation Right Agreements		26,192	32,213
Payments to residents for refundable Occupation Right Agreements		(18,009)	(19,674)
Legacies and donations received		169	244
Interest received		893	819
Interest paid		(9)	(18)
Cash paid to suppliers, employees and donations		(55,996)	(54,223)
Net cash flows from operating activities		3,503	3,840
Cash Flows from Investing Activities			
Purchase of property, plant and equipment		(2,240)	(13,041)
Disposal of property, plant and equipment		2,831	1,400
Purchase of intangible assets		(356)	(354)
Construction and purchase of investment properties		(17,933)	(3,437)
Loan repayment received from associate		1,014	500
Acquisition of business combination		-	(5,985)
Decrease of other investments		18,677	12,941
Net cash flows from investing activities		1,993	(7,976)
Cash Flows from Financing Activities			
Repayment of loan		(35)	(35)
Reserve fund distributed to external party		-	(445)
Net cash flows from financing activities		(35)	(480)
Net increase/(decrease) in cash and cash equivalents		5,461	(4,616)
Cash and cash equivalents as at beginning of the year		4,733	9,349
Cash and cash equivalents at end of year		10,194	4,733
Cash and cash equivalents			
Cash at bank and on hand		6,177	4,733
Short term deposits		4,017	-
Cash and cash equivalents at end of year		10,194	4,733

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

Notes to the Summary Consolidated Financial Statements

For the year ended 30 June 2020

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 summary consolidated financial statements presented comprise The Selwyn Foundation and its wholly owned subsidiaries, Selwyn Care Limited and 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 entities 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 on 29 September 2020.

Basis of Preparation

The summary consolidated financial statements have been extracted from the audited full Financial Statements for the period ended 30 June 2020 for issue on 29 September 2020.

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 2020 on 29 September 2020.

The summary financial statements were approved for issue on 29 September 2020 by the Board.

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

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.

Significant Events

Since January 2020, the spread of COVID-19 has severely impacted local economies around the world, with the World Health Organisation declaring COVID-19 a global pandemic in March of 2020. New Zealand entered Level 4 lockdown in March 2020 and returned to Level 1 in June 2020. The operation of the Group's retirement villages were considered essential services during the lockdown period and as such were able to continue to operate.

The Group's core objective in planning its response to the pandemic has been to ensure the safety of residents and staff. In line with this objective and the Level 4 lockdown, access to villages was strictly controlled. Additional costs were incurred in relation to increased staffing levels, security and protective equipment for staff. Income was also lower due to decreased admissions into residential care and suspending sales activity and the entry of new residents into independent living. Construction activity was also suspended.

Management have considered updated forecasts and sensitivities reflecting COVID-19 and concluded that there is sufficient liquidity to continue to meet its obligations as they fall due. Management has also reassessed and confirmed the carrying amounts of its non-financial assets and concluded they are not impaired.

The financial statements are prepared based on conditions existing at 30 June and also considering events occurring subsequently but before the date of Board approval of the financial statements.

The impact of COVID-19 provides a higher level of uncertainty around critical judgements and estimates, particularly in relation to the valuation of investment properties.

2 Investment Properties

	2020 \$'000s	2019 \$'000s
Investment Properties Under Development at cost		
Opening balance	3,163	1,099
Capitalised subsequent expenditure	14,904	2,184
Transferred to property, plant and equipment	-	-
Completed developments transferred to completed investment properties	(44)	(120)
Closing balance	18,023	3,163
Completed Investment Properties at fair value		
Opening balance	433,280	420,788
Capitalised subsequent expenditure	2,272	1,843
Acquisition of business combination	-	1,725
Completed developments transferred from investment properties under development	44	120
Completed developments transferred from property, plant and equipment	1,715	-
	437,311	424,476
Change in fair value during the year	(7,053)	8,804
Closing balance	430,258	433,280
Total investment properties	448,281	436,443

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. (2019: 10.7%)
- ▶ Capital growth rate from 2.5% p.a. to 2.8% p.a. (2019: 2.5% to 2.8%)
- ▶ Turnover in villas of 10 years (2019: 10 years)
- ▶ Turnover in apartments of 9.0 years (2019: 7.5 years)
- ▶ Unrecoverable costs and expenses at 1.1% p.a. (2019: 1.1%)
- ▶ Refurbishment costs at 0.7% p.a. of incoming residents purchase price (2019: 0.7% of incoming residents purchase price)

The model construction was reviewed by KPMG who are appropriately qualified and experienced in the assessment of computer model and valuation of retirement villages. Their review included the provision of advice in relation to the weighted average cost of capital.

The impact of COVID-19 has resulted in a higher level of uncertainty in the valuation of the investment properties. Therefore there is less certainty and a higher degree of caution is attached to the valuation than would be normal. Current unit price sales values have been provided by CBRE and prepared on a basis of material uncertainty due to COVID-19. Other key assumptions within the model, including weighted average cost of capital, capital growth rates and sales lag, could also be impacted by the ongoing COVID-19 environment.

3 Events After the Reporting Date

On 12 August 2020, the Auckland region moved to alert Level 3 for Covid-19 while The Selwyn Foundation progressed to alert Level 4 for its operations nationwide.

A tender process has been run for the sale of the land at the site of the recently closed Selwyn Sunningdale village in Hamilton. This process is expected to conclude in November 2020. The property at 403 Maunu Road, Maunu, Whangarei was sold and settled in August 2020 and another sale at 405 Maunu Road, Maunu, Whangarei has settled in September 2020.

REPORT OF THE INDEPENDENT AUDITOR On the Summary Consolidated Financial Statements To the Members of The Selwyn Foundation

Opinion

The accompanying summary consolidated financial statements, which comprise the Summary Consolidated Statement of Financial Position as at 30 June 2020, 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 2020. In our opinion, the accompanying summary consolidated financial statements derived from the audited consolidated financial statements of The Selwyn Foundation for the year ended 30 June 2020 are consistent, in all material respects, with those consolidated financial statements, in accordance with Public Benefit Entity Financial Reporting Standard 43: *Summary Financial Statements* (PBE FRS 43).

Summary Consolidated Financial Statements

The summary consolidated financial statements do not contain all the disclosures required by the New Zealand Public Benefit Entity Accounting Standards (PBE Accounting Standards) as appropriate for Tier 1 not-for-profit public benefit entities. Reading the summary consolidated financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited consolidated financial statements of The Selwyn Foundation for the year ended 30 June 2020 and the auditor's report thereon.

The Audited Consolidated Financial Statements and Our Report Thereon

We expressed an unmodified audit opinion on the audited consolidated financial statements in our report dated 29 September 2020. That report also includes an Emphasis of Matter section that draws attention to Note 1 of the audited consolidated financial statements. Note 1 of the audited consolidated financial statements describe the impact of the ongoing global pandemic of the novel coronavirus disease 2019 ('COVID-19') and Management's assessment of, and responses to, this pandemic on The Selwyn Foundation. There has been an increase in the level of inherent uncertainty in the critical accounting estimates and judgements applied by Management in the preparation of the audited consolidated financial statements. Our opinion on the audited consolidated financial statements was not modified in respect of this matter. This matter is addressed in notes 1 and 2 of the summary consolidated financial statements. Those audited 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.

Other Information

The Directors 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 2020 (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.

Directors' Responsibility for the Summary Consolidated Financial Statements

The Directors 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.



BAKER TILLY STAPLES RODWAY AUCKLAND

Auckland, New Zealand

29 September 2020

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, 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 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 Board member has a personal financial or other interest;
- Board members observe the confidentiality of non-public information disclosed to them as Board members, 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;
- Board members 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;
- Board members accept collective responsibility for Board decisions and are committed to constructively resolving differences;
- Board members 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 Haumaru Housing LP, The Selwyn Foundation Board also appoints three people to the Haumaru 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 2019/20, each strategic risk was assigned and reviewed by the Board Committee most appropriate to oversee and review the strategic risk. A horizon scan of the strategic risk landscape was completed and each of the strategic and material risks updated accordingly.

The Board's Risk Committee meets a minimum of five times a year to review strategic risks, critical and high operational risks, Health and Safety status and the associated risk treatment plans and controls. With the onset of the COVID-19 pandemic, the Risk Committee met monthly to provide effective governance to the pandemic risk management process. The Board Risk Committee met virtually during levels 4 and 3 and continued to function effectively in reviewing the action plans, status and providing guidance and advice to the Board regarding the Crisis Management and pandemic management plans and actions.

The Foundation took early action when the risk of a pandemic was identified and reviewed and updated the Group Pandemic Management Plan and the Outbreak Management Plan in early February 2020. A crisis management review focussing on pandemic management was scheduled at the end of February

and the Crisis Management Team activated. As outlined in the Crisis Management Plan, two Emergency Operational teams were activated early to plan for a national pandemic. With the reviews, teams and plans in place, the Foundation was able to move to Level 4 status within 36 hours, locking down the retirement villages and with Group Office providing full support virtually. We continue to focus on Health and Safety and have updated our systems and processes to improve Health and Safety performance and strengthen compliance to requirements. The Health and Safety Advisory Group (HSAG) meet every two months to review the Health and Safety performance data and to obtain input from our Health & Safety (H&S) committees across the business operations. The HSAG and H&S committees were consulted on the key processes that were developed to facilitate safe remote work, the return to Group Office plans and other key controls for COVID-19. We engaged early with our key contractors to ensure COVID-19 health plans were developed and reviewed to enable safety and wellbeing critical work to proceed during Levels 3 and 2, with the required industry controls in place providing for the safety and wellbeing of our vulnerable population and our staff.

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 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 the Foundation's website.

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.

selwynfoundation.org.nz

You can help us make a difference.

The Selwyn Foundation supports New Zealand's older people in these areas:

- Loneliness & Social Isolation
- Affordable Housing
- Hardship Support
- Faith and Tikanga
- Academic research

As a charitable organisation, we truly appreciate any donations that help to extend our Mission with older people. Your donation will create a positive difference in the lives of some of New Zealand's most vulnerable and needy elderly people. You can donate in any of the following ways:

Credit card or direct debit

Making an online donation with your credit card is simple, fast and secure. You can make a single donation or set up a regular monthly payment. Visit selwynfoundation.org.nz and click on the DONATE button.

Internet banking

To make a payment via internet banking, please pay the amount you wish to donate to:

The Selwyn Foundation,
Account no.: Westpac 03-0252-0654879-000
(please use your name as a reference).

Email us a notification of your donation at donate@selwynfoundation.org.nz and we will email you a tax receipt.

Gifting through trusts and estates

Gifts in wills or as a beneficiary of your family trust are both important ways to ensure The Selwyn Foundation delivers quality services that are responsive to the ageing person and their family, now and into the future. Contact your legal advisor or trustee company to leave a gift to The Selwyn Foundation.

Companies

Would your company or business consider supporting The Selwyn Foundation? This could be through one-off or regular donations, or through initiatives such as Workplace Giving, which is a simple, hassle-free way for employees to make a regular donation to The Selwyn Foundation from their salary.

However you donate, your contribution will help us ensure that the most vulnerable older people remain connected, supported and get the best quality care when they need it most.

To find out more, or to discuss a donation in confidence, please contact Kim McWilliams, Director of Philanthropy, on 09 849 9203 or 021 613 421.

The Selwyn Foundation is a registered charity under the Charities Act 2005, governed by a Board incorporated under the Charitable Trusts Act 1957. Our Charity Commission Registration Number is CC23254.



As a charitable organisation, we truly appreciate any donations that help to extend our Mission with older people.

Foundation Group

Members of The Selwyn Foundation Board

David Richard Cunliffe QSO,
Chair

Dr Peter Huggard

Dr Natalie (Elizabeth) Niven

Peter Macaulay

Helen Melrose

Janice Zelda Thomas
(née Nichols)

Vicki Ann Sykes

Benjamin James 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

Andy Stewart,
Chief Information Officer

Virginia Sisson
Acting Chief Operations Officer

Kim McWilliams
Director, Philanthropy

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

Level 4, 1 Nugent Street
Grafton
Auckland 1023

PO Box 8203
Symonds Street
Auckland 1150
Tel: 09 845 0838

Partners

Members of the Haumaru Housing Board

Dr Kay Hawk,
Chair

Garry Smith

Kerry Hitchcock

Stephen Titter

Matthew Harker

Haumaru Housing Management

Gabby Clezy,
Chief Executive Officer

Haumaru Housing office

Level 2, 1 Nugent Street
Grafton
Auckland 1023
Tel: 0800 430 101

Haumaru Housing Limited Partnership

PO Box 8475
Symonds Street
Auckland 1150

The Selwyn
Foundation 