

Annual Report 2023/24



The Selwyn
Foundation

Our year at a glance



\$1.5m

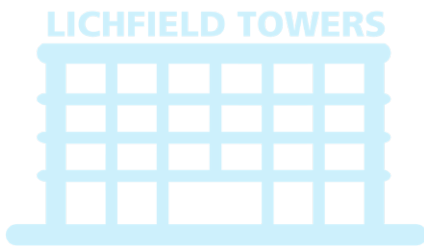
allocated to partners providing services across the Selwyn Support Three Tikanga programme working within the Anglican community.



Innovation
Challenge

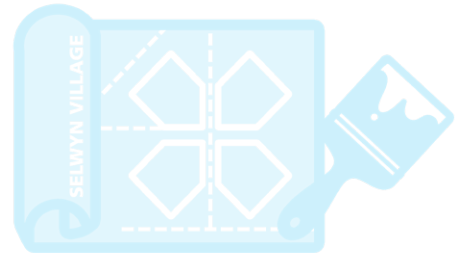
~\$800k

distributed via the Respectful Ageing Innovation Challenge for feasibility studies or further development of products, technologies or services to improve outcomes for older people.



\$21m

for re-facading and enhancement of Lichfield Towers at Selwyn Village



\$1.4m

allocated to Selwyn Village's enhanced maintenance programme



1,629

seniors housed in affordable rental homes across 62 villages by Haumaru Housing, our housing for older people joint venture with Auckland Council.



1,108

formal acts of worship undertaken by our chaplaincy team across Selwyn Village and the villages previously owned by the Foundation.

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Chair's Report

2023/24 was a year of building strategy, systems and delivery, as we made strong progress in turning our new Vision into reality. Having redefined our Purpose and grown our leadership last year, our Social Impact and Mission Strategy is now in full swing. At the same time, we continued our major investment in Selwyn Village, providing upgraded facilities and enhancing resident care and services.

In broadening our strategic outreach to the most vulnerable seniors, we worked with a wide range of agencies, community providers, advocates and within our Anglican family. Each of them share our goal of enhancing the material and spiritual wellbeing of older people in great need: Oranga Mātua | Oranga Tangata – Respectful Ageing for all, within thriving communities.

Activating our Social Impact and Mission Strategy for those most vulnerable older people

In this report, you will read about the many initiatives we have in train to achieve 'social impact at scale'. Such as our 'Selwyn Support' programme working with the dioceses of the Three Tikanga Anglican Church; our 'Respectful Ageing' Innovation Challenge grants to those working to find novel solutions to the challenges facing older people; and our spiritual care activities aimed at improving the wellbeing and quality of life of seniors. Other collaborations initiated over the year will enable us to amplify our impact through grant funding of targeted, culturally appropriate services.

We also expanded our wider advocacy work. This included our important partnership with the Office for Seniors and Age Concern New Zealand to establish the Aotearoa New Zealand National Forum for the Decade of Healthy Ageing | He Oranga Kaumātua, He Oranga Tangata – bringing together over 30 leading organisations working for, and with, older people to create momentum for change.

Investing in the future at Selwyn Village

22 May 2024 marked 70 years of Selwyn Village's service to older people. Known by many, the village and its site hold special significance to both the Anglican Church and to Tangata Whenua – the extent of which we are just beginning to understand. This important history is being woven into our thinking on the village of the future, as we prepare for residents and their families/whānau to come. We are grateful for the ongoing support of the wider Anglican whānau, including our President, Bishop Ross Bay.

Over the year, our wide-ranging programme of enhanced maintenance continued apace, with

more than \$22.4 million for external and internal refresh projects for resident homes and the village's common amenities, including the Lichfield Towers re-façading. With more work scheduled, and with engagement around the future development plan about to begin, our long-term commitment to the village is clear.

The village also plays a pivotal role in our social impact and mission objectives – through our chaplaincy and spiritual care services: by being a living and learning community where we can trial innovations; and by playing a leadership role in the retirement village and aged care sectors at a national level. Such activities offer the opportunity to build on the wealth of experience and skills that exist at the village for the greater good – to the benefit of those who live beyond its boundaries – befitting the village's heritage and its characteristic progressive outlook.

We had to make the difficult decision during the year to transition from, and then work toward closing, our Kerridge rest home facility. Through a process of high engagement and consultation with residents and their families and our Kerridge staff team, we have been able to offer every resident a home at Selwyn Village and our staff an ongoing role if they wanted one. The Kerridge site will become a central feature of the village's future development. We will work with the Kerridge family to ensure we continue to honour the significant role Sir Robert played in the establishment of the village.

Ensuring good governance and accountability

The Selwyn Board, Executive Leadership Team and senior leaders have had an incredibly busy twelve months. Board Committees focused on key issues such as our Social Impact and Mission Strategy and the initial work on the Future Development Plan for Selwyn Village. Health and Safety considerations featured prominently, with the Board commissioning an independent governance assurance review to ensure excellence in the organisation's practice.

The Foundation received healthy financial returns from its investment portfolio during the period. The Board adopted a new Investment Policy Statement which provides direction to our investment managers for the ethical and prudent management of our funds. This will assist us in preserving the fund in perpetuity, so we can continue our work in the service of seniors for decades to come.

Congratulations to Haumarū Housing

Our social housing for older people joint venture with Auckland Council, Haumarū Housing, celebrated its

seventh year of operation, providing tenancy and asset management services for the Council's 1,475 rental units. With more than 1,600 tenants across 62 villages, Haumarū is the only specialist community housing provider for older people in New Zealand. In its 2024 annual tenant satisfaction survey, it achieved an astounding 97% for the responsive, quality services it provides.

I want to thank former Haumarū Chair, Dr Kay Hawk, who recently retired after five years in the role. During her tenure, Kay oversaw major changes in the leadership and strategic focus of Haumarū, all while maintaining quality tenant services. She is succeeded by Adrienne Young-Cooper, who has held numerous governance roles in local and central government entities relating to property, land and infrastructure. Adrienne took up her new role on 16 September 2024, joining at a time of increasing funding and political uncertainty. We will be working with Adrienne, CEO Gillian Schweizer and the Haumarū team as they navigate the challenges ahead.

The Selwyn Way guides us in all we do

As we work to achieve practical, measurable outcomes for the growing numbers who experience multiple disadvantage, we hold the older person at the centre of all we do, consistent with 'The Selwyn Way'. This is our guiding framework and is underpinned by our commitments to the Christian faith in the Anglican tradition and Te Tiriti o Waitangi.

I would like to take this opportunity to sincerely thank all who make The Selwyn Foundation such a

special and meaningful place. This includes our Care and Resident Services team members who make every resident feel welcomed and supported at Selwyn Village every day; our Chaplains and Selwyn Connectors who provide material and spiritual support for seniors across the village and in the community; our partners in the Anglican Auckland Diocese and, increasingly, in the dioceses of Tikanga Māori and Tikanga Polynesia, with whom we are beginning to work more closely; our colleagues in the Haumarū team who consistently provide outstanding tenancy and property management services for Auckland seniors; our exceptionally hard working and talented management team at all levels, ably led by Denise Cosgrove our CEO; and my valued colleagues on The Selwyn Foundation Board, who give so much to the team.

The Selwyn Foundation is on a journey. It may now be 70 years old, but in some ways it is just beginning. We are excited to be part of its Mission and calling to serve vulnerable seniors across our rohe (geography).

*Ehara taku toa i te toa takitahi, ēngari he toa takatini.
Success is not the work of one, but of many.*



Hon David Cunliffe, QSO

Chair

15 October 2024

“2023/24 was a year of building strategy, systems and delivery, and our Social Impact and Mission Strategy is now in full swing.”



Chief Executive's Report

Kia whakatōmuri te haere whakamua | I walk backwards into the future with my eyes fixed on the past.

The celebration of Selwyn Village's 70th Anniversary in May this year brought into focus how much The Selwyn Foundation has achieved in the last seven decades and the real potential we have to do so much more for vulnerable older people in the next 70 years.

As the Chair has highlighted, 2023/24 has been an important milestone in the delivery of our Social Impact and Mission Strategy. Using an evidence and needs-based approach, with an equity lens, we made substantial progress in activating our charitable objectives assisted by our partners.

We also affirmed our enduring commitment to Selwyn Village through investment and future planning to further enhance this taonga (special treasure). As part of this, we began an important process with mana whenua, Ngāti Whātua Ōrākei, to understand the history of the whenua and how that may guide us in both the future design of the village and in our charitable work. We are grateful for their guidance and manākitanga (generosity) and look forward to working as one in partnership.

Committing substantial grant funding to cornerstone projects

In advancing our Vision of Oranga Mātua | Oranga Tangata – Respectful Ageing for all, within thriving communities, sizeable grant funding was committed to a number of cornerstone projects.

We allocated a total of \$1.5m to partners providing services across the Selwyn Support Three Tikanga programme working with the Anglican community. This expanded service model includes our well-established Selwyn Centres and adds culturally appropriate 'Selwyn Connectors' to provide material and spiritual support to vulnerable older people. A similar Connector role was funded to provide tailored assistance to Haumarū Housing tenants experiencing multiple disadvantage. We also continued to support our chaplaincy team in their ministry to residents across Selwyn Village and the villages previously owned by Selwyn.

Almost \$800,000 was distributed to the 12 successful applicants of the 'Respectful Ageing' Innovation Challenge, to assist with feasibility studies or development of their products, technologies or services designed to improve outcomes for older people. During the year, we commissioned a number of research studies to better understand the experiences of vulnerable older people. These learnings have contributed to our workplan and will shape our future distribution of grant funding.

We also provided 'backbone' support for innovative advocacy and awareness-raising projects focused on older people's wellbeing. This included the Aotearoa New Zealand National Forum for the Decade of Healthy Ageing | He Oranga Kaumātua, He Oranga Tangata, in co-leadership with the Office for Seniors and Age Concern New Zealand. With key focus areas of 'combatting ageism' and ensuring older people have access to 'integrated care', the National Forum was convened in response to the global UN Decade of Healthy Ageing currently underway, and its initiatives are linked to the Decade's primary purpose of 'transforming the world into a better place to grow older'.

The ample distributions and funding provided over the year were made possible by the careful management of our perpetual fund, and this pūtea will enable us to continue to support our charitable initiatives for those older people who are most in need long into the future.

Building leadership and expertise

Key to developing our Social Impact and Mission Strategy was building our leadership depth. We were therefore delighted to welcome Reverend Diana Rattray as General Manager Spirituality and Anthony Wilson as Kaihautū Mātua | General Manager Tangata Whenua Strategy in February 2024.

Diana's role is central in facilitating our relationships with the Anglican Church nationally and particularly with the Auckland Diocese, Te Hui Amorangi ki te Tai Tokerau and the Diocese of Polynesia in Aotearoa New Zealand. She also provides strategic spiritual leadership to all aspects of our organisational strategy and is fundamental in enabling achievement of our Spirituality Strategy.

Of Ngātiwai/Ngāti Hine/Ngā Puhi descent, Anthony leads the identification of potential initiatives to deliver on our social impact objectives with Tangata Whenua. To do this, he is growing our relationships with Iwi and Māori organisations and exploring how the Foundation can better support kaumātua, a group with a disproportionately high number experiencing disadvantage.

Understanding the past to prepare for the future

Over the year, we invested significantly in Selwyn Village, with an extensive programme of enhanced maintenance across the site, including the \$21m re-façading of Lichfield Towers. With further enhancement works to come, 2024/25 will be another busy year of activity across the village.

As we reflected on the past during the village's 70th commemorations, our thoughts also turned

to how we might prepare to welcome residents in the future. To do this, we acknowledged that we first needed to understand the Māori history of the whenua. Working with a leading Māori creative designer and beginning a process of engagement with Ngāti Whātua, mana whenua, we are learning of the richness of those who came before. Drawing on the Te Aranga Design Principles, and with a 'seven generation' future lens, initial planning commenced on the long-term development of the village site. This will be shaped further with the guidance of Ngāti Whātua, the Anglican Church, our resident body and the wider community.

He tangata, he tangata, he tangata

In everything we do, it is our people who are vitally important, *He tangata, he tangata, he tangata*. We further developed our People agenda throughout 2023/24, strengthening our internal culture and employee initiatives. In this, we focused on practically demonstrating our commitments to Te Tiriti o Waitangi and Spirituality through 'The Selwyn Way' and our Selwyn Values. Our investment in staff learning and development, leadership and collaboration, and improving the resident experience resulted in increased employee connection, high education rates and enhanced resident care and support. This was clearly illustrated in the exceptional re-certification audit result achieved by our Sarah Selwyn care home in April 2024 against the Ngā Paerewa Health and Disability standards (with a 100% pass rate and full attainment in all standards).

Health and Safety (H&S) continued to be a priority, and we advanced the work of our internal Critical Risk focus groups, each led by a member of the Executive Leadership Team. In addition, we initiated a regular

H&S forum with our main site contractors, with the aim of working together to improve H&S leadership, compliance and reporting, so that 'everyone gets home safely every day'.

Achieving more through vision, faith and courage

In concluding, I would like to sincerely thank the Selwyn Board, Executive Leadership Team, our senior leaders and our most skilled and caring staff for everything they do to improve the wellbeing of older people wherever they may live. I'm extremely proud of all we have achieved in the last financial year: we walk together as one team to help lead, guide and facilitate the Foundation to deliver on its Mission amidst a backdrop of great and growing need.

With our hallmark vision, faith and courage – first demonstrated by our founders in the 1950s – we will continue to lead change to deliver our organisational strategy. In this, we will look to optimise the unique identity we have as a Christian faith-led organisation committed to Te Tiriti o Waitangi. With boldness and innovation hardwired into our DNA, and driven by our unerring vision for Respectful Ageing, I look forward to positioning Selwyn to make an even bigger impact over the next 70 years.



Denise Cosgrove
Chief Executive
15 October 2024

“Building on the last 70 years, we have the real potential to do so much more in the next.”

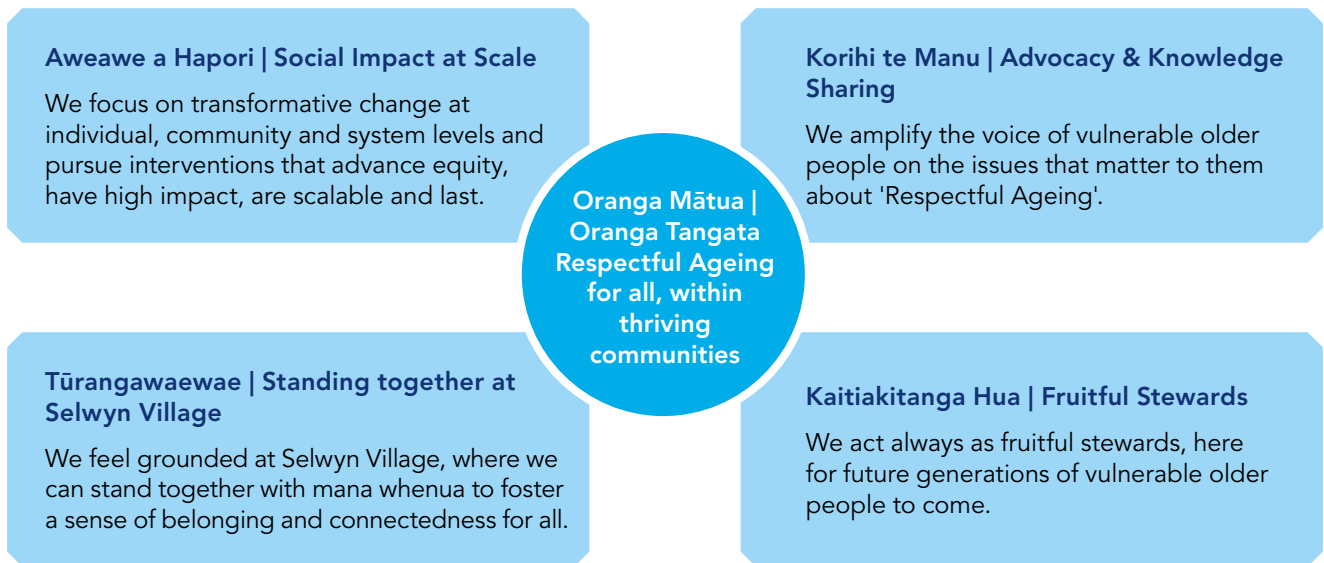


Our Strategic Framework

With our Moemoea (Vision) for the Foundation now firmly established, and our leadership capability in place, over the year we have built out our organisational strategy across our four Pou (Strategic Focus Areas). This includes our Social Impact and Mission Strategy (described further below); our Selwyn Village Operational Plan – and the initial work on the Future Development Plan; and our Investment Policy Statement for

how we ensure the pūtea (managed fund) is here in perpetuity for the benefit of vulnerable older people to come.

Our Pou are designed to work in synergy to enable our Vision and all are underpinned by our commitments to Te Tiriti o Waitangi and Spirituality/the Christian faith in the Anglican tradition, as expressed through 'The Selwyn Way'.



Our commitments to Te Tiriti o Waitangi and Spirituality/the Anglican Faith

From our work, we are seeking the following positive impacts:

Social impact at scale | Fewer older people experience multiple disadvantage

Advocacy and knowledge sharing | Increased awareness of the opportunities and challenges for 'Respectful Ageing'

Spiritual care | More meaningful/spiritual connections held with older people

Community outreach | Increased reach of our community connections and support activities, including Haumarua Housing

In-village health and independence | Older people at Selwyn Village feel welcomed and are able to access a continuum of quality care

Our Social Impact and Mission Strategy

Within this context, the Vision for our Social Impact and Mission (SIM) work is:

Oranga Mātua | All vulnerable older people can age with dignity and respect

We have four key SIM strategies:

- **Prioritising need and advancing equity** – directing our charitable resources towards improving the material and spiritual wellbeing (Oranga) of vulnerable older people.
- **Multiplying our impact through partnering** – leveraging our relationships with Iwi, the Anglican Church, Government and others; and by using innovative social impact tools.
- **Building capacity** – at system and Iwi/community/Church levels.
- **Amplifying the voices of vulnerable older people** – advocating for real changes in legislation, policies and practices, and the allocation of the necessary funding.

With specific strategies for our commitments to Te Tiriti o Waitangi and Faith/Spirituality:

Te Tiriti o Waitangi

- **Iwi-led social impact** – working with key Iwi in our rohe to understand the needs of their kaumātua, and the potential for Mātauranga Māori-inspired social impact initiatives.
- **Whānau/Iwi capacity building** – again, working with Iwi and/or Māori organisations to identify opportunities to build capability and capacity of their kaumātua and whānau.
- **By Māori – For Māori initiatives and innovations** – prioritising initiatives and innovations for kaumātua that are designed, developed and delivered ‘By Māori – For Māori’.
- **Advocacy for, and with, kaumātua** – utilising Māori networks to create opportunities where kaumātua voices, preferences and aspirations are heard.

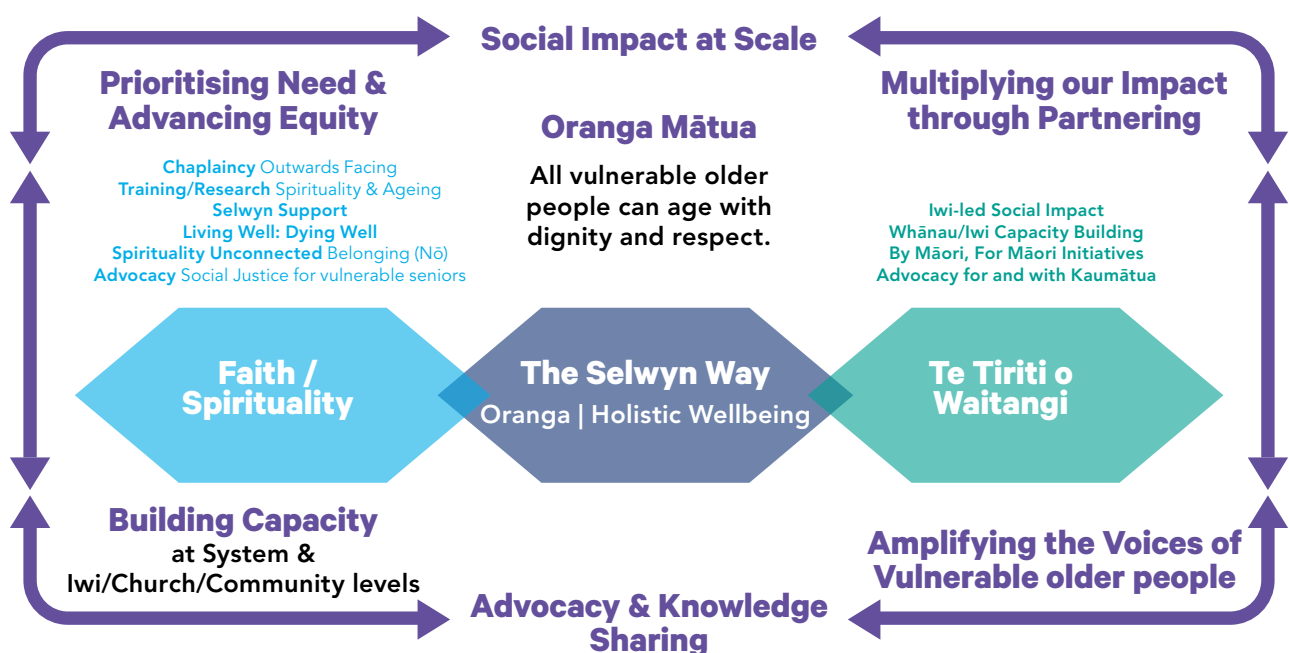
Faith/Spirituality

- **Chaplaincy: Moving towards a greater outwards-facing focus** – maintaining high quality village-based chaplaincy services, while becoming more outwards-focused.
- **Training/Research: Spirituality and Ageing** – partnering with the Three Tikanga Anglican Church to develop training around spirituality and ageing.
- **Selwyn Support** – implementing the Selwyn Support Programme, again in partnership with the Three Tikanga Anglican Church.
- **Living Well: Dying Well** – developing strategic partnerships and innovation to deliver training and/or programmes around Living Well and Dying Well.
- **Spiritually Unconnected (Nō)** – identifying ways to connect the most vulnerable older people who are without social, family/whānau, iwi, spiritual or community connections.
- **Advocacy: Social Justice for vulnerable older people** – advocating for, and with, vulnerable older people on issues of social justice.

“We define those ‘most vulnerable’ as those experiencing material and/or spiritual hardship, persistent inequities, are unconnected, and at great risk of negative outcomes as they age.”

Chief Executive, Denise Cosgrove

Our Social Impact and Mission Strategies



On the following pages, you can learn about some of the social impact and mission initiatives and innovations we have underway to respond to this increasing need and complexity.

Activating our Social Impact and Mission Strategy for those who are most vulnerable

Having the biggest impact for those older people who most need it – social impact at scale – is one of the Foundation’s four strategic focus areas and was the impetus for the sale of villages in 2022. With greater resources now available through our ‘in perpetuity’ fund, the Foundation aims to be an enabler of positive change and of more equitable outcomes for seniors with great need, with our funding initiatives powered by an evidence-based and collaborative approach.

Driven by our ‘Respectful Ageing’ strategic plan, we are seeking innovative ways to be a catalyst for system-level change, pursuing interventions with strategic partners that will have high impact, are scalable and will last, so all older people who are vulnerable may have an opportunity to age with dignity and respect within communities that will thrive as a result.

Respectful Ageing through innovation and enterprise

Launched in October 2023, our Respectful Ageing Innovation Challenge was the first of our new social impact initiatives to be delivered as part of our Social Impact and Mission five-year strategy. With sizeable grant funding to be made available for successful applicants, we received 108 applications from a broad range of organisations wishing to further develop or adapt their existing products, technologies or services in order to significantly improve outcomes for the ageing population.

In considering the applications, we gave priority to services and products that sought to deliver solutions in areas that would have the greatest impact on improving seniors’ experience and quality of life. These included innovations relevant to the five core domains of wellbeing: health, housing, financial hardship, social isolation and loneliness, and access (eg, to transport services or digital/online resources). We also considered submissions that addressed elder abuse, ageing with a disability and combatting ageism, as well as services for older Māori and Pacific people

(who are known to experience more vulnerability) and for those managing multiple disadvantage or with other complexities.

Twelve successful grant recipients were announced in July, comprising a range of social enterprises, innovators, community organisations, businesses and academic institutions. Total funding of nearly \$800,000 was distributed to help expand or further develop their existing innovations to benefit seniors with great need.

Some of the projects selected include:

- Development of a digital literacy programme for vulnerable Pasifika and Māori seniors in rural/South Auckland. Recipient: Pasifika Digital Knowledge Bank
- Extension of the ‘Trust MYRIVR’ community app for vulnerable older people in Ōtara/South Auckland, which offers a one-stop-shop in coordinating and connecting access to key social services, particularly during times of high and urgent need. Recipient: Trust MYRIVR
- A feasibility project to assess the proposed ‘SMART-dementia’ system for mobile-based, advanced real-time tracking in dementia care; this could reduce the need for people with dementia who exhibit wandering behaviour having to move into secure dementia-level care and becoming disconnected from their whānau and community. Recipient: University of Auckland
- A feasibility study and field visit for Visionwest Intergenerational Learning Centre which incorporates community housing for older people with an early childhood learning centre; insights will enable valuable knowledge which will inform the planning and design of this innovative development. Recipient: Visionwest

Information on the twelve Innovation Challenge grant recipients and the services funded is available at: www.selwynfoundation.org.nz.

Hamilton-based Rauawaawa Kaumātua Charitable Trust received funding for their gerontechnology research partnership to co-design brain training games (in an online and hard format) with kaumātua, to support ongoing cognitive functioning. CEO Rangimahora Reddy said: “It’s an absolute privilege for Rauawaawa to be chosen as a recipient. We’re thrilled by the opportunity to co-create with kaumātua once again and support them to realise their vision with the exceptional resources and support provided by The Selwyn Foundation.”



Rangimahora is pictured with Selwyn Chief Executive Denise Cosgrove at an Innovation Challenge Showcase event.

Evidence-based insight into the extent of need

Building on the research commissioned by the Foundation last year, further assessment of the needs of specific groups of vulnerable seniors has been undertaken, using qualitative, quantitative and culturally appropriate methodologies. This research has been facilitated within communities by our strategic partners. It includes:

- building an understanding of the cohort of single older women experiencing hardship, including the risk of homelessness. This has been undertaken by the Coalition to End Women's Homelessness (co-led by the Auckland City Mission, Te Whare Tiaki Wāhine Refuge, Christchurch Methodist Mission and the Wellington Homeless Women's Trust);
- review of Kaupapa Māori practice models of working with vulnerable kaumātua, conducted by the Kingi Ihaka Research Centre and led by Revd Katene Eruera. This is part of the Selwyn Support Three Tikanga initiative and is designed to support the Tikanga Māori contracted service provider, Te Whare Ruruhou o Meri, to develop the kaupapa Māori practice frameworks to deliver Pou Hono (Connector) services to kaumātua in South Auckland and West Auckland;
- qualitative elder-informed needs assessment of Pasifika mātua in South Auckland and West Auckland, initiated as part of the Selwyn Support Three Tikanga initiative, to inform the development of a business case for funded support for Pasifika-led Selwyn Centres and/or Selwyn Connectors in South Auckland and West Auckland);

- understanding the needs of older Asians in Auckland through qualitative focus groups with Chinese, Indian and Korean seniors and managers of Asian health and social services, undertaken by Emeritus Professor of Diversity Edwina Pio ONZM;
- co-design by Haumarū Housing and Age Concern Auckland of a model of practice for working with older hoarders for use by the housing provider's Community Managers and the Selwyn-funded Connectors.

In addition, a number of initiatives are underway to support capability development of Māori and Pasifika organisations working with elders, whereby Selwyn might provide expertise in developing the skills of those working across a range of disciplines in supporting the wellbeing of kaumātua/mātua.

As the number of older people in Aotearoa New Zealand increases – by 2028, there will be more than one million people aged over 65 – the proportion of those experiencing need will also grow significantly. The above needs/equity assessments are therefore essential in providing us with an in-depth picture of the size and scale of vulnerable older populations in our target areas (mainly Tāmaki Makaurau Auckland and Te Tai Tokerau Northland) both now and in the years to come.

By monitoring, evaluating, learning and sharing what we know, we will be able to further refine our Social Impact and Mission strategy and develop strategic partnerships to co-design culturally appropriate solutions with seniors, and so contribute to achieving improved equity for every older person and making respectful ageing possible for all.

Haumarū Housing: offering housing certainty to seniors in need

The Foundation's housing for older people joint venture with Auckland Council – community housing provider Haumarū Housing – provides holistic tenancy and asset management services for the council's portfolio of 1,475 rental units for older people across 62 villages in Auckland. Established in late 2016, it is the only specialist provider of housing for seniors and aims to offer housing certainty within safe, age-friendly and caring communities to those in need.

In its 2024 tenant satisfaction survey, Haumarū once again received an overwhelming endorsement of its work, with tenants returning a satisfaction rate of 97% with its overall service (tenants' overall satisfaction has been over 90% for five consecutive years).

To support tenants' social connectedness, Haumarū funds a busy schedule of weekly outings, shopping trips and day excursions to places of interest, which are delivered by The Selwyn Foundation. This year, the two organisations have also jointly funded a new 'Connector' position. Provided by Age Concern Auckland, the

Connector role provides tailored assistance and support for Haumarū tenants experiencing multiple disadvantage in accessing services related to health, wellbeing, self-care, housing and community engagement.

With a clear tenant focus, Haumarū Housing looks forward to continuing its mission in response to the ever-growing demand for affordable rental options for Auckland's older citizens, and to offer security, comfort and peace-of-mind to vulnerable seniors in need of a home to call their own.



Tenants at a health and social services expo for seniors organised by Haumarū Housing at its Ōtara Court village.

www.haumaruhousing.co.nz

Promoting advocacy and knowledge on issues that matter for Respectful Ageing

Giving voice to the issues that matter for Respectful Ageing is another key strategic focus area for the Foundation and our work in this regard is wide-ranging. Our advocacy and knowledge sharing initiatives underway this year have been both nationally-focused and Auckland-centric. Our research projects have aimed to uncover the full extent of need and the real-life experiences of specific communities of the most vulnerable older people.

New forum to focus on improving the experience of ageing in Aotearoa New Zealand

In association with the Office for Seniors and Age Concern New Zealand, during 2023/24, the Foundation has brought an influential group of leading organisations to establish a national think-tank and advocacy forum. The Aotearoa New Zealand National Forum for the Decade of Healthy Ageing is advocating for a nationwide call to action to improve the experience of ageing in Aotearoa New Zealand, reflecting the aims of the global UN Decade of Healthy Ageing (2021-2030).

The UN Decade encourages everyone (including governments, businesses, the community and voluntary sector, universities, philanthropy and the media) to join together to contribute to ten years of concerted action to improve the lives of older people, their families and their communities. The four main areas for action over the decade are:

- Change how we think, feel and act towards age and ageing;
- Foster the abilities of older people;
- Deliver integrated care and primary health services responsive to the needs of older people; and
- Provide access to long-term care for older people who need it.



Running across all these action areas is the need to reduce social isolation and loneliness and to prevent the abuse of older people.

New Zealand is still to fully embrace this global opportunity, yet the country's population is ageing and one in five people will be over the age of 65 in the next four years. With combatting ageism as its main campaign focus, the National Forum is therefore collaborating with a network of agencies to provide a platform for innovation and initiatives that link to the Decade's overall purpose. In doing so, it aims to help create a society where all older Kiwis are respected, their needs prioritised and ongoing contributions valued, and where everyone can live longer well.

For further information on the UN Decade of Healthy Ageing, visit: www.decadeofhealthyageing.org



Inaugural members of the Aotearoa New Zealand National Forum for the Decade of Healthy Ageing at their co-creation hui in October 2023.

Supporting learning and knowledge sharing around vulnerable ageing populations

Extensive research commissioned this year by the Foundation has looked to assess the experiences and circumstances of priority groups of vulnerable older people within Tāmaki Makaurau Auckland and Te Tai Tokerau Northland (our primary geographies of activity).

This work has focused on communities such as Māori and Pasifika elders aged 55+ in South and West Auckland (and in the Far North for kaumātua and kuia); single older women; and ageing Asian people. It has also included research on older adults who are living with dementia or psychogeriatric conditions.

In parallel, we have been developing our approach to impact evaluation, to establish how we can measure the impact of our initiatives. The Foundation's inaugural Respectful Ageing Innovation Challenge has also supported organisations looking to develop products or services that would benefit vulnerable seniors (see further under 'Social Impact and Mission').

The learnings from each piece of research will be shared with others as appropriate, including through the media, with the findings also contributing to our workplan, new initiatives and distribution of funding over the next five years and as we further deliver on our Social Impact and Mission Strategy. In this way, we will progress our strategic goals, so that those older people who are the most vulnerable are enabled to fully participate in their communities and stay engaged and healthy as they age.

Providing information on ageing for older people and their family/whānau

In providing access to practical, up-to-date information for all who have an interest in the

ageing experience, the 'Informing' pages of the Foundation's website offer a wealth of material about ageing and advice on common issues of relevance to older people (selwynfoundation.org.nz/informing/information-about-ageing). Our articles challenge thinking and offer new ways of viewing or coping with what may be perceived as problems, with links provided to further information from reputed local, national and international sources. A feedback mechanism enables readers to request other topics of interest.

The Foundation also produces a Digest comprising new articles and 'How To' items (available at selwynfoundation.org.nz/informing). This information is freely available to all, and our Digest is also promoted through our external networks.



Promoting best practice in supporting and caring for older people

Our advocacy and knowledge sharing activities are therefore many and varied, involving a wide range of contributors and local and national partners. In addition to the above initiatives, our work in this sphere has ranged from advocating on behalf of MenzShed NZ, to hosting fact-finding visits to Selwyn

Village by overseas retirement village operators, supporting spiritual care seminars for healthcare professionals, as well as planning 'Community Conversations' focus group meetings to promote the Decade of Healthy Ageing in Aotearoa New Zealand.

At Selwyn Village, we have continued to provide placements for students of nursing, occupational therapy, population health and dance therapy from the University of Auckland, AUT and UNITEC, and Year 2 medical students from Otago Medical School. We also enable placements for overseas trained registered nurses who are undertaking the NZ Health Practitioner Competency Assurance Act (2003) process so they may be able to be issued a practising certificate to work as registered nurses in New Zealand.

In addition, our educational programmes and resources for our clinical and caregiving staff are cutting-edge, incorporating a blend of innovative online and in-person experiential learning that is leading the way and raising the standard for learning and practice in aged care.

With each activity, the Foundation seeks to promote best practice in supporting, communicating with and caring for older people, which will not only help improve quality of life for seniors but will ultimately benefit families/whānau and, in turn, enrich those communities in which they live.

Cultural day at Selwyn Village.



Working with our partners to develop community outreach

Enabling accessible, locally-based services that can improve the lives of older people and their families/whānau, as well as benefit the communities in which they live, is the overarching objective of the Community Connections/Outreach stream of our Respectful Ageing strategy.

In delivering this, we partner with others on a wide range of initiatives to provide opportunities for social connection, participation and improved wellbeing at 'grassroots' level, so that seniors may age safely in their own neighbourhoods and remain living at home for longer.

Selwyn Support: working in partnership with the Three Tikanga Church to make a difference

An exciting initiative that has been launched this year which will make a real difference to older people in need is our Selwyn Support programme. A partnership with the Three Tikanga Anglican Church, the Selwyn Support programme will expand our existing network of Selwyn Centres with newly created Selwyn Connector services (social worker-type 'case managers').

The programme provides a framework and funding for the Auckland Diocese (Tikanga Pākehā), Te Hui Amorangi ki Te Tai Tokerau (Tikanga Māori) and the Diocese of Polynesia (Tikanga Polynesia) to work with vulnerable seniors across their respective communities in order to provide individualised health and social services navigation.

An integrated model at scale to achieve improved outcomes for older people's wellbeing

The Selwyn Support model brings together in a unique way two well-established and evidenced interventions to achieve improved outcomes for older people's wellbeing where there is great need. These are:

- a community gathering place available to all older people in the tikanga-specific community, that encourages social connection and provides evidence-informed programmes of cognitive, physical and spiritual activities; and
- an intensive case management service for seniors who may be experiencing vulnerability, to be provided through Selwyn Connectors (also known as Pou Hono).

The Selwyn Connector role is essentially that of a social worker with professional capabilities to assess all domains of an older person's needs – including those relating to health, housing, finance and access to services – and not just their level of social connectedness (which is currently addressed through the Selwyn Centres).

All related services are delivered in a manner consistent with the values and ethos of The Selwyn Foundation and the Anglican Church and in ways that are relevant, culturally appropriate and mana-enhancing for the older person.

Supporting the delivery of culturally appropriate services addressing need across the dioceses

In progressing the initiative, a Steering Group chaired by Selwyn's Chief Executive and comprising senior leaders from each of the Three Tikanga dioceses and Selwyn's General Manager Spirituality meets regularly. They are responsible for providing strategic oversight and direction for the development, implementation and performance of the Selwyn Support model.

This group has also had input into the design of an Impact Evaluation Framework (specially commissioned by the Foundation from a leading provider of social value research). They worked together to identify the high-level outcomes and social/wellbeing returns of the model and with appropriate Mātauranga Māori, Pasifika and Pākehā methods of data gathering, evaluation and analysis.

The various elements of the Selwyn Support programme will be implemented at different stages within each diocesan community. This will allow autonomy and flexibility reflective of each Tikanga's individual timetable, particular stage of service development and the diversity of need and response.

A key component of the service is the creation of a Tikanga Development role for each diocese, funded by the Foundation. This central liaison person will work with the diocese's preferred third-party Connector/Pou Hono service provider (also to be funded by Selwyn), to ensure that the activities and/or services are progressed to the agreed standard. They will also have a focus on building strategic relationships across each diocese, not only with existing service providers but also potential new service partners.

Additionally – in identifying areas of greatest need and associated service responses for older people in their specific diocese – qualitative, community-based and elder-informed needs assessment has or is being undertaken by Te Hui Amorangi and the Diocese of Polynesia by culturally appropriate research providers (similarly funded by Selwyn). The findings will help inform the development of kaupapa-specific professional practice frameworks, to be co-designed with the relevant Connector/Pou Hono provider, that will support the delivery of culturally appropriate services in the dioceses (see further under 'Social Impact and Mission'). In the Auckland Diocese (Tikanga Pākehā), new opportunities that could support their priority group of seniors beyond the existing Selwyn Centres programme have also been considered.

Sharing our collective learnings for the greater good

By working collectively – at scale – with the Three Tikanga dioceses through the targeted, proven interventions of the Selwyn Support model, we will be able to extend the breadth and depth of impact potential in areas of high need and achieve positive outcomes for older people experiencing multiple disadvantage.

In due course, the kaupapa-specific professional practice frameworks and training devised as a result of the research work will be shared with others in the wider Selwyn Support network. This includes our joint venture partner Haumaru Housing, Selwyn Centres in other regions and other allied organisations who Selwyn also funds to provide community connection services amongst older people (such as Auckland City Mission and Whangārei Anglican Care).

The Foundation also already funds a similar Connector service with Haumaru Housing tenants in collaboration with Age Concern Auckland and, over time, may look to expand Selwyn Support into other community outreach initiatives within the wider Anglican Church and/or with others.

Enabling greater access to local services for vulnerable seniors

Other major initiatives undertaken during the year that have enabled easier access to community services for older people include the return of our Anchorage dementia day centre to the Tāmaki Basin area of East Auckland and the relocation of our Papakura Selwyn Centre to the heart of the township.

Until November 2022, Anchorage was located at St Mary’s Church in Glen Innes. When St Mary’s expanded its services, the day programme moved to temporary premises out of the area. However, with the assistance of Auckland Council in finding a suitable new venue in Panmure town centre, the Foundation was delighted to bring the service back to Tāmaki Basin, serving the seniors of Panmure, Glen Innes and Point England. The centre opened in its new, specially equipped premises in January 2024, enabling people aged 65+ years who have been diagnosed with mild to moderate dementia to receive quality dementia care services in a warm and caring environment much closer to home.

In March, our long-established Selwyn Centre in Papakura moved to a new home at Crossroads Methodist Church at 25 Broadway, Papakura. Set up in 2000 by Papakura Anglican Parish and the Foundation, the Centre was previously hosted at the Homestead villa situated at the entrance to the former Selwyn Oaks village, a site that had been established by the Papakura community in the late 1960s to provide care for local seniors.



At the opening of our relocated Anchorage dementia day centre in Panmure: from left, Bishop Te Kitohi Pikaahu, Selwyn Chair Hon David Cunliffe, Selwyn Community Outcomes Manager Karen Holland, Auckland Deputy Mayor Desley Simpson and Chief Executive Denise Cosgrove.

The opportunity to host the Selwyn Centre at Crossroads was an inter-denominational community collaboration between the Papakura Anglican Parish and Crossroads Methodist Church, with ongoing funding support provided by Selwyn. With on-site parking and well-served by public transport, the central location’s easy access benefits more seniors living in the area who wish to attend the twice-weekly programme.



Pictured at the Papakura Selwyn Centre opening event at Crossroads Methodist Church are (from left): Archdeacon Michael Berry of the Anglican Diocese of Auckland, Papakura Local Board Deputy Chair Jan Robinson JP, Reverend Kim Chiwona of Crossroads, Papakura Local Board Chair Brent Catchpole, Chief Executive Denise Cosgrove, Reverend Jason Grainger of Papakura Anglican Church, Selwyn Centre Coordinator Nikki Weir, and Manurewa-Papakura Ward Councillor Daniel Newman.

Providing chaplaincy and spiritual care for all

As we advance our Vision of 'Oranga Mātua | Oranga Tangata – Respectful Ageing for all, within thriving communities,' the Foundation's spiritual care programme will increasingly have a broader outreach, connecting with the most vulnerable seniors living beyond the boundaries of the retirement village and residential care setting.

Selwyn chaplains continue to play a fundamental role in the life of Selwyn Village and of the villages formerly owned by the Foundation. Our Spirituality Strategy going forward will look to see how we can expand chaplaincy and spiritual care to support the most vulnerable older people living in the wider community who are without whānau or community connections.

"Everyone has a spiritual aspect to who they are," says Reverend Diana Rattray who joined the Foundation in February 2024 as General Manager Spirituality. "Now we've defined our new Spirituality Strategy, a key aspect is how we might help support older people who are without spiritual connections that would otherwise have been provided through church, whānau, hapū, iwi or even organised community groups.

"We'll look at what works well in the community in delivering to this need, and at the whole area of spirituality – not just Christianity – embracing people of all faiths and none."

Partnership with the Three Tikanga Church

The position of General Manager Spirituality is a strategic executive role and pivotal in further developing and delivering on the Foundation's Spirituality Strategy and enhancing our 'spirituality in ageing' ministry in ways that affirm older people as precious, unique and valuable. Diana's role is also central in facilitating our relationships with the Anglican Church nationally and particularly with the Auckland Diocese, Te Hui Amorangi ki te Tai Tokerau and the Diocese of Polynesia in Aotearoa New Zealand.



Diana with Bishop Ross Bay and Bishop Te Kitohi Pikaahu, having received her licence for ministry at a service at Selwyn Village's Chapel of Christ the King on 13 February 2024.

"Our ongoing connection with the wider church is at the heart of what we're doing at Selwyn – the Three Tikanga is not only the core of the Anglican Church in Aotearoa, New Zealand and Polynesia, but is also the foundation of how we're making the Selwyn Constitution relevant for 2024 and the future.

"The Selwyn Support programme is an example of this. It offers a forum for the Foundation and the senior leaders of the Three Tikanga church to actively work together, providing a platform for each Tikanga partner to develop tailored, culturally appropriate responses to older people experiencing the greatest need in their respective communities."

Village chaplaincy

Diana's role also sees her providing strategic spiritual leadership to the development and implementation of all aspects of Selwyn's organisational strategy, as well as oversight of Selwyn's chaplaincy team.

"Our chaplains play an active part in all aspects of village life, and the availability of chaplaincy services is much appreciated by all. Working across both residential care and independent living, the chaplains provide spiritual and pastoral support to residents, their families and our staff members. A range of weekly worship services and opportunities for spiritual support, contemplation and reflection are offered according to residents' preference and particular needs and interests."

Ongoing professional development is important for the Selwyn Village chaplaincy team. Wendi Tiedt is part of the Diocesan Post-Ordination Training as well as finishing her academic studies, including learning Te Reo. Saluni Tonga has undertaken the Clinical Pastoral Education course, and Saluni and Susanne Green completed the Season for Growth programme to assist residents to process the impacts of grief, and support resilience and wellbeing.

"Reflecting our intent to have wider outreach to the most vulnerable outside the village environment, our chaplains' expertise has potential to impact the whole discussion around spirituality, ageing and older people's care. For instance, at a major seminar on spirituality and the spiritual care of older people held in January and attended by health professionals working with older people, our Selwyn Village chaplains addressed delegates on the topic of 'Spirituality ≠ Religion' and on the importance of utilising the chaplains' skillset as part of a multidisciplinary healthcare team. Their experience in ministering to older people can therefore help inform policy and practice at a wider level."



The Selwyn Village chaplaincy team with Diana.

As the Foundation looks to the future – and while continuing to provide spiritual care to our Selwyn Village family and residents of our former villages – we aspire to also make a positive difference in the spiritual lives of others, with our Three Tikanga goals integrated in all that we do and a tangible, distinguishing feature of Selwyn's unique calling and Mission.

Investing in the future at Selwyn Village and delivering high quality care and support

Our iconic Selwyn Village site remains important to who we are and what we do. We celebrated the village's 70th anniversary on 22 May – the date of its official opening in 1954, which also marked the beginning of the Foundation's mission in support of vulnerable seniors.

Today, the village provides high quality independent living and residential care for more than 600 residents, dementia day programmes onsite at 'Lavender Cottage', and has an affiliated village at Hansen Close in Birkenhead (North Shore).

A distinctive feature of the village is the mutual respect and collegiality that exist between residents, village staff and the wider Selwyn management team which are the basis of its vibrant, community-focused and supportive atmosphere.

The wide range of social, cultural, charitable and educational events organised, involving residents and staff alike, create a tangible sense of belonging and connection for all. This is also strengthened by the many innovative projects and volunteering initiatives led by independent residents that further enhance the positive experience of living in the village.

Supporting resident wellbeing through intergenerational connection

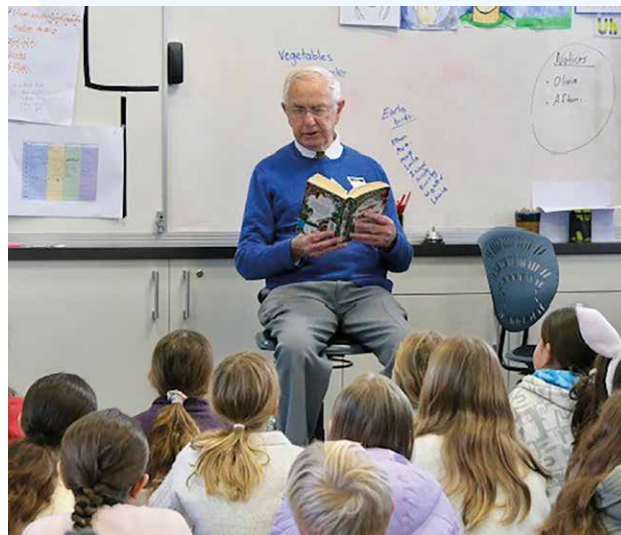
Connecting the older and younger generations has long been a focus of our programmes at the village and is an important contributor to residents' wellbeing. Concerts and theatrical productions by local school students are regularly hosted at the village, in addition to performances by the Aotea Youth Symphony Orchestra (whose weekly rehearsals have been held in the Selwyn Theatre for many years).

Over 2023/24, residents also collaborated in an inspiring art project with nearby Ngā Puna o Waiōrea Western Springs College, welcomed students to services in the village Chapel and helped with Duke of Edinburgh student placements. Following the COVID interruptions of recent years, programmes for 2024 have included the resumption of a resident reading initiative with children at Point Chevalier primary



The 'Selwyn Songsters' and the Aotea Youth Symphony Orchestra performing together at a concert in the Selwyn Theatre.

school and the re-introduction of the 'Baby Buddies' weekly visiting schedule at Lavender Cottage and in the care homes.



Resident reading initiative at Point Chevalier primary school.

Enhancing our village environments

We continued to enhance the general aesthetic and functionality of the village through our programme of planned maintenance and upgrade work started last year.

The major external refurbishment of the six-storey Lichfield Towers started in earnest in February and includes, among other features, a re-facading of the building and the installation of double-glazed bay windows and window seats in all apartments. Stage One of the planned maintenance and enhancement work to transform the communal areas of the Lichfield ground floor, comprising the Reception area, café and community centre, saw the upgrading of the café environment. The Bishop Selwyn apartments also had a refreshed look with exterior painting.

Stage Two of the transformation programme is now in progress. External painting of the Newman-Reid apartments has been completed, with both internal and external improvement under phases both One and Two. The community centre and theatre/wellness area will undergo continued improvement works, and the internal spaces of the Paterson and Randerson apartments will be rejuvenated.

With a third phase still to come, the busy time of beautification across the village site is set to continue.

As has been our practice for several years, when refurbishing the various apartment interiors in readiness for new occupants, we donate all the curtains that are to be replaced to Habitat for Humanity, where they are reconditioned and altered to various size requirements for use by families in need.

Investing in the future at Selwyn Village and delivering high quality care and support (cont.)

Promoting sustainability around the village

The resident-led 'Green Team' works in partnership with the village team and gardening contractors to minimise environmental impacts by promoting sustainability and biodiversity projects around the site. Initiatives this year have included hosting a full day of educational activities to mark the UN World Environment Day on 5 June, with speakers, films and demonstration tables on how residents can 'Reduce, Re-Use, Re-Invent and Re-Cycle'. During DOC Conservation Week, the team similarly organised an



array of information events, including showing a daily film on climate change solutions.

Twice yearly, the Green Team organises an E-waste collection at the village.

It continues to promote good practice in food scrap collection and disposal through the village worm farms (set up in 2023) and the new collection and disposal system recently established through Auckland Council. One of its larger projects has been the identification of the 80+ fruit trees growing on the Selwyn site (excluding those growing in individual gardens/allotments) and undertaking their regular care and fertilisation. Members also continue to keep a look-out for invasive weeds that might appear within the village grounds and organise their removal by the village's gardening contractors.



Audit success highlights excellence in care

In April, our Sarah Selwyn care home achieved an exceptional re-certification result in its Ministry of Health audit, with full attainment in all standards – a 100% pass rate! The auditors commented in particular on the exceptional care provided, the high standard of the care home environment both in terms of safety and comfort, and on the team's commitment to cultural awareness and to embedding quality systems. As part of the audit, residents' families were also asked to provide feedback, with the auditors reporting a high level of appreciation of the care delivered.

As a trusted provider, we pride ourselves on our welcoming and supportive culture, the quality of our care provision, and the robustness of our systems and processes. Residents and families can therefore be assured of our quality practices and procedures and our focus on providing superior care and service at all times.

Farewell to Kerridge care home

Following extensive consultation with residents, their family members and staff of our Kerridge care home, we took the difficult decision to wind down and close the facility which had been in service for 70 years. Kerridge's main block was the original building to be occupied when the village first opened, but the 2023 storms and floods had taken their toll and had led to significant deterioration. As Kerridge had come to the end of its service life, closure was considered to be the most practical option, allowing us to best support the wellbeing of our residents and staff, both now and in the future.

The wind-down is expected to be completed by the end of 2024, when a closing ceremony will celebrate and recognise Kerridge's 70 years of service and history.

Each of our Kerridge residents has been guaranteed a home at Selwyn Village in either our Sarah Selwyn or Ivan Ward care homes, with the majority of our Kerridge staff also being redeployed to these facilities.

Despite the closure, Selwyn Village will still offer 170 rooms across our two remaining care homes, both of which are able to adapt their care offering between rest home-level and hospital-level care, according to need. This will ensure the ongoing provision of a continuum of care for our independent living residents, while also enabling us to continue admitting seniors from the general community who require residential care.

In due course, the Kerridge buildings will be carefully de-constructed, with a strong emphasis on maximising salvage and re-use of materials. No decisions have yet been made on how the site might be used, with future development planning to involve wider resident engagement. Going forward, the Board will give consideration to the ongoing inclusion of the Kerridge name within the village site, so that the memory of the major contribution made by our greatest benefactor Sir Robert Kerridge in those early years will live on and continue to be honoured by residents and staff into the future.



At the Kerridge transition blessing ceremony: Reverend Diana Rattray (General Manager Spirituality) gives the blessing alongside former Chaplain Holly Walton, Chief Executive Denise Cosgrove and members of staff.

Our past will inform our future

Selwyn Village has a unique history and, in this 70th year, we continue to learn about our past, our sense of place and whakapapa so that they might inform our future. With this in mind, two new explorations of the site's origins and of the Foundation's history are underway. One is the Māori history of the whenua (land) and incorporating this cultural narrative into the future development plan. The other is continuing the story of Selwyn Village and the Foundation, building on previous accounts written, bringing our story up to date and re-affirming the enduring Selwyn qualities of faith, vision and courage as we go forward.

In looking to the future, we will also consider how Selwyn Village might contribute to the Foundation's charitable work in the community, such as being a living and learning community, trialling new innovations in dementia care, and playing a leadership role in the sector.

In laying a pathway for the village's current residents and for those who are to come in the next 70 years, we will look to optimise our special and unique identity as a Christian faith-led organisation, committed to the practical demonstration of Spirituality and Te Tiriti o Waitangi and guided by our unerring vision of Respectful Ageing within communities that will thrive as a result.

Village residents enjoy a busy calendar of social activities, performances, special anniversaries and celebratory events.



Pictured cutting the cake at the Foundation's 70th anniversary celebrations are caregiver Katie Borobokas and resident Bruce Lovatt.



Students from Western Springs College welcome residents onto their college grounds to celebrate the completion of their intergenerational collaboration - the design and carving of pūkaeas (long trumpets) based on kōrero with their resident volunteers.



Residents and staff enjoy taking part in the village cultural day.



A meeting of the Men's Group at Sarah Selwyn care home.



Gardening activities by Ivan Ward residents.

**Be amazing!
Lift others up.
Notice others.
Be bold and
innovative!**

Our People

Within the context of our Respectful Ageing strategy, we have further shaped our People agenda throughout 2023/24. Lifting our culture and empowering our staff and leaders were priorities. Our continued investment in learning and development, leadership and collaboration, and improving the resident experience has led to increased employee connection, high education rates and enhanced resident care and support.

Building our culture

All staff participated in Strategy and Values workshops led by our Chief Executive and Senior Leadership team members, to develop understanding and engagement across the organisation. Our Values, which were devised with our staff, and our renewed Purpose and Vision resonated with participants, culminating in our inaugural 'Selwyn Values Awards' event. From over 200 nominations, six staff members in mostly resident-facing roles were honoured for consistently bringing our Values to life through their attitudes and behaviours and making a real difference to our residents, colleagues and the communities they serve.

The health and safety of our people and our residents are paramount for us. Throughout the year, staff in all roles were involved in identifying the critical risks in their work that could cause death or serious injuries, including psychological. They continue to be involved in planning actions to prevent or mitigate such risks in working groups led by a member of the Executive. Open communication with staff on risks is further promoted by Health and Safety representatives and regular meetings, including the Steering Committee, chaired by the Chief Executive.

Developing excellence in care

Our redesigned, innovative learning strategy combined with culture development and strong clinical leadership have supported enhanced resident care. This was demonstrated in the exceptional re-certification audit result achieved by our Sarah Selwyn care home in April 2024 against the newly developed Ngā Paerewa Health and Disability standards (with a 100% pass rate and full attainment in all standards).

A comprehensive professional development and recognition programme was implemented for our registered nurses, together with a schedule of practical training days, which encompass a wide range of topics and competencies. For new clinical staff, a robust orientation process has ensured that they are fully conversant and comfortable in their new role and environment, including practical training on the fundamentals of care.

New for 2024, the 'Munch and Learn' short face-to-face, interactive learning sessions are proving very effective, with 70% of clinical staff participating in these in any one month including our night shift staff. Topics range from

bullying and harassment to infection control.

Through our internal staff 'preceptor' initiative to provide guidance and coaching, our caregivers have been supported either as new employees going through their orientation or to further their health and disability education. An impressive 90% of our caregiving team currently hold an NCEA qualification.

Contributing to the success of our education programme is the Foundation's in-house Learning and Development team. The team produces Selwyn-specific, online SelwynLearn courses for mandatory and elective training in line with the Ngā Paerewa Health and Disability standards, as well as for orientation and welcome of new staff. Their inventive cast of puppets supports learning and staff engagement in a unique and highly effective way, through role-play in various care scenarios, and their innovative board game concept also helps embed learnings on key clinical care issues.

In promoting excellence in aged care into the future, our care centres also host a number of placements each year for tertiary-level students of health science-related disciplines and for overseas-trained nurses undertaking the Competency Assessment Programme. These offer valuable learning experiences for the nation's future healthcare professionals and reflect the Foundation's commitment to training and education at the wider level.

Inclusivity

With over forty different cultures represented, and staff with diverse aspirations, needs and affiliations, Selwyn is a home for everyone. Throughout the year, fun cultural and wellbeing initiatives are organised to celebrate diversity and support staff wellness, while national health awareness days are also observed through staff participation in related activities and celebratory events.

Going forward, we will continue to strengthen and build on our internal culture, focussing on Te Tiriti o Waitangi, Spirituality and The Selwyn Way (how we care for and partner with others) and our Values. This, in turn, will ensure a deep understanding and greater sense of wellbeing and connection amongst our staff, that will be tangible, authentic and will ultimately deliver enhanced resident and community experience to greatest effect.

240

permanent staff

42

different cultures represented across our workforce

66

members of the Selwyn Bureau (casual staff)

87%

of our caregivers are qualified at NCEA Level 3 or 4



Our six inaugural Selwyn Values Award winners were members of our residential care, independent living home services, resident hospitality and Selwyn Bureau teams.



Throughout the year, fun cultural and wellbeing initiatives are organised to celebrate diversity and support staff wellness, while national health awareness days are also observed through staff participation in related activities and celebratory events. From left: taking part in 'Fitness February' and Selwyn Village's international cultural day.

Financial Report

It is my pleasure to present the financial report and summary financial statements for The Selwyn Foundation group for the year ended 30 June 2024.

The 2023/24 year shows a strong financial performance with a return to operation surpluses following deficits in the years since the divestment of our former villages. The improvements have been mainly driven by very strong occupancy in our residential care homes, the sell-down of the Caswell and Puckey Apartments (which completed just after year-end) and our continued drive for efficiencies.

Once again, our investment portfolio and term deposits have generated strong returns, with net income of \$23.0m – an increase of nearly \$5.6m on the previous year. The performance of our investment managers and the strategies they have employed have been very pleasing, as returns have exceeded benchmark levels.

Every year, we are required to value our retirement village operations, which has resulted in an increase in fair value of \$4.0m being recognised. The gain includes the reclassification of the Kerridge site at Selwyn Village as development land following the decision to close the care home, which is offset against the cost of the refurbishment work on Lichfield Towers. In general, the value of Selwyn Village does not appear to be impacted by the recent slowing down of the wider property market. This is in line with the wider retirement village market and is reflective of the fact that price increases over recent years in the sector have generally been lower than the general property market, hence naturally this has more resilience built into pricing when there are downturns in the wider market.

Our social impact and mission funding through grants and donations and other charitable expenditure increased during the year from \$2.8m to \$5.0m. The spend has almost doubled over the last two years, since the divestment occurred, and clearly supports that decision made at the time. With the adoption of our new Social Impact and Mission strategy, we are expecting to continue to see this grow over the coming years. Within our charitable activity, we also recognise our share of the performance of Haumaru Housing Limited Partnership which amounted to a surplus of \$4.0m. It is important to note that the joint venture agreement for Haumaru Housing Limited Partnership does not allow for any surplus to be distributed to the Foundation (or to Auckland Council as the other partner). Haumaru will retain this surplus to reinvest in its portfolio of properties under management.

Overall, we recorded a surplus for the year of \$26.3m. This is particularly pleasing, especially as we continue to operate in a challenging economic environment with underfunding of the residential aged care sector growing every year, a slower residential property

market, and higher inflation and interest rates in recent years all adding to the economic uncertainty.

Our Statement of Financial Position shows other investments have increased from \$232.0m to \$260.2m, which mainly relate to the returns we have achieved on our investments. The investment property value has also increased during the year by \$16.5m, with most of this being due to the reclassification of the Kerridge site as development land. Offsetting this increase are the funds we hold from residents in the ORA units (licensees' interest in ORA units), which have increased by \$19.2m and represent the increased amounts held from new residents who moved into Selwyn Village during the year. Overall, the total equity of The Selwyn Foundation is \$480.7m.

The Statement of Cash Flows shows a decrease in cash for the year of \$2.4m. However, this includes \$7.3m of cash transferred to other investments (being term deposits of more than three months). If this is added back, we actually see an increase of \$4.9m. This increase has been driven by strong operating cash flows, particularly supported by increased ORA sales activity. This has been partially offset by higher spend on our investment property assets, in particular the Lichfield Towers refurbishment project.

In summary, we have had a very pleasing financial performance over the 2023/24 year and remain well positioned to continue to increase our social impact and mission activity into the future.



Jason More
Chief Operating Officer
24 September 2024



Consolidated Statement of Service Performance

For the year ended 30 June 2024

Service Performance Framework

Our strategy including our Vision, Purpose and Values are set out in the body of this Annual Report.

The framework draws from our Constitution and strategy, set out in our five areas of service delivery:

- **In-village health and independence** – being our Selwyn Village operations, including our care homes and independent living units.
- **Spiritual care companionship** – encompassing our chaplaincy services provided to Selwyn Village and to the villages transitioned to Metlifecare (where we have a ten-year commitment to deliver chaplaincy and spiritual care companionship).
- **Community connections/outreach** – including our Selwyn Centres delivered with the Anglican Church network; our emerging Selwyn Connectors/Pou Hono and other intensive case management services; our dementia day programmes; and our support for Haumarū Housing tenants.
- **Advocacy and knowledge sharing** – while we have shared our expert knowledge around older people's health and wellbeing for some time, this is an area of increased focus strategically. Work is beginning on developing an advocacy strategy, and measuring the reach, uptake and outcomes from our work will continue to evolve.
- **Social impact at scale** – likewise, while we have a strong history of providing emergency (hardship) grants and funding community connection and outreach activities, doing so at the scale of our ambition will require implementation of our five-year Social Impact and Mission Strategy, including the relevant systems, processes and measurement framework.

Our Service Performance Framework will therefore continue to be developed over the next reporting period to reflect the fundamental shift in our focus towards our charitable work. It is set out over the page and includes the auditable measures we have available at this stage.

Providing community connection and outreach through the Selwyn Centre network.



Our Vision

Oranga Mātua | Oranga Tangata

Respectful Ageing for all, within thriving communities

Long-term outcome

More older people with great need are enabled to age respectfully
underpinned by our Anglican faith and commitments to Te Tiriti o Waitangi

Intermediate outcomes

Village Operations

Charitable

In-village health and independence

Older people at Selwyn Village feel welcomed and are able to access a continuum of quality care

Spiritual care companionship

More meaningful/spiritual connections held with older people

Community connections/outreach

Increased reach of our community connections and support activities, including Haumarū Housing

Advocacy and knowledge sharing

Increased awareness of the opportunities and challenges for 'Respectful Ageing'

Social impact at scale

Fewer older people experience multiple disadvantage

Outputs

- Number of units at Selwyn Village available and being used by older people:

- Independent Living
- Care

- Average annual occupancy in our care homes

- Number of our caregiver staff with Level 3 and Level 4 accredited training

- Number of chaplains
- Attendees at chaplaincy services

- Expenditure on chaplaincy services

- *Further measures to be developed*

- Number of grants paid to Selwyn Centres

- Expenditure on Selwyn Centres

- *Further measures to be developed*

- Amount of advocacy and research funding

- Number of emergency grants made available

- Number of innovation grants made

Consolidated Statement of Service Performance cont.

For the year ended 30 June 2024

Comparative Measures for financial years 2024 and 2023

CATEGORY	OUTPUT MEASURE	2024	2023
In-village health and independence	Number of units at Selwyn Village being used by older people:		
	– Independent Living	376 units	376 units
	– Care	170 beds*	230 beds
	Average annual occupancy in our care homes	98.2%*	94.7%
	Percentage of our caregiver staff with accredited training:		
	Level 4 New Zealand Certificate in Health and Wellbeing (Level 3 must be achieved in order to gain Level 4)	70%	76%
	Level 3 New Zealand Certificate in Health and Wellbeing	17%	10%
Spiritual care companionship	Number of chaplains	11; FTE 7.10	11; FTE 6.95
	Attendees at chaplain services	16,466	Unavailable
	Total chaplaincy services expenditure	\$821,000	\$790,000
Community connections/outreach	Number of grants paid to Selwyn Centres	31	30
	Total Selwyn Centre grants paid	\$449,000	\$315,000
Advocacy and knowledge sharing	Advocacy and research funding	\$209,000	Unavailable
Social impact at scale	Total emergency grants made available	\$28,000	\$287,000
	Total innovation grants made	\$546,000	Unavailable
Total Social Impact and Mission spend		\$5,049,000	\$2,807,000

Throughout our Annual Report, we have detailed how our work over the year has been focused on making an impact in the lives of older people and their communities, which should be read in conjunction with this Statement of Service Performance.

* The Board made a decision during the year to wind-down the Kerridge care facility, therefore its 60 care beds and average annual occupancy of 76.8% have been excluded from these figures.

Summary Consolidated Statement of Comprehensive Revenue and Expense

For the year ended 30 June 2024

Continuing operations	Note	2024 \$'000s	2023 \$'000s
Revenue			
Residents' rental and fees		24,867	22,900
ORA service charges		2,309	2,200
Deferred facility fees		7,467	6,665
Other income		253	269
Total revenue		34,896	32,034
Expenditure			
Managers, nurses and caregivers		15,524	14,240
Maintenance and cleaning		5,959	5,846
Administration expenses		5,682	7,999
Depreciation and amortisation		1,593	2,220
Other expenses		5,212	4,753
Total expenditure		33,970	35,058
Operating surplus/(deficit)		926	(3,024)
Finance income			
Interest received		8,345	6,447
Dividends received		2,640	1,313
Increase in fair value of managed fund		12,970	7,162
Interest paid		(84)	(94)
Managed fund fees		(850)	(416)
Net finance income		23,021	14,412
Other non-charitable revenue/(expenses)			
Increase/(decrease) in fair value of investment properties	2	4,049	(4,256)
Loss on disposal of fixed assets		(20)	(1,415)
Impairment of property, plant and equipment		(691)	-
Total other non-charitable revenue/(expenses)		3,338	(5,671)
Net surplus before charitable activities		27,285	5,716

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

Summary Consolidated Statement of Comprehensive Revenue and Expense cont.

For the year ended 30 June 2024

Charitable activities		
Donations and legacies received	53	153
Grants and donations	(1,472)	(904)
Share of associate – Haumaru Housing Limited Partnership	3,964	2,484
Other charitable expenses	(3,577)	(1,903)
Total charitable activities	(1,032)	(170)
Surplus for the year	26,253	5,546
Other comprehensive revenue and expense for the year	-	-
Total comprehensive revenue and expense for the year	26,253	5,546

Summary Consolidated Statement of Changes in Net Assets/Equity

For the year ended 30 June 2024

	Retained Earnings		Reserves		Total Equity	
	2024 \$'000s	2023 \$'000s	2024 \$'000s	2023 \$'000s	2024 \$'000s	2023 \$'000s
Total equity at the beginning of the financial year as reported	454,344	448,801	72	69	454,416	448,870
Net comprehensive revenue and expense	26,253	5,546	-	-	26,253	5,546
Transfer to/(from) reserves	(2)	(3)	2	3	-	-
Total equity at the end of the financial year	480,595	454,344	74	72	480,669	454,416

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

Summary Consolidated Statement of Financial Position

As at 30 June 2024

	Note	2024 \$'000s	2023 \$'000s
Assets			
Cash and cash equivalents		15,488	17,918
Accounts receivable		4,203	2,049
Other investments		260,237	231,960
Investment in associates		12,622	8,658
Property, plant and equipment		30,611	31,280
Intangible assets		226	297
Investment properties	2	371,041	354,536
Total Assets		694,428	646,698
Liabilities			
Accounts payable and other provisions		7,363	5,041
Licensees' interests in ORA units		206,396	187,241
Total Liabilities		213,759	192,282
Equity			
Retained earnings		480,595	454,344
Reserves		74	72
Total Equity		480,669	454,416
Total Liabilities and Equity		694,428	646,698

For and on behalf of the Board:



Hon David Cunliffe
Chair of The Selwyn
Foundation Board

Date: 24 September 2024



Hamish Bell
Chair of The Selwyn Foundation
Finance and Investment Committee

Date: 24 September 2024

These 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 2024

	Note	2024 \$'000s	2023 \$'000s
Cash flows from operating activities			
Receipts from residents for village and care facilities		26,577	26,175
Receipts from residents for refundable occupation right agreements		45,420	32,176
Payments to residents for refundable occupation right agreements		(18,489)	(14,843)
Legacies and donations received		53	153
Interest received		1,625	977
Interest paid		(84)	(94)
Cash paid to suppliers, employees and donations		(37,779)	(45,587)
Net cash flows from operating activities		17,323	(1,043)
Cash flows from investing activities			
Purchase of property, plant and equipment		(1,293)	(889)
Disposal of property, plant and equipment		-	1
Purchase of intangible assets		(131)	-
Construction and purchase of investment properties		(11,035)	(1,818)
Increase of other investments		(7,294)	(34,711)
Net cash flows from investing activities		(19,753)	(37,417)
Cash flows from financing activities			
		-	-
Net decrease in cash and cash equivalents		(2,430)	(38,460)
Cash and cash equivalents as at beginning of the year		17,918	56,378
Cash and cash equivalents at end of year		15,488	17,918
Cash and cash equivalents			
Cash at bank and on hand		10,384	15,910
Short term deposits		5,104	2,008
Cash and cash equivalents at end of year		15,488	17,918

These 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 2024

1. Statement of Accounting Policies

Reporting Entity

The Selwyn Foundation is a reporting entity, domiciled and registered in New Zealand for the purposes of the Financial Reporting Act 2013 and the Retirement Villages Act 2003 and its financial statements comply with these Acts. The consolidated financial statements presented comprise The Selwyn Foundation and its wholly owned subsidiaries, Selwyn Care Limited and the Selwyn Group Limited Partnership, and its associates, Haumaru Housing Limited Partnership and its General Partner Haumaru Auckland Limited (both of which have been equity accounted), 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 24 September 2024.

Basis of Preparation

Compliance with Public Benefit Entity (PBE IPSAS) Standards

The summary consolidated financial statements have been extracted from the full Financial Statements for the period ended 30 June 2024 for issue on 24 September 2024.

The full financial statements, from which these summary consolidated financial statements are 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 consolidated 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 2024 on 24 September 2024.

The summary consolidated financial statements were approved for issue on 24 September 2024 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 consolidated 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 consolidated 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, Newmarket, Auckland 1149.

Notes to the Summary Consolidated Financial Statements cont.

For the year ended 30 June 2024

2. Investment properties

	2024 \$'000s	2023 \$'000s
Opening balance	354,536	356,718
Additions	12,404	2,074
Transferred from property, plant and equipment	52	-
Change in fair value during the year	4,049	(4,256)
Disposal	-	-
Total investment properties	371,041	354,536
Investment property under development	884	1,380
Development land	52,200	31,700
Completed investment properties	317,957	321,456
Total investment properties	371,041	354,536

As at 30 June 2024 valuation date, the valuer, CBRE has included a valuation uncertainty clause in their valuation report as property markets both nationally and globally remain heavily impacted by high interest rates together with ongoing disruption to global supply chains and geopolitical instability in certain regions, particularly the conflicts in the Middle East and the ongoing war in Ukraine and its flow on effects. Given the valuation uncertainty, the valuers have recommended in their reports that the valuation of the property be reviewed periodically.

The valuation of the investment property has been undertaken 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:

- Pre-tax discount rate at 13.0% to 18.0% (2023: 13.0% to 18.0%)
- Annual capital growth rate from 1.0% p.a. to 3.5% p.a. (2023: 0.75% to 3.5%)

During the year, a decision was made to wind-down and close the Kerridge care facility. This has necessitated a reclassification of the land within the 2024 financial statements with it being transferred out of property, plant and equipment, where it was being held at cost, and into investment property, where it is treated as development land and recognised at fair value.

3. Events after the reporting date

During the year a decision was made to close the Kerridge care facility. The original Kerridge building was the oldest on site and nearing the end of its life. Unfortunately issues identified from the Auckland floods the year before have shortened the remaining life and made the continued operation of the building unfeasible. We are currently in the process of winding down the facility with residents being transferred to our other care facilities on site when beds become available. The final closure of the facility will occur once all residents have transferred, which will occur during the 2024/25 year.

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 consolidated statement of service performance, the summary consolidated statement of financial position as at 30 June 2024, 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 2024. In our opinion, the accompanying summary consolidated financial statements and the consolidated statement of service performance derived from the audited consolidated financial statements of the Selwyn Foundation for the year ended 30 June 2024 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 2024 and the auditor's report thereon.

The Audited Consolidated Financial Statements and Our Report Thereon

We expressed an unmodified audit opinion on the consolidated financial statements and the consolidated statement of service performance in our report dated 24 September 2024. That report also included an Emphasis of Matter section on a valuation uncertainty in respect of the Group's investment properties, that draws attention to note 2 of the summaries consolidated financial statements, which describes, Management has engaged an independent external valuer ('the Valuer') to determine the fair value of the Group's investment properties as at 30 June 2024. The Valuer has included a valuation uncertainty clause in their valuation report as a result of lower commercial property transaction volumes, high interest rates and their impact on the New Zealand economy, together with ongoing disruption to global supply chains and geopolitical instability in certain regions, particularly the ongoing war in Ukraine and its flow on effects. Given the valuation uncertainty, the valuers have recommended in their reports that the valuation of the property be reviewed periodically. Our opinion is not modified in respect of this matter. This matter is addressed in note 2 of the summary consolidated financial statements. Those audited 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 2024 (but does not include the summary consolidated financial statements, the consolidated statement of service performance and our auditor's report thereon). Our opinion on the summary consolidated financial statements and the consolidated statement of service performance 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 and the statement of service performance, 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 and the statement of service performance 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 and the statement of service performance 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 and the statement of service performance 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

24 September 2024

Governance and Leadership

Board Members

Hon. David Cunliffe, QSO (Chair)

Harold (Stephen) Titter (Deputy Chair)

Rt. Revd Bishop Te Kitohi Pikaahu, ONZM

Benjamin Green

Janice Thomas (née Nichols) (until 31 October 2023)

Dr. Sue Watson

Eru Lyndon

Revd Dr. Helen Jacobi, MNZM

Hamish Bell

Jennifer Gill, ONZM

Executive Leadership Team

Denise Cosgrove, Chief Executive

Jason More, Chief Operating Officer

Revd Caroline Leys, Director of Spirituality
(until 13 September 2023)

Liz Gibbs, Chief of Social Impact

Revd Diana Rattray, General Manager Spirituality
(from 13 February 2024)

Anthony Wilson, Kaihautū Mātua | General Manager
Tangata Whenua Strategy (from 13 February 2024)

Governance framework

Our Constitution sets out our Charitable Purpose, expressed in our Objects and further defined by a set of Principles. These firmly root our focus on whole-person support for older people, within Church, community and residential settings, grounded in our Anglican faith and commitments to Te Tiriti o Waitangi.

Voting members of the Foundation are: The Bishop of the Anglican Diocese of Auckland (the President), The Selwyn Foundation Board, and Life Members appointed by the Foundation. All our residents may be members however do not hold voting rights.

We currently have nine Board members, which is less than the maximum number of ten (minimum is five), and each occupies a 'seat' for a three-year term which may be renewed up to nine years. The exception is seat 10, which is available for an independent member appointed for their specialist knowledge for one year, up to a maximum of three. The Chair has been appointed by the President, and five members by the Auckland Diocesan Council (there is one vacant Anglican seat). All of these are communicant Anglicans, and the remaining members have declared their support for the ethos and mission of The Selwyn Foundation.

The Board has set high standards of fiduciary and ethical conduct. It meets monthly to review the Foundation's organisational achievements, financial performance and charitable activities. In addition, an annual Strategic Planning workshop takes place to consider outcomes from the past year and plan for the year ahead.

The Board has delegated the management responsibilities of the Foundation to the Chief Executive Officer. It has also established four Committees: Personnel, Operations (Ops), Finance and Investment (F&I), and Social Impact and Mission (SIM), to review detailed performance against the Strategic and Operational business plans and monitor risks. These Committees meet approximately every two months and require a quorum of two Board members. Specialist advisors may be appointed either in a voting or consulting capacity – two of which have continued to be engaged over the year: Aaron Drew, independent advisor to the Investment Committee; and Dr Jocelyn Peach, expert advisor in clinical care and Chair of the Clinical Governance Group. Minutes and decisions of all Board and Committee meetings are recorded.

In addition to the Committees, a Clinical Governance Group leads a systematic approach to maintaining and improving the quality of residents' care. The Group reports to the Operations Committee and its Chair, Dr. Jocelyn Peach ONZM, was appointed by the Board.

Board performance and succession are managed through the Personnel Committee. Following an independent review, individual development plans and a Board education programme were put in place. New member induction, including health and safety responsibilities, were provided as needed.

Joint Venture Partnerships

As 51% shareholders in Haumaru Housing LP, The Selwyn Foundation Board also appoints three individuals to the Haumaru Housing Board. With the retirement in September 2024 of Dr Kay Hawk who had been Chair of Haumaru for five years, The Selwyn Foundation Board undertook a robust selection process and appointed Adrienne Young-Cooper as its new representative on the Haumaru Board. Adrienne was then elected as Chair by the Haumaru Board. Stephen Titter and Dr Sue Wilson, Selwyn Board Members, hold the other two Selwyn seats on the Haumaru Board.

Risk framework

The Strategic Risk framework for the Foundation was refreshed in early 2023 following the development of the new strategy. The Board and Executive Leadership Team continue to monitor the risk status of the organisation through the respective Committees. The key risk areas remain related to the Investment Fund, the Operations, and the Social Impact and Mission work. Focus on the Health and Safety risks arising from third parties (i.e. overlapping duties and contractor management) was augmented over the year, including the Board initiating an independent governance assurance review.

Contact information

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