



The Selwyn  
Foundation 

*Annual Report*  
2017/18

[selwynfoundation.org.nz](http://selwynfoundation.org.nz)

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## The Year in Review

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# Highlights of 2017/18

- Continued investment in growth and diversification in order to further our charitable outreach.
- A wide range of charitable initiatives to help seniors stay active, healthy and socially connected, enabling them to live well in their home environment for longer.
- Opening of our wonderful new care centres at Selwyn St Andrew's and Selwyn Oaks, offering an innovative 'household' layout and unique participatory style of care.
- Progress towards the completion of our third new care centre, to be opened at Selwyn Village in November 2018.
- Announcement of our plans to acquire the iconic Sprott House village in Wellington.
- Successful first year of operation for Haumaru Housing, our housing for older people partnership with Auckland Council.
- Launch of Selwyn Community to develop and lead our range of wellbeing services and smart solutions available to those who live independently in the community.
- Further development of The Selwyn Institute as the Foundation's internal and external 'knowledge hub' and expansion of its knowledge-sharing, learning and research programmes.
- New online and blended delivery learning formats, offering engaging learning experiences for staff.
- Winner of the New Zealand Aged Care Association's 'Community Connections' Award in September 2017 for our unique Baby Buddies visiting programme.
- Finalist in the prestigious 'Innovation of the Year - Care Model' category in the 2018 Asia Pacific Eldercare Innovation Awards for our new participatory model of care.
- Finalist in three of the eight categories in the 2018 New Zealand Aged Care Association's 'Excellence in Care' Awards - for 'Community Connections' (our inspirational Engagement in life programme), 'Innovative Delivery' (our use of SmartBoard technology in our care homes) and 'Legendary Service to the Aged Residential Care Sector' (Lois Cossey, House Lead at Selwyn Oaks).



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## Chair's Report

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# Our exciting new Strategic Plan will be delivered within the framework of The Selwyn Way.



CHAIR, KAY HAWK

**Our 63rd anniversary year represented another definitive period in the life of the Foundation, characterised by great forward momentum in progressing our charitable mission, further development of our capability, innovative thinking in our provision of care and services, and ambitious strategic planning for the future.**

2017/2018 was also a time of significant change, demonstrated through a combination of creative and responsive approaches to providing for our current clients and village residents, and pushing the boundaries in diversifying our range of services and method of delivery. In broadening our activities and expanding our reach, we aim to ensure consistent income for our mission priorities that will allow us to help even more of the nation's older citizens in the years to come.

The high cost of living and the ageing of New Zealand's population make our charitable endeavours in support of vulnerable seniors more important than ever. Over the course of the year, we continued our focus on reducing social isolation and loneliness, increasing the availability of affordable housing options and mitigating the impact of financial hardship - three areas that can have a serious impact on the overall wellbeing of the aged but where Selwyn can make a positive difference.

### **Leading the way in affordable rental housing**

In the context of progressing this charitable mission, a highlight of the year was observing how our Haumaru Housing limited partnership with Auckland Council developed in its first twelve months. From 'Day One', after eighteen months of planning and preparation, the partnership has worked to provide an effective and responsive service to meet its

tenants' needs. With the Foundation's assistance, it has also been able to provide a boost to tenants' general wellbeing by facilitating opportunities for social connectivity through a range of additional services.

It was extremely gratifying, as Selwyn Chair, to attend a number of celebratory morning and afternoon tea events for Haumaru's first anniversary in July this year and to learn first-hand from tenants of their appreciation of their home, village community and the additional support that is available to them from the Haumaru team.

### **Inspiring new care environments**

Another highlight of the year was the opening of two of our three new care homes, which have been purposely designed to deliver our new care model, and receiving international recognition for this exceptional new philosophy that is unique in New Zealand. I would like to say how proud we all are of these Selwyn innovations, of the expertise, inspired thinking and joint deliberation that went into the planning - which also involved our residents and staff - and the final, wonderful realisation of the concept.

The new care homes are testimony of the Foundation's progressive, forward-thinking culture, a Selwyn trait that has marked our growth and development for over six decades. I trust that everyone who lives and works in the new buildings, and those who visit or volunteer, are delighted with the new environments and that they add an extra dimension to people's everyday experience which inspires and invigorates.

### **Exciting Strategic Plan sets a course for the future**

In planning for the future, a major focus this year for the Board and Chief Executive Officer was the shaping of the Foundation's new Strategic Plan, which sets out how

we wish the organisation to develop over the next four years and how we intend to achieve that. In the process, we reflected on the key principles and beliefs that make up our mission, and identified goals and strategies that will help us fulfil our development aims for the 2018-2022 term.

The Foundation must be able to respond to the changing needs and vulnerabilities of the nation's senior citizens. These will be influenced by longer life expectancy, which will mean more years potentially spent in poor health and without the traditional support of close family and community, an older population that will be much more diverse, and an increase in the number of people who are vulnerable or in need.

For Selwyn to be effective in these circumstances, therefore, the Plan outlines what we wish to accomplish in terms of caring for older people who live in the community and in our villages and how we might grow our capability to positively impact their lives, whatever their residential setting. It sets out The Selwyn Institute's priorities for promoting knowledge-sharing and research, as well as our objectives for investing in our workforce through learning and education – a focus that will ultimately achieve better outcomes for older people.

With strategic goals for identifying innovative and agile solutions to help people maintain their wellbeing, for developing new revenue streams to fund our charitable activities, and for environmentally sustainable practices, services, facilities and sites, the Plan signals the Foundation's ambition to make an even bigger impact in how we serve the senior community.

At the heart of our planning is our charitable mission – our very reason for being – with its prime aim of enhancing quality of life and, particularly, supporting those who are vulnerable, and we will look for further

ways of increasing our charitable outreach to benefit more lives.

Our exciting new Strategic Plan will be delivered within the framework of The Selwyn Way. This is our approach to the care and wellbeing of all who connect with us, with the individual at the centre of everything that we do, and is underpinned by strong Christian values, recognition of the Treaty of Waitangi and our practice of tikanga, and our embracement of diversity.

### **Expert skills benefitting Selwyn communities**

The Selwyn Foundation Trust Board will continue to ensure that progress towards these new strategic goals is monitored and evaluated at each monthly Board meeting. As an organisation, we are fortunate to have a very strong Board, with members representing diverse backgrounds, experiences, skills and perspectives which are channelled to the benefit of our Selwyn communities. Our Board members are incredibly loyal to the Foundation and each goes 'the extra mile' as a Trustee. Consequently, we have had a stable year as a Board, and there have been no membership changes.

In fulfilling their duties, Board members have many opportunities to meet with residents, clients, family members, staff and the wider group of Selwyn friends and associates. A variety of blessing ceremonies, formal openings and chapel dedications, for example, make up the annual timetable of Board visits to our sites. These occasions facilitate open and direct dialogue with an array of Selwyn stakeholder groups and we greatly value each opportunity for this personal interaction and meaningful engagement.

### **Taking forward our founders' mission**

On 22 May 2018, Founders' Day, we entered our 64th year continuing to innovate and lead the way, expanding our support to new communities of older people and being ambitious for the future. With our exciting new Strategic Plan, goals to further expand our income streams to fund our charitable work and with a new member of the Foundation family in Selwyn Sprott village, we will connect with as many older people as we can, aiming to make a difference every day and providing assistance – and hope – to those who need it the most.

On behalf of my fellow Board members, I would like to thank our Chief Executive Officer, Garry Smith, the Executive team and management and all our staff and volunteers for their wonderful work. Everything they do in support of our residents, day centre clients, Selwyn Centre guests, their colleagues and those living in the community preserves our vision and mission.

In focussing on the long-term, modernising and diversifying, teaching and knowledge-sharing, we will perpetuate and take forward the work of our founders in creative and sustainable ways. In doing so, we will be ensuring that the Foundation continues to be a trusted name and the benchmark in social enterprise for older people's wellbeing for another six decades and beyond.



**Kay Hawk**

*Chair*

*The Selwyn Foundation*

*September 2018*

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## Chief Executive Officer's Report

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**In 2017/18,  
so many  
more  
lives were  
enriched  
through  
association  
with Selwyn.**



CEO, GARRY SMITH

**The Foundation's charitable mission to support older people who are vulnerable or find themselves in need made significant headway during 2017/18, with so many more lives being enriched in some way through association with Selwyn. Our ability to improve the quality of life and everyday experience of a greater number of senior citizens living beyond our retirement villages increased dramatically with the launch of Haumaru Housing and through the continued expansion of our range of charitable services that are available in local neighbourhoods.**

Within our villages, the high points of the year were undoubtedly the opening of two of our three new care centres at Selwyn St Andrew's and Selwyn Oaks, which offer a contemporary new 'household' layout and our unique participatory style of care. This new approach to delivering residential aged care within appealing environments that empower residents to make decisions about their own wellbeing has received great acclaim, with the Foundation named a finalist in the prestigious Asia Pacific Eldercare Innovation Awards for our progressive thinking in this area.

At a wider level, in considering how we might improve understanding, behaviours and outcomes to the benefit of the older population nationally, we have continued to facilitate quality learning events, placements and training through The Selwyn Institute for external healthcare practitioners, students and our staff teams alike. Our reputation for innovative practice has also continued to spread far and wide, with the Institute hosting visits to our sites by overseas

academics and health delegations wishing to learn of our pioneering initiatives in the care of the aged.

Looking ahead, with our new Strategic Plan providing the framework for growing our capability and expanding our services over the next four years, a third new care centre opening soon and our imminent expansion into the Wellington market, we have great potential to achieve even more.

### **Haumaru Housing's first year of operations**

Our housing for older people joint venture with Auckland Council, Haumaru Housing, has celebrated a very successful first year, helping vulnerable older people into secure, long-term tenancies. More than simply providing housing, Haumaru Housing is about enhancing people's wellbeing, and it seeks to create positive, inclusive age-friendly communities that support older people's resilience and connectedness.

Due to its size and structure, Haumaru can respond quickly in its service delivery to ensure that tenants get what they need, when they need it. It also partners with other service providers to help tenants access the social, health and advocacy services they need to improve their overall wellbeing. For example, in conjunction with Selwyn, it is able to offer a range of added services designed to get people out and about – such as Sunday drives, shopping trips, movie nights, transport to and participation in our 'Forever Young' strength and balance programmes, and introductions to their nearest Selwyn Centres – thus helping to reduce loneliness and social isolation in tenants' lives.

With a new 40-home development scheduled for completion in mid-2019, the partnership is looking forward to continuing to set the benchmark for excellence in affordable rental housing for older people. (See further under 'Charity').

### **Selwyn in the community**

In April 2018, we launched our dedicated Selwyn Community service, following the partners' joint decision to end our Inviga joint venture with Australian health technology and community service provider, Feros Care. The new team is leading a range of exciting initiatives which further extend our services to help older people maintain wellbeing, whilst continuing to live independently at home. These include a telemonitoring programme for Haumaru Housing tenants, supported by grants received last year from the Charles Rupert Stead Trust and Louisa and Patrick Emmett Murphy Foundation, and the 'Forever Young' strength and balance programmes (see further under 'Community').

The team also facilitates community transport services in our three new minivans which we have been able to purchase thanks to a generous grant from the Stevenson Village Trust, enabling us to take older people living in the community on various trips around Auckland.

With the launch later in 2018 of our new strength and wellness studio at Selwyn Heights featuring specialist equipment for senior exercise, and with other community-based projects in the pipeline, Selwyn Community is extending our outreach to many more seniors, supporting them to stay well and thrive in their home environment for as long as possible.

### **Vibrant village life**

Whilst the opening of the Moxon Centre at Selwyn St Andrew's and the Lees Centre at Selwyn Oaks were much cause for celebration, we also initiated many other wonderful events across our sites as part of the normal pattern of village life.

Our residents enjoy a wide range of inspiring engagement in life pursuits, with both independent living and care residents also coming together where possible, to share in the joint programmes available, supported by our amazing staff teams and dedicated volunteers. Connecting residents with local, national and international communities is an important focus. Our success in this area has received recognition nationally through the New Zealand Aged Care Association's 'Community Connections' award in September 2017 for our unique Baby Buddies visiting programme, and we were also shortlisted in both the 'Community Connections' and 'Innovative Delivery' categories in their 2018 Excellence in Care awards.

In addition to sustaining our residents' hobbies and interests in meaningful and empowering ways, the provision of places to worship and the spiritual and pastoral care available through our village chaplains are a great source of comfort for residents and staff alike. We dedicated the Lees Centre's new Te Karaiti te Taro o Te Ora (Christ the Living Bread) chapel this year, and Selwyn Park's reconfigured worship area is to be formally named Te Karaiti te Waiora (Christ the Living Water), with both names having been recommended by The Right Reverend Te Kitohi Pikaahu, Te Pihopa o Te Tai Tokerau. Such consideration is an integral

element of our Anglican character and an important feature of our holistic care of the individual (see further under 'Villages').

### **Customer satisfaction a priority**

Maintaining a high standard of service to residents and their family members is of paramount importance to the Foundation, and our care services continue to receive excellent results in independent external audits (Selwyn Heights, for example, achieved a 100% pass rate in its spot surveillance audit in June 2018).

In order to monitor our performance across a range of service areas on an ongoing basis, we introduced a new-style, electronic customer satisfaction survey tool during the year, which enables each individual village or care home to initiate their own surveys on specific issues and receive feedback in real-time. Consisting of a series of online questionnaires focussing on various aspects of our service delivery, the new methodology provides flexibility in terms of the frequency with which we can survey our residents and family members. A useful function is the automatic 'red-flagging' of critical concerns that may be raised by respondents in response to particular questions, and the ability to send an instant alert to a predetermined group of staff, with a view to solving issues in a timely manner.

With the assistance of our volunteers, residential care residents are able to complete the five-minute survey using the online app on tablets that have been specifically purchased for each care home, whilst independent living residents can participate online or with the help of unbiased peer

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## Chief Executive Officer's Report

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support using a tablet or computers available in the village library.

Following the successful introduction of this real-time assessment tool, we are now able to assess customer satisfaction at regular intervals and enhance our service offering accordingly, as need be.

### **Technology to improve planning and processes**

In another technology-focussed innovation, we replaced our paper-based medication authorisation and administration charting record across all our care homes with the cloud-based, electronic medication prescribing and administration tool, Medi-Map. This allows us to consolidate all medication administration, dispensing and prescribing for each resident and link the prescribing GP, nurse and pharmacy in real-time. This reduces the risk of medication errors, increases accuracy and improves our processes for community admissions, amongst many other benefits for our residents and clinical staff alike.

Resident details from across all our villages are now fully migrated to Leecare – our integrated electronic clinical management system which maintains a single, consistent record for each resident in one centralised place to assist with care planning. We also continue to work within the Ministry of Health's electronic assessment environment, interRAI.

The first modules of our core systems replacement project,

named Solar Plexus, were implemented during the year – for requisition and purchasing, accounts payable, general ledger and human resources. With support from The Selwyn Institute and the Finance team, training videos were rolled out to support the purchasing process, which were very well received by staff. This new technology solution is designed to support the future growth of the Foundation and to empower staff and residents with better access to tools and information, as well as improve internal controls. Our 2017/18 financial statements have been produced in the new system, with the improved process set to become even more streamlined for 2019.

In further developing our website functionality, we also launched a new village portal for use by Selwyn Heights' residents. Listing up-to-the-minute details on village activities, news, forthcoming events and general information on the wider range of services and attractions available at the village, this platform can be customised for our other villages, providing an additional channel for resident interaction and engagement.

### **Enterprise Risk Management**

We refreshed our group-wide Enterprise Risk Management framework and reporting with regard to our strategic, operational and health and safety risk management. A Group Risk Committee was established, comprising five Board members and eight members of the Executive and joint venture partners, and the Foundation's strategic risks reappraised and appropriate risk treatment strategies considered in the context of the Foundation's strategic plan. In addition, our processes for

reporting on risk, including health and safety risk and performance, were reviewed and updated, with the Committee receiving extended reports over and above the standard monthly reporting to the Board.

The Foundation is committed to ensuring the health and safety of all stakeholders including our residents, staff, contractors, volunteers and other persons conducting a business or undertaking (PCBUs). A Safety in Design approach is used for our construction activities, with protocols for the safe construction, operation and commissioning of our new buildings being developed jointly with designers, architects and construction partners. All tenders and contracts are also evaluated to strict health, safety and environmental requirements as a non-negotiable requirement for awarding or reappointment.

The sector's health and safety critical risks (known as the 'Strategic Health and Safety Risks') relating to our operations were refreshed and to ensure ongoing focus, and these were included in the Foundation's Strategic Risks. A new category, 'High Potential Incidents', was also introduced to highlight incidents that had the potential to cause a fatality or life-changing injury to our staff or contractors.

None of the incidents that occurred during the year resulted in major injury, and there was a further reduction in the level of incidents and injuries reported overall.

### **Investing in our people**

The Foundation's new 2018-2022 Strategic Plan provides a framework for the delivery of our range of services and activities amidst the dramatic population

changes that are now taking place in New Zealand. It will be delivered within the guiding principles of The Selwyn Way, which is our approach to the care and wellbeing of all who connect with us, and reflects our ethos that, to care for older people, you have to care about them. Me mātua aroha ki te tangata, hei manaaki tika i a rātou. Our ambition, or aspiration, is that people's experience of Selwyn will always be positive and one that is filled with love and care.

The Selwyn Way identifies five domains that define wellbeing – Spirituality (Taha Wairua), Growth (Te Haere Whakamua), Contentment (Te Taunga Manawa), Belonging (Whanaungatanga) and Resilience (Te Oranga). We believe that a person's wellbeing is also impacted by their health, their level of engagement in life and their environment. This holistic approach to caring equally applies to how we engage with our staff, and an important strategic goal for the coming years outlines investment in our teams to achieve better outcomes – for staff as individuals and, ultimately, for those we care for and support.

Therefore, by building our capability through effective learning, teaching and self-development, connecting staff with our mission, engaging and employing the older workforce and becoming an employer of choice, we wish to continuously transform the organisation, promoting a diverse, inclusive and enabling culture which will be to the benefit of all.

### **Leading the way in learning**

In a new approach to facilitating our learning and education initiatives, The Selwyn Institute is at the forefront of opening up growth and skill opportunities that help not only our staff members

and those of other aged care providers, but also our residents, their families and everyone who is facing the challenge of ageing.

The Institute is our knowledge hub, informing ourselves and the general public on the way to care for older people and, at a wider level, is developing its capability as a preferred reference site – a source of practical knowledge on the many facets of ageing and best practice in caring for the aged, making it relevant for all who need it.

Through the Institute, the Foundation supports a wide range of gerontology research, in addition to assisting universities with studies that influence how older people can age well. By investing in quality learning, teaching and research opportunities in this way, we aim to improve the wellbeing of our residents and New Zealand's ageing population as a whole.

### **A bright future for Selwyn's work and mission**

2017/18 was most definitely an eventful period for the Foundation. Many achievements and innovations added to the support and resources that we can bring to bear in our service to older people, and highlighted our strength and depth as a charitable provider. Whilst our development, growth and diversification projects resulted in a temporary, negative impact on our financial performance, this was planned for and the investment will put us in a much stronger position to achieve positive gains in the years to come. We fully expect to return to surplus in 2018/19.

The Board, Executive team and I are driven by the desire to make an even bigger impact on the future.

We are grateful for the continued support of all our staff teams and volunteers in this, as we build on,

and take further, our 64-year legacy of devoted service to enhancing the lives and wellbeing of older New Zealanders.

With our eagerly anticipated expansion into the Wellington market through the acquisition of residential aged care and independent living provider, Sprott House, we are very much looking forward to being able to extend our core business and outreach services and welcoming a new community of residents and staff into the Selwyn family.

Our new Strategic Plan and goals for extending our charitable reach to enhance the lives of older people who are vulnerable and in need are an indication of the exciting opportunities still to come. By expanding further into communities, developing our know-how and innovative solutions to meet the evolving needs of the older person, investing in our people and diversifying our offering to fund our missional work, we will be ideally placed to respond to the increased demands that result from an ageing society.

The Foundation's future looks bright and offers infinite potential for our continued work and mission in support of the older person and their family.



**Garry Smith**

*Chief Executive Officer  
The Selwyn Foundation  
September 2018*



# CHARITY

With the primary aim of enhancing older people's quality of life and, particularly, supporting those who are vulnerable or in need, our charitable mission is at the heart of everything we do. The Foundation's charitable outreach is focussed on three areas where we believe our help can make a positive difference in people's wellbeing – reducing social isolation and loneliness, increasing the availability of affordable housing and mitigating the impact of financial hardship.

As the aged population grows, more lives are affected by these major societal issues. Through our charitable activities, we seek to alleviate the effects and to provide support and relief for those who may be at risk, whether they reside in our villages or in the wider community.

## SOCIAL ISOLATION AND LONELINESS

### Reaching out to local communities

Our thriving network of Selwyn Centres continues to grow, and two new Centres opened in February 2018 in Hamilton. Established through our continuing partnership with The Bishop's Action Foundation (part of the Waikato and Taranaki Diocese), St David's Anglican Church in Dinsdale and Chartwell's Cooperating Parish are providing senior citizens with

an opportunity to meet up each week and socialise in a friendly and welcoming environment, whilst enjoying a lively programme of activities and morning tea.

There are now 40 Selwyn Centres in all, which are community-based joint initiatives between Selwyn and Anglican parishes. Set up specifically to address the major problems of loneliness and social isolation of older people and the health risks that often occur as a result, they serve an ethnically diverse population and welcome guests of all faiths and backgrounds who may live alone, so they may find companionship and a sense of belonging within their local area.

A key focus for the Selwyn Centres this year has been extending connections within neighbourhoods and working with other groups to bring communities together to enrich lives. Activities have included intergenerational collaboration with local schools, such as Onehunga Primary School's visiting programme to the Royal Oak Centre and Grey Lynn's 'Tech Support Days' with Western Springs College, which involved students coaching Centre guests on the use of electronic devices so they might keep in touch with friends and family. In Dinsdale, the Selwyn Centre Coordinator at St David's facilitated nearby Frankton primary school's new community garden initiative on parish land, and the harvested vegetables have helped to provide food for families in the district.

Other community connections this year have included presentations for Selwyn Centre guests by organisations such as Age Concern, the Positive Ageing Advisory Group, Auckland Council, the library service, healthcare and

transport providers and many other agencies that work to enhance older people's wellbeing and assist them in living safely and independently in their own homes for longer.

Following the launch of our Haumaru Housing partnership with Auckland Council, introductory get-togethers were also organised at Selwyn Centres across Greater Auckland to connect Haumaru tenants with their nearest venue, thereby enabling Selwyn to further extend our outreach and support to older people living independently in the community.



## CHARITY



*Participants at the 'JUST COOK 4 Healthy Ageing' session at St Luke's in Manurewa.*

### Connecting vulnerable groups at 'grass roots' level

In addition, the Foundation funds three Senior Workers who act as 'navigators' in their respective areas. In Massey and Blockhouse Bay they are members of their local Anglican parish committee, but have a wider remit working with individuals beyond their church community. In Whangarei, the Senior Worker is also financially supported by the Whangarei Anglican Care Trust.

In identifying older people who may be potentially vulnerable or at risk of becoming isolated, they advocate with social services and health agencies, where they perceive a need. The Senior Workers facilitate community connection by, for example, providing monthly communal meals and coffee mornings, initiating friendship groups to bring people together of differing ethnicities and backgrounds, providing advocacy on a one-on-one level, and networking with other groups such as the Selwyn Centres that also work to support older people's welfare and wellbeing.

By connecting people at 'grass roots' level in this way, evaluating their needs and representing their interests, each navigator is making a real difference in the lives of those they support.

### Boosting healthy ageing through improved nutrition

Our range of charitable programmes delivering support in community settings – along with valuable opportunities for social interaction – was further extended through our partnership with the New Zealand Nutrition Foundation. Its pilot series of 'JUST COOK 4 Healthy Ageing' cooking and nutrition courses in 2017 was funded by Selwyn and provided free-of-charge to participants at Selwyn Centre venues. The session in Papatoetoe was delivered in Hindi to cater for the needs of that particular community.

Designed for senior citizens living alone or who care for another, these fun and 'hands-on' sessions aim to increase people's confidence around cooking and healthy eating, with new friendships and social engagement another positive outcome. The Foundation has continued to support the New Zealand Nutrition Foundation's 'JUST COOK 4 Healthy Ageing' initiative, by providing Selwyn Centre venues for programme delivery and supporting their grant application to the Ted and Mollie Carr Endowment Trust. Successful programmes in 2018 have been delivered at Papakura, Manurewa and Waiuku Selwyn Centres. Programme evaluation continues to show positive benefits to participants (including increased practical skills, confidence and motivation to cook).

This practical approach to healthy ageing is therefore helping to sustain seniors and encourage those who may be vulnerable, whilst providing a boost to their social networks, thus strengthening their resilience and their ability to live well in their home environment.

## Adding variety, fun and engagement through volunteering

At Selwyn, we are very fortunate to have many volunteers involved in all aspects of life in our villages and day centres. Individuals and corporate groups generously help out with our wide range of recreation and social programmes and events, bringing great variety, fun and engagement with each interaction.

Our volunteers span the complete spectrum – from ‘Baby Buddies’ who visit our care homes, to the school students who assist residents and Selwyn Centre guests in the ‘Cyber Seniors’ learning initiative and the parish volunteers who assist with Selwyn Centre activities. Staff from local businesses engage in arts and crafts pursuits with care residents; private individuals volunteer to drive the community minivans taking Haumarua Housing tenants on social outings, and our independent living residents help deliver some of our engagement in life programmes within residential care.

At Selwyn Village’s annual Children’s Day Carnival in March this year, a team of volunteers from Cycling Without Age enabled residents to relive the joy of cycling by travelling on trishaws as the solution to their limited mobility. Other volunteers included Mercury Energy, who provided electric bikes for people to use on the day, and numerous other contributors who led body percussion workshops, animal therapy sessions and the many fun attractions that were enjoyed by the young and young-at-heart alike.

Other volunteering initiatives have involved corporate organisations such as Westpac, Canterbury Clothing Company, media company NZME, Deloitte accountancy partnership, Air New Zealand, AIG and ASB, whose teams spent a day interacting with residents across a range of activities, facilitated by our diversional therapists and engagement in life coordinators.

We are extremely grateful for the valuable contribution made by our volunteers and for the time and energy they devote to enriching the lives of all those they connect with. Each year, we celebrate their involvement during National Volunteer Week, with ‘thank-you’ events at each of our villages and dementia day centres to recognise their valuable contribution to Selwyn’s work and mission.



*A Cycling Without Age volunteer at Selwyn Village’s annual Children’s Day Carnival shares the joy of cycling on trishaws.*



*Selwyn Village resident, Lillian Nielson, offers a traditional Kiwi greeting to a young Canadian volunteer, one of 30 young people from Vancouver’s Lord Tweedsmuir Secondary School who took time off their school rugby tour to help out at the village on Easter Sunday.*

## SOCIAL HOUSING

Haumaru Housing, our joint venture with Auckland Council, reached a major milestone on 1 July 2018, when it celebrated its first anniversary of providing tenancy and asset management services for the council's portfolio of rental units for senior citizens.

As the largest Community Housing Provider in the country uniquely specialising in homes for older people, Haumaru Housing works to provide safe, secure and affordable long-term tenancies for those who are vulnerable and in need. It aims to create positive and inclusive communities that support resilience, connectivity and enhanced wellbeing and, as an NGO, reinvests all surpluses for the benefit of its tenants.

The limited partnership has had many successes in its first year. One hundred percent of Haumaru's tenants are sourced from the Social Housing Register, and it housed its 100th Income Related Rent Subsidy (IRRS) tenant early in 2018, well ahead of forecasts. With customer service excellence a priority, it receives a wealth of positive feedback from satisfied tenants and their family members as well as from its partners within the housing sector and other NGOs working for older people's welfare - on its effective and responsive service in meeting tenant needs.

An important focus for the organisation is achieving better outcomes for those who live in Haumaru villages by, for example, providing opportunities for tenants to connect with others in their local suburbs. It works closely with Selwyn in this respect (see further under 'Social isolation and loneliness' and 'Community') and is also developing strategies with

leading agencies in public sector housing and those in the wider social services arena, to facilitate support services in other core areas that are critical for the wellbeing of older people. This holistic view to helping tenants live well, which is reflective of The Selwyn Way approach to care and wellbeing, further reinforces Haumaru's point of difference.

The team is now looking forward to the completion of a new sustainable rental housing development in Henderson. Forty one-bedroom, wheelchair accessible homes for older people will be provided within a single four-storey building, with all units qualifying for IRRS. Designed for easy maintenance, warmth and energy-efficiency, with apartments arranged into four 'neighbourhoods' around a central atrium to encourage social interaction between residents, the complex represents a new style of housing for older people and will set the standard for social housing developments catering for this age group in the future. Available for occupation in mid-2019, it will bring the number of units managed by Haumaru Housing to 1,452 across north, west, south east and south Auckland and the number of villages to 63.



*Haumaru Housing CEO Gabby Clezy (left) and Helen Melrose, Chair of the Haumaru Housing Board, with Auckland Mayor Phil Goff marking the start of construction of the new development at 33 Henderson Valley Road.*



*Haumaru Housing's Community and Cultural Liaison Adele Hamilton (left) and Community Manager Faith Hyland with tenant Bill Tangariki at Haumaru Housing's first anniversary celebrations at Te Atatu's Kaumatua Court.*

## HARDSHIP SUPPORT

For older people needing residential care and who find themselves in financial hardship, the Foundation has introduced a hardship support subsidy for a percentage of care rooms. This is due to the increasing issue of unavailable care rooms at standard rates. With the opening of our new care centres, fees have been set at levels that are sustainable for the organisation and in keeping with market rates. The Selwyn Board will now decide on the level of hardship support that the Foundation can apply and will subsidise a composite number of care rooms for the year. Individuals from our villages or the wider community who are unable to meet the full cost of our care package will therefore

be able to apply for this ongoing support. In this way, our care suites in the new centres will continue to be available to those in need.

The Foundation also administers two hardship support funds – the Puckey Fund and the Auckland Ladies' Benevolent Fund – to provide financial assistance for the purchase of health-related products or services for those within the Selwyn family who cannot afford some essentials that would add to their quality of life.

Grants are available to residents of all our villages, to Selwyn Centre guests and clients of our dementia day centres (some qualifying criteria apply). This support helps with one-off purchases that would improve

a person's wellbeing, such as necessary dental work, hearing aids or spectacles. We actively promote these funds within our Selwyn communities and invite applications from across our customer-base.

In order to be able to impact the lives of a greater number of people, the Board has recently authorised that a more generic hardship fund be created with financial support to be made available in a wider range of circumstances. This will enable the Foundation to do yet more for those who may be in need, helping to reduce vulnerability and improving wellbeing.





# LEARNING

The Selwyn Institute is the Foundation's internal and external 'knowledge hub' and a reference point enabling others to create more informed perspectives into the joys, challenges, opportunities and changes that are part of ageing. The Institute seeks to enhance society's understanding of ageing and spirituality, to inform the way we provide care, and to advocate for the wellbeing and welfare of the older members of society, whatever their residential setting.

Through its quality knowledge-sharing, learning and research programmes, and its partnership initiatives with academia, the Institute works to provide deeper insight into the emotional, physical, social and spiritual aspects of ageing and to find ways to better understand what is required to maintain wellbeing – and meaning – for those growing older.

## Leading the way in learning

The Institute's array of knowledge-exchange events includes three major conferences held annually, which offer thought-provoking presentations and expert commentary on topical issues facing the older population and those who provide elder care.

This year's Selwyn Centres Coordinators' Conference in July looked at the importance of community connections and how life might be made better for our ageing population through greater engagement with local

neighbourhoods. October's popular Gerontology Nurses Conference examines the problem of loneliness and how nurses can identify, understand and deal with this complex issue and the risks it poses for older people.

Later in the year, those attending the unique and inspirational Ageing and Spirituality Conference will explore ways in which carers might help those they support to enjoy a better quality of life through remaining engaged and achieving a real sense of belonging.

The events attract delegates from across New Zealand working within both the aged care sector and public health system, as well as chaplains and pastoral caregivers, academics and those involved in the general care of older people. Offering professional insight and incisive analysis by leading commentators, the carefully tailored programmes provide attendees with a valuable opportunity to share knowledge and explore the latest concepts on ageing well.

For residents of our Auckland villages and interested members of the public, a new learning venture this year has been the launch of The Selwyn Institute Seminar Series. This programme offers informative, interactive presentations on subjects that are of interest to older people, delivered by specialist advisers. The Institute has also established a participatory Selwyn Seminars Committee, involving residents of Selwyn Heights village, to provide feedback and suggestions for future topics. Expansion of the series to external venues is planned in due course, to make the seminar content accessible to a wider audience, thus enabling more people to benefit from a greater understanding of life's third chapter.

## Educating health professionals of the future

The Institute also facilitates student internships and work experience placements at the Foundation's care homes and dementia day centres, as well as at Selwyn's Group Office. Those studying nursing, paramedicine, art and music therapy and other health science-related disciplines at a range of tertiary institutions across the country are able to experience aged care in settings other than the public hospital environment. Over the course of 2018, more than 260 students will have been hosted by Selwyn, representing 1,920-plus student and internship days.

Similarly, throughout the year members of the Institute host site visits to our villages for deputations from both New Zealand and overseas, in conjunction with colleagues from the Selwyn Community team and our other service areas. Academics and healthcare practitioners from the UK, USA, Korea and Australia, for example, came to learn first-hand of our innovations and best practice in caring for ageing people.

In providing such learning opportunities, the Foundation is pleased to be able to contribute to the training and education of a new cohort of aged care professionals and offer skilled guidance to those who will be providing essential health care services to older people in the future.

# LEARNING

## Supporting research on ageing and aged care

Partnering closely with New Zealand's universities, the Institute supports research into factors that affect quality of life in old age, and a range of research studies are conducted each year at Selwyn sites, involving staff and residents alike. Research topics cover the spectrum of physical, spiritual and mental health issues that may impact not only the ageing person, but also their carers.

Studies currently underway include research into the potential for combining Cognitive Stimulation Therapy and falls prevention exercise for older adults who are living with mild to moderate dementia; the use of robotics in the delivery of care services; facilitating conversations between individuals with dementia and their main conversational partner; modifying food texture for people in aged care, and housing alternatives for an ageing population, to name but a few.

In addition, Institute scholarships are offered to postgraduate students undertaking research into ageing and spirituality, with funding also made available to support the work of specialist interest groups promoting research in gerontology, such as The Hope Foundation and the New Zealand Association of Gerontology.

By assisting new research in this way, we aim to influence investment in older people's wellbeing and so achieve better outcomes for seniors, now and in the future.

## Innovative staff learning programmes

The Institute leads the Foundation's educational programmes for staff and is committed to opening up growth and skill opportunities which will ultimately equip them to better support those in our care.

Over 40 internal professional modules are offered including those relating to health sector standards, clinical practice, and health and safety, as well as opportunities to study for New Zealand Certificates in Health and Wellbeing. (There have also been courses delivered by external providers on leadership and communicating in the workplace.) Additional learning opportunities include the bi-annual knowledge-exchange forum for our diversional therapists and engagement in life coordinators, and members of staff are also able to attend the Institute's three main conferences, where relevant.

With a focus on making learning more accessible, effective and responsive to the needs of our teams, our learning packages are being redeveloped this year into modules using innovative online and blended delivery formats to provide more engaging and productive learning experiences for staff.

The opening of the Lees and Moxon care centres and the introduction of the household environments (see further under 'Villages') have also been the catalyst for more experiential staff training held in-situ. Practical, interactive – and fun – training sessions within supportive peer groups have inspired staff in adopting the new culture and behaviours that the participatory care model has required. This,



*Celebrating success in this year's 'Communicating in the Workplace' course.*

in turn, will add greatly to our residents' overall experience and the quality of our interactions with those we care for.

## International recognition for new care approach

The principles of our new model of care were also developed by The Selwyn Institute. These set out how we think about the physical environment within our care homes, our care partnership approach and how we provide engagement in life opportunities for residents.

Our new model was highlighted at this year's Asia Pacific Eldercare Innovation Awards in Singapore, with the Foundation named as a finalist for the most prestigious of the awards, 'Innovation of the Year – Care Model'. The awards recognise those organisations that demonstrate innovation and quality approaches in their business, operational and service models, with one overarching goal – to improve the quality of life of older adults.

Selwyn was the only New Zealand provider to be shortlisted for this specific category, which is testament to the quality of the Institute's work and its commitment to enriching the wellbeing of all those who spend their later years in residential aged care.





# COMMUNITY

**Our new Selwyn Community team was launched during the year to develop and lead our range of innovative wellbeing services available to those who live independently in the community. The team aims to deliver smart solutions that help seniors stay active, healthy and socially connected, so they can continue to enjoy living at home for as long as possible.**

Its service areas are centred on four key areas: reablement and rehabilitation, hospital avoidance and long-term condition management, socialisation and combatting loneliness, and community supported living.

Helping people to remain living well in their own neighbourhoods is a key goal of the Foundation's community strategy and will enable us to touch the lives of so many more older people beyond our retirement village environments.

## **Maintaining strength and balance for enhanced quality of life**

Following the excellent results achieved for participants in previous trials, our 'Forever Young' programme was extended during the year, providing older people with opportunities to improve their strength and physical ability in order to reduce the risk of falls. The ten-week course is suitable for all levels of fitness and has accreditation through the 'Live

Stronger for Longer' programme sponsored by ACC. Delivered over ten weeks by a physiotherapist or exercise physiologist, the programme has been held at various community venues, including Selwyn Centres. Physical improvement is measured through pre- and post-assessment, with participants recording marked improvements in their overall strength, balance and agility at the end of the course.

'Forever Young' is to be further expanded through the launch of our first Strength and Wellness studio at Selwyn Heights village, using specialist equipment for senior exercise, rehabilitation and wellness. This age-friendly exercise area will feature world-leading pneumatic strength training equipment and software to provide customised programmes for each individual user. As regular exercise has been identified as a key aspect in maintaining mobility and improving quality of life in older age, we are looking forward to offering this advanced facility to older people in the local area later this year.

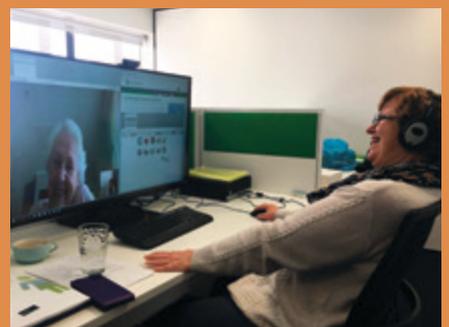
## **Supporting wellness in the home through telemonitoring**

The team also provides telemonitoring services and other technology to help those with health conditions such as high blood pressure, congestive heart failure or diabetes understand and better manage their health in the home.

Using a simple touch-screen tablet computer and monitoring devices, clients are able to measure their vital signs and monitor their general health and wellbeing, then send the results via the internet to be reviewed by the Selwyn

telehealth nurse. Both client and nurse can then discuss the results via a daily videoconference, with the client receiving tailored advice on any particular action that may be required to manage their health that day.

With the support of charitable grants received from the Charles Rupert Stead Trust and Louisa and Patrick Emmett Murphy Foundation, this innovative in-home service has also been made available free-of-charge to Haumaru Housing tenants this year, so allowing those with long-term conditions to receive timely healthcare support in their own home and keep well over winter.



# COMMUNITY

## Facilitating transport for community engagement

Thanks to a generous grant from the Stevenson Village Trust to purchase three new minivans, we have also launched a community transport service for Haumaru Housing tenants and other older people living in the community.

The six-seater vehicles are specially fitted for wheelchair access and are equipped with hoists, so can accommodate a range of mobility aids. With volunteer drivers recruited and a busy itinerary devised, they are utilised each week, transporting Haumaru Housing tenants to 'Forever Young' programmes, on Sunday drives, to mid-week movie nights and on other social outings, thus assisting even more people to stay connected and socially engaged within their neighbourhoods.

With these and other exciting initiatives in the pipeline, the Foundation is providing practical solutions delivered 'on the ground' that are helping older people overcome the big and small hurdles they face with ageing, thus preventing or delaying a transition to residential care in the longer term.



*'All aboard!' A Haumaru Housing tenant climbs aboard for a shopping trip in one of the new minivans.*

## Extending support for dementia clients and carers in the community

Our dementia day services at Lavender Cottage (Selwyn Village) and the Anchorage (St Mary's Church hall in Glen Innes) attract high praise from the families of clients attending and are an important aspect of our overall community service provision.

In our annual customer satisfaction survey, high ratings were achieved for the care and support provided. The friendliness and helpfulness of staff were particularly commended, as were our team's understanding of, and response to, people's needs, as well as the overall standard of service. The pleasantness of each centre and the availability of the transport service also scored favourably. Respondents greatly appreciated the opportunity for respite that the service offered and indicated their wholehearted endorsement of each centre to others.

Families are also pleased with the balance and variety of the social and recreational options that are available. During the year, weekly Baby Buddies visits were introduced at the Anchorage, facilitated in association with Tamaki Parenting Connections, bringing much joy, spontaneity and new friendships to the benefit of the clients, young visitors and their parents alike. Other stimulating engagement in life programmes include Body Percussion sessions, trips to local places of interest, visits by primary school groups and guests from other residential

care homes, gardening activities, Clown Doctor interactions and participation in the annual 'Selwyn's Got Talent' performance.

A number of 'family forum' events were also held, which extend the level of support for families and carers. One such forum this year was the presentation for Lavender Cottage families by Dementia Auckland on Cognitive Stimulation Therapy – an evidence-based intervention that aims to improve cognitive functions in people with dementia – which demonstrated how this can be applied in the home and in everyday life as a continuation of activities enjoyed by clients at the centres.

Such occasions, and the additional opportunities they offer carers to meet up with one another and share experiences, are especially valued by family members and are an integral component of the total support provided.





# VILLAGES

**With integrated village environments offering a wide range of independent living options, innovative care homes and contemporary leisure and social amenities, the Foundation is a leading provider and trusted name in the provision of quality services and support to residents.**

This year, our new care centres, pioneering care approach and inspiring engagement in life programmes have set a new standard within the retirement village and aged care sector. With a third care development nearing completion and exciting plans to further expand our village operations, the Foundation is well placed to respond to the changing needs and high expectations of New Zealand's older citizens.

## **New centres leading the way in residential aged care**

During 2017/18, we opened two wonderful new centres at Selwyn Oaks (Papakura) and Selwyn St Andrew's (Cambridge), incorporating residential care 'households' as well as attractive recreational hubs on the ground floor with services for the whole village community to enjoy.

Selwyn Oaks' Lees Centre and the Moxon Centre at Selwyn St Andrew's offer a ground-breaking approach to the way care is provided. Based on international best practice, the focus is on creating a true home for people in residential care, where life is as normal as possible and residents have a real sense of belonging

and decision-making. Each centre comprises a number of small communities or 'households' of twelve residents, which function as a home would. Residents have their own room with ensuite and share a spacious lounge with open-plan dining and kitchen area, opening onto a large outdoor deck and seating.

With 24 care suites across two households, the three-storey Moxon Centre provides Selwyn St Andrew's village with on-site residential care services for the first time ever, meaning that independent living residents will be able to continue living in familiar surroundings despite any change in their health or support needs over time. A new accommodation option for the Cambridge area, the development also incorporates eleven stylish, top floor apartments, increasing the range of retirement living alternatives available to retirees in the region.

The interior layout of the households supports Selwyn's unique 'care partnership' way of delivering care. This promotes independence and choice, enabling residents to continue to take charge of their own lives rather than having others make decisions on their behalf. In this experience-centric model, residents tell us what is important to them, with our care team then formulating a personal and tailored care plan based on the person's specific needs and what they want out of life. Our residents are therefore 'in the driving seat', making their own choices as regards their wellbeing and lifestyle within the care home, with our staff in a guiding role and supporting them to arrive at the best decisions.

Delivered within the context of appealing environments without the institutional feeling of days gone by, the Foundation's participatory style of care represents an integrated, holistic approach to care planning and delivery. A new concept in New Zealand, the model was shortlisted for the prestigious 'Innovation of the Year - Care Model' category in the 2018 Asia Pacific Eldercare Innovation Awards - recognition of our forward thinking and continued commitment to improving the quality of life and status of those in residential aged care.

## **A blueprint for the future**

The household configuration and care partnership model will also feature in our third new care centre, which will open at Selwyn Village in late 2018. The new building will replace the services provided at Caswell House and Brian Wells Lodge, which have both come to the end of their service life. It will be named in honour of the Foundation's generous supporter, the late Mr Ivan Ward, and will comprise 90 care suites, including a dementia care/memory support household which will provide a home for eighteen people. Additional amenities within the two-storey development will include a community hub with a multi-function room, a shop, clinic and hairdresser.

A care centre is also planned for Selwyn Heights, potentially to be available for occupation towards the end of 2021. An indicative design for this building is yet to be completed, but will see the complex located on the site of the former Butland rest home which closed in 2017 after more than fifty years' service.

# VILLAGES

With newly opened, state-of-the-art care centres and additional independent living apartments that are still to come at both Selwyn Village and Selwyn Heights, our ever popular villages will continue to be in great demand well into the future.

## Embracing the enjoyment of life

Inspiring residents to get the most out of their retirement years and benefit from enjoyable and meaningful pastimes – whatever their level of independence and mobility – is an important aspect of life in our villages. We facilitate a comprehensive range of enriching hobby and recreational pursuits for independent living and care residents alike, catering for specific interests and complementing our overall holistic support of the individual.

Independent living residents have an extensive choice of things to

do – from singing in the village choir, to learning to play the ukelele or participating in all manner of exercise, yoga, dance and Body Percussion sessions. Residents can also choose from a variety of arts and crafts; enjoy mindfulness meditation or test their skill at cards and challenging board games. They also proactively organise their own events programmes and spearhead the launch of special interest and friendship groups for their fellow villagers, leading discussions on current affairs, for example, or the latest scientific and technological advances.

Our independent residents take environmental sustainability very seriously, keeping worm farms to help with composting, and creating re-useable bags with recycled materials as part of the 'Boomerang Bags' initiative. Individuals also volunteer their

time and energies for several hours a week, undertaking roles around the village site for the benefit of the common good.

In the care setting, we believe we are leading the way with our unique approach to engagement in life, which regards the social and recreational aspect of care provision to be as important as attending to an individual's clinical needs. A key component of our innovative 'Engage' diversional therapy programme is community outreach and connecting residents not only with those in the local neighbourhood beyond their village, but also with the wider public both nationally and internationally.

Exciting initiatives in which our care residents have participated this year have included 'Poetry and Performance' recitals, international Skype concerts, 'Flash Mob' appearances at community



*Cutting the ribbon at the opening of the Lees Centre, Selwyn Oaks: from left to right: Mr Ted Lees and Mrs Jan Wilcock (eldest children of the late Rowley and Ted Lees, respectively, former benefactors of Selwyn Oaks); Mrs Marjorie Foulkes (Ted and Rowley's sister and Selwyn Oaks resident); The Right Reverend Ross Bay (Bishop of the Anglican Diocese of Auckland) and Selwyn Board Chair Kay Hawk.*

events, inter-care home bowls competitions and trips to other Foundation villages to visit their extended Selwyn family. Residents continue to host our award-winning Baby Buddies visiting programme and have been keen to acquire new skills through Smartboard technology and Cyber Seniors sessions. All this in addition to the general engagement in life programmes in which residents can choose to take part, such as the array of stimulating music, dance and art therapy sessions. Supported by our diversional therapists and engagement in life coordinators, our residents have the opportunity to interact with a wide range of diverse groups, helping them to stay socially connected and feel part of the wider community.

Residential care and independent living residents share in many joint recreational programmes too, with the more mobile retirees volunteering to drive the minivans for care outings and trips out and about.

In Selwyn villages, everyone has the potential for personal growth – regardless of their age or ability. By connecting people and facilitating new experiences, we help each person maintain their life-long interests or even discover new skills and talents – all of which brings meaning and emotional contentment, ultimately delivering a major boost to self-esteem and overall wellbeing.

### Providing spiritual and pastoral support to all

As a faith-based organisation, the Foundation provides chaplains at every village location who are ordained ministers of the Anglican Church. While the chaplains are Christian, their outreach is to all members of our village communities, irrespective of their spiritual beliefs.

Our chaplains provide one-to-one spiritual and pastoral care to residents, their family members and staff and lead weekly worship activities, services and study groups in our village chapels. By taking their ministry into the care homes on site, they also create worship opportunities for residents who are no longer able to attend church.

Throughout the year, the chaplaincy team plays an important role during our special celebration and commemorative events, such as our Founders' Day anniversary, dawn blessings and opening ceremonies for our new centres or farewells for decommissioned buildings. At Selwyn Village, our chaplains also support an annual Chaplains' mission project, which this year has been raising funds to contribute to the cost of water tanks in Fiji for those who have no access to sanitary water supplies.

The ministry and services provided by our chaplaincy team offer great comfort and support to our resident and staff communities alike and are an important part of the Foundation's overall mission of care.



*Engagement in life activities, from top to bottom: Flash Mob at MOTAT's Christmas lights festivities; Smartboard session; Poetry and Performance; Cyber Seniors.*



*Pictured are Selwyn Oaks' Chaplain, Revd Irene Brodie (left), with The Right Reverend Ross Bay and Selwyn's Director Spiritual Care Revd Marianne Hornburg at the Service of Dedication on 29 May 2018 for the new 'Te Karaiti te Taro o Te Ora' (Christ the Living Bread) Chapel within the Lees Centre.*

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## Our Mission

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# An enduring legacy



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

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

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

The Foundation continues to uphold the objects of our original Constitution in providing quality care and support – both material

and spiritual – not only within our village environments, but also to those in the wider community who are vulnerable or in greatest need. Many have been helped over the years, but there is much still to do. The most recent demonstration of our work in the wider community is our partnership with Auckland Council, managing the council's subsidised rentals under the Haumaruru Housing brand.

With the number of people in New Zealand aged 65+ set to increase dramatically, Selwyn's mission will take on even greater importance in the coming years. Guided by The Selwyn Way and our Christian faith, we will strive to meet the challenge.

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

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



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

**Spirituality (Taha Wairua)**

A dimension that brings meaning to life.

**Growth (Te Haere Whakamua)**

Continuing to learn and flourish as a person.

**Contentment (Te Taunga Manawa)**

A state of satisfaction with life.

**Belonging (Whanaungatanga)**

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

**Resilience (Te Oranga)**

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

A person's wellbeing is also impacted by:

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

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## Life Members and Companions

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# For service of Heart, Hand and Mind

## Current Life Members

Mrs Sally Naulls, 2015

Mr Richard Caughey, 2014

The Reverend Peter Coughlan, 2014

The Reverend Duncan Macdonald, 2013

The Right Reverend Richard Randerson, 2013

## New Companions honoured in 2018

### Lois Cossey

For her 30 year service as a member of the caregiving team at Selwyn Oaks village in Papakura. Lois first joined The Selwyn Foundation in December 1987 and in all that time, she has shown total love and genuine compassion to those she has cared for.

Lois treats our residents as her family and delivers a very high standard of quality care. Being from the local area, she grew up with many of our residents' families and always puts others' needs and concerns first, taking time to talk and listen in order to understand the individual so she might enhance their wellbeing however she can. An example of her caring nature is that she often comes to visit our residents in her personal time, especially those who are in their palliative phase and whose families may be afar. She is also always there for her work colleagues, helping others in her team in many practical ways. She very much looks out for everyone and models the principles of The Selwyn Way in every aspect of her working day. Using her wealth of caregiving experience, she is now a House Lead, showing the way in the household model of care.

She is the epitome of the perfect caregiver and the very personification of our ethos that to care for older people, you have to care about them.

### John Whitehead

For his service as a consultant to our Property Committee for thirteen years, from 2005 until 2017. John's contribution in that time was significant and extremely important for the Foundation. His industry and technical knowledge, contacts and in-depth understanding of the sector were critical to the Property Committee, as we entered a phase of major, ongoing building development activity.

Projects that John advised on in the early days included the construction of the Bishop Selwyn Apartments at Selwyn Village, which were the first of our purpose-built independent living apartments, and the acquisition of the Selwyn Heights' site from The Northern Masonic Trust Board. He also advised us on developing our in-house expertise to manage the proposed rebuilds at Heights and Selwyn Village; he assisted in the selection and recruitment process of our first Property Development Officer and also mentored the appointee into the role, which subsequently proved to be such a success.

John's expert advice was invaluable to Selwyn over the years, with our property affairs and strategy benefitting immeasurably from his rigour, acumen and high professional standards.



*Mr John Whitehead and Ms Lois Cossey, 2018 Companions of The Selwyn Foundation.*

### Current Companions:

Mr Colin Bowring  
 The Reverend Stephen Brooker  
 Mrs Raewyn Fitzsimons  
 Dr Rod Perkins  
 Professor David Richmond  
 Mr Russell Florence  
 Dame Diane Robertson  
 Dr Chris Perkins  
 Mrs Jan Culpan  
 Mr John Avery  
 Mrs Katie Borobokas  
 Mr John Cameron  
 Mr John Cockcroft  
 Mr Jim Frater  
 The Right Reverend Bruce Gilbert  
 Dr Sue Hancock  
 The Very Reverend Geoffrey Hickman  
 Miss Dawn Jones  
 Mr George Langton  
 The Reverend John Marcon  
 The Right Reverend John Paterson  
 Joanna Pidgeon  
 Dr Gillian Reid  
 Professor Russell Stone  
 Mr Graeme Stormont  
 Mrs Beverley Yakas  
 The Reverend Frank Wright

### In Memoriam:

We would like to acknowledge the passing in the last year of Selwyn Companions, Miss Betty Pyatt MBE and Mr Ross Gregory.

Betty Pyatt was awarded the honour of Companion in 2017 for her service to Christ's Hospital, her continued years of volunteering at Selwyn Village and her long and close association with the Foundation spanning a period of 43 years.

In 2016, our new retirement living apartments that are located on the site of Christ's Hospital were named in Betty's honour.

Ross Gregory was awarded Companion in 2015 for his services to The Selwyn Foundation as carver of Pono, a Tokotoko presented to the Board of The Selwyn Foundation in 2013. This symbolises the ethnicities and values of all cultures that live within the Selwyn community and have become a feature of our organisation. Ross also participated in our many and varied ceremonies as a respected Kaumātua.

We are grateful for the lives of Betty and Ross and for their valued contribution to the work of The Selwyn Foundation.

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

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

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Donations and  
Bequests

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## Received with thanks



Stevenson Village Trust Board <b>\$264,252</b>	SHIRA Group <b>\$2,992</b>
Selwyn Village Treasure Chest <b>\$39,122</b>	J D Owen Estate <b>\$2,892</b>
Louisa and Patrick Emmet Murphy Foundation <b>\$30,000</b>	Selwyn Village Gift Box <b>\$3,229</b>
Charles Rupert Stead Trust <b>\$25,000</b>	Michael Yorke <b>\$1,740</b>
E G Cowell Estate <b>\$6,483</b>	Papakura Anglican Church <b>\$1,000</b>
Selwyn Village Gymnasium <b>\$5,000</b>	Pauline Cameron <b>\$1,000</b>
Selwyn Village Residents Association <b>\$4,422</b>	Ben Green <b>\$1,000</b>

**Donations were also received from:**

A Pitts Estate  
ASPEC Construction Ltd  
Barker, H  
Brebner, D  
Brookes, B  
Brown, P  
C Bernards Estate  
C Swales Estate  
Callander, J  
Connaon, A  
Cottle, S  
D Gleeson Estate  
Davies, B  
Fredatovich, P  
G Milligan Estate  
Halliday, H  
Hawes, C  
I Fitzgerald Estate  
Jha, V  
Jordon, M  
Keller, B

L Covic Estate  
Lawton, P  
Lough, M  
McCraith, M  
McDonald, C  
McLean, J  
Monkton, J  
Morrell, S  
N Cennamo Estate  
N Quinn Estate  
O'Brien, V T  
P Chellew Estate  
PF & VJ  
St Albans Church  
Thomson, E J  
Tweddell Family  
W Hills Estate  
Ward, V  
Watson, K  
Wilson, J C  
Wishart, N  
Zoomax

**Sponsorship gratefully received from:**

360 Hygiene NZ  
Cavalier Bremworth  
Cubro  
InterRAI  
Invacare NZ  
Leecare Solutions  
National Science project  
Technology One Lts  
Walls & Roche Medicine Management  
USL





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## Chief Financial Officer's Report

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**Our new developments will ensure that we can continue to provide high levels of care and meet the demands of our residents into the future.**



CFO, JASON MORE

**I am pleased to present the Chief Financial Officer's Report and summary financial statements for The Selwyn Foundation Group for the year ended 30 June 2018, including The Selwyn Foundation, its fully owned subsidiary Selwyn Care Limited and the joint ventures Inviga and Haumaruru Housing.**

This year, while we reported a deficit – which is a change from prior years – the lower result is not unexpected, as our plans unfold for growing the Foundation and refreshing our assets.

### **Investing in the Future**

We continue to invest in growth and diversification to achieve future surpluses and cash flows that can be used to fund an increase in our charitable activities. Our investment in this area has led to exciting opportunities such as the conditional contract for the purchase of Spratt House (expected to complete on 1 October 2018). This will enable Selwyn to have a presence in the Wellington market for the first time and expand our outreach services to a new community of older people.

Additionally, our Laundry facility secured its first external commercial contract with another retirement village. This not only allows us to more fully utilise our dedicated facility in Ellerslie, but also enables us to invest in new equipment which will, in turn, benefit the residents who are provided the service within our existing villages.

This year has seen the continued investment into our own villages, with the completion of new care and common amenity facilities at Selwyn Oaks and Selwyn St Andrew's and continuation of the development of the new care centre at Selwyn Village. It is

exciting to see these new care homes opening, following the investment in independent living units of recent years. The opening of the new centres has a short-term negative impact on profitability, as operations and occupancy are ramped up to optimal levels and the value of the old care facility at Selwyn Oaks having to be written off. Also, with the development of the Ivan Ward Centre at Selwyn Village, we commenced the wind-down of Caswell rest home, which has resulted in a lower financial performance for Caswell during the year. While the new care development has meant a decrease in financial performance in the current year, we are expecting to achieve positive gains in the future. It is important to note that the new care homes do not create the uplift in fair value gains that are achieved with independent living units. With only 11 independent living units developed at Selwyn St Andrew's, we have not seen the rise in fair value gains experienced in previous years. However, this follows a strong run of recent fair value gains with \$105.3m of uplifts over the previous five reporting periods.

In April 2018, our Inviga joint venture ceased operations and procedures have now commenced to wind-up the entity. It was intended that Inviga would be poised to respond to the DHBs' redesign and retendering of their home based support services – this has not come about and hence the decision to cease operations. The Foundation remains committed to supporting older people to age well in the community and has formed a new business unit, under The Selwyn Foundation brand, to explore some exciting new initiatives in this area.

## Chief Financial Officer's Report

2017 saw the completion of the first stage of our core systems ICT project. This new system has streamlined our administration and reporting processes, providing managers with better information to manage the business and enabling us to progress in developing our strategic plans.

As with many ICT system implementations, it has not been without its challenges, but we are excited about the opportunities it presents. It has resulted in additional costs, but will help us to drive efficiencies into the future.

### Improving the Resident Experience

The facilities delivered at Selwyn Oaks and Selwyn St Andrew's included new common amenities which are a vast improvement on those that were previously available. Their completion has had a large impact on our fair value adjustment. Common amenities form part of our investment property, but do not generate additional income. Therefore, the expenditure on these reduces the fair value movement. The total cost of the investment property portion of the two developments was \$15.1m, with the eleven apartments delivered at Selwyn St Andrew's being valued at \$6.5m, resulting in an overall decrease in fair value of \$8.6m. It is our view that common amenities are critical in the formation of a community within a village, and we believe that the return on investment is measured

by the wellbeing and contentment of our residents.

The new care centres have been built around the household model with 12 ensuite care rooms situated around a central shared lounge and dining area. This internal layout supports our participatory model of care, enabling residents to engage in their own wellbeing and lifestyle choices. The new developments will therefore ensure that we can continue to provide high levels of care and meet the demands of our residents into the future.

These investments are in line with our approach to reinvesting the realised gains from our previous independent living developments into the assets of our existing villages.

While the exciting initiatives mentioned earlier will lead to future improved performance for

## The Selwyn Foundation Developments

Roskill Masonic Village, Hillsborough, purchased and renamed Selwyn Heights.					Randerson Apartments open at Selwyn Village, Pt Chevalier - 36 independent living apartments	Sunningdale Rest Home, Hamilton, becomes part of The Selwyn Foundation.	Macdonald Centre opens at Selwyn Heights, Hillsborough - common amenities
2005	2006	2007	2008	2009	2010	2011	
Selwyn St Andrew's comes under the care of The Selwyn Foundation	Bishop Selwyn Apartments open at Selwyn Village, Pt Chevalier - 49 independent living apartments		Wilson Carlile, Hamilton, becomes part of The Selwyn Foundation.	McElroy Apartments open at Selwyn Heights. Hillsborough - 26 independent living apartments		Gilberd Apartments open at Selwyn Heights, Hillsborough - 44 independent living apartments	
					Bishop Buckle hospital wing open at Selwyn Park, Whangarei - 27 residents		

the Foundation, there has been a continued theme this year of challenges within the residential care sector. While Selwyn supports and welcomes the Equal Pay Settlement for caregivers, this change has added to the financial burden of some providers and resulted in the closure of facilities. Due to our size and efficient operations, we did not feel the impact of the Settlement to the same extent as some smaller providers. However, with the DHBs prioritising the rehousing of those residents affected by the closures over continued assessments of new admissions, an unexpected consequence for us was reduced occupancy. Challenges in occupancy have also been a result of our ageing facilities, particularly where new care homes have been built in the same area by other providers. This reinforces the need for our investment in new beds.

## Financial Performance

### Operating Performance

For the June 2018 year, the Foundation made an operational deficit of \$1.9m.

Total revenue has increased during the year by \$2.3m (5.1%) to \$47.0m. The increase is largely due to higher residential care fees, with an increase in daily rates as a result of the Equal Pay Settlement and increased deferred facility fees due to a full year of income from the Betty Pyatt and Caughey Apartments. However, this was partially offset by lower than usual occupancy.

Offsetting the increased revenue were higher operating expenses of \$49.0m, up \$5.2m (11.9%) from last year. Within this movement are \$4.2m of additional staff costs, including the impact of the Equal Pay Settlement, additional staff at new facilities and the resourcing of

our growth activities. Depreciation has also increased over the year due to the new care facilities and investment in our ICT core systems.

As mentioned earlier, the decrease in result from last year included the impact of our new care homes opening, the wind-down of Caswell, increased costs from our new ICT system and the challenges within the general residential aged care sector.

### Other Income and Expenses

As part of the year end accounts, we are required to revalue our investment in independent living units. This has resulted in a loss of \$0.2m this year and includes an estimated \$8.6m decrease in fair value from the completion of the new investment property developments at Selwyn Oaks and Selwyn St Andrew's as previously mentioned. If we exclude these two sites, the value of our remaining portfolio increased.

2012	2013	2014	2015	2016	2017	2018
Paterson Apartments open at Selwyn Village, Pt Chevalier - 33 independent living apartments	Selwyn House community living, Birkenhead, opens			Caughey Apartments open at Selwyn Heights, Hillsborough - 32 independent living apartments		Lees Centre opens at Selwyn Oaks, Papakura - common amenities - 4 households, 48 residents, hospital care
Group Office moves to new premises in Grafton.	Newman-Reid Apartments open at Selwyn Village, Pt Chevalier - 26 independent living apartments	Reeves Apartments open at Selwyn Heights Hillsborough, common amenities - 56 independent living apartments		Betty Pyatt Apartments open at Selwyn Village, Pt Chevalier - 57 independent living apartments	Moxon Centre opens at Selwyn St Andrew's, Cambridge - common amenities - 11 independent living apartments & 2 households, (24 residents), hospital care	Ivan Ward Centre to open at Selwyn Village, Pt Chevalier, Nov - 8 households (90 residents) hospital & dementia care
	Gowing Apartments open at Selwyn Heights, Hillsborough - 21 independent living apartments					
	Kay Hawk Apartments open at Selwyn Heights, Hillsborough - 24 independent living apartments					

From term deposits and bond investments, the Foundation received interest of \$1.8m. This was down on previous years, as cash balances were lower due to investment in our new developments.

Following the opening of the new care home at Selwyn Oaks, the old building was demolished, resulting in a loss on disposal of \$0.7m. We also incurred \$0.7m in undertaking feasibility studies on new opportunities, which resulted in the conditional contract for the purchase of Sprott House and other opportunities we continue to pursue.

The total charitable spend in the year was \$0.9m. This was down on the previous year, due to a change in timing of some of our grants from annual to six-monthly (January and July). This resulted in a portion of the normal annual spend moving into the next financial year. Also, the previous year included costs associated with the creation of the Haumaru Housing Limited Partnership joint venture. Donations and legacies received were up in the year to \$0.4m, which includes a grant from the Stevenson Village Trust for \$0.3m for the purchase of new vans for the use of the community. We are very grateful to all our donors for their generous support.

### **Total Comprehensive Revenue and Expense**

The Selwyn Foundation recorded a total comprehensive deficit of \$2.5m for the year to 30 June 2018.

### **Statement of Financial Position**

The assets of The Selwyn Foundation increased by \$12.6m during the year, to \$552.5m. Property, plant and equipment increased due to the completed

developments at Selwyn Oaks and Selwyn St Andrew's and the new Ivan Ward care centre development underway at Selwyn Village. The decrease in other investments mainly relates to the maturing of term deposits greater than three months, which were used to fund these developments.

Liabilities have also risen, mainly in licensees' interest in ORA units. This reflects the investment of our residents in their independent units, due to the completion of the sell-down of the Betty Pyatt and Caughey Apartments and residents moving into the new Moxon Apartments.

Overall equity decreased by \$2.5m to \$271.4m.

### **Statement of Cash Flows**

As noted in the previous Annual Report, the statement of cash flows reflects movements in our cash balances and short-term deposits (less than three months) and excludes movements in term deposits of more than three months. The increase in cash balances of \$4.5m includes the maturing of \$25.9m in term deposits of greater than three months. If these are added back, it results in an overall decrease in funds of \$21.4m. As mentioned earlier, this is mainly due to the development of the new care homes and common amenities.

Cash from operating activities was lower than last year at \$10.9m. This was largely driven by fewer new independent living units being available for sale. Settlements for the year included 19 new sales and 54 resales, compared to 79 and 46 respectively in the previous year.

Cash balances were reduced due to cash flows from investing, which included \$31.7m spent on acquiring and developing new assets.

The cash inflow on other investments is the maturing of term deposits of greater than three months, as previously stated.

### **Summary**

The financial year has been defined by the exciting projects we are undertaking, whether developments or our growth and diversification projects. This has had a short-term negative impact on our profitability, but will set the Foundation up for increased performance in future years. We fully expect to return to surplus in the 2018/19 year.

I am particularly looking forward to the expected completion of the Sprott House acquisition (Selwyn Sprott village) in the new financial year. It is the exciting coming together of two well respected organisations with similar cultures, backgrounds and values. It also represents our first venture into the Wellington market, enabling the Foundation to extend our ability to assist greater numbers of older people to live fulfilling lives.

It continues to be an exciting time at The Selwyn Foundation, as we grow for the future.



**Jason More**  
*Chief Financial Officer*  
*The Selwyn Foundation*  
*September 2018*



# Summary Consolidated Statement of Comprehensive Revenue and Expense

For the year ended 30 June 2018

	Note	2018 \$'000s	2017 \$'000s
<b>Revenue</b>			
Residents' rental and fees		31,638	30,244
ORA service charges		3,957	3,683
Deferred facility fees		10,884	9,774
Other income		565	1,043
<b>Total revenue</b>		<b>47,044</b>	<b>44,744</b>
<b>Expenditure</b>			
Managers, nurses and caregivers		20,779	18,193
Maintenance and cleaning		6,572	6,497
Administration expenses		10,447	9,106
Depreciation		2,712	2,317
Other expenses		8,480	7,665
<b>Total expenditure</b>		<b>48,990</b>	<b>43,778</b>
<b>Operating (deficit) / surplus</b>		<b>(1,946)</b>	<b>966</b>
<b>Finance income</b>			
Interest received		1,778	2,069
Interest paid		(14)	-
Discount on recognition of loan with Haumaru Housing		17	(165)
<b>Net finance income</b>		<b>1,781</b>	<b>1,904</b>
<b>Other non-charitable revenue / (expenses)</b>			
(Decrease) / increase in fair value of investment properties	2	(236)	18,441
Loss on disposal of fixed assets		(677)	-
Feasibility studies		(655)	(181)
<b>Total other non-charitable revenue / (expenses)</b>		<b>(1,568)</b>	<b>18,260</b>
<b>Share of joint venture - Inviga</b>		(227)	(290)
<b>Net (deficit) / surplus before charitable activities</b>		<b>(1,960)</b>	<b>20,840</b>
Total charitable activities		(518)	(1,791)
<b>(Deficit) / surplus for the year</b>		<b>(2,478)</b>	<b>19,049</b>
Other comprehensive revenue and expense for the year		-	-
<b>TOTAL COMPREHENSIVE REVENUE AND EXPENSE FOR THE YEAR</b>		<b>(2,478)</b>	<b>19,049</b>

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

## Summary Consolidated Statement of Changes in Net Assets/Equity

For the year ended 30 June 2018

	Note	Retained Earnings		Reserves		Total Equity	
		2018 \$'000s	2017 \$'000s	2018 \$'000s	2017 \$'000s	2018 \$'000s	2017 \$'000s
Total equity at the beginning of the financial year as reported		271,612	252,615	2,239	2,187	273,851	254,802
Net comprehensive revenue and expenses		(2,478)	19,049	-	-	(2,478)	19,049
Transfer to reserves		(70)	(52)	70	52	-	-
<b>TOTAL EQUITY AT THE END OF THE FINANCIAL YEAR</b>		<b>269,064</b>	<b>271,612</b>	<b>2,309</b>	<b>2,239</b>	<b>271,373</b>	<b>273,851</b>

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

# Summary Consolidated Statement of Financial Position

As at 30 June 2018

	Note	2018 \$'000s	2017 \$'000s
<b>Assets</b>			
Cash and cash equivalents		9,349	4,829
Accounts receivable		4,872	3,473
Other investments		43,909	68,642
Advances to joint ventures		1,366	992
Investment in joint ventures		-	84
Property, plant and equipment		67,565	44,961
Intangible assets		3,548	1,839
Investment properties	2	421,887	415,046
<b>TOTAL ASSETS</b>		<b>552,496</b>	<b>539,866</b>
<b>Liabilities</b>			
Accounts payable and other provisions		10,468	8,297
Loans		175	210
Licensees' interests in ORA units		270,480	257,508
<b>Total liabilities</b>		<b>281,123</b>	<b>266,015</b>
<b>Equity</b>			
Retained earnings		269,064	271,612
Reserves		2,309	2,239
<b>Total equity</b>		<b>271,373</b>	<b>273,851</b>
<b>TOTAL LIABILITIES AND EQUITY</b>		<b>552,496</b>	<b>539,866</b>

For and on behalf of the Board of Trustees:



**Kay Hawk**  
Trustee

Date: 25 September 2018



**Clement Chia**  
Trustee

Date: 25 September 2018

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

# Summary Consolidated Statement of Cash Flows

For the year ended 30 June 2018

	<i>Note</i>	<b>2018</b> \$'000s	<b>2017</b> \$'000s
<b>Cash Flows from Operating Activities</b>			
Receipts from residents for village and care facilities		34,761	35,026
Receipts from residents for refundable Occupation Right Agreements		43,089	76,167
Payments to residents for refundable Occupation Right Agreements		(19,092)	(14,258)
Legacies and donations received		418	96
Interest received		1,082	1,146
Interest paid		(14)	-
Cash paid to suppliers, employees and donations		(49,375)	(40,823)
Net cash flows from operating activities		<b>10,869</b>	<b>57,354</b>
<b>Cash Flows from Investing Activities</b>			
Purchase of property, plant and equipment		(19,974)	(10,809)
Purchase of intangible assets		(1,750)	(1,843)
Construction and purchase of investment properties		(10,003)	(16,588)
Advances to joint ventures		(354)	(1,157)
Capital contributed to joint ventures		(147)	(318)
Decrease/(increase) of other investments		25,914	(27,496)
Net cash flows from investing activities		<b>(6,314)</b>	<b>(58,211)</b>
<b>Cash Flows from Financing Activities</b>			
Repayment of loan		(35)	(35)
Net cash flows from financing activities		<b>(35)</b>	<b>(35)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>4,520</b>	<b>(892)</b>
Cash and cash equivalents as at the beginning of the year		4,829	5,721
<b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>		<b>9,349</b>	<b>4,829</b>
<b>Cash and cash equivalents</b>			
Cash at bank and on hand		9,349	4,829
Short term deposits		-	-
<b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>		<b>9,349</b>	<b>4,829</b>

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

# Notes to the Summary Financial Statements

For the year ended 30 June 2018

## 1 Statement of Accounting Policies

### Reporting Entity

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

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

The financial statements have been approved for issue by the Board of Trustees on 25 September 2018.

### Basis of Preparation

The summary financial statements have been extracted from the audited full Financial Statements for the period ended 30 June 2018 and approved for issue on 25 September 2018.

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

The full financial statements have been audited and issued with an unmodified opinion in respect to the year ended 30 June 2018 on 25 September 2018.

The summary financial statements were approved for issue on 25 September 2018 by the Board of Trustees.

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

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

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

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

## 2 Investment Properties

	2018 \$'000s	2017 \$'000s
<b>Investment Properties Under Development at cost</b>		
Opening balance	11,628	4,345
Capitalised subsequent expenditure	7,804	7,289
Transferred to property, plant and equipment	(2,577)	-
Completed developments transferred to completed investment properties	(15,426)	(6)
Expensed to Statement of Comprehensive Revenue and Expense	(330)	-
Closing balance	1,099	11,628
<b>Completed Investment Properties at fair value</b>		
Opening balance	403,418	381,610
Capitalised subsequent expenditure	2,180	3,361
Completed developments transferred from investment properties under development	15,426	6
	421,024	384,977
Change in fair value during the year	(236)	18,441
Closing balance	420,788	403,418
<b>Total investment properties</b>	<b>421,887</b>	<b>415,046</b>

Valuations of the investment property have been performed based on a discounted cash flow methodology whereby the future cash flows expected to be generated from such property has been discounted to the valuation date at a discount rate reflecting the risk of the investment. Significant assumptions used in the valuation include:

- Weighted average cost of capital post tax at 10.7% p.a. (2017: 10.7%)
- Capital growth rate from 2.5% p.a. to 2.8% p.a. (2017: 2.5% to 2.8%)
- Turnover in villas of 10 years (2017: 10 years)
- Turnover in apartments of 7.5 years (2017: 7.5 years)
- Unrecoverable costs and expenses at 1.1% p.a. (2017: 1.1%)
- Refurbishment costs at 0.7% p.a. of incoming residents' purchase price (2017: 0.7% of incoming residents' purchase price)

## 3 Events After the Reporting Date

In April 2018 the Inviga joint venture ceased operations. The process of winding up The Selwyn Feros Limited Partnership and its General Partner Inviga Limited has commenced but was not yet completed at the date of signing of these accounts. There will be no further financial impact for the winding up of these entities as there is no value held within the financial statements for the share of net assets.

In July 2018 The Selwyn Foundation signed a conditional contract to purchase the assets of the Sprott House retirement village in Wellington. If the conditions are met the contract is expected to be completed on 1 October 2018, with The Selwyn Foundation taking over operations on that date. The financial impact of this transaction will be dependent on whether the contract conditions are met.

## REPORT OF THE INDEPENDENT AUDITOR on the Summary Consolidated Financial Statements to the Members of The Selwyn Foundation

The accompanying summary consolidated financial statements, which comprise the Summary Consolidated Statement of Financial Position as at 30 June 2018, the Summary Consolidated Statement of Comprehensive Revenue and Expense, Summary Consolidated Statement of Changes in Net Assets/Equity and Summary Consolidated Statement of Cash Flows for the year then ended, and related notes, are derived from the audited consolidated financial statements of The Selwyn Foundation for the year ended 30 June 2018. We expressed an unmodified audit opinion on those consolidated financial statements in our report dated 25 September 2018. Those consolidated financial statements, and the summary consolidated financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those consolidated financial statements.

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

### Trustees Responsibility for the Summary Consolidated Financial Statements

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

### Auditor's Responsibility

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

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

### Opinion

In our opinion, the summary consolidated financial statements derived from the audited consolidated financial statements of The Selwyn Foundation for the year ended 30 June 2018 are consistent, in all material respects, with those consolidated financial statements, in accordance with PBE FRS 43.



STAPLES RODWAY AUCKLAND  
CHARTERED ACCOUNTANTS  
AUCKLAND

25 September 2018

# Board Governance, Principles and Guidelines

*The Foundation aims to operate to the highest standards of governance and, as it has no shareholders, the role of the Board is even more significant in governance terms.*

## Governance

The Selwyn Foundation ensures that good governance practices reflect the nature of the Foundation, its charitable structure and the range of interests of its stakeholders.

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

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

## Board composition and tenure

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

Board members may be reappointed for a maximum of twelve years and are eligible for re-election after every period of three years. All elected and nominated Board members in seats 1 - 7 are communicants in the Anglican Church. Board members appointed

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

The Board may co-opt one member to seat 10 who has special skills or abilities, with such appointments reconfirmed on an annual basis for a maximum of three years. This position may or may not have voting rights at the Board's discretion.

## Code of Ethics

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

- conflicts of interest are disclosed when they arise and prior to voting on any matters in which a Trustee has a personal financial or other interest;
- Trustees observe the confidentiality of non-public information disclosed to them as Trustees, and are not to disclose it to any other person without the authority of the Board;
- fair dealing is maintained with customers, clients, employees, suppliers, competitors and other stakeholders;
- giving and receiving of gifts or payments is disclosed;
- Trustees are familiar with the New Zealand acts and regulations that govern their responsibilities, and comply with all laws and regulations;
- unethical decision-making and/or behaviour is brought to the Board's attention and appropriate sanctions applied;
- the Code is monitored and practices are evaluated against the Code as part of the Foundation's performance assessment;

*There is a defined process for Board succession to ensure an orderly refreshment of the Board when members come to the end of their tenure. This gives continuity to the Board as well as maintaining an appropriate balance of skills and experience on the Board and its committees.*

- Trustees accept collective responsibility for Board decisions and are committed to constructively resolving differences;
- Trustees do not act independently of the Board and its decisions;
- all communication with the media is through the Chair, CEO or their designated spokesperson.

### **Governance framework**

The Board meets each month to review the Foundation's organisational achievements, financial performance and charitable activities. One of the Strategic Plan goals is evaluated at each monthly Board meeting.

In addition, an annual Strategic Planning day takes place to consider outcomes from the past year and plan for the year ahead. Other special meetings, training events and resident meetings are also held throughout the year, including a Tikanga Best Practice workshop.

The Board maintains a separation between governance and executive action and has delegated the management responsibilities of the Foundation to the Chief Executive Officer. It has also established sub-committees: Personnel, Property, Finance and Commercial, Villages, Risk and ICT and Innovation, and Succession, to further assist in the running of the Foundation. The committees meet on a regular basis over the course of the year, and a minimum of two Board members is required to make a quorum at each committee meeting, with members of the Executive Team invited to attend as required. The committees evaluate the operational and qualitative performance of their respective areas by reviewing key

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

Each committee is responsible to, and reports to, The Selwyn Foundation Board, presenting a verbal or written report with recommendations to the Board meeting taking place immediately following their particular meeting. Minutes of all Board and committee meetings are recorded, as well as the decisions made.

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

### **Internal financial control and risk management**

The Foundation ensures the quality of all financial reporting, risk management and the independence of the external audit process.

The Board's Finance and Commercial Committee oversees financial matters relating to The Selwyn Foundation and its subsidiaries and ensures:

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

## Board performance review and succession planning

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

There is a defined process for Board succession to ensure an orderly refreshment of the Board, when members come to the end of their tenure, which gives continuity to the Board as well as maintaining an appropriate balance of skills and experience on the Board and its committees.

Following any appointment to the Board, a personalised induction programme is drawn up, which includes Foundation-specific knowledge building, site visits

to Selwyn's villages, information and discussion on strategy and development plans for the business. Board and committee members also receive specific training and development on topics which are of relevance during the year.

## Annual General Meeting

An Annual General Meeting is held no later than 31 October each year and is chaired by the Bishop of the Diocese of Auckland as President of the Foundation. Notice of the AGM is advertised beforehand in the New Zealand Herald and also publicised to residents in the Foundation's village communities.

During the event, the Foundation's financial statements and annual reports of the Board and auditors are considered, the appointment/reappointment of the auditor agreed, and the election of Board members confirmed, as required. A quorum of fifteen members of the Foundation is required for an Annual General Meeting (who may be Board members, the Bishop of the Diocese of Auckland, Life Members, individuals who have been admitted as members by the Board on terms and conditions established by the Board, and residents of Selwyn's facilities).

All members except residents are entitled to vote on any resolutions put forward, with voting decided on a show of hands. In the case of an equality of votes, the chair of the meeting will have the casting vote.

## Customer and stakeholder relations

The Selwyn Foundation respects the interest of its customers and stakeholders within the context of its fundamental purpose and charitable status. It has clear policies for relationships with all customers and stakeholders, and

regularly assesses compliance with these policies to ensure that its conduct complies with the Constitution and pertinent legislation, and is within broadly accepted social, environmental and ethical norms, generally subject to the interests of stakeholders. It also ensures strong relationships and advocacy with current and future church and contract stakeholders are established and maintained. Across the business, the Foundation engages regularly with residents, family members and service users, and also meets with regulators, healthcare providers, industry bodies, other non-for-profit organisations and stakeholders.

This engagement enables us to contribute to building an understanding of issues relevant to our customers and overall service provision, and to contribute to the debate on relevant topics.

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

[www.selwynfoundation.org.nz](http://www.selwynfoundation.org.nz)



# Foundation Group

## Members of The Selwyn Foundation Trust Board

Dr Kay Hawk, Chair  
Dr Peter Huggard, Deputy Chair  
Dr Elizabeth Niven  
Peter Macaulay  
Helen Melrose  
Jan Nichols  
Vicki Sykes  
Ben Green  
Clement Chia  
Stephen Titter

## Pou Tikanga

Venerable Lloyd Popata

## The Selwyn Foundation Senior Leadership Team

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

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

## The Selwyn Foundation Group Office

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Tel: 09 845 0838

# Partners

## Members of the Haumaru Housing Board

Helen Melrose, *Chair*  
Garry Smith  
Kerry Hitchcock  
Vicki Sykes  
Matthew Harker

## The Haumaru Housing Management Team

Gabby Clezy,  
*Chief Executive Officer*  
Roland Phillips  
*Operations Manager*  
Carey Oldfield,  
*Asset Manager*  
Adele Hamilton,  
*Community Cultural Liaison*  
Michelle Francis,  
*Accountant*

## Haumaru Housing office

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Auckland 1023  
Tel: 0800 430 101



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