



The Selwyn
Foundation 

*Annual Report
2016/17*

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The Year in Review

Highlights of 2016/17



- We continued to invest in our charitable activity, with the focus on key issues affecting the wellbeing of older people – loneliness and social isolation, the lack of affordable housing, and financial hardship.
- The principles of our new holistic model of care, ‘The Selwyn Way’, were developed by The Selwyn Institute for Ageing & Spirituality, defining how we think about the physical environment within our care homes, the way we deliver care and how we provide engagement in life opportunities for residents.
- We produced a new framework for a refreshed engagement in life programme for all levels of care, aimed at developing enriching and empowering activities that cater for residents’ individual interests.
- Construction of our exciting new residential care developments got underway at Selwyn St Andrew’s, Selwyn Oaks and Selwyn Village.
- Our retirement living offering continued to expand, with the opening of the Betty Pyatt Apartments at Selwyn Village and Caughey Apartments at Selwyn Heights, both of which achieved the highest level of pre-sales of any of our recent developments at those sites.
- We received excellent results in the Ministry of Health and District Health Board contract re-certification audits of our care homes, with all achieving three and four year recertification periods; our retirement village operations also attained their three yearly Retirement Villages Code of Practice certification audits.
- Our expertise and progressive thinking were recognised in the New Zealand Aged Care Association’s 2016 and 2017 ‘Excellence in Care’ Awards; we received the ‘Innovative Delivery’ award for our innovative use of the PARO therapeutic companion seal robots and the ‘Community Connections’ Award for our unique Baby Buddies visitation programme.
- Our Haumaru Housing community housing partnership with Auckland Council was established to provide tenancy and asset management services for the council’s portfolio of homes for older people.
- Inviga, our innovative joint venture with Australian health technology and community service provider, Feros Care, was launched to service the New Zealand health sector’s community-based care requirements.
- We offered a series of ‘Senior Chef’ and ‘JUST COOK 4 Healthy Ageing’ cooking and nutrition courses at a number of Selwyn Centre venues, as well as Inviga’s ‘Forever Young’ strength and balance programmes.
- We extended our workplace training opportunities and offered qualifications to staff in a wider range of job areas, with increased numbers of staff now working towards gaining a qualification in their particular role.
- The Selwyn Institute for Ageing & Spirituality continued to advance the understanding of ageing and spirituality through a wide range of knowledge-sharing, research and education initiatives.

Taking forward into the future the vision our founders began sixty-three years ago.



CHAIR, KAY HAWK

At our annual Founders' Day commemorative event on 22 May 2017, we gave thanks for Selwyn's sixty-three years and our enduring Mission to provide services and support for ageing people, especially those who are in need. As Trustees of this highly respected, not-for-profit charitable provider, the Board is very aware of its obligation to provide care in the broadest sense for vulnerable older people both within our villages and in the general community.

We believe that no older person should feel vulnerable or alone and that we should care about older people, particularly the most vulnerable, wherever they are. The needs of senior citizens are continuing to increase, impacted by changing attitudes towards ageing and responsibility for caring for the aged, the spiralling cost of housing and the daily struggle to meet everyday expenditure. The need is widespread, can often be hidden and crosses socio-economic boundaries. This was the challenge for our founders and remains our challenge today.

The Board is responding by diversifying and broadening the ways the Foundation can deliver care, so we can meet these needs in a way that fits the modern context.

Shaping our delivery of care through the ages

Our Selwyn journey over the years has been influenced by four distinct eras, with our heritage, vision and values always shaping the quality and nature of our services and customer focus. Our first era saw the development of the continuum of care based at Selwyn Village. The second encompassed a period of growth, expansion in the number of villages, and our move into

community care provision with the Selwyn Centres parish partnership programme and our support of the Auckland City Mission and Maori Pastorate in their outreach work. The third era was exemplified by an emphasis on professionalising our structures, systems, processes and skills base, with a stronger focus on the needs of the most vulnerable.

Our fourth era has come quickly and is characterised by our new community services – our Haumaru Housing partnership with Auckland Council and our technology-enabled, healthcare solutions joint venture, Inviga. Selwyn's villages cater well for people who elect that style of care and, through our Selwyn Way model of care and our commitment of charitable funds, we are now better able to respond to the emotional, social and spiritual needs of our residents (see 'Charity' and 'Villages'). Therefore, we are now in the process of developing ways to address the range of needs of those who are not able to live in a retirement village or choose not to, and you will read of our success in this respect in the reviews that follow.

Continuous development of skills and expertise

It was another important year for the Board. We changed our financial year from 1 January – 31 December to 1 July – 30 June, to align our balance date with the residential care funding and contract year and with the reporting schedules of our new joint venture entities. As a result, we held an extra Annual General Meeting on 31 October 2016 to cover the 1 January 2016 – 30 June 2016 reporting period, and a financial and Board report were presented. The Board appreciated the support from our residents' committees in attending this special AGM meeting, which enabled the necessary changes to our

Constitution and financial year. This edition of our Annual Report is the first in our new annual cycle.

The Foundation's governance structure, including the process of selection and succession of Board members, ensures a wide range of expertise, experience, viewpoints and skilled business management advice. These are harnessed to the advantage of the organisation's strategic direction and priority projects which, in turn, are beneficial for all our customers within our Selwyn communities.

I would like to thank my fellow Trustees for their diligence in coming so thoroughly prepared for each Board and committee meeting and for giving of their time to attend the various milestone events in the life of the Foundation (such as our new apartment blessings and opening ceremonies and Founders' Day celebrations around our village sites).

During the year, the Board continued its schedule of open forums with residents and its visits to as many villages as possible. In considering the needs of those whom we support and care for, Board members greatly value these opportunities to build relationships with the villages, and our personal interactions with residents and staff facilitate useful debate and discussion of our Mission and strategic objectives.

Together with the Executive and management team, Board members furthered their education on Tikanga Maori this year, following our previous Maori learning and cultural awareness initiatives. Such insight will help inform future policy and will strengthen our understanding of how we can provide more effectively for ageing Kaumatua and Kuia in our society.

In terms of the Foundation's wider talent and skills base that we are able to draw on, we have an exceptional Chief Executive Officer in Garry Smith and an outstanding Executive team who are driving our innovative developments so ably. On behalf of the Board, I would like to extend grateful thanks to them and to all our staff, for everything they do to advance our work and sphere of influence, so that Selwyn continues to be a shining light and beacon of hope for all those in need.

The Selwyn Way guides us in all that we do

In all of our activities, we are guided by The Selwyn Way which is our unique and holistic approach to the care and wellbeing of all who connect with The Selwyn Foundation. I have seen so many examples of our Trustees, Executive team and staff going above and beyond expectations – putting The Selwyn Way into practice and doing as much as possible to assist our residents, day centre clients, Selwyn Centre guests and Selwyn colleagues. They make a difference in people's lives each and every day.

The Selwyn Foundation is a charitable organisation founded on Anglican values that we uphold today and we continue to honour the vision of the Selwyn Constitution, which is our motivation and inspiration for all that we accomplish. While fulfilling our original mission, we are modernising our delivery so we will be in a position to help vulnerable elderly in communities across the country well into the future. With resource generated by our business agenda, we will be able to do more to achieve our charitable goals in the years to come, whilst managing our

sustainability challenge.

Building on our tradition, experience and service expertise, we will continue to provide the quality care and support that are synonymous with the Selwyn name and special character – to the benefit of the aged and the vulnerable elderly, wherever they live – meeting the challenges of each new era and taking forward into the future the vision our founders began sixty-three years ago.



Kay Hawk
Chair
The Selwyn Foundation
October 2017



Chief Executive Officer's Report

We are well placed to continue to help those who are vulnerable and in need.



CEO, GARRY SMITH

The 2016/17 year was an amazing period in the development of the Foundation in terms of the breadth and depth of our work and enterprise. We continued to extend our charitable outreach to senior citizens who are vulnerable or in need, enhance our service offering, and promote knowledge and learning in gerontology and the care of older people.

Many projects that were long in the planning came into being, such as our Haumaru Housing partnership with Auckland Council and our Inviga joint venture with Feros Care. Others are well on their way to completion, and we are looking forward to the opening of our wonderful care and village amenities developments at Selwyn Oaks and Selwyn St Andrew's later this year.

Our quality service and innovative approach in caring for older people received wide-scale recognition through various industry awards and conference presentations, whilst our care homes attained the coveted three and four year recertification periods following their Ministry of Health and District Health Board contract audits.

The Foundation's independent living offering continued to expand, with the opening of the 57-unit Betty Pyatt Apartments at Selwyn Village and the 32-unit Caughey Apartments at Selwyn Heights, both of which achieved the highest level of pre-sales of any of our recent developments.

Our retirement village operations enable us to resource our charitable mission, which focusses on three priority areas that affect the wellbeing of seniors today - loneliness and social isolation, the lack of social housing and the

effects of financial hardship. In addition to our existing business activity, we continue to research new ways to diversify and boost the funding we have available for this charitable outreach.

Community housing partnership with Auckland Council

After many months of planning, the Foundation's community housing partnership with Auckland Council finally came to fruition, with the launch of Haumaru Housing on 1 July 2017. The Haumaru Housing limited partnership provides tenancy and asset management services for the council's portfolio of homes for older Aucklanders which are located in villages across Auckland. As a 51% shareholder, the Foundation is represented on the Board by Selwyn Board members, Helen Melrose and Vicki Sykes, and I have also been appointed. Helen Melrose is the Haumaru Housing Board Chair.

To celebrate the start of services, Haumaru Housing hosted a Powhiri, attended by Auckland Mayor Phil Goff, the Haumaru Housing team and members of staff from both The Selwyn Foundation and the council who were involved in the transition.

This exciting new partnership is central to our Mission and charitable purpose and unlocks greater potential for Selwyn to support many more older people and those who are vulnerable. Through Haumaru, and with our Auckland Council partners, we aim to provide a responsive, quality service and create environments where people will feel comfortable, content and secure in their homes, so enriching the lives of those who are most in need. (See 'Charity', page 10.)

Launch of joint venture company, Inviga

Our innovative joint venture with leading Australian health technology and community service provider, Feros Care, was launched on 1 July 2016 to service the New Zealand health sector's community-based care requirements.

The new company, Inviga (from 'Invigorate'), is a 50/50 joint venture between both organisations and was set up to provide technology-enabled, home-based service delivery models and more holistic and coordinated wraparound care to a wider range of people who are in need. Its offering includes coordinated, restorative and reablement services, as well as care, support and health monitoring for patients diagnosed with complex care needs and long-term conditions.

Inviga's priority is to work with other service partners, helping clients to remain independent, socially connected and healthy in their own homes and so preventing or minimising their admission to hospital or residential aged care.

Community-based care is predicted to grow significantly over the next 10-15 years, and we believe that Inviga's suite of services will be an important tool in assisting organisations such as DHBs, ACC, insurers and others to provide high quality services that are cost-effective and make a difference in meeting people's needs. (See 'Community', page 17.)

Pay equity settlement

In April 2017, the Government announced that it would fund a \$2.048 billion pay equity settlement over five years to

benefit some of the health sector's lowest paid workers. The increases will be funded through Vote Health and ACC and will allow aged care providers to pass on the higher wage rates to their staff, which were not previously sustainable. The minimum rates and range for care and support workers employed after 1 July are now \$19.00 to \$23.50 per hour.

Following the announcement, we spent significant time and effort within very tight timeframes to collate the considerable amount of employee data required by the Ministry of Health and in clarifying staff eligibility for the higher rates of pay, in order to aid implementation of the new rates across our workforce.

The contract between funders (District Health Boards) and providers also requires employers to provide the necessary systems and support to enable workers covered by the settlement to achieve New Zealand Certificate in Health and Wellbeing Level 2, 3 and 4 qualifications within a specified time. Selwyn is already meeting this requirement for the Level 2 qualification through our new caregiver orientation programme, which has been approved by Careerforce as meeting the needs of the New Zealand Certificate in Health and Wellbeing Level 2 (we are also offering Levels 3 and 4 to staff who wish to work through these stages and reviewing the support that we offer to ensure we are meeting our legal obligations). (See 'Learning', page 15.)

The pay equity settlement is a wonderful development for caregivers in aged care and finally resolves the long-running issue of underfunding of caregiver

pay, recognising the significance of such work and its value to thousands of older people and their families across the country.

Awards success

In October 2016, the Foundation won the New Zealand Aged Care Association's (NZACA) 'Innovative Delivery' award for our application of the PARO therapeutic companion seal robots within our care homes and the benefits achieved for residents. In September 2017, we also picked up the 'Community Connections' Award for our unique Baby Buddies visitation programme, which sees our care residents hosting weekly visits by local mums, dads and their babies and toddlers. The NZACA's prestigious 'Excellence in Care' Awards recognise the continuous pursuit of excellence by aged residential care homes and their staff, and I would like to thank our care and engagement in life teams for their support of these initiatives which are delivering a wide range of positive outcomes for our residents.

Our Group Diversional Therapist, Orquidea Tamayo Mortera, who was instrumental in the design and delivery of both programmes, was a finalist for the NZACA's 2016 'Stand-out Individual Award' for her evidence-based, holistic approach to enriching residents' lives through meaningful therapies and interventions. Orquidea then went on to collect a 'Kiwibank Local Hero' medal for her work within the Selwyn Village community.

We were also shortlisted as a finalist in the 'Workforce Development Employer of the Year' category in the recent Careerforce Training Excellence Awards. These awards recognise employers who are committed to training,

Chief Executive Officer's Report

professional development and to their employees' wellbeing. Our submission profiled our Learning Policy and the range of resources we have in place to support workplace training, such as our Business Communications Course and the various NZ Certificate courses that are available in cleaning, health and wellbeing, laundry and diversional therapy.

Congratulations to all involved in showcasing the Foundation's work and practice and in further enhancing our reputation as a quality organisation committed to older people's wellbeing.

Promoting innovation in aged care

Members of our Executive team were invited to address delegates at a number of high-profile industry events throughout the year. These included the Anglicare Australia National Conference, the New Zealand Association of Gerontology conference, the Health Informatics New Zealand Digital Health Conference, New Zealand Hospice's Palliative Care Outcomes Symposium, the Driving Growth in Retirement Living Criterion Conference and the Retirement Villages Association's annual conference.

At one such event, the New Zealand Nursing Informatics Conference, our presentation on 'Improving health literacy and outcomes utilising telehealth technology in the home' delivered by Hilda Johnson-Bogaerts, GM of The Selwyn Institute for Ageing & Spirituality, was judged 'Best Paper' and one that inspired and motivated the nursing workforce to become more involved in digital healthcare.

Such speaking engagements have

allowed us to profile our new technology-enabled community care initiatives, our progressive thinking in the care of older people and our joint ventures to help older people live well. Together with the site visits that we host for overseas healthcare professionals, we will continue to work with groups within the sector to raise awareness of how providers can best meet the physical and spiritual needs of our ageing communities. (See 'Learning', page 13.)

Showcasing our services and charitable mission

In February 2017, we launched our interactive new website. With an exciting new look, the site has refreshed content highlighting our four key areas of operation - Charity, Learning, Community and Villages - new sections and features, easy navigation and wonderful photography of our residents, staff and Selwyn Centre guests. Advanced functionality and online tools make it very user-friendly and allow us to communicate our latest news and updates more easily to all our audiences, as well as hear from people who want to know more about our work and Mission or who wish to join our team.

This is Phase One of an extensive web development project that got underway last year. Further phases will include password-protected portals which will enable our residents and families, staff and Selwyn Centre coordinators to engage with us in a secure online environment.

As part of our digital strategy, we also launched a Facebook page which, together with our LinkedIn presence, is helping us connect with a range of new audiences.



Solar Plexus (core systems replacement project)

Our core systems replacement project – renamed ‘Solar Plexus’ to highlight the significance of the initiative and the improvements it will bring to our finance, HR, rostering, time and attendance and payroll processes – entered its implementation stage during the year. With rigorous testing completed on many of the functions, the phased launch of the new system got underway in October 2017, commencing with the requisition and purchasing module.

Solar Plexus is a technology solution designed to support the future growth of the Foundation. Deploying this solution will enable us to focus our energy on The Selwyn Way, support our future growth plan and empower staff and residents with better access to tools and information. It will facilitate more efficient processes, resulting in reduced duplication of effort and less time spent on manual administration and reporting tasks. Improved data quality and information sharing will also advance our decision-making as well as enhance our customer service, enabling more time for caring for and supporting our residents, clients and all those within our Selwyn family.

To ensure that all staff benefit from the system’s implementation, we have offered computer skills courses for those who do not use a computer as a daily part of their job and introduced central computer ‘kiosks’ around the villages. Staff are therefore able to practise their new-found skills in their own time and will be able to update their personal employee information, when the new Human Resources module becomes available.

This exciting project represents a significant investment in new software, staff training and ongoing systems support. I would like to thank our in-house project team comprising managers and staff from across the Foundation for their tireless efforts to make this ambitious concept a reality, and look forward to the innumerable benefits that it will deliver across the organisation as a whole.

Defining The Selwyn Way

This year, we further clarified and defined our thinking around The Selwyn Way. Our central thought is that ‘to care for older people, you have to care about them’, and this approach puts the individual at the centre of everything we do. To guide us in the practical realisation of this (in terms of how we provide services), we have identified five key domains that improve a person’s wellbeing: Spirituality, Growth, Contentment, Belonging and Resilience. Together, they inform the environment that is created and how we think about health and engagement in life.

We will be applying The Selwyn Way to all our operational activity as we go forward and are also working with other aged care providers who are interested in adopting this philosophy. (See ‘Villages’, page 21.)

The whole is greater than the sum of its parts

I would like to express my sincere thanks and admiration to everyone at the Foundation for their expertise, commitment and sheer hard work throughout the year – our Board members, Executive team, managers, staff and volunteers alike.

It is said that ‘The whole is greater than the sum of its parts’ and this

is definitely true in Selwyn’s case. Thanks to our wonderful team and everyone within the Selwyn family, our potential to achieve so much more for aged people is tremendous.

With the rise of New Zealand’s ageing population, the work of The Selwyn Foundation becomes ever more crucial, but we are well placed to continue to help those who are vulnerable and in need to the fullest extent that our resources will allow, for many years to come.



Garry Smith

*Chief Executive Officer
The Selwyn Foundation
October 2017*



CHARITY

As a not-for-profit organisation, the Foundation reinvested \$1.8m into the provision of charitable activities aimed at helping ageing people. Today, our charitable mission focusses more than ever on helping people into affordable rental homes, as well as alleviating the problems caused by loneliness, social isolation and financial hardship, all of which affect the wellbeing of senior citizens and make them particularly vulnerable.

SOCIAL ISOLATION AND LONELINESS

Selwyn Centres: reducing social isolation through community care and support

Selwyn's charitable mission to enrich the lives of older people is most evident in our thriving network of Selwyn Centres that extends from Whangarei to Cambridge, with a presence also in Christchurch. Based in Anglican parish halls and hosted by a coordinator and parish volunteers, the Centres provide an opportunity for senior citizens to meet up each week in a friendly and positive environment with others from their local community.

With a lively programme of social activities, gentle exercise, morning tea and occasional trips out and about, the Centres are helping to lessen the problems of loneliness and the related health risks that can

often develop as a result. Serving an ethnically diverse population and welcoming people of all faiths and backgrounds, the initiative offers a life-line to people who may live alone or may be in need of companionship and social interaction, helping them to stay active, healthy and independent in their own neighbourhoods.

The Foundation jointly funds the Centres in partnership with the respective parishes and also provides initial set-up funding, operational protocols and ongoing training. This year, we created the new position of Selwyn Centre Community Liaison, to focus on our work with the 39 Selwyn Centre coordinators, oversee the facilitation of education and training, and coordinate the delivery of programmes for our Selwyn Centre guests. The role also includes an important navigation and advocacy function, to enable guests to access the appropriate health and social services they may require.

During the year, we completed a strategic and operational review of the overall programme structure, to provide an insight into the extent to which our charitable activity reaches socially isolated, lonely and vulnerable older people in the community. The review also looked at health and safety provision and the associated training, regulation and compliance. An outcome of this was the development of a stand-alone health and safety module of the Selwyn Centre manual, including operating guidelines, a training package and templates for coordinators to use. Health and safety was also a focus of our annual Selwyn Centre Coordinators' Conference, and the subsequent roll-out of the updated guidelines in conjunction with the

Anglican dioceses will serve to further enhance the quality of the service we can offer guests.

The 'Senior Chef' and 'JUST COOK 4 Healthy Ageing' cooking and nutrition courses were held at a number of Selwyn Centre venues, as well as the 'Forever Young' strength and balance programme (see 'Community'). The excellent feedback received indicates that participants particularly appreciate the social connection and fun aspect of the classes - a theme also reiterated in an annual Selwyn Centre guest satisfaction survey - which very much validates the concept and purpose of this special parish partnership.

The Selwyn Centres are a major focus of our charitable activity and fill a real need in providing invaluable social interaction and psychological and health benefits for those who may be socially isolated. As the numbers of lonely, elderly people grow, community care such as this will have an increasingly important role in helping seniors to age well, so they remain independent and can continue to live in the comfort of their own homes for as long as possible.



CHARITY

Medical Clowning on doctor's orders!

Our Clown Doctors' visitation programme continues to bring joy and laughter to the lives of residents of our rest homes and hospitals. In a New Zealand first, the Foundation introduced medical clowning in March 2016, with the service provided by the Clown Doctors NZ Charitable Trust.

The visits provide not only entertainment, but have proven positive benefits for health and the immune system. By engaging one-to-one with residents and using alternate modes of expression, impromptu performances and enhanced communication techniques such as gesturing, mirroring and rhythm, the highly trained Clown Doctors are able to reduce any feelings of loneliness, helplessness, boredom or stress in residents.

Through interacting with residents in a humorous way, the goal is to offer enabling environments that enhance residents' enjoyment of life and self-image, whilst at the same time offering compassionate, respectful and person-centred empathy.

This unique Clown Doctors' programme is made possible through our charitable funding and is part of our ongoing investment in innovation and superior care for residents.

Volunteering to enrich the lives of others

Placement of individual volunteers continued throughout the year, aided by the encouragement, support and guidance of our resident hospitality staff, village

diversional therapists and engagement in life coordinators who work alongside many of our volunteers every day.

In addition to our external volunteers, many of our residents volunteer within their own villages, and we are grateful for their skills and talents and the time they spend to enrich the lives of others. A number of corporate groups also volunteered their help this year, and we increased the presence of volunteers within our Lavender Cottage and Anchorage dementia day centres, which has enabled a greater range of activities and excursions for clients.

Each year, we join many other organisations to celebrate National Volunteering Week, when our villages take the opportunity to host celebrations to thank their volunteers for their contribution and the benefits they bring for residents and day service clients. Thanks to our volunteers, our residents have greater engagement in life and opportunities to interact with others in a meaningful way.

A report on the volunteer programme is submitted to The Selwyn Foundation Trust Board each month, and Board members are greatly appreciative of volunteers' dedication and commitment to Selwyn.

SOCIAL HOUSING

The Foundation was selected as Auckland Council's preferred community housing partner for its portfolio of homes for older Aucklanders in December 2015. Following ratification of the partnership by the council's Governing Body in August 2016, we entered a transitional



period, during which time the new partnership company was formed and registered as a community housing provider. Brand development and general business planning also got underway to ensure operational readiness by the scheduled launch date.

After 18 months of planning and preparation, and having started taking housing applications one month ahead of schedule, Haumarū Housing was officially launched on 1 July 2017, with a remit to deliver tenancy and asset management services to older people living in the council's 1,452 rental units located in 63 villages across Auckland*.

Haumarū Housing's vision is 'older people in affordable homes within communities that are safe, age-friendly and caring'. Pronounced 'Hoe-maa-ru' and meaning 'shelter, to provide a caring and safe haven for everything' and with associated meanings of protection, security and refuge, the name captures the partnership's vision and objectives and the quality and respectful service that tenants can expect to receive.

Focussed on providing an effective and responsive service to meet tenant needs, Haumarū aims to make a real difference in the quality of housing and the level of service provided, and to create positive and inclusive communities that support people to live well in the comfort and security of their home. As a community housing provider, it is able to access the Income Related Rent Subsidies scheme – valuable funding that will help further improve services for tenants.

This exciting new partnership goes to the heart of our charitable purpose and unlocks greater potential for the Foundation to support many more people and those who are isolated and struggling. Selwyn has a long history of providing housing and accommodation for senior citizens. With our existing subsidised rentals in our villages and Haumarū Housing's current and planned portfolio of homes, we will be involved in managing close to 1,500 assisted rentals for older adults.

Application forms for Haumarū Housing homes are available to download at www.haumaruhousing.co.nz or by calling 0800 430 101.

** Currently, there are 1,412 existing units in 62 villages, with 40 units due to be built in a new village in Henderson.*

HARDSHIP SUPPORT

For individuals within the Selwyn family who cannot afford some of the essentials for healthy living, the Foundation administers two hardship support funds – the Puckey Fund and the Auckland Ladies' Benevolent Fund – to provide financial assistance for the purchase of vital health-related products or services. Grants are available to our village residents and Selwyn Centre guests who qualify and have also been extended to clients of our dementia day centres. This support helps with the purchase of necessary dental work, hearing aids or spectacles, for example. We actively promote the availability of these funds and invite applications from across our customer-base.

Facilitating access to services

The Foundation also allocates grants to other charitable and not-for-profit groups working with older people in communities across the country. In addition to our funding of the 39 Selwyn Centres, we contribute to the work of local 'navigators' in helping older adults access the social and health services they need.

We part-fund the seniors community worker with Whangarei Anglican Care Trust and also provide grants to the New Zealand Faith Community Nursing Association and the Maori Bishopric, Te Pihopātanga o Te Tai Tokerau (this latter funding enables the Pou Awhina Kaumatua Kuia team to carry out pastoral care ministry to kaumatua and kuia throughout the region).

Our partnership with the Auckland City Mission supports the Mission's outreach and advocacy programme amongst older people, who are among the most vulnerable and disadvantaged in Auckland, helping them to access benefits and the appropriate health, social or housing services.

By providing direct assistance where there is need, and working through other agencies to alleviate hardship, we are able to effect a change in individual lives, delivering practical help and restoring once again dignity, wellbeing and independence.



LEARNING

Through the Selwyn Institute for Ageing & Spirituality and our comprehensive learning programme for staff, we seek to raise awareness of the many facets of ageing and to invest in the training and education of our teams, to the benefit of our customers and the aged population as a whole.

THE SELWYN INSTITUTE FOR AGEING & SPIRITUALITY

The Selwyn Institute was established to advance the understanding of ageing and spirituality and improve outcomes for older people within the health and residential aged care sectors through knowledge exchange, research and education. It promotes knowledge-sharing events and supports research into factors that affect quality of life in old age, partnering closely with universities across New Zealand.

The principles of Selwyn's new holistic model of care, 'The Selwyn Way', were also developed by the Institute, which 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 those in our care. (See 'Villages'.)

Conferences and courses

Each year, the Institute organises a number of major professional development events. These include the popular Gerontology Nursing Conference for nurses, clinicians and health professionals, which brings together a top line-up of gerontology specialists to examine

how health practitioners can provide person-centred, holistic care of the aged person. This year, we broached topics relating to pragmatic care planning, the latest research on falls prevention and its practical implication, and debated LGBTTIQ+ in aged care, amongst other areas of focus and information-sharing.

The many aspects of spirituality that are meaningful to older people are considered at our inspirational Ageing and Spirituality Conference for health and aged care workers, chaplains and pastoral caregivers, which focusses on improving the quality of our interactions with others and helping people to age well from a spiritual perspective. This year's conference featured results from initiatives such as arts therapy and mindfulness training at Selwyn. Archbishop Emeritus Sir David Moxon KNZM spoke about spiritual leadership, and Professor Bruce Stevens facilitated a workshop for participants on self-care.

At our annual Selwyn Centres Coordinators' Conference, coordinators, volunteers and parish committee members representing our 39 Selwyn Centres across the country meet to explore new ideas, network with their peers and generally reflect on the quality of their ministry to Selwyn Centre guests. The 2017 event included an update on the new health and safety legislation and provided the coordinators with an updated manual to use.

Such valuable training events generate excellent feedback from attendees, with participants particularly appreciating the opportunity to hear quality speakers, gain practical skills and discuss best practice to the benefit of their own clinical practice or ministry outreach.

Knowledge exchange

As a respected provider, the Foundation is increasingly invited to host experiential visits for visiting overseas delegations. In recent months, we have welcomed representatives from the Japan Agency for Medical Research and Development as well as from Guangzhou, Auckland's longest-standing and most important Chinese partner city. Coordinated by the Selwyn Institute, visits to Selwyn Village enabled both groups to hear first hand of our approach to caring for ageing people and to learn about our innovative practices and latest thinking on how care and support may be provided to seniors in the future.

The Institute also regularly presents at high-profile industry conferences, such as the NZ Nursing Informatics/Health Informatics New Zealand digital health conference (at which our telehealthcare case study was judged 'Best Paper') and the first ever New Zealand Palliative Care Outcomes Symposium. We also provided the keynote speech at the Driving Growth in Retirement Living Criterion Conference and spoke on integrating care into the retirement village model and the effective use of technology.

Spiritual care group

A new spiritual care group for chaplains and spiritual care providers of all denominations who minister to residents in aged care across Auckland is another initiative of the Institute. Held on a quarterly basis, this forum provides an opportunity to share ideas and knowledge across an array of subject areas, and to consider how best to respond to the spiritual care needs of residents living in the aged care environment.

LEARNING

Educating health professionals of the future

Following discussions with leading educational providers to understand their needs around student placements, work experience and internships, the Institute has been facilitating over 200 clinical placements for student nurses, paramedic students and other health science-related students from tertiary institutions in Auckland, Northland and the Waikato. Students have rotated between our dementia day services, hospital-level care and independent living community health centres to experience aged care services in settings other than the general hospital environment. To assist with the placements, four registered nurses from Sarah Selwyn Hospital completed an orientation session with Auckland University of Technology (AUT), to enable them to provide supervision and support for AUT's first-year nursing students.

We also progressed a Memorandum of Understanding with Auckland's Whitecliffe College of Arts for future Art Therapy placements and hosted more than 60 Design Process students as part of their project fieldwork focusing on the age-related topics of falls prevention, maintaining mobility, independent living and supported independence. In addition, fifth year medical students undertaking a community health challenge on dementia visited our Lavender Cottage dementia day programme and Brian Wells Lodge residential dementia unit and attended a Q&A session with Selwyn's dementia care specialists.

In providing these opportunities, the Foundation is pleased to be able to contribute to the training and education of a new generation

of nurses and health practitioners dedicated to the future care of New Zealand's senior citizens.

Supporting research

The Institute supports a wide range of research in areas relating to ageing, aged care and spirituality. Twenty-four active research studies are currently being conducted at Selwyn sites with staff and residents, with eighteen having been completed since 2015. Research topics cover physical, spiritual and mental health issues affecting not only the ageing person, but also those who care for them.

Two research papers were also completed by the Institute – on interrogating the clinical assessment software, interRAI, to assess whether we meet the spiritual needs of our residents, and on 'Chaplaincy: A practical application of spiritual leadership in aged care'.

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

Guided by a new Advisory Board whose members have expertise in health, research, dementia and end-of-life care, the Selwyn Institute is committed to deepening the understanding of the ageing and spirituality journey, so that the lives and wellbeing of older adults may be enriched both now and in the years to come.

DEVELOPING SKILLS FOR LIFE

Throughout 2016/17, we continued to embed our learning programme across the organisation and

offered qualifications in a wider range of job areas. The numbers of staff registered for qualifications is increasing, with a total of 72 trainees in the caregiving, diversional therapy, laundry and cleaning functions working towards gaining a qualification in their particular role.

As a result of new industry qualifications that have become available, we can now support staff to achieve formal qualifications as a natural part of doing the job. In addition, our registered nurses are also actively encouraged to complete advanced clinical assessment and gerontology papers at university.

This approach is in line with our goal of encouraging and supporting employees to achieve the qualifications that are relevant to their roles, with the opportunity to progress through the pay scale and receive rewards for their efforts. Currently, 41% of our caregivers have a recognised qualification and 18% have a part-qualification.

Business Communications course

Our successful Business Communications course was offered again this year, with 55 members of staff taking part from across our villages. This initiative is designed to help with language, literacy and numeracy skills in the workplace, as well as in everyday life. Specifically tailored to staff needs, the course consists of two-hour workshops held during normal work hours, with participants paid to attend over a twenty-week period. Strong language and literacy skills are integral to all aspects of quality care and service provision, and building confidence for life in these areas is a key component of the Foundation's overall learning strategy. A total of 180 employees

have completed the Business Communications programme since its inception in 2014. Participants not only demonstrate an improvement in both reading and writing, but also have greater confidence in the use of language (leading to better interactions with, and care of, residents), and are inspired to further develop their skills through additional, ongoing study.

Trainees who have completed the Business Communications course have the opportunity to attend a new Advanced Business Communications course, which offers an additional 40 hours of learning. This further develops literacy and numeracy skills and adds components of financial and digital literacy. This latter element is also promoted through computer skills courses which have been introduced this year to complement the Solar Plexus core systems replacement project and to ensure that all staff are able to interact with the new system.

Feedback continues to be very positive and demand for the courses is consistently high, with the achievements of trainees celebrated at graduation ceremonies attended by participants, their family and colleagues across the village sites.

New caregiver orientation programme

In March 2017, we launched an exciting orientation programme for all new caregiving staff. Designed by our People and Performance team, the 12-week scheme is based on the existing New Zealand Certificate in Health and Wellbeing Level 2 qualification.

This comprehensive 'on-the-job' training, which builds on our earlier induction processes, enables all new caregivers to develop the

skills they need to safely meet the individual needs of each resident and to readily adapt to the routines, systems and procedures in place within the Selwyn care environment. Comprising core and elective topics across a range of caregiving, health and safety, wellbeing and cultural awareness competencies, the programme also highlights residents' rights, quality of life issues and Selwyn's values and care philosophy. It is approved by Careerforce (the Industry Training Organisation for the health, wellbeing, social and community sectors) and meets the requirements of the New Zealand Certificate in Health and Wellbeing Level 2 as well as District Health Board certification criteria.

With registered staff assessors in each of our care homes to oversee individual progress and experienced 'buddies' to assist with the practical training, completion of the course allows new caregivers (who may not have previously held a formal qualification) to receive the New Zealand Certificate in Health and Wellbeing Level 2 and, potentially, higher rates of pay as a result. They also have the opportunity to progress to Levels 3 and 4 of the New Zealand Certificate in Health and Wellbeing, should they wish.

The development of this innovative programme reflects Selwyn's commitment to learning and investing in the education of our workforce, so staff may be recognised for their expertise in providing a high standard of care to our residents. It also precedes the Government's recent Pay Equity Settlement that requires employers to now support workers in achieving NZQA Health and Wellbeing Certificate qualifications within specified timeframes.

Following the success of the initiative, we are expanding the programme to include our domestic and other support roles and so enhance our ability to increase customer satisfaction across all our service areas.

Qualifications available in an increased range of roles

We have also extended our other workplace training to offer:

- The New Zealand Certificate in Laundry Level 2, which was launched to staff in our centralised Selwyn laundry and at Selwyn Park and Selwyn Wilson Carlile.
- The New Zealand Certificate in Cleaning Level 2, in which we are working with a professional cleaning organisation to review systems and processes, deliver education to our cleaners and assess skills and knowledge. To date, this qualification has been achieved by 28 of our cleaning staff.
- The New Zealand Certificate in Diversional Therapy Level 4; five members of staff are being supported to achieve this qualification, with employees also able to attend external workshops and our regular Diversional Therapy forum.

The key aims of our Learning Policy are to equip staff with skills for life, as well as for the job; to provide equal opportunities for learning and development; develop leaders at all levels and furnish employees with expertise and knowledge so that they may progress along a career pathway. Increased training and education opportunities will deliver enhanced skills, improve our ability to achieve our objectives and, ultimately, enable us to better meet our customer needs.



COMMUNITY

Nutrition and cooking courses, strength and balance exercise programmes and technology-enabled health monitoring are just a few ways in which we are helping older people remain active, healthy and independent within their communities.

Locally-based services catering for the broader spectrum of age-related needs are a key part of the Foundation's community care provision. Focussed on delivering practical care and support to as many as possible, Selwyn seeks to assist people to live safely and independently in their homes for longer – the key to enhanced wellbeing for older adults, their carers and family members alike.

Improving cooking and nutrition for healthy ageing

Our 'Senior Chef' and 'JUST COOK 4 Healthy Ageing' courses have been new additions to our range of community services, complementing our thriving network of Selwyn Centres.

In late 2016, we partnered with the New Zealand Nutrition Foundation to offer two eight-week 'Senior Chef' cooking and nutrition courses for senior citizens living in Papakura and Pukekohe, having previously funded the very first programme held at the Whangarei Anglican Care Centre in 2013. Following the success of these classes, we teamed up again with the NZ Nutrition Foundation to offer their new 'JUST COOK 4 Healthy Ageing' series, which they had developed with funding provided by the Minister for Seniors,

Hon Maggie Barry, from the Community Connects Fund.

Designed to improve the cooking skills of older people living alone or caring for a partner and who have limited or no cooking ability, six courses have been held at Anglican parish hall venues in Auckland, including classes specifically tailored to the Indian community. They are offered free-of-charge to participants, with all ingredients and equipment provided. The four weekly sessions cover cooking instruction and 'hands-on' food preparation, as well as tips and advice on healthy eating, menu planning, affordable food options and budgeting.

Selwyn has funded this initiative to encourage people back into the kitchen and so improve their nutritional wellbeing. With new friendships and social engagement an added benefit, the programme is helping seniors who are vulnerable or socially isolated to stay healthy, so they may continue living at home for as long as possible.

Promoting health and independence at home through telemonitoring

Selwyn's new venture, Inviga, which was established in 2016 to provide healthcare solutions enhanced by technology and delivered to people within the home, has run a number of exciting pilot programmes and offered new services this year, aimed at enhancing seniors' quality of life.

An initial pilot investigated the potential of Skype technology as a tool for the socially isolated and its value for virtual consultations in the home, and involved Selwyn



COMMUNITY

independent living residents holding video consultations with the village GP and Skyping with family and friends.

This form of digital communication is an integral part of Inviga's new health monitoring service for patients who have been recently discharged from hospital or have a long-term health condition, and is enabling people to receive timely healthcare support and advice in their own home for a short period, until they are restored to stable health.

Using a simple touch-screen computer and monitoring equipment, clients are able to measure their vital signs and send the results via the internet to be reviewed by an Inviga telehealth nurse. Both the patient and nurse are then able to discuss the results and any particular action that may be required to manage the person's care that day via videoconferencing. The service runs alongside the patient's current care provision, and the results are also sent to their doctor to assist with clinical management.

The launch of this service follows the success of Selwyn's earlier telehealthcare pilot, which supported clients through the winter months to stay well and out of hospital, with hospital admissions reduced by over 60% in those taking part in the trial.

Maintaining strength and balance for positive wellbeing

Inviga's 'Forever Young' strength and balance pilot comprised weekly sessions with independent living residents at Selwyn Village and Selwyn Heights, with a view to determining the benefits of regular exercise in maintaining

mobility in old age. Delivered by a Selwyn physiotherapist or visiting exercise physiologist, the programmes also measured people's physical improvement through pre- and post-assessment.

Following the excellent results achieved for participants, the programme has been launched at a number of community venues in Auckland and is helping older people to maintain positive wellbeing by building exercise into their everyday activities and so reduce the risk of falls. A number of participants completing the courses have improved their strength by over 50%, with the majority improving their balance and agility by between 10% and 20%.

Providing quality dementia day care in the community

Our range of services to people in the community also includes those provided by our Anchorage and Lavender Cottage dementia day centres, whose staff have been very highly rated in a customer satisfaction survey conducted earlier this year. One hundred percent of the family members who responded to the survey said that they would recommend their particular day centre and rated the services they receive as 'good' or 'very good'.

Both centres were complimented on the care and kindness of staff towards clients as well as their friendliness and helpfulness, and extremely high scores (between 95% and 100%) were returned for how staff understand and respond to clients' needs.

Clients of our Anchorage centre at St Mary's Parish in Glen Innes and Selwyn Village's Lavender Cottage enjoy a wide range of





The 'JUST COOK 4 Healthy Ageing' programme was developed with funding provided by the Minister for Seniors, Hon Maggie Barry, from the Community Connects Fund.

stimulating activities, themed events, reminiscing sessions, visiting groups and trips out and about, thanks to our very dedicated staff and volunteers. Such opportunities provide a rich and engaging environment, with clients' independence and active participation encouraged wherever practicable.

This variety is much appreciated by clients and their family members alike, and our excellent survey results are a wonderful endorsement of the responsive, caring and respectful service provided.

Making a difference to the lives of so many more

The Selwyn Foundation aims to continuously improve and expand on our services available to older adults – whether they

live independently in the local neighbourhood, in a retirement village or in a residential aged care setting.

Through our new health and wellbeing programmes, our Selwyn Centres and dementia day centres – as well as our partnerships with Anglican and other social service organisations – we aim to provide real assistance, to respond to the need and to make a tangible difference to the lives of so many more senior citizens and their families, wherever they are at home.



VILLAGES

With exciting new care centres on the way, 'The Selwyn Way' holistic model of care and a focus on engagement in life opportunities for residents, our popular villages are continuing their long tradition of innovation and providing quality care and services within positive and supportive environments.

Innovative new care homes nearing completion

Construction of our residential care and community amenities developments at Selwyn St Andrew's village (Cambridge) and Selwyn Oaks village (Papakura) began in May 2016, and we are now looking forward to the completion of both centres towards the end of 2017.

Selwyn St Andrew's new three-storey building will comprise a 24-room care suite which will enable the village to offer residential care for the first time ever, ensuring that residents can have the option of continuing to live on site as their care needs change over time. It will also include a range of leisure and social facilities on the ground floor, and eleven independent living apartments on the upper level will offer a new style of accommodation for the village and for Cambridge as a whole. The development is named 'The Moxon Centre' in honour of Archbishop Emeritus Sir David Moxon KNZM, former Bishop of Waikato and former Primate and Archbishop of the New Zealand Dioceses of the Anglican Church in Aotearoa, New Zealand and Polynesia.

Selwyn Oaks' three-storey care centre will consist of a 48-room care suite, which will replace the existing care facility, and new amenities such as activity rooms, a shop, café and lounge will offer a warm and welcoming area for residents and family alike. It will be named 'The Lees Centre' in recognition of the outstanding contribution of the late Ted and Rowley Lees to the establishment of Selwyn Oaks village.

At Selwyn Village, work has also started on a two-storey 90-room care home which is to be completed by mid-2018 and will be named 'The Ivan Ward Centre' after distinguished civil engineer and generous supporter of Selwyn's work and mission, the late Mr Ivan Ward.

Our new care residences will adopt an innovative 'household' layout. With small communities or 'households' of twelve residents living within the larger community of the care home, the design will provide an environment where people have a real sense of belonging and are truly at home. Each resident will have their own ensuite room, which will open onto the large lounge and dining/kitchen area, with care staff there to support life in the household. Particular accessibility features will encourage residents to be as independent as possible, with opportunities to play an active role in the life of their particular household, and family and friends welcome to be part of the life of their loved ones. At Selwyn Village, one of the households will be slightly larger and will be designed to provide a home for eighteen people with dementia.

Our new care homes are extremely exciting for the Foundation

and will enable us to provide personalised care and services that enhance older people's wellbeing and will be worthy of our senior citizens for many years to come.

Taking a holistic approach in the care of the individual

In designing the layout of the new buildings, we have been mindful of the next generation of older people and what they want out of life. Our new holistic model of care, 'The Selwyn Way', takes a comprehensive approach in the care of older people and defines our principles around the physical setting, the way we deliver care, and how we provide engagement in life for residents. Most of all, it rejects the medical and institutional residential aged care models of the past.

The 'household' design supports our new care partnership approach, which provides care planning focussed on all aspects of a person's wellbeing. In this model, our residents will direct us on what's important for them, with our care team having a guiding role and supporting the person to make the best decisions about their own wellbeing and lifestyle within the home.

Residents' engagement in life is also an important feature of The Selwyn Way, and we have produced a new framework and principles for a refreshed activities programme, which we call 'Engage'. Our teams are now implementing inspiring diversional therapy initiatives across all our village sites and for all levels of care, aimed at developing enriching and empowering activities that cater for residents' particular interests and complement our overall care of the individual. These include, for example, dancing

VILLAGES

expression, music and art therapy, Cognitive Stimulation Therapy, improvisation classes, Golden Poetry and Performance, Laughter Yoga for the Soul, Tai Chi – to name just a few of the engagement in life opportunities in which our residents can choose to participate.

Many of these activities provide not only physical stimulation, but connect with people on an emotional and spiritual level. At Selwyn, we believe that everyone has the potential for personal growth – regardless of their age or ability – and our focus is on how we create joyful engagement for those we care for, helping each person maintain their life-long interests that bring them meaning and emotional contentment.

With these and our other care innovations, we aim to transform the residential care experience for our residents and, ultimately, influence thinking around best practice in aged care provision at the wider level.

Greater choice of independent living options and enhanced service

Our independent living offering at both Selwyn Village and Selwyn Heights also increased last year, with the opening of the 57-unit Betty Pyatt Apartments at Selwyn Village in August and the 32-unit Caughey Apartments at Selwyn Heights in October. Both developments enjoyed strong pre-sales prior to completion and have proved popular additions to their respective village communities.

The recent decision to wind-down Caswell House rest home after more than forty years of service will enable further expansion of retirement living options at Selwyn Village. The Selwyn Board

has given approval to undertake initial concept design planning for a possible development in the north-west section of the village for the purposes of independent living, and preliminary scoping of what this might entail has now commenced.

To better understand the overall experience of those coming to live in our retirement apartments, we conducted an independent research survey amongst our Betty Pyatt and Caughey Apartment residents. The insights from this research will enable us to improve our customer service and enhance our overall assistance to future residents before, during and after they move, with the feedback also helping to inform future apartment design.

During the year, we also increased our telephony and internet capacity to service our many new independent living residents at Selwyn Village and Selwyn Heights. Ultra-fast Broadband was installed in the apartments and villas, and the general internet speed available free for our residents in residential care and in the villages' public spaces was increased to 50mbps, which is faster than the standard Ultra-fast Broadband speed.

Providing spiritual and pastoral support to our village communities

2016/17 was another busy year for our chaplaincy team. In addition to providing spiritual and pastoral support to our village communities and officiating at weekly services in our chapels and care homes, our chaplains led our worship during a number of special occasions. These included our Christmas, Lenten and Easter activities, our Anzac Day and





Our award-winning Baby Buddies visitation programme makes a positive difference in the lives of young and old alike.

Founders' Day commemorations, the naming event for Selwyn St Andrew's Moxon Centre, our 50th anniversary celebrations of the laying of the foundation stone at Selwyn Park village in Whangarei and the dedication of Selwyn Park's reconfigured chapel space.

We welcomed new chaplains this year and extended our spiritual care to residents at our Hansen Close and Selwyn House sites in Birkenhead. A new Chaplains' Mission Project at Selwyn Village also reached its target of \$5,000, which was sent to the Anglican Missions Board to help purchase land for the landless Melanesian families of Nadawa in Fiji.

The spiritual care available throughout our care homes and villages is an essential component of the Foundation's overall mission, and the inclusive ministry and

outreach services provided by our chaplaincy team offer great comfort and support to our residents and staff alike.

Audit successes highlight quality care

During the year, we received excellent results in the various Ministry of Health and District Health Board contract re-certification audits of our care homes, with all achieving the coveted three and four year recertification periods.

Auditors were particularly impressed with the wonderful feedback from residents and families on the various aspects of our service. These related to the choice of activities on offer reflecting residents' needs, staff responsiveness to residents' individual wishes and preferences, the level of consultation,

engagement and general support that is made available, and the overall high standard of care provided. We also received specific commendation for our advanced care planning processes, the wide range of resident activities and our comprehensive infection control procedures and surveillance programme.

Such positive results for our care homes complement those achieved by our retirement village operations – which attained their three yearly Retirement Villages Code of Practice certification audits – and highlight the systems, processes and quality care that our residents and families can be assured of as Selwyn customers.

Our Mission

An enduring legacy



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

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

Our charitable mission is just as relevant now as it was in the early 1950s. 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 Haumarū 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 faith values, 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 The Selwyn Foundation. Whether you live at home in your community, or in one of our independent living, residential or dementia care facilities, or if you work for the Foundation, you will find the same consistent standard of care, underpinned by our Christian faith.

The Selwyn Foundation has identified five key domains that improve wellbeing:

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)

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

These five key aspects inform:

- The environments we create for you
- How we manage your health
- How we create opportunities for you to continue to engage in life

Life Members and Companions

For service of Heart, Hand and Mind

Life Members:

Mrs Sally Naulls, 2015	Reverend Canon Kenneth R. Small, 1987
Mr Richard Caughey, 2014	Dr N C Baskett, 1975
The Reverend Peter Coughlan, 2014	Canon Douglas Caswell, 1974
Mrs Margaret Dunn, 2014	Mr C K Harrison, 1971
The Reverend Duncan Macdonald, 2014	Sir Bob Kerridge, 1971
The Right Reverend Richard Randerson, 2014	Captain Stanley Banyard, 1970
Reverend Canon Ron Bambury, 1987	Mr S R English, 1970
Miss Phyllis Goode, 1987	Mr Noel Herries

The passing of one of our Life Members

Mrs Margaret Dunn passed away on 28 October 2016. Margaret was awarded Life Membership in 2014, in recognition of her services as a member of staff from 1969 to 1983, when she held the role of Private Secretary to former CEO, Canon Ron Bambury. When she retired from this role, she joined the Selwynites as Secretary and continued to be actively involved until 1990. The Foundation had been a recipient of a donation from the Dunn Charitable Trust each year. We are grateful for Margaret's life and for her long-standing contribution to the work of the Foundation.

New Companions honoured in 2017

Mr Colin Bowring

For his service to The Selwyn Foundation in the field of property development. Colin was with the Foundation for just one month short of 11 years - from 2005 until 2016. During this period of growth, expansion and innovation, he was involved in the master planning, design, development and construction of a vast number of significant and high-profile projects. Early in his career with Selwyn, he oversaw the completion of the Bishop Selwyn Apartments at Selwyn Village, which were the first of our purpose-built independent living apartments. Following the detailed indicative Master Plan that he was tasked with preparing for Selwyn Village and Selwyn Heights, the development and construction projects were numerous, and he saw each and every one through to their successful completion. As General Manager Property, Colin had an outstanding list of achievements to his credit and has left his quality mark on Selwyn in the most tangible way.

The Reverend Stephen Brooker

For his service to the Foundation in the areas of volunteering, fundraising, marketing and promotion that has spanned a period of some 24 years. Stephen was first recruited in 1993 by our then Director, Peter Coughlan, to undertake some part-time work for us as Volunteer Coordinator, a role which involved oversight of some 240 volunteers. Following his retirement and after some time in a fundraising capacity at Auckland City Mission, he returned to Selwyn in a similar role as a member of the Finance team. Throughout his time with Selwyn, Stephen was also involved in a wide range of marketing and communications work for our various villages and, additionally, organised many of our successful fairs and festivals at Selwyn Village. He has promoted the Foundation and its work across a wider audience of church and community for many years and is still involved with the Selwyn Village community today.



*Back row left: Colin Bowring, Professor David Richmond, The Reverend Stephen Brooker, Dr Rod Perkins
Front row left: Raewyn Fitzsimons, Betty Pyatt MBE*

Mrs Raewyn Fitzsimons

For her outstanding service to The Selwyn Foundation in a caregiving capacity over a period of 30 years. Raewyn joined the Foundation in February 1987 and was first of all a caregiver in Christ's Hospital at Selwyn Village. In 2001, she transferred to work at the village's secure dementia unit, Brian Wells Lodge, and continues to serve that community. Raewyn works night shift four nights a week and is team leader for those shifts, providing quality and respectful care for our residents with dementia and ensuring the overall smooth running of the unit during those late evening hours.

Dr Rod Perkins

For his service to the Foundation from 2008 until 2016 in his roles as General Manager Research and Planning and, later, GM Foundation Development and Charitable Activity. Rod is credited with developing our research policy, fostering close links with leading organisations in the field of gerontology and with the tertiary education community, and facilitating and overseeing pioneering research projects at Selwyn which, in turn, highlighted our progressive approach to delivering better quality care and services for ageing people. He also forged effective partnerships with other Anglican social service providers, allowing us to extend our charitable outreach to the benefit of greater numbers of seniors in need. By identifying the key factors that drive vulnerability for older people and helping to inform our strategic thinking around our charitable mission in an evidence-based way, Rod's contribution to the development of our charitable policy was invaluable.

Life Members and Companions

For service of Heart, Hand and Mind

Miss Betty Pyatt MBE

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. Betty was appointed in 1974 as matron of Christ's Hospital and nursed there for eleven years, before retiring. Betty's first experience of Selwyn Village was in 1955, just one year after it had opened, when she visited during a 'field trip' as a student nurse – such was the uniqueness and innovation of the Selwyn Village model at the time. She moved to Selwyn Village as an independent living resident in 2003 and has played an active part in the life of the village community. In 2016, our new retirement living apartments located on the site of Christ's Hospital were named in Betty's honour.

Professor David Richmond

Awarded the honour of Companion in recognition of his work for older people in his role as inaugural Chair of The Hope Foundation and his close association with The Selwyn Foundation. Originally a renal physician with an interest in older people's health, David was the first Masonic Chair of Geriatric Medicine in the Department of Medicine at the University of Auckland's School of Medicine. His interest in older people's health, which extends beyond medicine and includes wellbeing and social issues, led to his co-founding in the mid-1990s The HOPE Foundation, a charitable trust dedicated to sponsoring research on ageing and its effects on the New Zealand community. In 2013, as part of our charitable mission, Selwyn became the cornerstone sponsor of The Hope Foundation and supports its ongoing research and education initiatives, including its masters and doctoral student research scholarship programme, all of which will inform the continued improvement of services for older people into the future.

Current Companions:

Russell Florence, 2016

Shirley Lees, 2014

Dame Diane Robertson, 2016

The Reverend John Marcon, 2014

Dr Chris Perkins, 2015

The Right Reverend John Paterson, 2014

Jan Culpan, 2015

Joanna Pidgeon, 2014

Ross Gregory, 2015

Dr Gillian Reid, 2014

John Avery, 2014

Professor Russell Stone, 2014

Katie Borobokas, 2014

Graeme Stormont, 2014

John Cameron, 2014

Beverley Yakas, 2014

John Cockcroft, 2014

The Reverend Frank Wright, 2014

Jim Frater, 2014

The Right Reverend
Bruce Gilberd, 2014

Dr Sue Hancock, 2014

The Very Reverend
Geoffrey Hickman, 2014

Dawn Jones, 2014

George Langton, 2014

Donations and Bequests - 2016/17

Received with thanks

Carol Balchin
\$1,000

Cameron, P
\$2,000

Charles Rupert Stead Trust
\$25,000

E G Cowell Estate
\$4,305.14

H Boyd Estate
\$18,440.55

J D Owen Estate
\$2,724.53

Moffat, Y
\$1,000

P G Hopkinson Estate
\$1,000

Papakura Anglican Vestry
\$2,000

Papakura Rotary Club in
Association with Chenery Trust
\$5,000

Reid, M
\$1,000

Selwyn Village Gift Box
\$3,972.18

Selwyn Village Patchwork Group
\$3,000

Selwyn Village Treasure Chest
\$21,315.61

Welplanet Co Ltd
\$1,300

Donations were also received from:

Anthony Harper

Brown, G

BW Henderson (1994) Ltd

Dixon, H

Dullabh, A

Grant, P

Green, B

Guys Pharmacy Ltd

Hart Family

Lapish, J

O'Brien, VT

P Horward Estate

Selwyn Village Residents Association

St Laurence Ltd

Tour Link

Watson, K





Chief Financial Officer's Report

Improvements in performance since 2015 are being driven by our continued investment in independent living.



CFO, JASON MORE

It is once again my pleasure to present the Chief Financial Officer's report and the summary financial statements for The Selwyn Foundation group for the year ended 30 June 2017. This year sees two joint venture entities included within our accounts, Inviga and Haumaru Housing.

In 2016, we changed our financial year to 30 June, and this required a transition period. As a consequence, the comparative figures are only for six months, from 1 January 2016 to 30 June 2016. The decision to move balance dates was made for a number of reasons, particularly the need to align the balance date with our joint ventures and also with our funding agreements for residential care. Due to this change, a direct comparison between the current and prior year figures is not possible. Therefore, analysis is included later in this report, comparing the current year results, in some key areas, to the last full year reported (31 December 2015).

The operating environment has remained challenging in residential care, with improvements in performance since 2015 being driven by our continued investment in independent living. Profits for the twelve months to June 2017 are lower than the comparative six month period, although they have increased since the last full year reported. The continued strong performance of the property market has seen increases in the fair value of our independent living units, and this has driven the overall profitability.

Financial Performance

Operating Surplus

For the June 2017 year, the Foundation made an operational surplus of \$966,000.

The key income items for the year were residents' rental and fees of \$30.2m and deferred facility fees on our independent living units of \$9.8m.

Offsetting the income were operating expenses of \$43.8m. The largest expenditure within this being staff costs of \$26.3m.

Other Income and Expenses

As part of the year end accounts, we are required to revalue our investment in independent living units. This year, the gain amounted to \$18.4m and was mainly due to improvements in the market sales prices of the units. The market sales prices were determined by an independent valuer. We periodically undertake this process to ensure the correct positioning of the units within the market, with the previous exercise undertaken in late 2015. The Selwyn Foundation uses the gains that are realised in cash to reinvest in the assets of the existing villages. Without this strategy, we would not be able to undertake the significant investment currently occurring in new residential care suites, as government funding of care does not include the underwriting of new buildings.

Interest received during the year was \$2.1m, which is from the returns on the term deposit and bond investments of the Foundation.

To assist with the initial funding of the Haumaru Housing community housing partnership with Auckland Council, the Foundation has provided an interest-free loan. Under accounting rules, we are required to recognise a discount on this loan of \$0.2m to reflect its interest-free nature. This discount will unwind, as the loan progresses to its maturity.

A 50% share of the Inviga loss of \$0.3m has been recognised in

Chief Financial Officer's Report

It is exciting to see the continued growth of The Selwyn Foundation and how this is enabling us to increase our charitable outreach to ageing people, especially those who are vulnerable and in need.

the statements. Notwithstanding this loss, our ongoing investment into Inviga supports its business development activity, as it continues to seek ways to bring technology-enabled services to market that will help older people live well in their homes.

Total charitable spend in the year was \$1.8m, which included grants and donations of \$0.8m and \$0.5m of costs associated with the creation of the Haumarū Housing joint venture. This charitable spend does not include the Foundation's share of Haumarū's loss for the year (\$0.6m), as this exceeds our investment in the joint venture and, since the Foundation does not have any obligation in regard to these losses, accounting standards state that these should not be recognised. A large portion of our grants are distributed in December each year and are therefore not included in the comparative period, as this covers the six months from 1 January 2016 to 30 June 2016.

Total Comprehensive Revenue and Expense

The Selwyn Foundation recorded total comprehensive revenue and expense for the year to 30 June 2017 of \$19.0m. The profit for the year has been largely reliant on the revaluation gain noted earlier.

Statement of Financial Position

The assets of The Selwyn Foundation increased by \$68.0m during the year to \$539.9m. This included increases in other investments (term deposits with greater than three months' maturity and bonds) of \$32.0m from receipts from the sell-down of the Betty Pyatt and Caughey Apartments. Property, plant and equipment costs increased, due to

the developments underway for new care homes at Selwyn Oaks and Selwyn St Andrew's. Fair value gains make up for most of the investment property movement, together with some expenditure on new common amenities at Selwyn Oaks and common amenities and apartments at Selwyn St Andrew's.

Liabilities have also risen, and this is mainly in licensees' interest in ORA units, which reflects the investment of our residents in their independent units, due to the sell-down of the Betty Pyatt and Caughey Apartments.

Overall, equity increased by \$19.0m to \$273.9m.

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 decrease in cash balances of \$5.3m includes the investing of \$31.9m in term deposits of greater than three months. If these are added back in, it results in an increase of funds of \$26.6m. As mentioned above, this is mainly due to the sell-down of new apartments.

Cash from operating activity was strong at \$57.4m. This was largely driven by the settlement of independent living units and included 79 new sales and 46 resales. Resales levels have slowed down from the six months to June 2016, when we achieved record levels.

Cash balances were reduced due to cash flows from investing, which included \$29.2m spent on acquiring and developing new assets. The cash outflow on other investments

is the increased investment in term deposits of greater than three months, as previously highlighted.

Comparison to twelve months to 31 December 2015

The table (right) gives a comparison in some key items between the current year and the last full year reported – to 31 December 2015 – from within the Statement of Comprehensive Revenue and Expenses.

The increase in revenue since 2015 has largely been due to the continued investment in independent living units, resulting in the delivery of the new Betty Pyatt and Caughey Apartments.

Decreases in expenditure mainly relate to a change in how refurbishment costs are treated, that occurred in the six-month period to June 2016.

The operating surplus has increased since 2015, due to the reasons mentioned above.

Interest received has decreased, as a result of lower interest rates being received and the average cash balance held also being lower.

Fair value increases of investment properties were higher in the current year, owing to movements in the property market and an increased number of units being held.

The Foundation's charitable spend has also increased over the period. This includes the \$0.5m spent in the year on the creation of the Haumaru Housing joint venture.

Overall, the surplus for the year is higher than that reported in December 2015.

	Year to June 2017 (\$m)	Year to December 2015 (\$m)
Resident Rentals and Fees	30.2	31.0
Deferred Facility Fees	9.8	7.8
Total Revenue	44.7	42.6
Total Expenditure	(43.8)	(44.5)
Operating Surplus	1.0	(1.9)
Interest Received	2.1	2.7
Increase in Fair Value of Investment Properties	18.4	14.8
Total Charitable Activities	(1.8)	(0.9)
Surplus for the Year	19.0	14.1

Summary

The 12 months to 30 June 2017 have been heavily influenced by the sell-down of the two new apartment buildings, which has resulted in strong cash flows and increased revenue recognised, as new residents have moved into our villages. Our surplus for the year continues to be driven by the fair value gains on our independent living units, which have benefitted from the strong property market.

The next financial year will see the delivery of our first new residential care facilities, when the developments at Selwyn Oaks and Selwyn St Andrew's are completed. Construction has also recently commenced on a new care home at Selwyn Village. These developments will ensure that we can continue to provide high levels of care, meeting the needs of our residents into the future. We also look forward to the first year of operations of the Haumaru

Housing community housing partnership, which commenced operations on 1 July 2017.

It is exciting to see the continued growth of The Selwyn Foundation and how this is enabling us to increase our charitable outreach to ageing people, especially those who are vulnerable and in need.



Jason More
Chief Financial Officer
The Selwyn Foundation
October 2017

Summary Consolidated Statement of Comprehensive Revenue and Expense

For the year ended 30 June 2017

	Note	12 Months to June 2017 \$'000s	6 Months to June 2016 \$'000s
Revenue			
Residents' rental and fees		30,244	15,705
ORA service charges		3,683	1,615
Deferred facility fees		9,774	4,699
Other income		1,043	598
Total revenue		44,744	22,617
Expenditure			
Managers, nurses and caregivers		18,193	8,938
Maintenance and cleaning		6,497	2,820
Administration expenses		9,106	4,194
Depreciation		2,317	1,163
Other expenses		7,665	4,100
Total expenditure		43,778	21,215
Operating surplus / (deficit)		966	1,402
Finance income			
Interest received		2,069	1,098
Discount on recognition of loan with Haumaru Housing		(165)	-
Net finance income		1,904	1,098
Other non-charitable revenue / (expenses)			
Increase in fair value of investment properties	2	18,441	34,107
Feasibility studies		(181)	(4)
Total other non-charitable revenue / (expenses)		18,260	34,103
Share of joint venture - Inviga		(290)	(205)
Net surplus / (deficit) before charitable activities		20,840	36,398
Total charitable activities		(1,791)	(629)
Surplus / (deficit) for the period		19,049	35,769
Other comprehensive revenue and expense for the year		-	-
TOTAL COMPREHENSIVE REVENUE AND EXPENSE FOR THE YEAR		19,049	35,769

These summary 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 2017

Note	Retained Earnings		Reserves		Total Equity	
	12 Months to June 2017 \$'000s	6 Months to June 2016 \$'000s	12 Months to June 2017 \$'000s	6 Months to June 2016 \$'000s	12 Months to June 2017 \$'000s	6 Months to June 2016 \$'000s
Total equity at the beginning of the financial year as reported	252,615	216,873	2,187	2,160	254,802	219,033
Net comprehensive revenue and expenses	19,049	35,769	-	-	19,049	35,769
Transfer to reserves	(52)	(27)	52	27	-	-
TOTAL EQUITY AT THE END OF THE FINANCIAL YEAR	271,612	252,615	2,239	2,187	273,852	254,802

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

Summary Consolidated Statement of Financial Position

As at 30 June 2017

	Note	2017 \$'000s	2016 \$'000s
Assets			
Cash and cash equivalents		26,748	32,010
Accounts receivable		3,473	2,695
Other investments		46,723	14,676
Advances to joint ventures		992	-
Investment in joint ventures		84	45
Property, plant and equipment		44,961	36,480
Intangible assets		1,839	-
Investment properties	2	415,046	385,955
TOTAL ASSETS		539,866	471,861
Liabilities			
Accounts payable and other provisions		8,297	11,889
Loans		210	245
Licensees' interests in ORA units		257,508	204,925
Total liabilities		266,015	217,059
Equity			
Retained earnings		271,612	252,615
Reserves		2,239	2,187
Total equity		273,851	254,802
TOTAL LIABILITIES AND EQUITY		539,866	471,861

For and on behalf of the Board of Trustees:



Kay Hawk
Trustee

Date: 26 September 2017



Clement Chia
Trustee

Date: 26 September 2017

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

Summary Consolidated Statement of Cash Flows

For the year ended 30 June 2017

	Note	12 Months to June 2017 \$'000s	6 Months to June 2016 \$'000s
Cash Flows from Operating Activities			
Receipts from residents for village and care facilities		35,026	19,465
Receipts from residents for refundable Occupation Right Agreements		76,167	19,599
Payments to residents for refundable Occupation Right Agreements		(14,258)	(13,002)
Legacies and donations received		96	24
Interest received		1,146	964
Cash paid to suppliers, employees and donations		(40,823)	(21,640)
Net cash flows from operating activities		57,354	5,410
Cash Flows from Investing Activities			
Purchase of property, plant and equipment		(10,809)	(1,798)
Purchase of intangible assets		(1,839)	-
Construction and purchase of investment properties		(16,588)	(16,365)
Advances to joint ventures		(1,157)	-
Capital contributed to joint ventures		(318)	-
(Increase)/decrease of other investments		(31,871)	16,447
Net cash flows from investing activities		(65,582)	(1,716)
Cash Flows from Financing Activities			
Repayment of loan		(35)	-
Net cash flows from financing activities		(35)	-
Net increase/(decrease) in cash and cash equivalents		(5,263)	3,694
Cash and cash equivalents as the beginning of the year		32,010	28,316
CASH AND CASH EQUIVALENTS AT END OF YEAR		26,747	32,010
Cash and cash equivalents			
Cash at bank and on hand		4,829	5,721
Short term deposits		21,918	26,289
CASH AND CASH EQUIVALENTS AT END OF YEAR		26,747	32,010

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

Notes to the Summary Financial Statements

For the year ended 30 June 2017

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 summary 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.

Basis of Preparation

The summary financial statements have been extracted from the audited full Financial Statements for the period ended 30 June 2017 and approved for issue on 26 September 2017.

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 2017 on 26 September 2017.

The summary financial statements were approved for issue on 26 September 2017 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.

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.

Change of balance date

The Group previously elected to change its balance date from 31 December to 30 June in order to align with new and future joint venture partnerships as well as with funding agreements. These financial statements are prepared for the full year from 1 July 2016 to 30 June 2017, however, the comparative are only for the six month period 1 January 2016 to 30 June 2016.

2 Investment Properties

	12 Months to June 2017 \$'000s	6 Months to June 2016 \$'000s
Investment Properties Under Development at cost		
Opening balance	4,345	24,808
Capitalised subsequent expenditure	7,289	19,829
Completed developments transferred to completed investment properties	(6)	(40,292)
Closing balance	11,628	4,345
Completed Investment Properties at fair value		
Opening balance	381,610	306,281
Capitalised subsequent expenditure	3,361	930
Completed developments transferred from investment properties under development	6	40,292
	384,977	347,503
Change in fair value during the year	18,441	34,107
Closing balance	403,418	381,610
Total investment properties	415,046	385,955

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 (2016: 10.7%)
- ▶ Capital growth rate from 2.5% p.a. to 2.8% p.a. (2016: 2.5% to 2.8%)
- ▶ Turnover in villas of 10 years (2016: 10 years)
- ▶ Turnover in apartments of 7.5 years (2016: 7.5 years)
- ▶ Unrecoverable costs and expenses at 1.1% p.a. (2016: 1.1%)
- ▶ Refurbishment costs at 0.7% p.a. of incoming residents purchase price (2016: 0.7% of incoming residents purchase price)

3 Events After the Reporting Date

There have been no subsequent events after the reporting date that would materially impact on the results reported.

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 2017, the Summary Consolidated Statement of Comprehensive Revenue and Expenses, 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 2017. We expressed an unmodified audit opinion on those consolidated financial statements in our report dated 26 September 2017. 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).

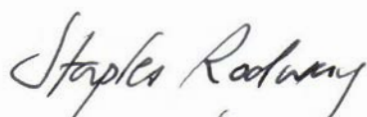
Auditor's Responsibility

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 2017 are consistent, in all material respects, with those consolidated financial statements, in accordance with PBE FRS 43.



STAPLES RODWAY AUCKLAND
CHARTERED ACCOUNTANTS
AUCKLAND

26 September 2017

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 seven specific goals of the Strategic Plan is evaluated at each monthly Board meeting. In addition, an annual Strategic Planning day takes place to consider outcomes from the past year and plan for the year ahead, with other special meetings, training events and resident meetings also held throughout the year, including a Tikanga Best Practice workshop.

The Board maintains a separation between governance and executive action and has delegated the management responsibilities of the Foundation to the Chief Executive Officer. It has also established five sub-committees: Personnel, Property, Finance, Services 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.

Internal financial control and risk management

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

- the effective management of financial risks that threaten the achievement of objectives, and ensures that any such risks are appropriately identified, analysed, evaluated, treated, mitigated and reported;

- the production of reliable management and financial reporting;
- compliance with laws and regulations on financial reporting;
- effective management of reputational risk arising from financial matters;
- quality and continuous improvement are fostered in the Foundation's financial control processes;
- maintenance of an effective and efficient internal and external audit.

Board performance review and succession planning

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

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

Annual General Meeting

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

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

Customer and stakeholder relations

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

also ensures strong relationships and advocacy with current and future church and contract stakeholders are established and maintained. Across the business, the Foundation engages regularly with residents, family members and service users, and also meets with regulators, healthcare providers, industry bodies, other non-for-profit organisations and stakeholders.

This engagement enables us to contribute to building an understanding of issues relevant to our customers and overall service provision, and to contribute to the debate on relevant topics. A detailed description of the composition, powers and duties of the Board is provided in The Selwyn Foundation Constitution document, available on request. The names of current Board members are listed at the back of the Annual Report, and their profiles are available to view on the Foundation's website www.selwynfoundation.org.nz



Foundation Group

Members of The Selwyn Foundation Trust Board

Dr Kay Hawk, Chair
Dr Peter Huggard, Deputy Chair
Dr 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
Hilda Johnson-Bogaerts,
General Manager, The Selwyn Institute for Ageing & Spirituality
Bob Bull,
Director Assets & Development
Andy Stewart,
General Manager, Information & Technology

Marianne Hornburg,
Spiritual Care Coordinator

Lisa Watkins,
General Manager, Villages

Kerry Sefton,
Interim General Manager, People & Performance

The Selwyn Foundation Group Office

Level 4, 1 Nugent Street
Grafton
Auckland 1023
PO Box 8203
Symonds Street
Auckland 1150
Tel: 09 845 0838

Partners

Members of the Inviga Board

Ben Green, *Chair*
Garry Smith
Allen Lind
Jennene Buckley

The Inviga Leadership Team

John Ashley,
Chief Executive Officer
Sandi Millner,
GM Business Development and Operations

Inviga office

Level 2, 1 Nugent Street
Grafton
Auckland 1023
Tel: 0800 30 1234

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
Carey Oldfield,
Asset Manager
Adele Hamilton,
Area Manager
Martin Brown,
Area Manager

Haumaru Housing office

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

Haumaru Housing Limited Partnership

PO Box 8475
Symonds Street
Auckland 1150



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