



# Annual Report 2021/22

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The Selwyn  
Foundation 

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We aim to give up to **\$100m** over the next decade to help older New Zealanders in need.

An estimated 20% of older New Zealanders suffer from loneliness.

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Many older people live from one superannuation payment to the next.

To some elderly people, a healthy affordable home is an impossible dream.

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Life affirming activities become increasingly important as we age.



# Chair's Report



Hon David Cunliffe

The 2021/2022 year heralded the start of an exciting new era in the history of The Selwyn Foundation. One in which we will be able to deliver on our charitable Mission on a scale never before deemed possible, whilst also excelling in our provision of best practice, whole-person care at our historic Selwyn Village - where the practical realisation of our philanthropic ambition first began. The Foundation is on the threshold of achieving so much more with our social impact work, which will positively affect the lives of disadvantaged seniors in our communities for many years to come. It is a momentous time in our 68 years of charitable outreach. We look forward to this incredible opportunity to drive change for good in how we support and enhance the wellbeing of older people in Aotearoa New Zealand.

## Selwyn's charitable Mission is as relevant now as when we were first founded

The challenge that confronted our founders in the early 1950s is still our challenge today. Older people are facing the same issues, with the difficulties just as acute - and set to get worse with an ageing population and rising cost of living. The scourge of loneliness and social isolation, the effects of financial hardship and the lack of affordable housing each have cruel consequences for health and wellbeing.

With a quarter of the older population living alone, many people entering retirement with little or no savings, home ownership declining and affordable housing hard to find, it is a 'perfect storm' which is impairing quality of life and an increasing number of seniors are more vulnerable as a result.

It is in this context of growing need among vulnerable older people that the Board initiated a Strategic Review in 2020. This reflected on how we could continue to best deliver on the Foundation's Constitution and charitable Mission, how we might maximise our social and community impact among seniors in need, and therefore honour the legacy of our Selwyn forebears.

The Strategic Review identified that the Foundation's structure and operating model were limiting our ability to deliver on our founding charitable purpose and that we could better serve the increasing needs of vulnerable elderly by transforming our structure, capabilities and activities.

An intent to refocus on our charitable goals and redirect our energies in line with the original objects of the Foundation's Constitution culminated - after exhaustive analysis of a wide range of options - in the Board's decision to transfer ownership of half our retirement village capacity to another provider with similar values and high standards of care and service, Metlifecare. This move saw six retirement villages and their communities of staff and residents, as well as our central laundry operations, transition to Metlifecare in March 2022. Our historic Selwyn Village and affiliated Hansen Close sites remain in the care of the Foundation, and we will continue to provide ongoing spiritual and pastoral care and ministry at the villages transferring.

This landmark decision is allowing us to focus extensively on our philanthropic outreach and our charitable aims and aspirations for the future.

We are working hard to offset the systemic issues that are contributing to social inequity and increasing hardship amongst the ageing population today. With new impetus and greater resources at our disposal, we will now be much better placed to achieve real improvements in the wellbeing of many more seniors who are vulnerable or in utmost need.

## Maximising our social impact for those in need

With the proceeds of the sale, along with operating surpluses from Selwyn Village and active community fundraising, all professionally and ethically invested in accordance with our faith principles and values, the Foundation can now use returns generated from our investments to substantially increase our charitable giving to a target of \$100 million over the next ten years. This significant gain in our charitable reserves will be actively deployed to make a genuine difference in the lives of vulnerable seniors across a wide range of social impact initiatives that are in keeping with our four priority areas – loneliness and social isolation, hardship support, affordable housing and spirituality. The activities to be funded will be carefully selected and subject to rigorous assessment, to ensure they deliver real results and positive change for those whom they are intended to support.

As a result of the sale of the six villages, the Foundation has the opportunity for the first time to undertake a wide-ranging, evidence-based and fully integrated philanthropic strategy that will meet wellbeing needs on a large scale in the wider community. This is where the need is greatest and where our charitable giving will be at its most effective in creating measurable impacts on people's quality of life in the long term.

Much of this has been made possible by the initial vision, commitment, fundraising

and volunteering in earlier times by parish members and local communities in Whangārei, Hillsborough, Papakura, Hamilton, Cambridge and Karori. We acknowledge the legacy of these previous generations, and look forward to continuing this valued connection as we progress our social investment work for the vulnerable in those communities where we formally had a village presence.

## Building new capabilities to extend our charitable outreach

To guide us in determining the most effective channels for our charitable giving, we will deploy a new social impact measurement methodology. This evaluation tool will help us to measure and manage our charitable Mission activities. Having established our measurement framework, we are now applying the methodology to assess the social impact of charitable initiatives. We will define and measure the effect of our charitable programmes on people's lives, to know that we are meeting needs and achieving our charitable Mission.

A newly appointed Chief of Social Impact will lead this all-important social impact work. This specialist function, combined with our new Social Impact and Mission Board Committee, will oversee the thoroughness and rigour of the grants process going forward and of our strategic planning and implementation work overall.

The realignment of our staffing capacity to our core focus will further support our charitable Mission, and we will be seeking to build new capabilities to help us advance our charitable programme. We will partner with others for research and programme delivery. We will lead best practice in supporting those ageing in 'their place', as well as those who live at 'our place'. For example, and as mentioned above,

we will look to work with our historic partners and their communities within the Anglican Dioceses where we previously had a village. We will forge new partnerships with community-based service providers who will be funded to implement initiatives 'on the ground', and programmes will be co-designed with service experts who will subsequently undertake the practical delivery to target groups.

In our new form, with the focus on our four priority outreach areas, we will be able to:

- fund charitable initiatives and provide direct financial support to enable older people to have access to housing, social supports and care options
- establish and fund new partnerships to work in communities with higher risk and need, including Māori and Pasifika
- work with others in aged care to deliver evidence-based thought-leadership, influence policy decisions and champion issues of importance for older people.

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## Selwyn Village will remain a key part of our work and service, in terms of both resident care and as a place of learning and development for outreach among vulnerable older people.

The ongoing COVID-19 pandemic has disrupted our usual maintenance programme, but as we learn to live with it, residents can now look forward to reinvestment and further development of Selwyn Village. Research and knowledge-exchange across our priority areas will also be a core part of our future.

In all of these activities, the Foundation's Mission and Constitution will guide us, and our future plans and projects will continue to be delivered within the framework of The Selwyn Way – our defining approach to the care and wellbeing of all who connect with us and with the individual at the heart of everything we do.

## New beginnings

The Selwyn Board and senior leadership team look forward to working with our newly appointed Chief Executive Officer, Denise Cosgrove, who joins us on 17 October 2022. With many years' experience in the government and not-for-profit sectors, most recently as CEO of Presbyterian Support Northern, Denise brings the experience and personal qualities needed to help us progress our charitable purpose and to lead the Foundation in the next stage of its journey.

Denise succeeds Garry Smith who retired in June 2022 after ten years in the role. Denise is committed to continuing Garry's legacy of passion, vision, dedication and integrity. Under Garry's guidance, Selwyn developed as a highly successful, progressive organisation and a trusted service provider. We will be forever grateful for his tremendous energy and the impressive skills and talents that he devoted to the Foundation over the years. We wish him and his family all the very best in retirement.

On behalf of the Board, I would also like to extend our thanks to long-serving Board member, Peter Macaulay, who will be retiring after some 12 years. Peter was also Chair of the Board's Technology and Innovation Committee and brought wise counsel and practical advice as we implemented major IT and other technological projects throughout our villages and in the Foundation office.

With Peter preparing to step down, two new Board members were appointed during the year – Dr Sue Watson and Eru Lyndon. Both

Sue, as Chair of the CORT housing charity, and Eru, a dedicated and highly successful senior civil servant and kaumātua of Te Tai Tokerau, have extensive leadership experience in their respective fields. We are delighted that individuals of their calibre and expertise have joined us, as we further expand our charitable scope and social impact.

We are also delighted to announce that Jenny Gill ONZM, a former CEO of Foundation North, will be joining the Board's Social Impact and Mission Committee as a specialist Board member to advise on strategic philanthropy. We also have several more very exciting Board and Committee appointments in progress that we will announce in the near future, all of which will build the capability of the Foundation as it enters this exciting new chapter of its journey.

As we now enter this new era in the life of the Foundation, I wish to express my sincere thanks to the Board and the Selwyn leadership team for their ongoing commitment to realising our goals, and to all our staff and members of our wider Selwyn family for their constancy, faith and devotion to our charitable Mission and to making life better for all those we support. You have our deepest respect and admiration for all that you do.

Particular thanks go to the Selwyn Village team for their tireless efforts to protect our residents from the persistent threat of COVID-19 and the other illnesses that conspire to weaken those who may already be frail. The Board and staff of the Foundation have been united in their dedication to the highest standards of personal safety, while also recognising the deeply personal needs for human and family/whānau contact.

To the residents of Selwyn Village and Hansen Close, we thank you for your trust and support as together we embrace an exciting future.

Throughout these many transitions, the Foundation's Mission remains steadfast. We

have an exciting and far-reaching charitable strategy ahead of us – and the funds and expertise to implement it. We will continue to love and care for our valued residents at Selwyn Village and Hansen Close, and to develop these as centres of excellence in aged care.

In conjunction with new and longtime partners, we will build on the good deeds of those who have gone before us to the benefit of even more ageing New Zealanders in the decades to come. With everything we do underpinned by the Faith and Tikanga principles that are inherent in our Constitution, let us give thanks for the work and Mission of The Selwyn Foundation and for the brighter futures that will be made possible as a result of its unique and enduring charitable mandate.



**Hon David Cunliffe**  
Chair  
The Selwyn Foundation  
September 2022

# Acting Chief Executive Officer's Report



Jason More

**It is my pleasure as Acting Chief Executive Officer to present this overview of the Foundation's activities, initiatives and successes for the 2021/2022 period. Throughout our Annual Report, you will read of our charitable endeavours across our priority areas, of village happenings and of our achievements in promoting wellbeing and spiritual care for all those we connect with. Despite the ongoing disruption caused by the COVID-19 pandemic over the year, we steadfastly continued in our work and Mission in association with our partners, providing and enabling service, care, support and outreach for our village residents and day centre clients and guests, as well as for seniors who are vulnerable or in need living in the wider community.**

The transfer of six villages to Metlifecare in March 2022 has been a major turning point and allows us to return with renewed vigour to our core charitable purpose. Selwyn is stepping up to the challenges of adversity and hardship that are besetting an increasing proportion of the country's older population, and we aim to lead the way in facilitating targeted support and services for vulnerable elderly through vastly increased charitable giving. As an organisation, we are embracing the incredible opportunity that we now have to do so much more for those in need and are looking forward to realising the immense potential it signifies for our charitable Mission into the future.

## Supporting village communities through transition

In what was another very busy year, the most significant event was of course the sale of fifty percent of our retirement capacity together with our central laundry to Metlifecare. Following the announcement on 25 November 2021, both providers worked tirelessly on a wide-ranging consultation and engagement programme with the impacted residents, their families and staff to make the transition as smooth as possible for all. All the activities, support and care that residents had enjoyed at their particular village were to continue under Metlifecare's ownership, including chaplaincy and spirituality services which would be provided by the Foundation following the transfer. Independent living residents' existing Occupational Right Agreements and rights were protected under the Retirement Villages Act and the terms, conditions and fee structure that they had originally agreed to fully honoured by Metlifecare. Equally, no changes were to be made to the residential care agreements.

Staff in the villages affected were offered employment on terms and conditions that were the same, better, or no less favourable overall, and were actively supported by both the Foundation and Metlifecare throughout the transition process. As a result, transferring residents and staff would enjoy the continuity of fellowship, connection, knowledge and understanding of already well established relationships.

Residents now under the care of Metlifecare are continuing to enjoy chaplaincy services, underwritten and provided by The Selwyn Foundation as part of our charitable activity for the coming decade.

The villages that have now transferred are in very good hands under the guardianship of their new owners and will undoubtedly continue



to flourish to the benefit of all those who live and work in each community.

## Investing for long-term charitable giving

The sale of the six villages and the retention of Selwyn Village and Hansen Close have balanced our portfolio, with around fifty percent remaining in the retirement village sector and the other fifty percent now diversified and ethically invested to preserve and grow our capital endowment. This will provide greater annual returns and surpluses for our future philanthropic programmes.

Following our appointment of a firm of investment advisors in 2020, we have appointed a second investment advisor to further strengthen the process in the management of what is now a much larger investment fund.

To weather any volatility in the market, and in line with best practice, placement of the proceeds has been staged in order to minimise the risk. Funds not yet invested in our long-term portfolio are held on term deposit and in short-term bonds to attract the highest interest rate possible from these accounts, and other mitigation strategies are in force to counter any uncertainty in the equity market. We are therefore confident of achieving an increase in the value of the portfolio over the long-term to further enable our charitable giving in years to come.

## Selwyn Village: investing in the future

Our charitable programmes will also be enabled by the operating surpluses from Selwyn Village. Our activities here and at Hansen Close will continue to be a vital part of what we do, both in providing superior, whole-person care for our residents in line with our Selwyn Way, and in continuing to develop these sites as industry-leading facilities.

This year, we completed two impressive independent living apartment buildings at the village and welcomed new residents and staff into the fold. In spite of some delays in the construction schedule as a result of COVID-19, the 35-unit Caswell Apartments and the 32-unit Puckey Apartments opened in January 2022, providing a range of stylish retirement living options for those seeking to move into this perennially popular village.

We intend that some proceeds from the sale of the six villages will be earmarked for further village development to meet the needs of current and prospective residents. With this in mind, we have identified how we might add to our overall service offering and further enrich opportunities for residents' engagement in life, for example, as well as enhance the general aesthetic of the village community spaces.

In strengthening our staffing and the resources available to support village life, a revised organisational structure was put in place to reflect the 'new' Selwyn and the refocussing of our energies. Whilst this resulted in a number of staff departures from our Group Office and some personnel transfers to Metlifecare, it also gave rise to the creation of two dedicated, senior leadership roles for our independent living and residential care services at Selwyn Village (those of Director of Retirement Living and Director of Care).

In addition, Group Office teams providing core services to the village have relocated to a base at Selwyn Village, so bringing this expertise and resourcing closer to their internal clients. Those staff involved in developing our charitable and social impact strategy continue to work in a more streamlined office location at our Grafton address. To reflect each team's area of responsibility, the terms 'Business Support Centre' for the new hub at Selwyn Village and the 'Foundation Office' have been introduced.

Selwyn Village continues to provide quality care and services amidst an increasingly challenging

operating environment for the aged residential care (ARC) sector, characterised by a general underfunding by Vote Health and a national shortage of registered nurses. The difficulty recruiting and retaining nurses has been further exacerbated by the pandemic over the last two and half years, and by the significant pay disparity that exists between ARC nurses and those working in public hospitals.

Fortunately, our turnover rates for both nurses and caregivers remain considerably lower than industry averages, which we believe is due to our positive culture, our care ethos, values and authenticity, all of which permeate the working environment. Our combination of highly committed permanent team members and our Bureau of casual staff has therefore sheltered Selwyn from some of the workforce pressures others may currently be facing. Our people really do want to make a difference in the lives of older New Zealanders, and it is this commitment and the connection of our staff to the Foundation as a faith-based organisation that sets Selwyn apart from the rest.

## Promoting learning and research on ageing

The village is also an important centre for our learning and development initiatives, as we continue in our goal of sharing information about ageing and promoting insight, knowledge and skills about caring for ageing people. During the year, we again hosted a range of supervised placements at our care homes for students of health and social services professions, provided bespoke training for our staff and facilitated lived-experience research studies commissioned in partnership with universities. Our focus at all times has been on promoting best practice in communicating with, supporting and caring for older people, with the aim of improving quality of life outcomes for seniors in the long term.

As part of our knowledge-exchange activities, we have also provided practical, relevant and up-to-date information of interest to older people in the form of a wide range of articles on ageing well and self-help 'how to' guides. These are available on the Foundation's website at [selwynfoundation.org.nz/learning/information-about-ageing](https://selwynfoundation.org.nz/learning/information-about-ageing). All articles deal with topics that evidence shows are top-of-mind for vulnerable elders and their family/whānau, and so reflect our Mission to impact the lives of older New Zealanders for the better.

## Working in partnership

Our housing for older people joint venture with Auckland Council remains strong. This long-term partnership through which specialist community housing provider, Haumarū Housing, was established has been the pinnacle of our charitable endeavours vis-à-vis affordable housing since its formation in 2016.

I would like to extend my congratulations to the Haumarū team for yet another very successful 12 months, during which they achieved tenant satisfaction rates of over 90% for a third consecutive year and forged ahead with projects to provide many more affordable rental homes for seniors. Haumarū continues to go from strength to strength, helping vulnerable elderly into safe, secure and permanent tenancies and creating inclusive, positive communities for all.

We are now working with Haumarū Housing to identify a range of potential initiatives and ways in which Selwyn's increased charitable outreach may benefit Haumarū tenants in the future.

Similarly, we are seeking to build on the success of the Selwyn Centres parish partnership programme which, since the first Centre was launched in 2000, has been a key focus of the Foundation's charitable Mission to support vulnerable older people living alone in the community. This charitable outreach - which

provides weekly get-togethers for the over 65s in Anglican parish venues across Northland, Auckland, the Waikato and with a presence in Christchurch – has been central in our work to combat the problems of loneliness and social isolation experienced by older people, and continues to be so.

With the health and safety of Selwyn Centre guests paramount during this ongoing pandemic, we have worked closely with the Auckland Anglican Diocese Advisory Board which has oversight of the parish Selwyn Centres in Auckland, with a view to embedding health and safety management and other forms of support for the Centres within existing Diocesan management structures. Such collaborative working is designed to identify the most robust frameworks and support mechanisms, in order to safeguard the health and wellbeing of all those attending the Centres whilst COVID-19 remains a risk to society.

In extending our outreach to those who may be vulnerable and who live in the community, we have also continued to support Anglican social service agencies working with older people or on their behalf, such as the Auckland City Mission and the Pou Āwhina Kaumātua Kuia programme of Te Pihopatanga o Te Tai Tokerau. We also support the work of the Seniors Community Worker based at the Anglican Care Trust in Whangārei and the Community Chaplain of the Northwest Anglican Church in Massey. The contribution of funding to partners working amongst the older population at 'grass roots' level therefore enables us to broaden our reach and to help so many others who are in need.

## Targeting support where need is greatest

Partnership working in local communities is also a central feature of two new initiatives that have been in development this year, which will allow us to target our charitable support

more precisely and deliver assistance where it is needed most. We are also conscious of our obligations as an Anglican organisation to honour our obligations under Te Tiriti o Waitangi.

To further develop services to connect with frail kaumātua and kuia specifically within the rohe of Hui Amorangi o Te Tai Tokerau, a partnership facilitator role was created. Through networking and engaging with individuals and providers involved with support activities for kaumātua and kuia, our new Selwyn Tikanga community navigator will identify those issues that are having the most detrimental effect on people's health and wellbeing. This insight will then inform future Selwyn-funded charitable activity which will be co-designed in response to the particular needs of Māori elders, thereby delivering the most carefully channelled and effective means of support.

In addition, our new Selwyn Connect partnership model in development will complement the existing supports that are available to older persons and their family/whānau as they remain living independently in their own neighbourhoods. Through Selwyn Connect, we will look to offer a suite of welfare and other assistance packages to be facilitated in communities by embedded navigators/community development connectors. In so doing, we will aim to make a difference to those who are experiencing hardship – whether as a result of social isolation, financial hardship, inadequate housing or other wellbeing challenges that render them vulnerable – so enabling them to enjoy maximum wellbeing and live a fulfilled life.

## Providing spiritual care to all

The Foundation continues to provide chaplains at both Selwyn Village and at every village which has transitioned to the ownership of Metlifecare, and our chaplains work alongside village staff to care for the wellbeing of



everyone in each village community. During the year, we have been exploring new models of spiritual care and chaplaincy outreach – in particular, how we might assist all older people to meet their wider spiritual needs, not only those residents living within a retirement village environment but also seniors who live independently in the communities of the Diocese of Auckland (and potentially in the Waikato and Wellington dioceses where we previously operated villages).

As we expand into further community presence, our spiritual focus and support will be considered across all our activities, community programmes and charitable projects and will also be a feature of our Selwyn Connect initiative. Underpinned by our Christian faith and Anglican identity, our work in providing spiritual companionship to people of all cultures, values and beliefs will embrace the diversity that is present within contemporary Aotearoa New Zealand, and we will reach out to all ageing New Zealanders – wherever and whoever they may be.

## Looking forward to achieving so much more for those in need

In concluding, I would like to say a huge thank you to all our Selwyn Village staff, residents, their family members, volunteers and all those we have worked with over the year for their support, selflessness, understanding and ongoing cooperation throughout these COVID-19 times. Our staff have worked incredibly hard over a sustained period to try to reduce the risk of transmission and to protect everyone from the virus as much as possible. It seems that COVID-19 will be a fact of life for the foreseeable future, and we appreciate each member of the village community – staff and residents alike – continuing to take every precaution to ensure that we can maintain our safe environments for all.

Thank you, also, to the Selwyn Board, senior leadership team and our Business Support Centre and Foundation staff for all their support, guidance, expertise and collegiality and for everything they do in the Foundation's name. I would especially like to pay tribute to our former Chief Executive Officer Garry Smith who was a personal mentor, the most dedicated, inspiring and truly visionary individual and a wonderful leader for Selwyn and advocate for older people everywhere. With Garry's retirement, I look forward to welcoming Denise Cosgrove as our new CEO and to working together to achieve so much more with our social impact investment work.

We now go forward with great positivity and optimism in respect of what we can achieve for those who are in need of our support. As we enter this new era in our 68 years of serving the older population, with a target of increasing our charitable giving to \$100 million over the next decade, we look forward to taking our charitable Mission further than has been possible before and to operationalising the many opportunities we now have to create measurable impacts on quality of life and provide help and hope to ever more vulnerable seniors in need across Aotearoa New Zealand.

**Jason More**  
Acting Chief Executive Officer  
The Selwyn Foundation  
September 2022





# An enduring Mission

**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 68 years and continue to serve the needs of some of the most vulnerable members of society.

## **Our Mission is perhaps more important today than ever before**

New Zealand's population is ageing at an alarming rate and at the same time home ownership is declining. As a result, Aotearoa faces a growing tide of people retiring with no assets and little savings. Many of our elderly are struggling to find affordable rental housing, increasingly find themselves in financial hardship, and with the changing fabric of our society, more people over the age of 65 live alone. The Foundation continues to uphold the

objects of our original Constitution in providing quality care and support – both material and spiritual – not only within Selwyn Village, but also to those in the wider community who are vulnerable or in greatest need.

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## **Many have been helped over the years, but there is much still to do.**

We prioritise our constitutional objects (which have been translated for the modern context – see opposite page), to enhance the wellbeing of vulnerable older people, linking them back to our key charitable priorities.

Our partnership with Auckland Council, managing the Council's subsidised rentals under the Haumarua Housing brand, is one example of our continuing efforts to house the vulnerable elderly. With the number of people in New Zealand aged 65+ set to increase dramatically, Selwyn's Mission will take on even greater importance in the coming years. Guided by The Selwyn Way and our Christian faith, we will strive to meet the challenge.



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

**All that we do continues to be guided by The Selwyn Way.**



# Meeting the growing need among vulnerable elderly





**The Foundation now has immense potential to do even more in charitable service for older citizens who are vulnerable and in need and to make great strides in advancing our philanthropic strategy much further. This re-energising of our charitable Mission and fundamental return to our core purpose have been enabled by the transformation of the Foundation's structure and operating model which saw the transfer of villages (with the exception of Selwyn Village and Hansen Close) as well as our laundry operations from Selwyn ownership to Metlifecare.**

The redirection of our capabilities and activities will allow us to serve many more seniors within the general population where hardship is most severe. Our organisation can now concentrate extensively on expanding its charitable outreach – in keeping with the original objects of the Selwyn Constitution.

## **The 'new' Selwyn – strategic philanthropy at scale to help those most in need**

Our charitable funding decisions will be informed by in-depth research and expert strategic planning coordinated by our new Chief of Social Impact, operationalised through partnerships within our recipient communities, and validated by evidence-based social impact measurement. This will deliver effective programmes that are strategically targeted and that will achieve demonstrable, positive outcomes for the largest number of people who are most in need of our help.

Under the auspices of our new Social Impact and Mission Board Committee, funding support will be assessed, approved and then applied across a wide range of 'grass-roots' activities, and we will establish and fund new partnerships to work in communities with higher risk and need. These initiatives will reflect the Foundation's four priority areas – loneliness and

social isolation, hardship support, affordable housing and spirituality – and will enable us to come to the aid of seniors living in the wider community where hardship, whether material/financial, emotional or housing-related, is most prevalent.

The sale of the six villages has therefore been the 'gamechanger' that has empowered and enabled us to amplify our charitable support in order to achieve real impact in the lives of many more vulnerable elderly who lack the most.

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## **Our intention is to make available up to \$100 million over the next ten years for charitable activities.**

In terms of the long-term availability of funding, this will be generated from investment returns and not from spending the sales proceeds; the latter are invested in a professionally and ethically managed fund in line with Selwyn's values as a Christian organisation and consistent with the principles of the Anglican Church in New Zealand, with our new Finance and Investment Board Committee overseeing the portfolio.

Our future charitable giving will also be bolstered by the operating surpluses from Selwyn Village as well as through active community fundraising. Last year, we partnered with professional advisers to develop a proactive, sustainable fundraising programme. With this project nearing completion, and with the digital tools available to support the delivery of our plans, we will be activating this programme which, in turn, will help take our charitable outreach yet further.

This radically different approach to how we might help many more seniors in need has been

made possible by the great works undertaken in earlier times by parish members and local communities in supporting the development of Selwyn Oaks and Selwyn Park, Roskill Masonic Village (which became Selwyn Heights), St Andrew's, Wilson Carlile and Sprott House. It is thanks to their initial vision, commitment, fundraising and volunteering that the assets were available to allow us to take this giant step in our charitable ambitions. We acknowledge the legacy of these previous generations, whose dedication provided the foundation for our important charitable works that are destined to help so many, and we look forward to continuing this valued connection as we progress our social investment work for the vulnerable in those communities.

## Selwyn Village and Hansen Close: investing in the future

Due to the historic background of Selwyn Village and the special nature of its affiliated Hansen Close site, neither were included in the sale agreement, but remain in Selwyn ownership as an integral part of the Foundation's operations and overall planning into the future. Selwyn Village is a much valued taonga in our history, having opened in 1954 as one of the first retirement villages in New Zealand, and The Selwyn Foundation is synonymous with this iconic village. Hansen Close is an annex of Selwyn Village in terms of the provision of services and amenities, and is also the location of our innovative Selwyn House community living home that provides affordable rental housing for single older people.

As Selwyn Village and Hansen Close represent fifty percent of our former retirement village portfolio, they will play a significant part in the delivery of our Mission going forward in terms of both resident care and as places of learning and development for outreach among vulnerable older people.

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**We will continue to provide leading, whole-person care and support – delivered in the spirit of The Selwyn Way – as we work with residents to help them live a fulfilled life.**

To further strengthen our village team and the support and services they provide to our residents and their families, a new organisational structure and staffing capacity have been put in place. Those team members who provide core services such as IT, property, finance and recruitment are now based on site at the village, whilst staff involved in developing our charitable and social impact strategy continue at our Nugent Street premises. This realignment will better support the operational management and delivery of services at Selwyn Village and Hansen Close, as well as the Foundation's charitable Mission work going forward.

In this new era, our Selwyn Village and Hansen Close communities remain very important to us. We will look to invest further in each site, as we consider the next stage of our ongoing development strategy and wider objectives as regards meeting the needs of village residents now and in the years to come. Working with the Residents' Committee, we will progress new initiatives to enhance and expand our range of services and amenities so that residents are well served, are comfortable and content in their homes and continue to enjoy the wonderful supportive environment that is much prized by those who live in our Selwyn community.

## Positive transition for greater social impact

In the decision to transfer the six villages, Metlifecare were by far our first choice of partner due to their strong values-alignment and whole-person care. A highly respected retirement village operator and aged care provider, Metlifecare provides holistic, quality care and is a good employer, with a strong focus on resident and staff wellbeing and experience.

This values-fit was evident in the subsequent sale and purchase agreement which stipulated that the Foundation would continue to provide all chaplaincy and chapel services at the transferring villages for at least the next ten years. Metlifecare wholeheartedly supported the continuation of these services, so that all residents who had chosen a Selwyn village due to our Anglican faith traditions would still have access to their place of worship and receive the spiritual and pastoral care they had hitherto enjoyed as a member of a Selwyn community.

In March 2022, Selwyn Park (Whangārei), Selwyn Heights (Auckland), Selwyn Oaks (Auckland), Selwyn Wilson Carlile (Hamilton), Selwyn St Andrew's (Cambridge) and Selwyn Sprott (Wellington) and their communities of staff and residents transferred to Metlifecare, as did our laundry operations.

As part of the transfer, Selwyn negotiated that the 12-room memory support/dementia care building that had been under

construction at Selwyn Heights would be completed, so that this much needed new care centre could be delivered to schedule.

In his capacity as President of The Selwyn Foundation, The Right Reverend Bishop Ross Bay of the Anglican Diocese of Auckland was kept informed by the Board throughout the Strategic Review and competitive tender process and was confident that the final decision had been taken very carefully. Bishop Ross was fully supportive, understanding that it was an opportunity to give a bigger focus to the original intention of the Foundation and to fulfil this charitable purpose through the more effective use of the Foundation's resources, whilst ensuring the ongoing Anglican character of those sites that were to be transferred.

With the existing village and clinical teams transferring on terms and conditions that were the same, or no less favourable overall, and with residents' rights fully protected, we have no doubt that under Metlifecare's stewardship, the villages will continue to prosper and that residents and staff will have much to look forward to in the years to come.

Our former villages will forever be part of Selwyn's history and we thank each community of residents, their family members and staff for having being part of Selwyn and for their contribution to the Foundation's amazing journey.

# Charitable outreach in review 2021/22

Providing charitable help and support where there is need





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**\$8.2m**  
distributed in the  
last five years

**85%**  
funded by The Selwyn  
Foundation

**15%**  
from Donations,  
Bequests & Grants

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**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.**

The Foundation's charitable Mission and the ability to extend our charitable support to help more vulnerable older people was at the heart of our decision to sell the six villages. Our charitable focus is and always has been our primary objective, as outlined in the Foundation's Constitution. It centres on four key priorities:

- to reduce loneliness and social isolation of older people
- to increase support to more older people suffering from financial hardship
- to establish and grow affordable housing accessibility

- to ensure that spirituality and spiritual care and support are reflected across all our services and activities.

All these strategic priorities are underpinned by the Faith and Tikanga principles that are inherent in our Constitution.

To further develop services to connect with frail kaumātua and kuia specifically within Te Tai Tokerau (in addition to our ongoing support of the Pou Āwhina programme), we have appointed a Selwyn Tikanga facilitator within the rohe of Hui Amorangi o Te Tai Tokerau. With this insight and understanding, future Selwyn-funded charitable activity will be co-designed in response to the particular needs of Māori elders and as identified through the work of our new community navigator.

In the current climate of economic difficulty, disruption and uncertainty, our continued development and expansion of services across our priority areas – supported by our knowledge-exchange, learning and research on ageing and caring for older people – have never been more important, as we work to provide support, hope and comfort to those who are vulnerable or most in need.



# Loneliness and social isolation

**An estimated 20% of older New Zealanders suffer from loneliness.**

The COVID-19 pandemic continued to affect our Selwyn Centres' programmes and volunteering initiatives, due to the necessary closure of parish venues and restricted access to our retirement living and residential care sites during the higher Alert Levels. Virtual welfare checks and telephone calls to vulnerable seniors within our Selwyn communities were conducted each week during this time.

As the COVID-19 Alert Level system was replaced by the traffic light protection framework, the Selwyn Centres were able to re-open from December 2021 with the required parish-approved COVID-19 health and safety precautions and vaccination protocols in place, and our external volunteers returned on a strictly controlled basis.

## Selwyn Centres

Virtual social connections replaced the usual Centre sessions in accordance with the prevailing COVID-19 threat level. Parish Selwyn Centre coordinators and volunteers were diligent in keeping in regular contact with their guests by phone, email and WhatsApp groups to ask how they were and if any particular support was needed. Individuals who required additional support were contacted more frequently. The guests similarly kept in touch with one another by phone, sharing news and updates on how they were staying busy in isolation.

To promote cognitive and emotional wellbeing, coordinators produced newsletters and provided activities (crosswords, jokes, artistic pursuits), distributed to guests via email or by post, and encouraged engagement in twice weekly general knowledge quizzes online. Maintenance of strength and balance was supported through website links to exercises that guests could do at home, such as the

# 31%

**funding to combat loneliness and social isolation**

**39 Selwyn Centres**

**746 enrolled guests**

**167 volunteers**

**3,012 attendances in the last 12\* months**

*\*All Selwyn Centres closed for two months, with up to seven months partially open or closed due to COVID-19.*

falls prevention exercise programme that was developed during lockdown by occupational therapy students from Waikato Institute of Technology working with the Chartwell (Hamilton) Selwyn Centre coordinator (a retired occupational therapist) and in consultation with Selwyn's physiotherapist. In the lead-up to Christmas, coordinators also organised picnics or delivered Christmas goodies and themed activities to their guests.

A Welfare Report on the work of the Selwyn Centres and the experiences of guests over lockdown was provided to the Foundation's COVID-19 Crisis Management Team each month for information.

Following the move to the Red traffic light setting, the majority of Centres reopened in the first quarter of 2022. However, many closed again for a temporary period in March due to the escalating Omicron outbreak, with a few opening for just an hour as per the guidance of the Auckland Anglican Diocese. Contact with guests reverted back to phone calls, online activities and small guest meetings held outdoors where possible.



*Whilst the Selwyn Centres remained closed, volunteers of the Cambridge Centre baked for guests and also provided cooked lunches through contactless delivery.*

With guests' health and safety paramount during this ongoing pandemic, we held discussions with the Diocese Advisory Board which has oversight of the parish Selwyn Centres in Auckland, with a view to embedding health and safety management and other forms of support for the Centres within existing Diocesan management structures. The Foundation has transitioned to a role of supporting the Diocese with the

dissemination and promotion to Centres of its COVID-19 Guidelines for Ministry Units, and of encouraging the development of Centre safety plans in conjunction with their respective parish. We also continue to coordinate the flow of communication between Centre coordinators – sharing health and safety updates, online resources and wellbeing experiences, for example, with the aim of maintaining connections and reducing any sense of isolation that may be experienced by those involved in Centre life. A summary narrative report of Centre activities is provided to the coordinators and Diocese each month.

Such collaborative working continues and is designed to identify the most robust frameworks and support mechanisms, in order to safeguard the health and wellbeing of all those attending the Centres whilst COVID-19 remains a risk to society.

The Selwyn Centres offer weekly get-togethers for the over 65s. For information on a Selwyn Centre near you, visit: [selwynfoundation.org.nz/community/social-engagement/selwyn-centres](https://selwynfoundation.org.nz/community/social-engagement/selwyn-centres)



*Guests of the Whangaparaoa Selwyn Centre at their Pink Ribbon morning tea and fundraising event, held on 20 May 2022 in aid of Breast Cancer Foundation NZ.*



## Volunteering

As our external volunteer programme had to be suspended or curtailed for much of the reporting period, more 'organic' forms of volunteering emerged to fill the void.



*As a member of the Group Office 'Helping Hands' volunteer team, People & Culture's Catherine Collette (centre) helped Selwyn Village staff over several weekends with grocery deliveries in the Selwyn Village buggy.*

The 'Helping Hands' initiative saw members of staff from the Foundation's Group Office gifting their time to help out in the villages during the higher Alert Levels, interacting with residents and lending a hand with engagement in life and general activities wherever possible (during working hours as well as at weekends). Their tasks ranged from delivering shopping and packages to independent living residents (sent in by families) and befriending residents in residential care, to making welfare phone calls and helping facilitate Zoom calls between residents and their loved ones, for example. Staff were matched to a particular area where their skillsets were best suited and completed a thorough induction process and COVID-19 safety training before reporting for duty.

The 'Helping Hands' initiative was not only extremely rewarding for Group Office volunteers, but also introduced new variety and interest for our residents and was certainly a great help to village staff during the lockdown period.



*During lockdown, members of the Selwyn Village staff team who also volunteer in the village Ukulele group would perform outdoors where everyone could hear. Independent residents also joined in by singing and playing their own instruments from their apartment balconies.*

At both Selwyn Village and Selwyn Heights, a member of The Selwyn Institute team commenced weekly 'DJ concert' outdoor broadcasts for independent living residents, to help alleviate any feelings of isolation, low mood or low motivation during lockdown. With residents participating from their individual apartment balconies or at ground level with two metre spacing, these weekly one-hour concerts prompted spontaneous singing and dancing by residents and were very well received, clearly impacting most positively on residents' health and wellbeing. Staff reported how much everyone appreciated the events and forwarded an array of music requests submitted by residents for the 'DJ' to play at the concert next time!



*DJ Dwight from The Selwyn Institute lifted residents out of the lockdown blues with his weekly outdoor concerts.*





*An appreciative comment from a resident, taken from a special anthology of quotes by residents and staff in praise of our volunteers which was published to commemorate National Volunteer Week 2021.*

When the Orange traffic light setting came into force, our external volunteers were once again able to return on a restricted basis, to resume their valuable contribution to the life of our village communities.

## Selwyn Community

With the continued disruption to in-person gatherings, our dementia day centre services transitioned to innovative online programmes and phone support for clients.

For clients of Lavender Cottage and The Anchorage, online music therapy resources were created by our music therapist from Raukauri Music Therapy Centre. (An earlier grant from the Charles Rupert Stead Trust had provided for a Raukauri registered music therapist to run small group and individual sessions with clients, supported by a student music therapist and a dance movement therapy student.)

Weekly pre-recorded videos were provided online and also formed part of the discussion during the daily telephone calls made by our day centre supervisors to clients and families. Clients listened to the music several times in a day, and feedback indicated that they clearly enjoyed dancing and singing along with the on-screen music therapist, who was also very accommodating in including clients' song requests in the playlist.

There's clear evidence that music is a key component in the promotion of mental and physical health for adults with memory loss. Clients and families greatly appreciated this additional, virtual support which helped to promote interest, engagement and focus whilst the day centres had to remain closed.

Another successful programme which helped to stimulate and interest clients during lockdown periods spent at home was the 'My Art Bag' activity provided by Connect the Dots, a charity which aims to improve the lives of older people through creativity. This project commenced as a pilot for those attendees of Lavender Cottage and The Anchorage who were able to participate. Different creative tasks were devised by Connect the Dots, and the corresponding art resources delivered to clients at home. Clients then worked on the fortnightly art projects, supported by a Zoom video to help guide them through the task. Whilst challenging for a few, the majority of clients were able to complete each assignment with the support of their family. For some, it became a wider family activity, with their grandchildren also enjoying lending a hand.

My Art Bag is a wonderful example of creativity which can enrich people's lives and promote connection and expression in difficult circumstances, and our clients and families were most grateful for the opportunity to participate in this novel and creative activity.

# Hardship support

**Older people 65+, single and renting will spend as much as 75% of their current superannuation on housing and food alone.**

In addition to the hardship support grants which we offer to those within the Selwyn family and to other eligible seniors who cannot afford some essentials that would add to their quality of life, the Foundation provides funding to Anglican social service agencies working with older people or on their behalf – specifically the Auckland City Mission and the Pou Āwhina Kaumātua Kuia programme of Te Pihopatanga o Te Tai Tokerau. We also support the work of the Seniors Community Worker based at the Anglican Care Trust in Whangārei and the Community Chaplain of the Northwest Anglican Church in Massey.

## Auckland City Mission's Elder Person Service

Our partnership with the Auckland City Mission supports the Mission's Elder Person Service (EPS), an outreach to older people who are at high risk due to their complex social and health needs, housing and financial insecurity and social isolation. The aim of the service is to engage and support them to maintain their best

overall health and wellbeing and to reconnect them to appropriate services and family if this contact has broken down.

The EPS provides advocacy and support with assessments such as social housing applications and health appointments, as well as food parcels and other necessities. The most frequent contact is made off site, which speaks to the importance of the Mission outreach services and the ability to deliver mobile health and social support, with the balance of client engagement taking place within the Mission's premises and by telephone.

The completion of the HomeGround building has enabled the EPS to be fully integrated across all aspects of the City Mission's range of support services, enabling more comprehensive service delivery to its older clients.

An Impact Lab analysis of the EPS commissioned by the Auckland City Mission has measured the effectiveness of the service at a \$1.90 benefit (social value) for every \$1.00 invested. The City Mission is continuing to use this important insight and other learnings to further improve the delivery of its services to frail elders in the community, so that it might increase its social impact even further.



## Help for those supported by Auckland City Mission

Selwyn Village's independent living residents helped with a Food and Cash Collection for the Auckland City Mission, contributing non-perishable food items over a two week period in July 2021. Pictured in the village's Chapel of Christ the King with a display of the donations are: (from left) Beverley White (from the village's Treasure Chest opportunity shop), Reverends Judy Binns and Wendi Tiedt (members of the chapel leadership team) and Helen Robinson (Auckland City Missioner). The collection was donated to the Mission's provision of food parcels for the needy in Auckland.

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**6%**

**funding for financial hardship**

**12 pairs of glasses**

**8 hearing aids**

**16 sets of dentures/  
dental treatment**

**200+ vulnerable older people  
supported by our funding of  
The Auckland City Mission  
Elder Support Worker**

**Funding of the Pou Āwhina  
Kaumātua Kuia programme of  
Te Pihopatanga o Te Tai Tokerau**

**We also support the work of the  
seniors community workers in  
Whangārei and Massey**



# Affordable housing

**By 2036, 50% of our older population will live in rental accommodation.**

In addition to the affordable rentals available at Selwyn Village and at our Selwyn House community living complex in Birkenhead, our capacity in this sector is delivered through our joint venture with Auckland Council, Haumaru Housing. New Zealand's fourth largest provider of social housing, Haumaru Housing is uniquely specialised in providing affordable housing for older people who are in need of safe, secure and long-term rental tenancies.

Haumaru manages 62 villages across Auckland on behalf of the council, comprising a total of 1,446 homes. With tenant satisfaction a top priority, it prides itself on providing a responsive, quality service and pleasant, inclusive village environments for all its tenants. In its 2022 tenant satisfaction survey – and for the third consecutive year – it achieved an overall satisfaction rate of over 90 percent, with particularly positive ratings received for the privacy and peacefulness of villages, tenants' sense of safety and security, and their level of connection and involvement in village life.

## Tenants' health and safety a priority

As a responsible landlord, Haumaru takes its health and safety obligations to its tenants extremely seriously. Throughout the pandemic, it has consistently done everything practicable to protect everyone living and working in its village communities: from promoting high levels of vaccination and stringent COVID-19 safe working practices for its staff and contractors, to making welfare phone calls to tenants and supporting those who had contracted the virus with grocery and laundry services, and providing wide-ranging, up-to-the minute guidance and helpful advice on staying safe and being prepared.

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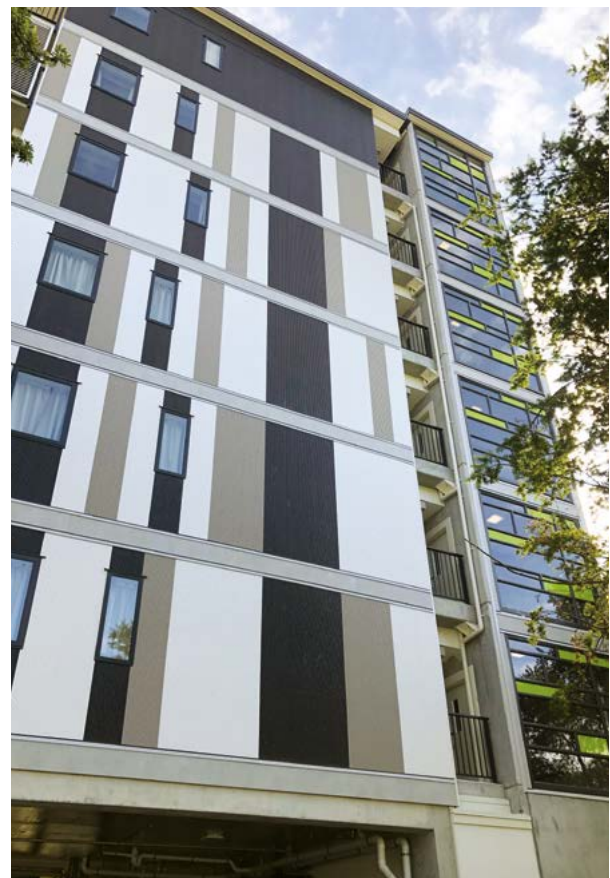
1%

funding for affordable housing

70 rentals across six Selwyn villages  
(up until 1 March 2022)

Haumaru Housing, our joint venture  
with Auckland Council, provides  
affordable rental homes for over  
1,500 older people

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Haumaru Housing's new 41-unit development in Wilson Road, Glen Eden, provides purpose-built, affordable rental housing for older Aucklanders.



Amidst the inevitable disruption to supply chains and normal operating practices, the team continued to fulfil service requests and progress the planned maintenance and refurbishment programmes (where the COVID-19 risk level allowed), and all urgent reactive work as well as health and safety and regulatory compliance work was undertaken throughout. With the introduction of the Orange traffic light setting, 'normal service' resumed again, and work has also progressed on installing heat pumps and ventilation systems as part of the nationwide Healthy Homes programme, which will further enhance tenants' enjoyment of their Haumarū home.

## New homes for those in need

Growing its housing portfolio is a particular objective for Haumarū Housing and it has recently opened a brand new development in central Glen Eden. The new building comprises 41, one-bedroom homes specifically designed to meet the specific needs of older tenants, each of whom qualifies for the Income Related Rent Subsidy. Built by Kāinga Ora and with support from the Ministry of Housing and Urban Development, Haumarū provides tenancy and asset management services for the new complex, which offers much-needed affordable rental housing for vulnerable older people. With accessibility, convenience and the opportunity for neighbourly interaction as key features, the purpose-built residence also supports people's sense of connectedness and community engagement – crucial factors that contribute to seniors' overall wellbeing and sense of belonging.

## Promoting social engagement and positive, inclusive environments

Whilst COVID-19 invariably upset the normally busy schedule of weekly tenant outings,

shopping trips and day-trips to places of interest (which are delivered under contract by the Foundation in the Selwyn community minivans), these were able to commence again at the end of May 2022. Facilitating a wide range of opportunities for tenant engagement and socialising is another important focus for Haumarū and helps boost tenants' feelings of inclusion and belonging. With this in mind, it has continued to renovate the various community houses within the villages that are available for tenants' general use and which offer warm and convivial surroundings for social get-togethers and tenant events. One such renovation recently completed is at Milford's Gordon Court, where tenants can now benefit from a fully remodelled, accessible and well-appointed meeting venue right on their doorstep.



*Haumarū's Gordon Court tenants enjoy the sunshine on the newly installed bench outside the village's recently refurbished community house.*

With a growing population of older people, Tāmaki Makaurau is in need of many more fit-for-purpose, affordable rental homes for its seniors. Haumarū Housing looks forward to helping meet this need, with the valued collaboration and support of its partners, and to ensuring an effective response to the housing supply issue which will inevitably affect many more older Aucklanders in the years to come.

# Spirituality

The Foundation provides chaplains at both Selwyn Village and at every village which has transitioned to the ownership of Metlifecare, and our chaplains work alongside village staff to care for the wellbeing of everyone in each village community. (An agreement of the sale was that Selwyn would continue to provide spiritual and pastoral care and ministry at each village, as well as ongoing maintenance and provision of each chapel and chaplaincy services for at least the next ten years.) Whilst many of our chaplains are ordained ministers of the Anglican Church, the spiritual and pastoral support they provide is available to everyone – of all faiths, and none – and their approach is entirely responsive to a person’s specific preference and individual needs.

Spirituality means different things to different people – some find it through religion, whilst for others it may be about family and whānau, looking within themselves, or the beauty found in nature, music or art, for example.

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**At Selwyn, we define spirituality as anything that gives one’s life meaning, and our chaplains are on hand to help with a person’s spiritual and pastoral care – wherever and however it is needed.**

During the year, we have been exploring new models of spiritual care and chaplaincy outreach – in particular, how we might assist all older people to meet their wider spiritual needs, not only those residents living within a retirement village environment but also seniors who live independently in the communities of the Diocese of Auckland (and potentially in the

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## 30%

**funding for spiritual wellbeing**

**9 chaplains**

**720 worship services p.a.**

**13,000+ attend the services**

**Our chaplains officiated at 49 funeral services**

**1,300+ hours of spiritual counselling**

**73 spiritual volunteers**

**1,110 volunteer hours**

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*Note: For the 2021/22 year*

Waikato and Wellington dioceses where we have previously had a village presence).

Examples of this new form of spiritual care delivery have been in evidence at Selwyn Village. During the August 2021 Level Four lockdown, a large number of independent living residents requested the support of weekly printed resource packs provided by the chaplains, or took part in the meditation services they offered on Zoom, at a time when worship services and face-to-face pastoral care had to be suspended. The chaplaincy team has since offered ‘pandemic detox’ sessions to assist residents to move beyond the grief and trauma of the recent COVID-19 years and to lay some patterns for their life ahead. These sessions have been very well attended, and variations have also been facilitated by Selwyn chaplains to residential care residents at our former villages. Such new methods of spiritual outreach have enabled our chaplains to connect with many more residents and, importantly, with



*A 'pandemic detox' session in process: Selwyn's Director Spirituality, Reverend Caroline Leys, assists a participant to destroy 'a record of the things that hold me back, or patterns of behaviour that have been useful during COVID-19 but which I let go of now' - with the aid of a paper shredder!*

those who have not been traditional 'church goers' as such.

As the Foundation expands into further community presence, we intend that our spiritual focus and support will be considered across all our activities, community programmes and charitable projects (with the latter validated by our social impact measurement in accordance with the objectives

of our charitable Mission). Under the auspices of our Director Spirituality, Reverend Caroline Leys, spiritual care will be incorporated across our full range of outreach and community programmes in addition to our chaplaincy services - including our Selwyn Centres parish partnership, volunteer programme, Tikanga relations and our collaboration with Anglican social service agencies such as the Anglican City Mission's Elder Persons Service and those working with older people in the parishes of Whangārei and Massey. It will also be a feature of our new 'Selwyn Connect' initiative currently in development, which looks to offer a suite of welfare and other assistance packages to be facilitated in communities by embedded navigators/community development connectors.

Underpinned by our Christian faith and Anglican identity, our work in providing spiritual companionship to people of all cultures, values and beliefs will embrace the diversity that is present within Aotearoa New Zealand. It will be a fundamental component of the Foundation's inclusive and all-encompassing Mission to help ageing New Zealanders - wherever and whoever they may be.

# 15%

funding for charitable strategic development

# 17%

funding for The Selwyn Institute - learning and knowledge exchange





# Village life





**Selwyn Village is an important taonga in the history of The Selwyn Foundation, having opened in 1954 as one of the first retirement villages in New Zealand. With its affiliated Hansen Close site in Birkenhead – the setting of our innovative Selwyn House community living home – it was not impacted by the sale and continues in the care of the Foundation.**

Selwyn Village and Hansen Close remain an integral part of Selwyn, and our activities at these sites constitute a significant part of what we do, in terms of both resident care and as places of learning and development for future outreach among vulnerable older people. Funds from the sale of the new Puckey and Caswell apartments will be assigned for further development, to meet the needs of our residents in years to come.

## Prioritising health and safety

Protecting residents and staff from COVID-19 has continued to be the overarching concern and prime focus for our village management and residential care operations. With our pandemic responses constantly needing to adapt to the ever changing risk levels – balanced wherever possible by a compassionate approach to enabling safe contact between residents and their loved ones – an extensive

range of precautionary measures, infection prevention controls and particular care was exercised by staff, residents and visiting family members alike to minimise the threat as much as possible.

Independent living residents were able to cautiously resume their engagement in life activities under the traffic light framework, with all appropriate precautions taken, and special safety considerations allowed for visiting and volunteering in the residential care environment due to the vulnerability of residents. Whilst there has been the occasional setback along the way, with care homes having to close temporarily due to COVID-19, life has returned to the 'new normal', with residents and staff displaying great resilience, fortitude and a deep concern to do the right thing for the good of the wider village community.

## Innovative delivery of engagement in life and wellbeing programmes

During Auckland's prolonged COVID-19 lockdown, when our care homes had to close to non-essential personnel, live music therapy sessions were delivered via Zoom to residential care residents by our music therapist from



*An online music therapy session in progress.*

Raukatauri Music Therapy Centre, following a grant from the Charles Rupert Stead Trust. These were facilitated in-situ by our diversional therapists, with participants accompanying and following the direction of the on-screen music therapist. This online programme continued into 2022 until the relaxation of our COVID-19 visiting restrictions, when our music therapist was once again able to return to conduct the sessions with residents in person.



*At Selwyn Heights, outdoor Zumba sessions during the 2021 lockdown brought new opportunities to exercise at a distance and still have fun. Independent living residents participated from their balconies or physically distanced around the bowling green, whilst others looked on and enjoyed the social interaction.*

Similarly, a livestream mini-pilot of a structured exercise programme for residents was held across our three care homes at Selwyn Village from October to December 2021, led by our Selwyn physiotherapist and exercise physiologists and project-managed by The Selwyn Institute. When commenced in October 2021, the purpose of the mini-pilot was to test whether this best practice, evidence-based structured exercise programme could be consistently and effectively delivered concurrently to a number of care sites using livestream technology to enable equity of access, and to optimise comparable strength, balance, mental health and general wellbeing benefits across the full cohort of participating residents. The livestream exercises were tailored to enable participation when seated or standing

and were enjoyed immensely by residents who encouraged and motivated one another during the sessions. The need for livestreaming subsequently changed following the transfer of the six villages to new ownership.

## Supporting learning and research on ageing

Throughout the year, we continued our wide range of learning and development, research and knowledge-exchange initiatives for staff and for community-based health and social services professionals, as well as our provision of supervised placements in our care homes for students of health and social services professions. Across all activities, our focus has been on information-sharing about ageing and promoting insight, understanding, knowledge and skills about caring for ageing people.

Despite the ongoing disruption caused by COVID-19, a number of research projects were able to continue as scheduled, with some requiring a change in delivery methods, such as switching from face-to-face studies with consenting participants to online studies, or having to be temporarily postponed. For our livestream structured exercise programme, however, the 2021 lockdown presented an ideal opportunity to conduct the above mentioned mini-pilot.



*A session of the livestream structured exercise mini-pilot underway.*

The research was commissioned in partnership with universities and other entities involved with older adults and benefitted from the participation of independent living residents, Selwyn Centre guests or clients of our dementia day centres and their respective families. Each project has been endorsed through Selwyn's internal approval protocols and by external processes such as those required by New Zealand Ethics Committees. In the past year, topics have included: the ageing well information needs of older people; whether dance therapy can prevent and/or slow cognitive decline; the role of mindfulness-based cognitive therapy in reducing carer stress, and whether a structured psychosocial intervention (talking and socialising) method used in Scandinavia can deliver the same wellbeing benefits for elders in Aotearoa New Zealand.

In all studies, there is a strong emphasis on validating interventions that can positively impact on loneliness and social isolation of elders living in the community, and the published findings will represent an important contribution to the overall body of research into the various factors that affect quality of life in older age.

For Selwyn staff, our customised SelwynLearn online learning platform released a new learning module on The End of Life Choice Act (2019) during the year, as well as a 'Student Orientation Module' that requires every student to achieve a 100% pass in the related questions before the first day of their placement at Selwyn. Our schedule of SelwynLearn modules provides the relevant statutory, regulatory, contractual and professional learning and development requirements for staff working in all services across The Selwyn Foundation.

As an adjunct to the livestream mini-pilot of the structured exercise programme for care residents, a bespoke training session was held for our diversional therapists and activities

coordinators on the theory and practice of strength and balance exercise for older adults and its importance in reducing falls and in improving mood and motivation. This was facilitated via Zoom across all nine of our care homes at the time by our staff physiotherapist and exercise physiologists. Since 1 March 2022, with our remaining three care homes all being located at Selwyn Village, the ongoing training is being facilitated in-person by the physiotherapist and exercise physiologists for these staff groups within the respective care homes, to further build their knowledge and understanding of the benefits of exercise for residents' safety and wellbeing.

Our work to promote improved learning outcomes in the care of older people also includes facilitating placements at our care homes for students of health and social services professions, such as Year 3 Bachelor of Nursing students from both the University of Auckland and Auckland University of Technology and Dance Therapy undergraduate and post graduate students from the University of Auckland. Whilst some placements had to be halted for a period due to COVID-19, the majority were able to complete as contracted. Prior to the sale of villages, a number of overseas Registered Nurses completing the NZ Competency Assessment Programme (CAP Programme) at Northland Technical Institute and Waikato Institute of Technology completed their clinical placement hours at Selwyn Park in Whangārei and Selwyn Wilson Carlile in Hamilton, as per the CAP requirements for attaining a New Zealand Registered Nurse Annual Practising Certificate. Feedback from the students and tutors in each case was very positive, with the students enjoying their placements and the valuable learning opportunities offered.

In providing access to practical, relevant and up-to-date information for seniors, The Selwyn Institute also produces a wide range of articles



on ageing well and self-help 'how to' guides, in addition to the 'Selwyn e-Digest'. All articles are focused on topics that evidence shows are top-of-mind for vulnerable elders and their family/whānau. An embedded feedback loop invites readers to respond, thus providing a continuous quality improvement opportunity designed to keep topics and content matched to the needs and wants of the target audience. Visit [selwynfoundation.org.nz/learning/information-about-ageing](https://selwynfoundation.org.nz/learning/information-about-ageing) for more information.

With such quality learning, research and knowledge-exchange opportunities, the Foundation is pleased to be able to support the training and education of the nation's health and social services practitioners and to promote best practice in communicating with, supporting and caring for older people. This ultimately benefits everyone since improved quality of life for elders is a catalyst for healthier families/whānau.

## New beginnings

November 2021 saw the completion of the 35-unit Caswell Apartments and the 32-unit Puckey Apartments, which were blessed at a beautiful dawn service involving the Selwyn Village chaplains and with Tikanga Māori consultation. The blessing was conducted under strict infection prevention criteria, inclusive



*The blessing of the Caswell and Puckey Apartments.*

of using personal protective equipment and physical distancing. As the incoming residents were unable to attend, the event was filmed in order to provide the new owners with a personalised video that captured the blessing of the apartments and of the shared areas of their respective building.

The first residents then moved into their new homes mid-January, eager to begin a new chapter in their lives amidst the welcoming and supportive village community.

Heralding another new beginning, a blessing event took place on 22 February 2022 for the wonderful new 12-room dementia care/memory support unit at Selwyn Heights, which the Foundation had completed just prior to the handover to Metlifecare.



*At the blessing ceremony for Selwyn Heights' new dementia care centre, Garry Smith (right), former CEO of The Selwyn Foundation, symbolically hands over 'the keys' to Earl Gasparich, CEO of Metlifecare, as Revd Caroline Leys looks on.*

The standalone, 12-room development on the eastern boundary of the village site, which also incorporates access into a secure garden, will be an important addition to the range of services available to those needing this higher level of care.



*The new dementia care unit at Selwyn Heights.*



The first residents moved into their new homes in the Caswell and Puckey Apartments mid-January, eager to begin a new chapter in their lives amidst the welcoming and supportive Selwyn Village community.



*Designed by award-winning architectural firm, Archimedia, the Caswell and Puckey Apartments sit side-by-side and are connected by a landscaped plaza, with many of the apartments enjoying sweeping views of the Waitematā Harbour.*



# For service of Heart, Hand and Mind

## Life Members and Companions

As was the case back in 2020, the pandemic disrupted our Founders' Day celebrations for 22 May 2022. The ongoing COVID-19 Omicron surge taking place in New Zealand at the time, despite having dropped to the Orange traffic light setting, presented a dilemma for The Selwyn Foundation Board. In a bid to keep our residents and staff of Selwyn Village safe it was decided that Founders' Day celebrations should be cancelled. We pray that we can come together in 2023 to recognize and honour our forebears and new Life Members and Companions.

### New Life Members 2022

#### Dr Peter Huggard

In recognition of 11 years of outstanding service to The Selwyn Foundation as a Board member, and as Deputy Chair and Chair of the Board's Villages Committee in that time. Peter's contribution was enhanced by his broad range of experience and skills, together with his inherent 'life wisdom'. An experienced people

manager and strategist, Peter brought both health and consumer experience to the Villages Committee, supported the development of a research, learning and innovation culture and provided steady and sound leadership as a Deputy Chair.

#### Helen Melrose

Awarded Life Member for seven years of outstanding service to The Selwyn Foundation as a Board member, Chair of the Board's Property Committee and founding Chair of the Haumarū Housing Board. Helen's contribution to both organisations was significant and her legal expertise invaluable, particularly in the area of retirement village, contract and business law. In her role as Chair of the Property Committee, she contributed to the success of key residential care and independent living projects that were undertaken during her tenure.

### New Companion 2022

#### Christine Kuzmanic

Awarded Companion in recognition of her 30 years of dedication and outstanding service to The Selwyn Foundation as a member of the Selwyn Park team in Whangārei.



## Current Life Members

Mrs Elizabeth Niven, 2021  
Dr Kay Hawk, 2020  
Mrs Sally Naulls, 2015  
Mr Richard Caughey, 2014  
The Reverend Peter Coughlan, 2014  
The Reverend Duncan Macdonald, 2013  
The Right Reverend Richard Randerson, 2013

## Current Companions

Mr John Avery  
Mrs Katie Borobokas  
Mr Colin Bowring  
The Reverend Stephen Brooker  
Mr John Cameron  
Mr John Cockcroft  
Mrs Lois Cossey  
Sir Chris Farrelly  
Mrs Raewyn Fitzsimons  
Mr Russell Florence  
Mr Jim Frater  
The Right Reverend Bruce Gilberd  
Dr Sue Hancock  
Mr Stewart Hanna  
The Very Reverend Geoffrey Hickman  
Mrs Monica Huch  
Miss Dawn Jones

Ms Mary Lehmann  
The Reverend John Marcon  
The Most Reverend Sir David Moxon  
Dr Bart Nuysink  
The Right Reverend John Paterson  
Dr Rod Perkins  
Dr Chris Perkins  
Joanna Pidgeon  
The Venerable Lloyd Nau Popata  
Dr Gillian Reid  
Professor David Richmond  
Dame Diane Robertson  
Lorraine Sobotka  
Professor Russell Stone  
Mr Graeme Stormont  
The Reverend Vicki Sykes  
Mr John Whitehead  
Mrs Beverley Yakas

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

## In remembrance

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

The Reverend Frank Wright  
Ms Jan Cuplan  
Miss Betty Pyatt MBE  
Mr Ross Gregory  
Mr George Langton  
Mrs Margaret Dunn  
The Reverend Canon Ron Bambury

# Donations and Bequests

## Received with thanks

Charles Rupert Stead Trust  
**\$20,000.00**

The Treasure Chest  
**\$18,156.15**

Estate of Evelyn Teresa Park  
**\$14,794.41**

Estate of Juliet Lynam  
**\$8,699.00**

Jimmy Lau  
**\$5,000.00**

Estate of John D Owen  
**\$3,798.00**

A J Scott Charitable Trust  
**\$3,000.00**

Malcolm Sutherland  
**\$3,000.00**

Estate of Leslie Vernon Winter  
\$1,620.00

Chizuko McHugh  
**\$1,560.00**

Alicia Harris  
**\$1,500.00**

Berris Anderson  
**\$1,200.00**

Mary Jeanette Cole  
**\$1,100.00**

B T Binns  
**\$1,080.00**

Keith Laurie  
**\$1,000.00**

## Donations were also received from:

Alexander, J & D

Alpine Spas

Basnet, S

Bhardwaj, A

Big Communications Ltd

Brand, J

Brown, H

Brown, K A

Brown, Rev M

Brown, M

Browne, J

Estate of Peter Rooux Buisso

Capill, A

Catholic Community Parish of  
St Francis and St Therese

Christian, S

Coleman, M

Conning, I

Crawford, K

Crowley, M

Culpan, R

Dalley, K R

Tony, A D

Estate of H Freeman

Gerraty, K

Grimmer, M

Hoyle, R

Huxtable, G

Jacobson, M

Jaffery, S

Janet Mikkelsen Limited

Estate of F L Langton

Malone, S

Martin, G

Mason, B

McCurran, D

McEwen, H

McGregor, G D

McHugh, B

Moran, B J

Munday, A

Nagaraj, A

Norton, P

O'Regan, J

Owens, E

Park, J

Plummer, M

Pope, J

Prasad, V

Probert, E

PSS Ltd

Rive, F

Rouse, V J

Ryan, H

Schneller, H

Scott-Nicholson, T

Sharma, S

Sood, M

Speight, D

Stanyer, W

Stewart, W

Tanner, K

Thompson, M

Towes, S

Tretchikoff, D

Turner, B

Tuongafasi, E

Wagstaff, A

Watkins, J

Watson, K

Weavers, M

Welsby, S

Wesseldine, B

White, B

Wright, L







# The Selwyn Way



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

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

The Selwyn Way is our approach to the care and wellbeing of all who connect with us.

The wellbeing of any person we connect with, is defined by the following five domains:

### Spirituality (Taha Wairua)

A dimension that brings meaning to life.

### Growth (Te Haere Whakamua)

Continuing to learn and flourish as a person.

### Contentment (Te Taanga Manawa)

A state of satisfaction with life.

### Belonging (Whanaungatanga)

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

### Resilience (Te Oranga)

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

#### Wellbeing is impacted by:

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





# Financial Review



Jason More

**The following financial report and summary financial statements for The Selwyn Foundation group relate to the year ended 30 June 2022, and include The Selwyn Foundation, its fully owned subsidiaries Selwyn Care Limited, Selwyn Group Limited Partnership and Selwyn General Partner Limited and the joint venture Haumaru Housing Limited Partnership and its general partner Haumaru Auckland Limited.**

What a year we have had. The sale of Selwyn Park, Selwyn Heights, Selwyn Oaks, Selwyn Wilson Carlile, Selwyn St Andrew's and Selwyn Sprott villages, together with the Commercial Laundry, to Metlifecare has fundamentally changed our balance sheet and operating results going forward. The proceeds from the sale will be ethically invested in professionally managed investment portfolios. This will provide greater diversification and risk mitigation compared with our previous asset holdings which were almost solely in retirement village and aged care assets. It is also anticipated that this investment will deliver long-term returns in excess of what we would have achieved by retaining the sold villages and this will assist us in meeting our target of increased charitable activity of \$100m over the next ten years.

By undertaking these investments our financial results will now be influenced by movements

in financial markets and, in years where the markets perform strongly, this will result in large gains being recorded. Inversely when markets are down we will have revaluation losses. These gains or losses are part of the normal investment cycle and while they can have large impacts on our financial performance year-on-year they are only realised if we sell the underlying assets. It is important that we maintain our focus as a long-term investor and remain steady through the various cycles, focusing on delivering consistent funds for our charitable Mission and maintaining the real (inflation adjusted) value of the portfolio.

COVID-19 continued to impact our operations over the last financial year, as we moved in and out of lockdowns and through different restriction levels. As we moved to the Orange setting there was an acceptance that COVID-19 was widely in the community and it was inevitable that we would have cases within our village. It is a credit to our staff and processes on just how well these outbreaks were managed and how quickly we were able to reopen our care homes. That said, COVID-19 continued to have an impact on our financial results as we were unable to take admissions into our care homes during outbreaks, lockdowns restricted our ability to sell independent living units and we incurred additional costs in protecting our residents and staff. At all times The Selwyn Foundation remained focused on the wellbeing of those we serve and the financial impact was never a consideration as we implemented measures for keeping everyone safe.

It was very pleasing to see the delivery of the new Caswell and Puckey Apartments. We cannot underestimate the work that went into the delivery of these impressive new apartments, as we dealt with COVID-19 restrictions and supply chain issues. In January 2022 the first residents moved into the new apartments and we had a steady flow of new

residents over the remainder of the financial year. The apartments look stunning and we have received positive feedback about them.

## Sale of villages and laundry

In November 2021 it was announced that The Selwyn Foundation had entered into an agreement with Metlifecare for the sale of six of our villages and the commercial laundry, with the sale completing on 28 February 2022. This was the culmination of close to 18 months of intense work, starting with the Board commissioning external consultants to undertake a strategic review into the organisation and how we could maximise the strength of our balance sheet to better perform to our charitable purpose as per our Constitution. This review involved looking at all options from acquiring additional villages, growing the villages we own, maintaining the status quo, through to divesting our village holdings. The output of this review was that there was a mismatch between our investments in retirement villages, which are largely based on capital growth, and the needs of a charity to be funded by a regular cash flow stream. It also noted that we had a number of ageing villages and these would require significant reinvestment and renewal over the coming years. If we were to undertake this it would involve taking on very large levels of debt and that would prevent us from extending our charitable spend.

Once the Board made the decision that the sale would be the best path for meeting our charitable and constitutional responsibilities we entered an intense phase of market testing, a closed tender process, through to due diligence and the signing of the agreement with Metlifecare.

The sale agreement resulted in us receiving consideration of \$212.4m for the assets, fully payable in cash. From this we had transaction

costs and a GST adjustment which resulted in net proceeds of \$199.1m. The net asset values transferred to Metlifecare was \$175.4m, leaving us with a gain on sale of \$23.7m. We are delighted with this outcome.

There was a huge effort put in by staff, the Board and our consultants to achieve such an outstanding result and I would like to thank all involved for their work, often going above and beyond what would normally be expected. I would also like to acknowledge Metlifecare and their approach to the transaction. We worked collaboratively with them to ensure a great outcome for both parties. Metlifecare's focus on the ongoing wellbeing of residents and staff in the transferring villages gave us comfort for the future of those villages and the laundry.

## Financial Performance

With the sale of the villages and laundry, accounting standards require us to separately record our financial results from continuing and discontinued operations. When considering the figures in the Statement of Comprehensive Revenue and Expenses it is important to realise that discontinued operations only include the actual assets transferred and not a portion of Selwyn's overheads in supporting these villages (IT, Finance, People and Culture etc). Therefore, within continued operations is the full cost of the back office support for the year. Post the sale we have undertaken a restructuring exercise to right-size these functions to the new future of operations with Selwyn Village and Hansen Close and increased charitable activity.

### *Continued Operating Performance*

The continuing operations operating deficit for the year was (\$4.3m). As mentioned above this includes all overhead costs, including those supporting the villages that have been sold.

Total revenue was \$30.2m, which was up \$0.4m from the previous year. Residents'

rentals and fees were up \$1.8m which included higher occupancy across our care homes and increased daily bed rates. Deferred facility fees decreased by \$1.1m largely due to a change in assumptions last year around the average length of tenure of independent living residents resulting in a one-off increase in income recognition. Underlying deferred facility fees actually increased due to the new residents in the Caswell and Puckey Apartments.

Operating expenditure increased by \$1.0m during the year, largely driven by increased staff costs.

#### ***Other Income and Expenses***

As part of the year-end accounts, we are required to revalue our investment in independent living units. This year we recognised a gain of \$12.4m. Last year the new Caswell and Puckey Apartments were recognised in the valuation for the first time as they were nearing completion, however they had a risk factor included in the value to cover the construction not yet being finished and sell-down not having commenced. As the building was completed and sell-down started, this risk factor unwound in the current year and was largely responsible for the gain recognised. In the prior year the larger gain was due to the recognition of most of the upside of the new apartments and change in assumptions through the appointment of an external valuer to undertake this work rather than the previous methodology of using an internal valuation model.

Interest received for the year was \$2.0m and was driven by bond and term investment deposits within our investment portfolio and additional funds placed on term deposits from the sell-down of the new apartments.

In the later part of the year funds from the sale were placed into our investment portfolio (see Statement of Financial Position section for

further details). Due to developing economic concerns the fair value of these investments had decreased by \$1.8m at year end. The decrease in value has not been realised in cash as we continue to hold the investments. While no-one wishes to see a drop in value this is an inevitable part of the cycle of investing in financial markets and as such we take a long-term view on our portfolio goals, rather than focusing on short-term fluctuations.

Each year we are required to assess our assets to determine if there has been an impairment in value. Due to our now being a smaller organisation post-sale we determined that some of our investment in IT systems was in excess of what would be required by an organisation of our new size. This resulted in our writing down the value of some of these assets by \$1.2m.

#### ***Total Charitable Activities***

We received donations and legacies of \$0.1m. I would like to sincerely thank all those whose generous donations help us to deliver on our Mission supporting older people in need. A list of donors is supplied under Donations and Bequests on page 39.

We are required to show our share of the performance of Haumaru Housing Limited Partnership within our financial statements and this has been included within our total charitable activity. This year we are recognising a portion of its surplus relative to our interest of \$1.3m, which is down from the previous year. While Haumaru's income increased during the year this was more than offset by increased repairs and maintenance expenditure as more work was able to be undertaken as COVID-19 restrictions were relaxed. It is important to realise that the joint venture agreement for Haumaru Housing Limited Partnership does not allow for any surplus to be distributed to the Foundation (or Auckland Council as the other partner). Haumaru Housing will retain the surplus to reinvest in maintenance and build a



capital base to replace ageing buildings and grow the portfolio of units under management. This is in line with its purpose to provide social housing to the elderly in Auckland, which ultimately is assisting the Foundation in delivering its charitable mission.

The total charitable spend (including grants and donations and other charitable expenses) in the year was \$2.6m, which was an increase of \$0.6m over the spend in the previous year.

#### ***Discontinued Operations***

Discontinued operations contributed a surplus for the year of \$27.5m. This was largely driven by the gain on sale and as noted earlier does not include any allocation of corporate overheads required to support the operations.

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

The Selwyn Foundation recorded a total comprehensive surplus of \$33.0m for the year to 30 June 2022.

## **Statement of Financial Position**

Following the sale of the six villages and laundry, our assets and liabilities have significantly changed from the previous year. Falls in values, particularly in property, plant and equipment, investment properties and licensees' interest in ORA units, reflect the transferring of these assets and liabilities to Metlifecare.

The sale to Metlifecare and the sell-down of the new apartments have resulted in large increases in the value of cash and cash equivalents and other investments. Other investments mainly include the sale proceeds placed in the managed investment fund. As per best practice we have not placed all of our investment into our long-term portfolio, but are rather staging the placements over an expected 18 month period. This is to minimise the risk of a drop in the market, as has recently occurred, just after

placing the initial investments. The majority of the sales proceeds currently held within the portfolio are in short-term bonds and term deposits so that we receive interest on the holdings while we await the placement of the investments under our long-term strategy. At year-end this fund was managed by JBWere, however we have also engaged a second investment manager, Forsyth Barr, and post year-end have transferred funds into their management.

At year-end the equity of The Selwyn Foundation was \$448.9m, with the increase in value being driven by the surplus for the year.

## **Statement of Cash Flows**

As noted in previous Annual Reports, the statement of cash flows reflects movements in our cash balances and short-term deposits (less than three months) and excludes movements in term deposits of more than three months and the managed investment fund. The increase in cash balances of \$51.7m includes the transferring of \$184.0m into other investment categories. If these are added back, it results in an overall increase in funds of \$235.7m.

Cash from operating activity for the year was \$52.2m. This was largely driven by receipts from residents for refundable Occupation Right Agreements, as we sold down the new Caswell and Puckey Apartments. Receipts from residents for village and residential care services and cash paid to suppliers, employees and donations both decreased from the prior year due to the sale to Metlifecare.

Cash flows from investing activities show the \$199.1m received from the sale, of which \$184.0m was placed in investments. We spent \$15.5m on new assets for the Foundation, largely on the completion of the new Caswell and Puckey Apartments and the dementia care centre at Selwyn Heights (which was subsequently sold to Metlifecare).



During the year we drew down \$11.5m from our Westpac loan facility to fund the development expenditure. However, with the sell-down of the new units and the sale to Metlifecare this has been repaid and the loan centre has been cancelled.

## Looking forward

The future looks very bright for Selwyn as we move forward with our target of \$100m of charitable giving over the next ten years. As we work through our charitable strategy we are expecting to see a steady increase in spend over the coming years as we work to help older people in need today and into the future.

Selwyn Village remains a critical part of Selwyn and we will be looking to increase our property maintenance and capital expenditure as we catch up on activity that we have been unable to undertake due to COVID-19 restrictions. We are also working on an updated master plan for the village as we look to ensure it meets the needs of current and future residents, and maintains and grows its status as one of the premier retirement villages in Auckland.

While we move forward with these exciting initiatives we are aware that the risk of COVID-19 still exists. We are also entering uncertain economic times with high inflation, increasing interest rates, supply and workforce shortages and geopolitical tensions. We are fortunate to

have a highly skilled Board and staff, as well as external advisors, to guide Selwyn through any challenges and 'with our new financial position' are well placed to take a positive long-term view on the undertaking of our Mission.

**Jason More**  
Acting Chief Executive Officer  
The Selwyn Foundation  
September 2022





## Summary Consolidated Statement of Comprehensive Revenue and Expense

For the year ended 30 June 2022

Continuing operations	Note	2022 \$'000s	2021 \$'000s
<b>Revenue</b>			
Residents' rental and fees		22,592	20,807
ORA service charges		2,033	1,941
Deferred facility fees		5,217	6,315
Other income		341	695
<b>Total revenue</b>		<b>30,183</b>	<b>29,758</b>
<b>Expenditure</b>			
Managers, nurses and caregivers		13,539	12,964
Maintenance and cleaning		4,482	4,320
Administration expenses		9,674	10,004
Depreciation and amortisation		2,154	2,200
Other expenses		4,683	4,092
<b>Total expenditure</b>		<b>34,532</b>	<b>33,580</b>
<b>Operating deficit</b>		<b>(4,349)</b>	<b>(3,822)</b>
<b>Finance income</b>			
Interest received		1,961	58
Dividends received		65	-
Decrease in fair value of managed fund		(1,794)	-
Interest paid		(10)	(1)
Managed fund fees		(63)	-
<b>Net finance income</b>		<b>159</b>	<b>57</b>
<b>Other non-charitable revenue/(expenses)</b>			
Increase in fair value of investment properties	2	12,431	80,781
Loss on disposal of fixed assets		(479)	3,271
Impairment of intangible assets		(1,196)	-
Feasibility studies		82	(104)
<b>Total other non-charitable revenue/(expenses)</b>		<b>10,838</b>	<b>83,948</b>
<b>Net surplus before charitable activities</b>		<b>6,648</b>	<b>80,183</b>
<b>Charitable activities</b>			
Donations and legacies received		84	269
Grants and donations		(636)	(517)
Share of associate – Haumaru Housing Limited Partnership		1,338	2,586
Other charitable expenses		(1,993)	(1,540)
<b>Total charitable activities</b>		<b>(1,207)</b>	<b>798</b>

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

<b>Surplus for the year from continuing operations</b>		<b>5,441</b>	<b>80,981</b>
Surplus from discontinued operations	3	27,527	66,543
<b>Surplus for the year</b>		<b>32,968</b>	<b>147,524</b>
Other comprehensive revenue and expense for the year		-	-
<b>Total comprehensive revenue and expense for the year</b>		<b>32,968</b>	<b>147,524</b>

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

For the year ended 30 June 2022

	Retained Earnings		Reserves		Total Equity	
	2022 \$'000s	2021 \$'000s	2022 \$'000s	2021 \$'000s	2022 \$'000s	2021 \$'000s
Total equity at the beginning of the financial year as reported	415,834	268,311	68	67	415,902	268,378
Net comprehensive revenue and expense	32,968	147,524	-	-	32,968	147,524
Transfer to/(from) reserves	(1)	(1)	1	1	-	-
<b>Total equity at the end of the financial year</b>	<b>448,801</b>	<b>415,834</b>	<b>69</b>	<b>68</b>	<b>448,870</b>	<b>415,902</b>

## Summary Consolidated Statement of Financial Position

As at 30 June 2022

	Note	2022 \$'000s	2021 \$'000s
<b>Assets</b>			
Cash and cash equivalents		56,378	4,674
Accounts receivable		2,521	3,508
Other investments		183,929	-
Investment in associates		6,175	4,837
Property, plant and equipment		33,535	69,471
Intangible assets		955	3,092
Investment properties	2	356,718	617,961
<b>Total Assets</b>		<b>640,211</b>	<b>703,543</b>
<b>Liabilities</b>			
Accounts payable and other provisions		14,485	10,495
Loans		-	70
Licensees' interests in ORA units		176,856	277,076
<b>Total Liabilities</b>		<b>191,341</b>	<b>287,641</b>
<b>Equity</b>			
Retained earnings		448,801	415,834
Reserves		69	68
<b>Total Equity</b>		<b>448,870</b>	<b>415,902</b>
<b>Total Liabilities and Equity</b>		<b>640,211</b>	<b>703,543</b>

For and on behalf of the Board:



Hon David Cunliffe  
Chair of The Selwyn  
Foundation Board

Date: 27 September 2022



Jit Hui Chia (Clement)  
Chair of The Selwyn Foundation  
Finance and Investment  
Committee

Date: 27 September 2022



## Summary Consolidated Statement of Cash Flows

For the year ended 30 June 2022

	Note	2022 \$'000s	2021 \$'000s
<b>Cash flows from operating activities</b>			
Receipts from residents for village and residential care services		44,560	52,332
Receipts from residents for refundable ORAs		66,158	34,569
Payments to residents for refundable ORAs		(14,116)	(20,420)
Legacies and donations received		84	269
Interest received		171	115
Interest paid		(122)	(14)
Cash paid to suppliers, employees and donations		(44,583)	(58,842)
<b>Net cash flows from operating activities</b>		<b>52,152</b>	<b>8,009</b>
<b>Cash flows from investing activities</b>			
Purchase of property, plant and equipment		(3,467)	(3,422)
Disposal of property, plant and equipment		5	5,403
Purchase of intangible assets		(41)	(32)
Construction and purchase of investment properties		(11,969)	(27,973)
Net proceeds on sale of discontinued operations	3	199,094	-
(Increase)/decrease of other investments		(184,000)	12,530
<b>Net cash flows from investing activities</b>		<b>(378)</b>	<b>(13,494)</b>
<b>Cash flows from financing activities</b>			
Drawdown on loans		11,500	-
Repayment of loans		(11,570)	(35)
<b>Net cash flows from financing activities</b>		<b>(70)</b>	<b>(35)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>51,704</b>	<b>(5,520)</b>
Cash and cash equivalents as at beginning of the year		4,674	10,194
<b>Cash and cash equivalents at end of year</b>		<b>56,378</b>	<b>4,674</b>
<b>Cash and cash equivalents</b>			
Cash at bank and on hand		49,378	4,674
Short-term deposits		7,000	-
<b>Cash and cash equivalents at end of year</b>		<b>56,378</b>	<b>4,674</b>

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

# Notes to the Summary Consolidated Financial Statements

For the year ended 30 June 2022

## 1 Statement of Accounting Policies

### Reporting Entity

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

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

The financial statements have been approved for issue by the Board on 27 September 2022.

### Basis of Preparation

#### *Compliance with Public Benefit Entity (PBE IPSAS) Standards*

The summary consolidated financial statements have been extracted from the full Financial Statements for the period ended 30 June 2022 for issue on 27 September 2022.

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

The full financial statements have been audited and issued with an unmodified opinion in respect to the year ended 30 June 2022 on 27 September 2022.

The summary consolidated financial statements were approved for issue on 27 September 2022 by the Board.

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

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

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

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

### Significant Events

#### *Impact of COVID-19 Pandemic*

As disclosed in the 30 June 2021 financial statements, on 11 March 2020 the World Health Organization declared an ongoing global outbreak of a novel coronavirus, known as 'coronavirus disease 2019' ('COVID-19'), a pandemic. The operation of the Group's retirement villages was considered essential services during the lockdown periods and as such was able to continue to operate.

The current global pandemic of the novel coronavirus disease 2019 ('COVID-19') is still an evolving situation, along with the cessation of most COVID-19-related government support, rising interest rates, rapidly rising inflation, skills shortages, and challenging international conditions, global supply chain disruptions, and the flow on effects from the conflict between Ukraine and Russia and European geopolitical uncertainty, which is having a significant impact on energy prices, as well as financial markets across the globe. The ongoing COVID-19 pandemic, current adverse macro and micro economic conditions and adverse global events mentioned have lowered overall economic activity and confidence which in turn has resulted in significant volatility and instability in financial markets and economic uncertainty.

Consequently, there has been an increase in the level of inherent uncertainty in the critical accounting estimates and judgements applied by Management in the preparation of these financial statements.

Consistent with 30 June 2021 disclosures, there have been no material direct or indirect impacts on the Group's reported amount of assets and liabilities. Although the COVID-19 pandemic and measures implemented have lowered overall economic activity and confidence (described above), and its effects continue to be experienced, the Board members have assessed and determined that the Group's application of the going concern basis of accounting remains appropriate.

It is not possible to estimate the full impact of the ongoing COVID-19 pandemic, current adverse macro and micro economic conditions and adverse global events. As at the date of the signing of these financial statements, all reasonably known and available information with respect to the COVID-19 pandemic, current adverse macro and micro economic conditions and adverse global events has been taken into consideration in the critical accounting estimates and judgements applied by Management, and all reasonably determinable adjustments have been made in preparing these financial statements. The Group continues to monitor developments and initiate plans to mitigate adverse impacts and maximise opportunities. Management have considered updated forecasts and sensitivities reflecting COVID-19 and concluded that there is sufficient liquidity to continue to meet its obligations as they fall due. Management has also reassessed and confirmed the carrying amounts of its non-financial assets and concluded they are not impaired.

The Group's core objective in planning its response to the pandemic has been to ensure the safety of residents and staff. In line with this objective and lockdown requirements, access to villages was at times strictly controlled. Additional costs were incurred in relation to increased staffing levels, security and protective equipment for staff.

Income was also impacted by decreased admissions into residential care and suspending sales activity and the entry of new residents into independent living. Construction activity was able to continue under strict guidelines, where appropriate for the lockdown level.

The financial statements are prepared based on conditions existing at 30 June 2022 and also considering events occurring subsequently but before the date of Board approval of the financial statements.

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

### Discontinued Operations

A discontinued operation is a component of the business that has been disposed of and that represents a separate major line of business or geographical area of operations. The results of discontinued operations are presented separately in the Summary Consolidated Statement of Comprehensive Revenue and Expense.

## 2 Investment Properties

	2022	2021
	\$'000s	\$'000s
Opening balance	617,961	448,281
Additions	9,270	29,247
Transferred from property, plant and equipment	-	1,771
Change in fair value during the year	12,431	138,662
Disposal	(282,944)	-
<b>Total investment properties</b>	<b>356,718</b>	<b>617,961</b>
Investment property under development	682	2,229
Development land	34,785	51,985
Completed investment properties	321,251	563,747
<b>Total investment properties</b>	<b>356,718</b>	<b>617,961</b>



## Notes to the Summary Consolidated Financial Statements continued

For the year ended 30 June 2022

### 2 Investment Properties continued

As at the 30 June 2022 valuation date, the valuer, CBRE Limited, has included a valuation uncertainty clause in their valuation report as a result of the evolving situation with COVID-19, high and rising inflation and interest rates and their impact on the New Zealand economy, together with global macro events including elevated volatility in global financial markets, surging energy prices and the current ongoing conflict between Ukraine and Russia and its flow on effects. Given the valuation uncertainty, the valuers have recommended in their reports that the valuation of the property be reviewed periodically.

The valuation of the investment property has been 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:

- Pre-tax discount rate at 13.0% to 18.0% (2021: 13.0%-20.0%)
- Annual capital growth rate from 0.0% p.a. to 3.5% p.a. (2021: 1.0% to 3.5%).

The impact of COVID-19 has resulted in a higher level of uncertainty in the valuation of the investment properties. Therefore there is less certainty and a higher degree of caution is attached to the valuation than would be normal.

### 3 Discontinued Operations

On 25 November 2021, the Group announced the sale of six of its retirement villages and the commercial laundry to Metlifecare Limited. The sale followed a strategic review and will allow The Selwyn Foundation to substantially increase its charitable activity.

The sale was completed on 28 February 2022 with effect from 1 March 2022 and is reported as discontinued operations.

The financial performance for discontinued operations for the eight months to 28 February 2022 and the year ended 30 June 2021 are as follows:

	<b>2022</b>	<b>2021</b>
	\$'000s	\$'000s
Revenue	22,891	35,509
Expenses	(19,063)	(26,834)
<b>Operating surplus</b>	<b>3,828</b>	<b>8,675</b>
Interest paid	(4)	(13)
Increase in fair value of investment properties	-	57,881
Gain on sale of discontinued operations	23,703	-
<b>Surplus for the year from discontinued operations</b>	<b>27,527</b>	<b>66,543</b>
Other comprehensive revenue and expenses for the year	-	-
<b>Total comprehensive revenue and expense for the year</b>	<b>27,527</b>	<b>66,543</b>

The cash flows for discontinued operations for the eight months to 28 February 2022 and the year ended 30 June 2021 are as follows:

	<b>2022</b> \$'000s	<b>2021</b> \$'000s
Net cash inflows from operating activities	5,326	9,057
Net cash inflows from investing activities	195,630	(4,528)
Net cash inflows from financing activities	-	-
<b>Net increase in cash generated from discontinued activities</b>	<b>200,956</b>	<b>4,529</b>

Net cash inflows from investing activities includes the net sales proceeds of \$199,088,000 which includes \$6,000 of unpaid creditors (2021: nil).

The consideration received and gain on sale was:

	<b>2022</b> \$'000s	<b>2021</b> \$'000s
Cash consideration received	212,411	-
Transaction costs	(4,981)	-
GST adjustment on sale	(8,342)	-
<b>Net sale proceeds</b>	<b>199,088</b>	<b>-</b>
Carrying amount of net assets sold	(175,385)	-
<b>Gain on sale</b>	<b>23,703</b>	<b>-</b>

The carrying amount of assets and liabilities as at the date of sale (28 February 2022) was:

	<b>28 February 2022</b> \$'000s
Accounts receivable	1,384
Property, plant and equipment	36,356
Investment property	282,944
<b>Total assets</b>	<b>320,684</b>
Accounts payable and other provisions	(1,637)
Licensees' interest in ORA units	(143,662)
<b>Total liabilities</b>	<b>(145,299)</b>
<b>Net assets</b>	<b>175,385</b>

#### 4 Events After the Reporting Date

No significant events to disclose.

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

### Opinion

The accompanying summary consolidated financial statements, which comprise the summary consolidated statement of financial position as at 30 June 2022, summary consolidated statement of comprehensive revenue and expense, summary consolidated statement of changes in net assets/equity and summary consolidated statement of cash flows for the year then ended, and related notes, are derived from the audited consolidated financial statements of the Selwyn Foundation for the year ended 30 June 2022. In our opinion, the accompanying summary consolidated financial statements derived from the audited consolidated financial statements of the Selwyn Foundation for the year ended 30 June 2022 are consistent, in all material respects, with those consolidated financial statements, in accordance with Public Benefit Entity Financial Reporting Standard 43: Summary Financial Statements (PBE FRS 43).

### Summary Consolidated Financial Statements

The summary consolidated financial statements do not contain all the disclosures required by the New Zealand Public Benefit Entity Accounting Standards (PBE Accounting Standards) as appropriate for Tier 1 not-for-profit public benefit entities. Reading the summary consolidated financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited consolidated financial statements of the Selwyn Foundation for the year ended 30 June 2022 and the auditor's report thereon.

### The Audited Consolidated Financial Statements and Our Report Thereon

We expressed an unmodified audit opinion on the consolidated financial statements in our report dated 27 September 2022. That report also included an Emphasis of Matter section on a valuation uncertainty in respect of the Group's investment properties, that draws attention to note 2 of the summary consolidated financial statements, which describes, Management has engaged an independent external valuer ('the Valuer') to determine the fair value of the Group's investment properties as at 30 June 2022. The Valuer has included valuation uncertainty comments in their valuation report because of the ongoing global pandemic of the novel coronavirus disease 2019 ('COVID-19'). This is due to rising interest rates, rapidly rising inflation, skills shortage, and challenging international conditions with regards to the ongoing COVID 19 pandemic, global supply chain disruptions, and the flow on effects from the conflict between Ukraine and Russia and European geopolitical uncertainty, which is having a significant impact on energy and financial markets across the globe. The ongoing COVID-19 pandemic, current adverse macro and micro economic conditions and adverse global events mentioned have lowered overall economic activity and confidence, resulting in significant volatility and instability in property valuations. As at the date of the signing of this summary consolidated financial statements, all reasonably known and available information with respect to the COVID-19 pandemic, current adverse macro and micro economic conditions and adverse global events has been taken into consideration in the critical accounting estimates and judgements applied by Management, and all reasonably determinable adjustments have been made in preparing this summary consolidated financial statements. Our opinion is not modified in respect of this matter. This matter is addressed in note 2 of the summary consolidated financial statements. Those audited consolidated financial statements, and the summary consolidated financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those consolidated financial statements.

### Other Information

The Directors are responsible for the other information. The other information comprises the information included in the Selwyn Foundation's annual report for the year ended 30 June 2022 (but does not include the summary consolidated financial statements and our auditor's report thereon). Our opinion on the summary consolidated financial statements does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon. In connection with our audit of the summary consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the summary consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### Directors' Responsibility for the Summary Consolidated Financial Statements

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

### Auditor's Responsibility

Our responsibility is to express an opinion on the summary consolidated financial statements based on our procedures, which were conducted in accordance with International Standard on Auditing (New Zealand) (ISA (NZ)) 810, Engagements to Report on Summary Financial Statements. Other than in our capacity as auditor we have no relationship with, or interests in, the Selwyn Foundation.

BAKER TILLY STAPLES RODWAY AUCKLAND  
 Auckland, New Zealand  
 27 September 2022



# Board Governance, Principles and Guidelines

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

## Governance

The Selwyn Foundation ensures that good governance practices reflect the nature of the Foundation, its charitable structure and the range of interests of its stakeholders. It is governed by a Board, which is the legal authority for the organisation.

The Board provides strategic leadership and oversight, upholding the integrity of the decision making process and ensuring that its strategic focus, policies and practices are ethical and consistent with The Selwyn Foundation Mission and Constitution.

Its members represent the interests of The Selwyn Foundation, both constitutionally and morally.

As such, both the Board and its members are entrusted to ensure that the Foundation is soundly managed for the benefit of all through the Chief Executive and Senior Management.

## 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, except seat 10. 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.

Board members may be reappointed for a maximum of 12 years and are eligible for re-election after every period of three years.

Board members in seats 1 – 7 are communicants in the Anglican Church. Board members appointed to seats 8 – 10 should either be communicant Anglicans or declare their

support for the ethos and Mission of The Selwyn Foundation at the time of their appointment.

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

## Code of Ethics

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

- Conflicts of interest are disclosed when they arise and prior to voting on any matters in which a Board member has a personal financial or other interest;
- Board members observe the confidentiality of non-public information disclosed to them as Board members, and are not to disclose it to any other person without the authority of the Board;
- Fair dealing is maintained with customers, clients, employees, suppliers, competitors and other stakeholders;
- Giving and receiving of gifts or payments is disclosed;
- Board members are familiar with the New Zealand Acts and regulations that govern their responsibilities, and comply with all laws and regulations;
- Unethical decision-making and/or behaviour is brought to the Board's attention and appropriate sanctions applied;
- The Code is monitored and practices are evaluated against the Code as part of the Foundation's performance assessment;
- Board members accept collective responsibility for Board decisions and are committed to constructively resolving differences;

- Board members do not act independently of the Board and its decisions;
- All communication with the media is through the Chair, CEO or their designated spokesperson.

## Governance framework

The Board meets each month to review the Foundation's organisational achievements, financial performance and charitable activities.

In addition, an annual Strategic Planning day takes place to consider outcomes from the past year and plan for the year ahead.

Other special meetings, training events and resident meetings are also held throughout the year.

The Board maintains a separation between governance and executive action and has delegated the management responsibilities of the Foundation to the Chief Executive Officer. It has also established Committees: Personnel, Operations, Finance and Investment, and Social Impact and Mission.

The Committees meet on a regular basis over the course of the year, and a minimum of two Board members are required to make a quorum at each committee meeting, with members of senior management invited to attend as required. The Committees evaluate the operational and qualitative performance of their respective areas by reviewing key performance indicators for their functional divisions, and ensuring that Business Plan reporting is reliable and indicates how project objectives relating to strategic goals are being met.

Each group is responsible for monitoring and updating related policies to reflect best practice, and for ensuring that all procedures comply with law and regulations, that risks are appropriately identified and addressed, and that critical incidents are reviewed and all actions

required are carried out by management.

In general, they also provide a forum for the discussion, development and evaluation of new projects put forward by the Chief Executive Officer for the furtherance of the Foundation's strategic goals. Each Committee is responsible to, and reports to, The Selwyn Foundation Board.

A verbal or written report with recommendations is presented to the Board immediately following the Committee meeting. Minutes of all Board and Committee meetings are recorded, as well as the decisions made.

## Joint Venture Partnerships

As 51% shareholders in Haumaru Housing LP, The Selwyn Foundation Board also appoints three individuals to the Haumaru Housing Board.

## Social Impact and Mission

The Selwyn Foundation is seeking greater focus on its charitable outreach and as such has formed a Social Impact and Mission Committee. It is tasked with:

- Setting the Foundation's direction through charitable Mission strategy, major focus areas and priorities, high-level long-term strategic outcomes, risk and innovation appetite;
- Balancing available funding across focus areas (Loneliness and Social Isolation, Hardship Support, Affordable Housing and Spirituality), leveraging evidence on where the Foundation can make the most impact;
- Holding the Foundation accountable to its constitution and charitable Mission;
- Assessing the performance of Social Impact Management;
- Being satisfied that appropriate processes are applied to ensure that fundraising and social impact programmes that could

damage the organisation's reputation are appropriately identified, monitored and controlled.

## Internal financial control and risk management

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

- The effective management of financial risks that threaten the achievement of objectives;
- That any such risks are appropriately identified, analysed, evaluated, treated, mitigated organisation's 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;
- Effective management of the treasury and investment functions;
- Maintenance of an effective and efficient internal and external audit.

## Enterprise risk management

An end to end Enterprise Risk Management (ERM) structure is in place and has functioned effectively over the last two and a half years.

The Selwyn Foundation Board and the Board Committees receive specific content regarding risk as part of the standard reports.

The Selwyn Group senior management has been enabled as the second line of defence through enriched risk reporting, regular risk reviews and updates on world, New Zealand and industry risk trends.

Improvement to reporting is ongoing with broader and more targeted data and information provided to each governance level.

The Clinical Governance Policy, processes and reporting have been reviewed and amended to allow the Clinical Governance Group to have a strategic focus rather than an operational focus in line with the second line of defence model requirements. We continue to identify trends and risks for attention and assign and lobby for higher level corrective action.

Most importantly, The Selwyn Foundation is moving from a managed scenario towards 'Leadership' status.

Focus on the COVID-19 pandemic continues to ensure effective governance of the pandemic risk management process. The Crisis Management Team continues to meet at appropriate intervals (and at increased frequency as required) to focus on pandemic management and assessing the risk to staff and residents alike.

## Board performance review and succession planning

The Board undertakes a process of self-management and self-review on an ongoing basis and from time to time an external independent review, which ensures that the Foundation has quality of leadership.

During the last year the Board has reviewed its operations, skill matrix and terms of service. The Board Committee structure has been reviewed and revised to match the new direction of the organisation, with a clear and simple focus on Operation (including Villages), Finance and



Investment, and Social Impact and Mission, supported by a Personnel Committee.

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. Two Board appointments were made in the last year and three more are pending.

Following any appointment to the Board, a personalised induction programme is drawn up, which includes Foundation-specific knowledge building, site visits, 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 usually no later than 31 October each year and is chaired by the Bishop of the Diocese of Auckland as President of the Foundation. Notice of the AGM is publicised to residents.

During the event, the Foundation's financial statements and annual reports are considered, the appointment/reappointment of the auditor agreed, and the election of Board members confirmed, as required.

A quorum of 15 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 Selwyn residents).

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.

With ongoing COVID-19 disruptions and our COVID-19 protocols around gatherings in the village we will again live stream the AGM in 2022.

## 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.

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.

The Bishop of Auckland, President of The Selwyn Foundation, maintains regular contact with the Chair of the Foundation. A detailed description of the composition, powers and duties of the Board is provided in The Selwyn Foundation Constitution document, available on the Foundation's website.

The names of current Board members are listed at the back of this Annual Report, and their profiles are available to view on the Foundation's website.

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

# You can leave a lasting legacy

**Choosing to remember The Selwyn Foundation with a gift in your Will is the perfect way to help New Zealand become a better place for those who follow.**

Leaving a gift in your Will, after your loved ones have been provided for, is a way of giving that costs you nothing during your lifetime and yet continues to help others beyond your lifetime. Your gift will help us in our Mission to support older people who are vulnerable and in need.

Now, more than ever, giving is part of everyday life. More and more people are choosing to leave a gift in their Will to leave a lasting legacy. A gift in your Will to The Selwyn Foundation honours your intentions to care for others, honouring your beliefs and values.

You don't need to be wealthy to be generous, or to make a real difference through a gift in your Will.

You may have many questions about writing or updating your Will. To see whether this is the right decision for you, please take a look at our Frequently Asked Questions on our website, or if you'd like to talk to someone in person about leaving a gift to The Selwyn Foundation in your Will, please call us on **09 845 0838** or email us on **[giving@selwynfoundation.org.nz](mailto:giving@selwynfoundation.org.nz)**.

A gift in your Will to The Selwyn Foundation goes on giving forever.

We thank you in advance for your everlasting support.



# Foundation Group

## Members of The Selwyn Foundation Board

Hon David Cunliffe QSO,  
Chair

Dr Peter Macaulay (Retiring)

Janice Thomas (née Nichols)

Benjamin Green

Jit Hui Chia (Clement)

Harold (Stephen) Titter

Eru Lyndon

Dr Sue Watson

# Partners

## Members of the Haumaru Housing Board

Dr Kay Hawk,  
Chair

Kerry Hitchcock

Stephen Titter

Matthew Harker

Dr Sue Watson

## Haumaru Housing Management

Gillian Schweizer  
General Manager Operations

## 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

# Senior Management

## The Foundation Office

Level 2, 1 Nugent Street, Grafton, Auckland 1023

PO Box 8203, Symonds Street, Auckland 1150

Tel: 09 845 0838

## Jason More

Acting Chief Executive Officer, Chief Operations  
Officer

## Caroline Leys

Director Spirituality

## Karen Coleman

Director, Marketing & Communications

## Liz Hunter

Legal Counsel

## Business Support Centre

103 Shaftesbury Avenue, Pt Chevalier,  
Auckland 1022

PO Box 44-106, Pt Chevalier, Auckland 1246

Tel: 09 846 0119

## Bob Bull

Director Assets and Development

## Natasha Johansson

Finance Director

## Theunis Van Eck

Director IT

## John Charlesworth

Director, People & Culture

## Selwyn Village

43 Target Street, Point Chevalier, Auckland 1022

PO Box 44-106, Point Chevalier, Auckland 1246

Tel: 09 846 0119

## Cheryl Tolcher

Director Retirement Living

## Lyn Wardlaw

Director of Care