



**TE ARA  
AHUNGA ORA**  
Retirement Commission



**Te Tauākī Koronga mō ngā  
Mahi kia Tutuki**  
Statement of Performance  
Expectations

FOR THE YEAR ENDING 30 JUNE 2024







Te Ara Ahunga Ora Retirement Commission  
is a Toitū certified carbonreduce organisation



# Ngā Ihirangi

# Contents

Overview .....	2
Scope of appropriation.....	2
From the Retirement Commissioner .....	3
Statement of responsibility .....	5
The year ahead at a glance .....	6
Our vision.....	6
Our strategic and performance framework.....	7
Who we focus on .....	8
What we will do .....	9
<b>Forecast financial statements .....</b>	<b>13</b>
Forecast statement of comprehensive income.....	14
Forecast statement of financial position.....	15
Forecast statement of changes in equity .....	15
Forecast statement of cash flows.....	16
Statement of underlying assumptions.....	17
Basis of preparation.....	18
Significant accounting policies.....	18
Revenue .....	18
Property, plant and equipment and intangible assets.....	20
Intangible assets .....	20

© Crown Copyright

This work is licensed under the Creative Commons Attribution 3.0 International license. In essence, you are free to copy, distribute and adapt the work, as long as you attribute the work to Te Ara Ahunga Ora Retirement Commission and abide by the other license terms. To view a copy of this license, visit <https://creativecommons.org/licenses/by/3.0/nz/>

Presented to the House of Representatives pursuant to section 149L(3) of the Crown Entities Act 2004.



# Tirohanga Whānui

## Overview

Te Ara Ahunga Ora Retirement Commission is an autonomous Crown entity, focused on improving financial futures in Aotearoa New Zealand so people can enjoy a better retirement.

Our work is grouped into three focus areas aligned with our statutory responsibilities set out in the New Zealand Superannuation and Retirement Income Act 2001 and the Retirement Villages Act 2003. These areas are:

### Moniwhiwhi Ahungarua

#### Retirement Income

We provide research and analysis to the Government to help them make informed decisions about providing good standards of living for people as they age, now and in the future. We use this evidence to advocate for a stable retirement income system, encouraging informed debate on key issues and ensuring the voices of those disproportionately worse off are heard.

### Papakāinga Ahungarua

#### Retirement Villages

We monitor the retirement village regulatory framework on behalf of the Government and report on trends. We identify issues and look for ways to tackle them through sector-wide and government collaboration.

We provide consumers with impartial and easy-to-understand information so they can make the best decisions for themselves on retirement village living.

### Oranga Ahumoni

#### Financial Wellbeing

We lead the National Strategy for Financial Capability and encourage a joined-up approach with sector partners to work together on financial wellbeing initiatives.

We provide financial information and education through Sorted to people of all ages to help them feel confident to make good decisions around money, so they arrive at retirement in good financial shape. We give particular focus to Māori, Pacific Peoples, women, and young people, because for a number of reasons, outcomes for many in these cohorts are poorer.

## Scope of appropriation

Te Ara Ahunga Ora has a single appropriation and output class – Retirement Services. As encapsulated in the three focus areas, our statutory responsibilities include:

- Improving financial capability
- Raising public understanding and reviewing effectiveness of retirement income policies, and
- Monitoring the retirement villages operating framework.

See also the Reporting Entity information in the Statement of Underlying Assumptions.

# Nā te Mana Ahungarua

## From the Retirement Commissioner

Koinei te Tauākī Whāinga Mahi tuatahi a Te Ara Ahunga Ora e hāngai ana ki tā mātou Tauākī Whakamaunga Atu (SOI) hou 2023–2026. He tirohanga whānui ki ō mātou whāinga ā-tau hei urupare ki ngā putanga wā waenga i tautohua e mātou, me te āhua o tā mātou aroturuki i tā mātou ahunga whakamua.

E mōhio ana mātou kei te uua haere te whakahaere pūtea mā te tokomaha o ngā tāngata o Aotearoa i runga i ngā āhuatanga o te pikinga o te tāmi ahumoni me te utu noho. He uua mā te tokomaha te whai whakaaro i tua atu i ngā āhuatanga o ia rā. Koinei i whai take ai ā mātou mahi hei hāpai i ngā āhuatanga ahumoni a te tangata ā muri ake nei, ā e aro ana ngā mahi ka whakahaerehia e mātou i roto i ngā wāhanga aronga matua i te tau e heke mai nei ki te tautoko i te tangata ināianei, ā muri ake hoki.

Mō te Moniwhiwhi Ahungarua, ko te hua o ā mātou mahi mō te Arotake o ngā Kaupapahere Moniwhiwhi Ahungarua a 2022 ko te tātaritanga hohonu o te āhua o te ahungarua mō ngā tāngata o Aotearoa, otirā mō te Māori, ngā tāngata nō Te Moana-Nui-a-Kiwa me te wahine. I te pūrongo whakamutunga i tautohua e mātou ngā marohi mā te Kāwanatanga e whakatinana, mā tō mātou whakahaere me ētahi atu hoki e mahi. I roto i tā mātou hōtaka moniwhiwhi ahungarua mō tēnei tau ahumoni ko te whakatūnga o tētahi rōpū tohutohu Māori hei āta whakaarohia ngā take i ara ake i tā mātou rangahau me te ārahi i te whanaketanga o ngā kōwhiringa kaupapahere hei tāpae ki te Kāwanatanga. Ka tautohu hoki mātou i ētahi atu wāhanga o te kaupapahere moniwhiwhi ahungarua hei whakamātauria, me te kōkiri i tētahi pūnaha tōkeke me te tūwhena. Kei roto i tēnei ko te whakawhanake i ā mātou rangahau me ngā tātaritanga e pā ana ki te Penihana Aotearoa.

E harikoa ana mātou kua whakaritea tētahi huarahi whānui hei arotake i te Retirement Villages Act 2003, ā, ko Te Tūāpapa Kura Kāinga e ārahi ana i te arotakenga i te tau 2023. Ka haere tonu ā mātou kawenga ā-ture mō te aroturuki i te pou tarāwaho, me te tautohu i ngā take, te pūrongo i ngā ia rāngai, te tautoko hoki i ngā whakataunga take.

This is Te Ara Ahunga Ora Retirement Commission's first Statement of Performance Expectations aligned to our new Statement of Intent (SOI) 2023–2026. It outlines our annual objectives in response to the medium-term outcomes we have identified and how we will monitor our progress.

We know it is increasingly challenging for growing numbers of New Zealanders to manage their money as they grapple with soaring inflation and the rising cost of living. For many, being able to think beyond the day-to-day seems out of reach. This makes the role we play improving people's financial futures as relevant as ever, and the activity we undertake across our key focus areas over this coming year is geared at supporting people now, and for the future.

For Retirement Income, our work on the 2022 Review of Retirement Income Policies has provided a rich source of analysis on what retirement looks like for New Zealanders, particularly Māori, Pacific Peoples and women. In the final report we identified recommendations not just for the Government to action, but our own organisation and others to undertake. Included in our retirement income programme for this financial year is the establishment of a Māori advisory rōpū to more fully consider issues raised by our research and lead the development of policy options to present to Government. We will also identify further areas of retirement income policy to stress-test, and advocate for a fair and stable system. This includes building on our research and analysis relating to NZ Super.

We are pleased to see a comprehensive approach planned for the review of the Retirement Villages Act 2003, with the Ministry of Housing and Urban Development leading its review in 2023. We will continue our statutory obligations around monitoring the framework, flagging issues and reporting on sector trends, and supporting dispute resolution.

Neke atu i te rua tekau tau a Sorted e whakaratona ana i ngā mōhiohio pono, tapatahi hoki hei āwhina ki te whakapai ake i te oranga ahumoni o ngā tāngata o Aotearoa. I te whakarewatanga o te paetukutuku, karekau tētahi atu mea pēnei, engari i roto i ngā tau kua māmā noa iho te rapu mōhiohio me ngā tohutohu ahumoni. Tōkeke – he mōhiohio kāore e hono ana ki ngā hua, ngā ratonga motuhake rānei – me te rangahau pai rawa ngā āhuatanga e motuhake ai a Sorted.

Heoi anō, kua maha ake ngā kaiwhakarato, nō reira e hiahia ana ki te whakatipu tonu i te mōhiohio ki a Sorted, me te whakarite he pārekareka ngā kōrero, he hāngai ki te hunga mō rātou ērā kōrero, he kaupapa Māori hoki ō roto. Ko te tikanga o tēnei ka whakapiki ake mātou i te pūtea whakatairanga i tēnei tau kia noho a Sorted ki te mātāmua o te whakaaro o te kiritaki me te whakapiki i ngā rauemi hei whakatutuki i tēnei whāinga.

Ka ārahi tonu mātou i te Rautaki ā-Motu mō te Āheitanga Ahumoni, me te tautohu i ngā āheinga hei whakapai ake i te mahitahi me te whai wāhi mai a ngā rāngai rerekē. E rikarika ana mātou ki te whakawhanake i te angitu o te wānanga o te tau 2022, ā, ka tū anō tētahi huihuinga hei te tau 2024 hei wāhi mahitahi i te Rautaki ā-Motu e whai ake nei.

Hei whakatutuki i ēnei mahi katoa me rawe tā mātou tira, me whai i ngā hangarau tika, me ngā pūnaha me ngā tukanga e rite ana kia whai hua ai ā mātou mahi.

Ka whai tonu mātou i ngā mahi mātau ahurea, tae atu ki te ako i te reo me ngā tikanga o Te Ao Māori, hei āwhina i a mātou ki te whakapakari ake kia mārāma ake, kia ū hoki ki ā mātou kawenga i raro i te Tiriti o Waitangi.

E whakawhanake ana mātou i tētahi Rautaki Māori hei āwhina i ā mātou whakawhitinga kōrero ki te Māori me te whakawhānui i ā mātou hononga.

Ā, hei akiaki i ā mātou mahi ka whakatū mātou i tētahi poari tohutohu hei tautoko i aku mahi hei Mana Ahungarua, hei wero, hei whakapakari hoki i ō mātou whakaaro ā-rautaki, me te whakawhānui i tō mātou awenga me ā mātou hononga.

Ko te āhua nei he nui ngā mahi o tēnei tau, mō tā mātou tira iti nei, otirā he tira kaha, ā, mā te mahitahi tonu ki ā mātou hoa rangapū, ka tautoko tā mātou hōtaka hihiko ki te whakatutuki i te wawata ka pai ake te ahungarua mā te katoa.

For more than two decades Sorted has provided trusted and impartial information to help improve New Zealanders' financial wellbeing. When the website launched there was nothing like it, but over the years financial information and advice, of varying quality, is now easily found. Impartiality – information unconnected to specific products or services – and impeccable research is what makes Sorted unique.

However, with a more crowded space, comes the need to grow awareness of the Sorted brand, and ensuring our content is engaging and relevant to our priority audiences, including having initiatives for Māori. This means we will increase our market spend this year to keep Sorted front-of-mind for consumers and commit more resources behind achieving this.

We will continue to lead the National Strategy for Financial Capability, identifying opportunities for better cross-sector collaboration and engagement. We look forward to building on the success of the 2022 conference, with another event in 2024 and using it as a platform to work collectively on the next National Strategy.

To achieve all of this work we need to have a great team, armed with the right technology, systems and processes in place to be as efficient and effective as we can.

We will continue our cultural capability journey, including learning te reo and Te Ao Māori concepts, helping us grow to better understand and honour our obligations around Te Tiriti o Waitangi.

We are developing a Rautaki Māori Strategy to better support our engagement with Māori and extend our relationships.

And, to drive our performance further we will be establishing an advisory board to support my role as Retirement Commissioner, to challenge and enhance our strategic thinking, as well as extend our influence and connections.

It's shaping up to be a busy year for our small, but capable team, and thanks to ongoing collaboration with our partners, the exciting programme of activity we will undertake all helps support our vision of a better retirement for all.

## Te Tauākī haepapa

# Statement of responsibility

This Statement of Performance Expectations (SPE) reflects the proposed performance targets and forecast financial information for Te Ara Ahunga Ora Retirement Commission. It is produced in accordance with s149E of the Crown Entities Act 2004.

This SPE covers a one-year period from 1 July 2023 to 30 June 2024 and should be read in conjunction with Te Ara Ahunga Ora Retirement Commission's Statement of Intent (SOI) 2023-2026.

Our Crown funding is received as a single appropriation – Commerce and Consumer Affairs: Retirement Commissioner.

The forecast financial statements and underlying assumptions in this document have been authorised by the Retirement Commissioner in her role under the Crown Entities Act 2004. It is not intended to update the forecast financial statements subsequent to presentation.



A handwritten signature in black ink, appearing to be 'Jane Wrightson'.

Jane Wrightson

**Mana Ahungarua**  
Retirement Commissioner

30 June 2023

The Retirement Commissioner's role was first established under the Retirement Income Act 1993 and continued under the New Zealand Superannuation and Retirement Income Act 2001 which sets out the Commissioner's functions, powers and duties. The Retirement Commissioner is appointed by the Minister of Commerce and Consumer Affairs and is an Autonomous Crown Entity under the Crown Entities Act 2004.

# He karapa ki te tau kei te tū mai

## The year ahead at a glance

Our vision

A better retirement for all

This year we will –



### Retirement income

- Conduct research and analysis on retirement income policy.
- Establish a Māori advisory rōpū to develop policy options that would better support Māori.



### Retirement villages

- Monitor complaints made to retirement villages and report on trends and formal complaints raised.
- Conduct an annual investigation relating to retirement villages.



### Financial wellbeing

- Grow brand awareness for Sorted and execute new initiatives for Sorted priority audiences, including for Māori.
- Grow the use of Te whai hua – kia ora, Sorted in Schools.
- Host a National Strategy for Financial Capability conference.



### Organisational health and capability

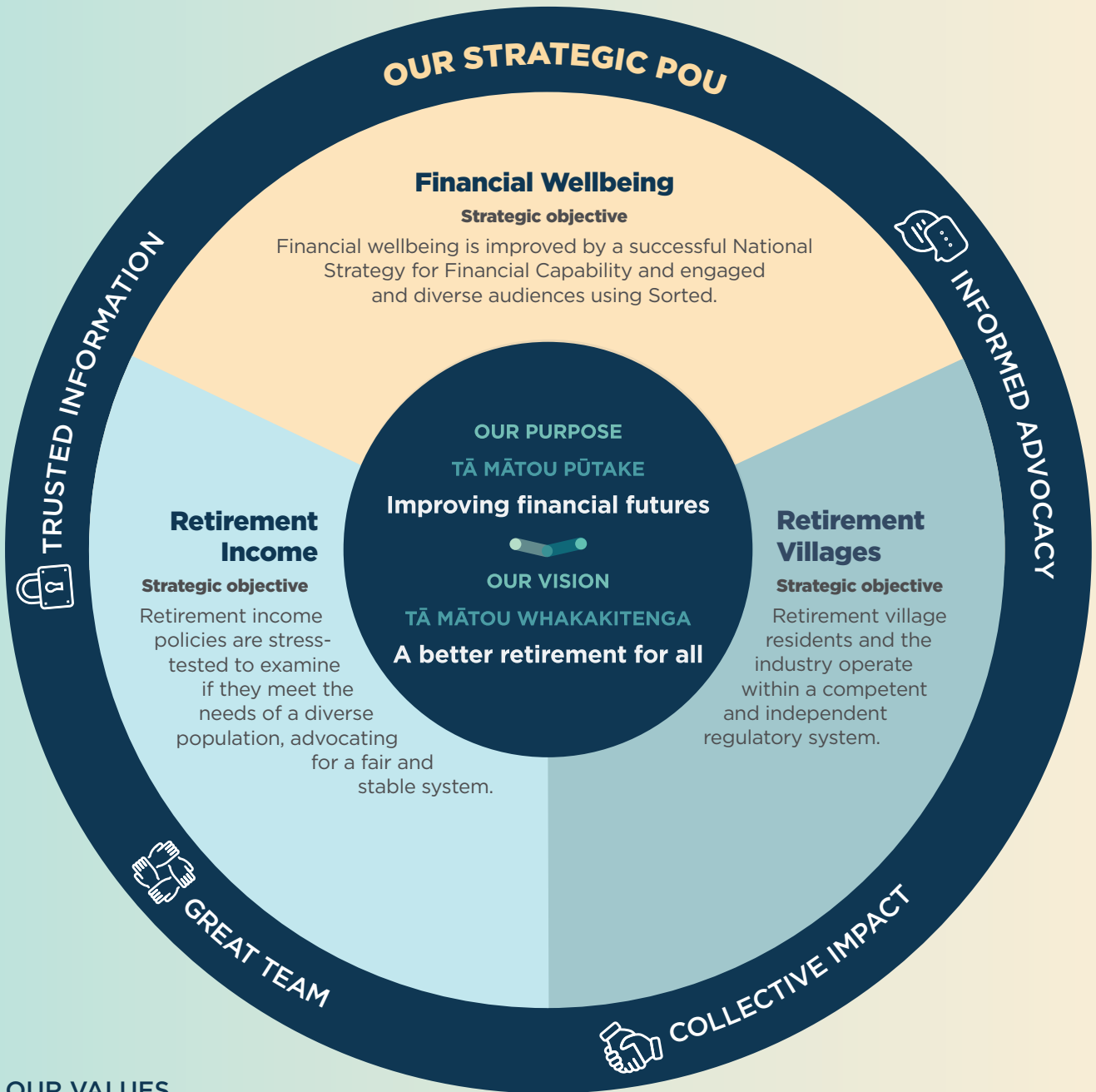
- Continue fostering a collaborative and inclusive culture where everyone's contribution is valued.
- Develop and roll out a Rautaki Māori Strategy and Action Plan.
- Provide technology, policies and processes that support our ability to collaborate and maintain a high level of security.



# Tā mātou whakatutuki mahi

## Our strategic framework

Our strategic framework shows what drives us as an organisation and what we are aiming to achieve. We summarise it, for simplicity, in a plan on a page.



### OUR VALUES



#### Kia manawanui

Let us be big hearted



#### E tipu, e rea

We embrace the best of both worlds to flourish



#### Me hoe tahi

We paddle as one



#### He taonga te pono

We treasure truth

# He arotahinga tāngata

## Who we focus on

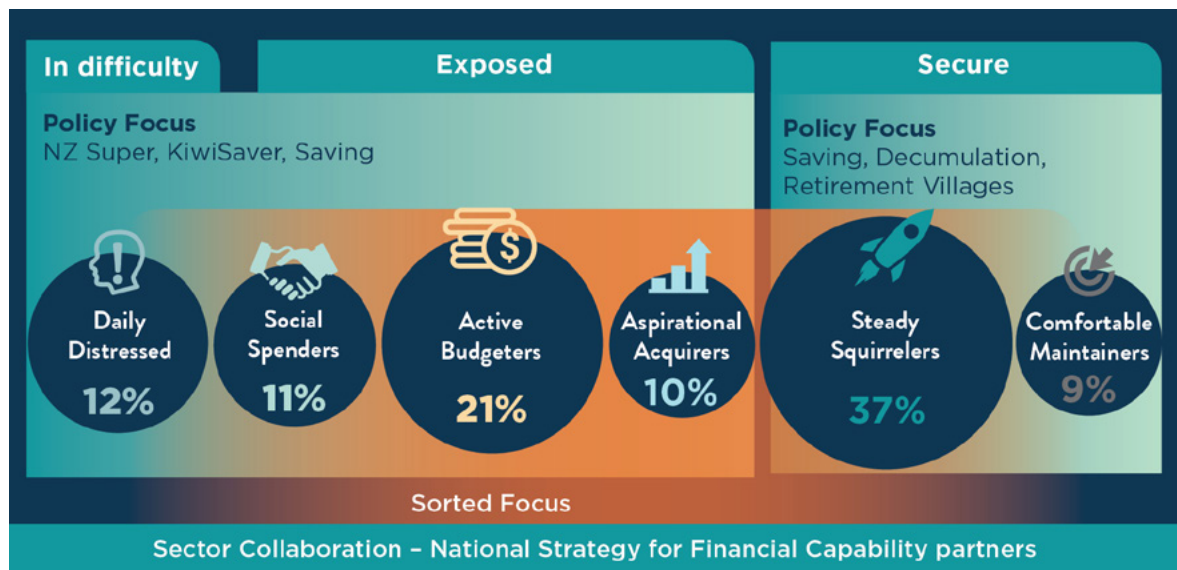
To help us focus on where best to target consumer-facing effort and resources we use an audience segmentation model based on our consumer research.

We target the “exposed” segment through Sorted – the social spenders, active budgeters, and aspirational acquirers – because these segments are both in need of information and encouragement and also have the means to act. We give particular focus to Māori, Pacific Peoples, women and young people.

We also use these six segments in our policy work to focus activity, and to encourage National Strategy partners to focus and coordinate their work.

- Daily distressed: financially stretched, no savings, unable to plan ahead
- Social spenders: spend more than they earn, generous, spontaneous
- Active budgeters: conscientious spending, unlikely to own home, focus on family
- Aspirational acquirers: enjoys their money, less thought to saving, relatively high income
- Steady squirrelers: financially comfortable, cautious about both saving and spending
- Comfortable maintainers: good personal savings, fewer unproductive financial products

### New Zealanders segmented





# Te mahi ka mahia e mātou

## What we will do

As outlined in our Statement of Intent 2023 - 2026 we have set three overarching strategic objectives aligned to our three focus areas. Each year, we plan our activity around meeting our aspirations, working towards achieving our vision of a better retirement for all.

The following outlines our annual objectives and how we will measure success. We monitor our performance quarterly, and report on progress against these measures in our Annual Report. We aim to achieve all targets by 30 June 2024.

### Strategic objective 1

#### Retirement Income

**Retirement income policies are stress-tested to examine if they meet the needs of a diverse population, advocating for a fair and stable system.**

The table below sets out our annual objectives, and how we will measure progress towards achieving the longer-term outcomes identified in our Statement of Intent (SOI):

SOI outcome	Annual objective	Measures	2023/24 target	2022/23 estimated actual	Verification source
 <b>Trusted information</b> The Government has access to ongoing independent research and analysis on retirement matters	Identify areas of policy requiring further research and analysis	Research or analysis undertaken, and findings shared on our website and with stakeholders, including Government	Publish and share 3 papers	3 papers shared and published	Our website and research completed
	Establish a Māori advisory rōpū to develop policy options that would better support Māori retirement <sup>1</sup>	Advisory rōpū established, and a Kaupapa Māori research analysis piece commissioned	Achieve	New measure	Rōpū terms of reference Meeting notes
 <b>Trusted information</b> Informed debate around retirement issues	Use research and analysis to explain key challenges facing people in retirement	Media coverage secured for all major studies	Achieve 5 mentions in major NZ media for each major study	New measure	Internal media log and media monitoring coverage reports
		All research and analysis shared with relevant stakeholders and published on our website	Publish at least 3 pieces of research	New measure	Our website and research completed
 <b>Informed advocacy</b> The Retirement Commission is seen as an independent and principled voice on retirement issues	Be recognised subject matter experts on retirement issues	Respondents agree Te Ara Ahunga Ora provides an independent and principled voice <sup>2</sup>	70% agree	New measure	Annual stakeholder survey
		Provide or initiate media commentary on key retirement issues	Achieve 5 pieces of major media coverage	New measure	Internal media log and media monitoring coverage reports

<sup>1</sup> The 2022 Review of Retirement Income Policies recommended the establishment of a Māori advisory rōpū to more fully consider issues raised by our research and lead the development of policy options to present to Government. RRIP\_2022.pdf (retirement.govt.nz)



<sup>2</sup> Reporting on survey will use a 5-point Likert scale and include overall agreement (combining agree and strongly agree).

## Strategic objective 2

### Retirement Villages

**Retirement village residents and the industry operate within a competent and independent regulatory system.**

The table below sets out our annual objectives, and how we will measure progress towards achieving the longer-term outcomes identified in our Statement of Intent (SOI):

SOI outcome	Annual objective	Measures	2023/24 target	2022/23 estimated actual	Verification source
 <b>Trusted information</b> The Government is kept well informed on retirement village issues and experiences	Monitor complaints made to retirement villages and report on trends and formal complaints raised	Six-monthly reports of formal complaints raised in retirement villages published	Achieve	Achieved	Our website and complaints report
 <b>Trusted information</b> Residents can access a fair and robust disputes process if they need to	Conduct an annual investigation relating to retirement villages	Investigation published and shared with stakeholders, including Government	Achieve	Achieved	Our website and investigation report
 <b>Trusted information</b> People weighing up retirement village living can access impartial information	Provide residents and their families with informal advice on options for dispute resolution and information on retirement village living	Te Ara Ahunga Ora provides multiple channels for residents and families to access impartial information and receive informal advice	Achieve	New measure	Our website CRM










## Strategic objective 3

### Financial Wellbeing

Financial wellbeing is improved by a successful National Strategy for Financial Capability and engaged and diverse audiences using Sorted.

The table below sets out our annual objectives, and how we will measure progress towards achieving the longer-term outcomes identified in our Statement of Intent (SOI):

SOI outcome	Annual objective	Measures	2023/24 target	2022/23 estimated actual	Verification source
 <b>Collective impact</b> National Strategy partners work together to help New Zealanders understand money	Provide National Strategy Partners with a range of opportunities to engage and collaborate	Partners agree the Strategy offers good cross-sector collaboration opportunities <sup>3</sup>	65% agree	New measure	National Strategy Annual Report Stakeholder survey
		Initiatives are developed for partners to engage and collaborate on	3 initiatives available	New measure	Working group meeting notes Webinar and conference registrations
	Share financial wellbeing insights from our research with National Strategy partners	Research and insights shared with partners	2 shared	New measure	Stakeholder emails Webinar and conference registrations
 <b>Trusted information</b> Sorted content helps improve financial wellbeing	Grow Sorted brand awareness	Sorted brand awareness increases	Increase 5% on previous year to 55%	New measure	Sorted brand tracker
 <b>Trusted information</b> Sorted content helps improve financial wellbeing	Execute initiatives for Sorted's priority audiences, including Māori	2 initiatives executed	Achieve	New measure	Internal plan and monitoring reports
 <b>Trusted information</b> Sorted content helps improve financial wellbeing	Sorted users continue to find the content valuable <sup>4</sup>	Users of Sorted content agree it is valuable <sup>5</sup>	Maintain > 85% agree	New measure	Sorted User Survey Skills Update reporting NZCER evaluation Internal monitoring reports
 <b>Collective impact</b> Financial Education is accessible to young people	Grow percentage of secondary schools and kura using Sorted in Schools	Secondary schools and kura using Sorted in Schools increases on previous year	70%	68%	NZCER evaluation Internal monitoring reports

<sup>3</sup> Reporting on survey will use a 5-point Likert scale and include overall agreement (combining agree and strongly agree).

<sup>4</sup> Sorted users include website, teachers, and applicable community programme participants.

<sup>5</sup> Sorted internal and external evaluations use a 6-point Likert scale. Reporting will include overall agreement (combining somewhat agree, agree and strongly agree). Sorted.org.nz evaluation uses a 5-point Likert scale.

## Strategic objective 4




### Organisation Health and Capability

**Te Ara Ahunga Ora is a great place to work with an inclusive and values-based culture that has the training, systems and processes in place to enable people to grow.**

Helping us achieve what we set out to do is a great team, where we have the right people, systems, and processes in place to ensure we operate effectively as an organisation and deliver on our strategy.

One of our people goals is to continue to build a diverse workforce and an inclusive culture where people feel a sense of belonging. We use the Public Service Commission's Papa Pounamu Diversity & Inclusion framework to guide our work in this area.

The table below sets out our annual objectives, and how we will measure progress towards achieving the longer-term outcomes identified in our Statement of Intent (SOI):

SOI outcome	Annual objective	Measures	2023/24 target	2022/23 estimated actual	Verification source <sup>6</sup>
 <b>Great team</b> Our workforce is safe, healthy, and culturally competent	Our people are committed, motivated and proud to work for Te Ara Ahunga Ora	Employees are engaged and motivated	Our Engagement Index is at least 68%	New measure	Internal survey
	Foster a collaborative and inclusive culture where everyone's contribution is valued	Employees agree they feel valued for the contribution they make	Maintain - 71% agree	New measure	Internal survey
		Employees agree Te Ara Ahunga Ora values diversity	Maintain - 90% agree	New measure	Internal Survey
	Workplace incidents are reported and addressed	All incidents reported have a noted action	Achieve	Achieved	Incidents register
	Cultural competency training improves employees' understanding of and responsibilities to Te Ao Māori	Employees agree their understanding of their responsibilities to Te Ao Māori has improved	Maintain - 100% agree	Achieved	Internal survey
 <b>Great team</b> Effective and secure technologies support our team to do a great job	Provide technology that supports our team to do their job well and maintain a high level of security <sup>7</sup>	Employees agree they have the tools, technology and equipment to perform their job well	Maintain - 75% agree	New measure	Internal survey
		Annual external penetration testing finds zero critical level severity findings	Achieve zero critical level security findings	New measure	Report from external provider
 <b>Great team</b> Our strategic thinking and connections are expanded	Implement a Rautaki Māori Strategy and Action Plan	Māori strategy in place and implemented	Achieve	New measure	Māori Strategy and Action Plan





**Tauākī matapae ahumoni**  
**Forecast financial statements**



## Tauākī matapae whiwhinga whānui

# Forecast statement of comprehensive income

as at 30 June 2024

	2023/24 Budget	2022/23 Budget	2022/23 Estimate
<b>Revenue</b>			
Crown revenue	9,591,000	9,277,000	9,489,914
Other revenue	252,000	80,000	242,964
<b>Total revenue</b>	<b>9,843,000</b>	<b>9,357,000</b>	<b>9,732,878</b>
<b>Expenditure</b>			
Personnel	5,551,482	5,436,888	5,232,507
Depreciation & amortisation	320,000	328,000	309,154
Other operating expenses	5,151,250	4,218,210	4,399,997
<b>Total expenditure</b>	<b>11,022,732</b>	<b>9,983,098</b>	<b>9,941,658</b>
<b>Total comprehensive revenue and expense</b>	<b>(1,179,732)</b>	<b>(626,098)</b>	<b>(208,780)</b>

## Tauākī matapae tūnga ahumoni

# Forecast statement of financial position

as at 30 June 2024

	2023/24 Budget	2022/23 Budget	2022/23 Estimate
<b>Current assets</b>			
Cash and cash equivalents	169,699	345,719	1,023,314
Investments	2,400,000	2,250,000	2,700,000
Debtors and other receivables	257,500	157,949	217,499
Prepayments	29,826	30,000	44,826
<b>Total current assets</b>	<b>2,857,025</b>	<b>2,783,668</b>	<b>3,985,639</b>
<b>Non-current assets</b>			
Property, plant & equipment	174,429	269,472	242,244
Intangible assets	428,783	342,316	412,486
<b>Total non-current assets</b>	<b>603,212</b>	<b>611,788</b>	<b>654,730</b>
<b>Total assets</b>	<b>3,460,237</b>	<b>3,395,456</b>	<b>4,640,369</b>
<b>Current liabilities</b>			
Creditors and other payables	377,164	273,000	374,026
Employee entitlements	352,674	293,272	302,348
Other liabilities	92,600	108,980	146,464
<b>Total current liabilities</b>	<b>822,438</b>	<b>675,252</b>	<b>822,838</b>
<b>Net assets</b>	<b>2,637,799</b>	<b>2,720,204</b>	<b>3,817,531</b>
<b>Equity</b>			
Taxpayer Funds	200,000	200,000	200,000
Accumulated Surplus	2,437,799	2,520,204	3,617,531
<b>Total equity</b>	<b>2,637,799</b>	<b>2,720,204</b>	<b>3,817,531</b>

## Tauākī matapae huringa tūtanga

# Forecast statement of changes in equity

For the year ending 30 June 2024

	2023/24 Budget	2022/23 Budget	2022/23 Estimate
<b>Balance at 1 July</b>	3,817,531	3,346,302	4,026,311
<b>Total comprehensive revenue and expense for the year</b>	<b>(1,179,732)</b>	<b>(626,098)</b>	<b>(208,780)</b>
<b>Balance at 30 June</b>	<b>2,637,799</b>	<b>2,720,204</b>	<b>3,817,531</b>





## Tauākī matapae kapewhiti

# Forecast statement of cash flows

For the year ending 30 June 2024

	2023/24 Budget	2022/23 Budget	2022/23 Estimate
<b>Cash flows from operating activities</b>			
<b>Cash was provided from:</b>			
Receipts from the Crown	9,591,000	9,277,000	9,481,938
Receipts from other revenue	17,217	23,723	64,159
Interest received	200,000	52,000	173,653
	<b>9,808,217</b>	<b>9,352,723</b>	<b>9,719,750</b>
<b>Cash was applied to:</b>			
Payments to suppliers and employees	(10,688,542)	(9,706,905)	(9,749,839)
Net GST (paid)/received	(4,808)	2,372	(16,355)
	<b>(10,693,350)</b>	<b>(9,704,533)</b>	<b>(9,766,195)</b>
<b>Net cash from operating activities</b>	<b>(885,133)</b>	<b>(351,810)</b>	<b>(46,445)</b>
<b>Cash flows from investing activities</b>			
<b>Cash was provided from:</b>			
Term Investments	2,700,000	2,500,000	2,700,000
Receipts from sale of property, plant & equipment	0	0	0
	<b>2,700,000</b>	<b>2,550,000</b>	<b>2,700,000</b>
<b>Cash was applied to:</b>			
Funds transferred to investments	(2,400,000)	(2,250,000)	(2,700,000)
Purchase of property, plant & equipment	(35,185)	(30,000)	(13,185)
Purchase of intangible assets	(233,297)	(250,000)	(283,692)
	<b>(2,668,482)</b>	<b>(2,530,000)</b>	<b>(2,996,877)</b>
<b>Net cash flows from investing activities</b>	<b>31,518</b>	<b>(30,000)</b>	<b>(296,877)</b>
<b>Net increase/ (decrease) in cash held</b>	<b>(853,615)</b>	<b>(381,810)</b>	<b>(343,322)</b>
<b>Cash and cash equivalents at 1 July</b>	<b>1,023,314</b>	<b>727,529</b>	<b>1,366,636</b>
<b>Cash and cash equivalents at 30 June</b>	<b>169,699</b>	<b>345,719</b>	<b>1,023,314</b>
<b>Represented By:</b>			
Cash and Cash Equivalents	169,699	345,719	1,023,314
<b>Cash held at the end of the year</b>	<b>169,699</b>	<b>345,719</b>	<b>1,023,314</b>

# Tauākī whakaaro tūāpapa

## Statement of underlying assumptions

### Significant assumption

The opening position of the forecast statements is based on unaudited results for 2022/23. The actual results for January to June 2023 are unavailable at the time of preparation; therefore, the balance as at 30 June 2023 has been estimated using January to June 2023 forecast figures.

### Revenue from Crown Appropriations

Revenue from Crown Appropriations is consistent with the 2023/24 Estimates Appropriations.

### Other assumptions

The accrual basis of accounting has been used in the preparation of these forecast financial statements.

The budget reflects a staffing level of around 39 FTEs to meet the work programme with additional contractors being used for short term projects as required. There is a risk that forecast events and the associated income and expenditure do not occur.

### Nature of forecast financial statements

The forecast financial statements have been prepared as a best-efforts indication of Te Ara Ahunga Ora's future financial performance.

The forecast financial statements have been prepared in accordance with Tier 2 Public Benefit Entity (PBE) accounting standards and comply with PBE FRS 42 Prospective Financial Statements.

In the application of PBE FRS 42, management is required to make judgements, estimates, and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Judgements made by management in the application of PBE FRS 42 that have significant effects on the financial statements and estimates with a significant risk of material adjustments in the next year are disclosed, if applicable, in the relevant notes to the financial statements.

Actual financial results achieved for the period covered are likely to vary from the information presented, potentially in a material manner.

### Reporting entity

Te Ara Ahunga Ora is the office of the Retirement Commissioner, an autonomous Crown Entity defined by the Crown Entities Act 2004. Te Ara Ahunga Ora is domiciled in New Zealand, and its ultimate parent is the New Zealand Crown. The Retirement Commissioner is appointed under the New Zealand Superannuation and Retirement Income Act 2001 and the Crown Entities Act 2004. The current Retirement Commissioner was appointed on 10 February 2020 for a term of three years and re-appointed in February 2023 for an additional three-year term.

Te Ara Ahunga Ora's role is set out in the New Zealand Superannuation and Retirement Income Act 2001, and the Retirement Villages Act 2003. Our statutory responsibilities include:

- Developing and promoting methods to improve New Zealand's retirement policy settings
- Monitoring the effects of retirement policies on retirees
- Conducting a three-yearly review of retirement policies
- Promoting education, and publishing information about financial matters
- Collecting and publishing information to fulfil our functions
- Monitoring the effectiveness of financial dispute resolution schemes; and
- Monitoring the effects of the retirement villages legislation.

## Basis of preparation

### Statement of compliance and measurement base

The forecast financial statements for the Te Ara Ahunga Ora have been prepared in accordance with the requirements of the Crown Entities Act 2004, which includes the requirement to comply with New Zealand generally accepted accounting practice (NZ GAAP).

The forecast financial statements have been prepared on a historical-cost basis for a going concern in accordance with the Tier 2 Public Benefit Entities (PBE) Accounting Standards Reduced Disclosure Regime (PAS RDR). Te Ara Ahunga Ora qualifies for PAS RDR reporting as it is not publicly accountable and has expenses greater than \$2m but less than \$30m.

### Presentation currency

The forecast financial statements are presented in New Zealand dollars, and all values are rounded to the nearest dollar. The functional currency is New Zealand dollars.

### Use of estimates and judgements

In preparing these forecast financial statements to conform with PBE FRS 42, management is required to make judgements, estimates, and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. Te Ara Ahunga Ora has made estimates and assumptions concerning the future, based on historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis.

Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Judgements made by management that have significant effects on the financial statements and estimates with a significant risk of material adjustments in the next year are disclosed, if applicable, in the relevant notes to the financial statements.

## Significant accounting policies

The following significant accounting policies, which materially affect the measurement of the forecast financial performance and financial position, have been applied.

## Revenue

### Crown revenue

Revenue from the Crown is recognised as revenue when earned and is reported in the financial period to which it relates. Revenue is measured at the fair value of consideration received or receivable.



Te Ara Ahunga Ora has been provided with funding from the Crown for specific purposes as set out in its founding legislation and the scope of a single Government appropriation. Apart from these general restrictions, there are no unfulfilled conditions or contingencies attached to Government funding.

Te Ara Ahunga Ora also receives other revenue from Crown entities to contribute towards the development, project management, execution and evaluation of various programmes and initiatives.

### Other revenue

Te Ara Ahunga Ora receives other revenue from Crown and non-Crown entities to contribute towards the provision of services.

### Interest revenue

Interest revenue is recognised by accruing on a time proportion basis the interest due for the investment.

### Cash and cash equivalents

Cash and cash equivalents comprise cash on hand, deposits held at call with banks and other short-term highly liquid investments with original maturities of three months or less.

### Statement of cash flows

The Statement of Cash Flows is prepared exclusive of GST, which is consistent with the method used in the Statement of Comprehensive Revenue and Expenses.

### Definitions of the terms used in the statement of cash flows

‘Cash and cash equivalents’ includes coins and notes, demand deposits and other highly liquid investments readily convertible into cash, and includes at-call borrowings such as bank overdrafts, used by Te Ara Ahunga Ora as part of its day-to-day cash management.

‘Operating activities’ include all transactions and other events that are not investing or financing activities.

‘Investing activities’ are those activities relating to the acquisition and disposal of current and non-current investments and any other non-current assets.

‘Financing activities’ are those activities relating to changes in equity of the entity.



### Debtors and other receivables

Debtors and other receivables, comprising trade debtors, accrued interest and GST receivable are recognised initially at fair value and subsequently measured at amortised cost, less provision for impairment. Impairment of a receivable is established when there is objective evidence that we will not be able to collect amounts due according to the original terms of the receivable.

## Property, plant and equipment and intangible assets

### Property, plant and equipment

Property, plant and equipment asset classes consist of office equipment, furniture and fittings, computer equipment, and leasehold improvements. Property, plant and equipment are shown at cost or valuation, less any accumulated depreciation and impairment losses.

### Additions and disposals

The cost of an item of property, plant and equipment is recognised as an asset only when it is probable that future economic benefits or service potential associated with the item will flow to Te Ara Ahunga Ora and the cost of the item can be measured reliably. If an asset is acquired at no cost, or for a nominal cost, it is recognised at fair value when control over the asset is obtained.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposals are included in the forecast Statement of Comprehensive Income.

### Subsequent costs

Costs incurred subsequent to initial acquisition are capitalised only when it is probable that future economic benefits or service potential associated with the item will flow to Te Ara Ahunga Ora and the cost of the item can be measured reliably.

The costs of day-to-day servicing of property, plant and equipment are recognised as an expense in the forecast Statement of Comprehensive Revenue and Expenses as they are incurred.

### Depreciation

Depreciation is calculated on a straight-line basis on property, plant and equipment once in the location and condition necessary for its intended use so as to write off the cost or valuation of the property, plant and equipment over their expected useful life to their estimated residual value.

The following estimated useful lives and rates are used in the calculation of depreciation:

Office equipment	2.8 – 10.4 years	9.6%–36.0%
Furniture and fittings	3.3 – 11.8 years	8.5%–30.0%
Computer equipment	1.33 – 5.8 years	17.5%–75.42%
Leasehold improvements	3 – 5 years	20.0%–33.33%
Telecommunications	3.3 years	30.0%

## Intangible assets

### Software acquisition

Acquired computer software licences are capitalised on the basis of the costs incurred to acquire and bring to use the specific software.

Costs associated with maintaining computer software are recognised as an expense when incurred.

Software is a finite life intangible and is recorded at cost less accumulated amortisation and impairment.

### Website development

Costs that are directly associated with interactive aspects of the Sorted websites are capitalised.

Costs associated with maintaining and advertising Te Ara Ahunga Ora's and Sorted websites are recognised as an expense in the forecast Statement of Comprehensive Incomes as incurred.

### Amortisation

Amortisation is charged on a straight-line basis over the estimated useful life of the intangible asset.

The following estimated useful lives and rates are used in the calculation of amortisation:

Software	2.5 years	40.0%
Websites	2.5 years	40.0%

### Impairment

Property, plant and equipment and intangible assets that have finite useful lives are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

Given that the future economic benefits of Te Ara Ahunga Ora's assets are not directly related to the ability to generate net cash flows, the value in use of these assets is measured on the basis of depreciated replacement cost.

An impairment loss is recognised in the Statement of Comprehensive Revenue and Expenses whenever the carrying amount of an asset exceeds its recoverable amount. Any reversal of impairment losses is also recognised in the Statement of Comprehensive Revenue and Expenses.

### Provisions

A provision is recognised for future expenditure of uncertain amount or timing when there is a present obligation (either legal or constructive) as a result of a past event, it is probable that an outflow of future economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation. Provisions are measured as the present value of the expenditure expected to be required to settle the obligation using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the obligation. Any increase in the provision due to the passage of time is recognised as an interest expense and is included in 'finance costs'.

### Goods and services tax

All items in the forecast financial statements are exclusive of goods and services tax (GST), except for receivables and payables which are presented on a GST-inclusive basis. Where GST is not recoverable as input tax then it is recognised as part of the related asset or expense.

The net amount of GST recoverable from, or payable to, the Inland Revenue Department (IRD) is included as part of current assets or current liabilities in the Statement of Financial Position.

The net GST paid to, or received from the IRD, including the GST relating to investing and financing activities, is classified as an operating cash flow in the Statement of Cash Flows.

Commitments and contingencies are disclosed exclusive of GST.

### Income tax

Te Ara Ahunga Ora is a public authority, and consequently is exempt from the payment of income tax under the Income Tax Act 2007. Accordingly, no provision has been made for income tax.

### Creditors and other payables

Creditors and other payables, comprising trade creditors and other accounts payable, are recognised when Te Ara Ahunga Ora becomes obliged to make future payments resulting from the purchase of goods and services.



### Employee benefits

Short-term employee entitlements, including holidays, are recognised as an expense over the period in which they accrue.

Entitlements that are due to be settled within 12 months after the end of the period in which the employee renders the related service are accrued based on the current rate of pay.

### Superannuation schemes

Obligations for contributions to KiwiSaver are accounted for as defined contribution superannuation schemes and are recognised as an expense in the Statement of Comprehensive Revenue and Expenses as incurred.

### Operating leases

Leases that do not transfer substantially all the risks and rewards incidental to ownership of an asset to Te Ara Ahunga Ora are classified as operating leases. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the term of the lease in the forecast Statement of Comprehensive Revenue and Expenses.

### Cost allocation policy

Te Ara Ahunga Ora has determined the cost of outputs using the cost allocation system outlined below.

- Direct costs are those costs directly attributed to an output. Indirect costs are those costs that cannot be identified in an economically feasible manner with a specific output.
- Direct costs are charged directly to outputs. Indirect costs are allocated using predetermined percentages based on the previous period actual spent for each output class.



# He mahere tāngata Directory

## Our team (as at May 2023)

**Jane Wrightson** – Retirement Commissioner

**Nick Thomson** – Chief Operating Officer

**Gemma Fulton** – Finance Lead

**Shristi Singh** – Assistant Accountant

**Nick Beard** – Business Lead

**Rebecca Jenner** – Performance  
Accountability Specialist

**Ciaran Lymer** – Business Administrator

**Rosa Armstrong** – People Lead

**Dr Suzy Morrissey** – Director, Policy

**Dr Jo Gamble** – Research Lead

**Dr Michelle Reyers** – Policy Lead

**Tristan Fluerty** – Retirement  
Villages Specialist

**Erin Thompson**

Kaihautū / Director, Māori and Learning

**Vacant** – Learning Lead

**Claire Bailey** – Learning Specialist

**Su Min Ahn** – Learning Specialist

**Tania Vercoelen** – Learning Specialist

**Donna Robinson** Waikato-Tainui, Ngāti  
Raukawa – Kaiārahi / Kaupapa Māori Lead

**Marina Kawe-Peautolu** Ngāti Ranginui,  
Ngāti Kahungunu, Ngāi Tahu –  
Kaitakawaenga / Kaupapa Māori  
Specialist

**Kimiorangi Thompson** Ngāti Rangiwewehi,  
Ngāi Tāmanuhiri, Ngāti Kahungunu ki  
Wairarapa – Kaikōkiri / Kaupapa Māori  
Specialist

**Lexia Hansen** – Māori and Learning  
Administrator

**Vanessa Morris** – Director, Marketing

**Kelly Phillips** – Marketing and Content Lead

**Hannah Merceanu** – Digital Marketing  
Specialist

**Vanya Piacun** – Marketing Specialist

**Vacant** – Graphic Designer

**Jason Gambitsis** – Digital Assets Lead

**Mike Coffey** – Data and Analytics Specialist

**Morgan Martin** – Digital Channels Specialist

**Devon Connelly** – Marketing Administrator

**Anika Forsman** – Director, Stakeholder and  
Communications

**Tom Hartmann** – Personal Finance Lead

**Elizabeth O'Halloran** – Communications  
Specialist

**Georgette Dawbin** – Communications  
Specialist

**Rachel Beckett** – Stakeholder Lead

**Liline Hewett** – Stakeholder Specialist

**Josh Nicholson** – Stakeholder Specialist

**Natalie Palmer** – Stakeholder Specialist







## Contact us

T: +64 9 356 0052

[office@retirement.govt.nz](mailto:office@retirement.govt.nz)

[retirement.govt.nz](http://retirement.govt.nz)

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





## Te Ara Ahunga Ora Retirement Commission

Level 15, 19 Victoria St W, Auckland and Level 2, 70 The Terrace, Wellington.  
PO Box 106-056, Auckland City 1143. Phone +64 9 356 0052.  
[retirement.govt.nz](http://retirement.govt.nz) [sorted.org.nz](http://sorted.org.nz) [sortedinschools.org.nz](http://sortedinschools.org.nz)

