

**Te Tauākī Koronga mō ngā  
Mahi kia Tutuki**

**Statement of Performance  
Expectations**

FOR THE YEAR ENDING 30 JUNE 2026







TOITŪ



ISO 14064-1  
ORGANISATION

Te Ara Ahunga Ora Retirement Commission  
is a Toitū-certified Carbon Reduce organisation



# Ngā Ihirangi

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



## 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 2025 to 30 June 2026 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 2025

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.

# Tirohanga Whānui

## Overview

### What we do

Te Ara Ahunga Ora Retirement Commission (the Retirement Commission) is an Autonomous Crown Entity, focused on improving the financial futures of New Zealanders so a better retirement is enjoyed by all.

We are a small organisation with a broad mandate, taking a long-term and holistic view to retirement-related issues. Our main funding is from the Government, and a small amount comes from delivering financial education programmes in workplaces and communities. Our monitoring agency is the Ministry of Business, Innovation and Employment (MBIE).

Our work is grouped into three focus areas aligned with our statutory responsibilities as 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 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 a variety of voices 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, encouraging the financial services sector to take a joined-up approach and 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 the best possible financial position. We place a focus on Māori, Pacific Peoples, women and young people, because for a number of reasons, outcomes for many in these cohorts are poorer.

### Scope of appropriation

The Retirement Commission 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
- Monitoring the retirement villages operating framework.

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

## Nā te Mana Ahungarua

# Introduction from the Retirement Commissioner

New Zealanders have been navigating challenging financial headwinds for a number of years. The impacts of the rising cost of living, geopolitical uncertainties, climate change, increasing unemployment and other recessionary factors have made long-term planning increasingly difficult. Although we anticipate that things are improving, it will take some time for people's financial position to recover after a sustained period of strain.

Improving the financial futures of New Zealanders, so that everyone can look forward to a better retirement, sits at the core of everything we do. It's no small task, but then the road to financial wellbeing is not a linear one.

Our own consumer research shows that more than half of New Zealanders are struggling with their financial situation (56% feel financially uncomfortable). Women, Māori and Pacific Peoples are continuing to be hit the hardest, with 60% of women saying they are in a difficult position financially (compared to 51% of men) and 63% of Māori and 68% of Pasifika also struggling.

Retirees aren't faring much better, with many missing out on medical appointments, social activities and radically changing their shopping habits to manage the cost-of-living challenges. The 'golden assumption' that over 65s are mortgage-free couples living in relative comfort on NZ Super is not representative of what's really going on for many.

These challenges make our role at the Retirement Commission more important than ever.

## The year ahead

This Statement of Performance Expectations outlines our objectives for 2025/26 and some of the key activities we will undertake. It aligns with our Statement of Intent 2023–2026 and supports the Minister's Letter of Expectations. We're proud to be playing a critical role in supporting the Government's objectives through our work to enhance financial capability and helping people prepare for retirement. We do so under our three statutory areas of responsibility: Retirement Income, Retirement Villages and Financial Wellbeing.

This year, we will continue advocating for stable retirement policies and a fair retirement village legal framework, providing trusted and impartial financial information through our Sorted suite, and working to significantly improve the reach of financial education in schools. We will continue to promote the importance of long-term thinking about personal finances in particular and the retirement income system in general.

## Retirement Income

A big focus will be completing the 2025 Review of Retirement Income Policies. We will publish research relating to KiwiSaver and other savings, delve further into the financial lives of women and self-employed people, and examine emerging trends and how these will play out over the next 25 years. We will also undertake further work to better understand spending down retirement savings and how New Zealand's retirement policies compare globally.

These insights will support the development of the final report on the findings, including a series of recommendations to help shape improved policy and interventions to support better retirement outcomes for New Zealanders and in turn the general economy.

As Retirement Commissioner, I will remain focused on looking at the retirement income system holistically and championing for principled, long-term policy stability for KiwiSaver and NZ Super, so current and future retirees enjoy a dignified retirement.

## Retirement Villages

We will continue our responsibilities with regards to monitoring retirement villages complaints and disputes, ensuring fair and transparent practices, and protecting the rights and interests of residents and operators.

We look forward to the conclusion of the review of the Retirement Villages Act 2003, and the introduction of new legislation, which we have been working with the Ministry for Housing and Urban Development on since 2020.

## Financial Wellbeing

Supporting New Zealanders to grow their money and build resilience is key to helping people get ahead, have more life choices and increase their financial wellbeing. Increasing private savings also helps grow the economy and reduce demand on welfare services.

We will keep providing independent and useful financial information and tools through the Sorted website, which attracts more than two million users of its tools, guides and blogs annually, and through Sorted's workplaces and community-based programmes. We've had to look across the organisation for savings, which has meant reducing our marketing spend on Sorted, requiring innovative thinking and approaches to maintain public awareness of what we offer. This is becoming increasingly challenging but we remain focused on undertaking activity that will have the most impact on people's lives.

Our leadership of the National Strategy for Financial Capability 2025–2027 unites more than 900 partners from across the financial sector to work together to improve New Zealanders' financial wellbeing. Pooling resources and expertise ensures we maximise our collective impact and avoid duplication.

A key focus of the Strategy is to introduce sector-wide initiatives aimed to help people to grow their money and build their resilience for the unexpected. The best way to get significant cut through of these important messages is by sector collaboration and consistent messaging enabled by the National Strategy.

Alongside our efforts towards helping people grow their money and build resilience, we'll amplify our work in financial education, including helping to better integrate learning about money into schools by developing a strategy, coordinating providers and aligning to the New Zealand Curriculum. This includes looking at our current Sorted in Schools programme and identifying further opportunities to encourage access to the teaching resources and support.

## Our people

I'm forever grateful to my small but talented team, who manage to achieve a lot across a broad remit and make a little go a long way. This year, we will continue developing the multi-functional capability of our team through ongoing professional development in areas such as AI and design thinking. We will also keep working on lifting our cultural capability by progressing the actions identified in our Rautaki Māori Strategy.

It's another busy year ahead. We look forward to working with our stakeholders and partners to deliver on our annual operating plan and improve the financial futures of New Zealanders.

**Jane Wrightson**

**Mana Ahungarua**

Retirement Commissioner

# 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

- Complete the 2025 triennial Review of Retirement Income Policies.
- Conduct research and analysis on priority policy areas, including KiwiSaver and savings.
- Continue advocating for a long-term and principled retirement income system.



#### Retirement Villages

- Monitor complaints made to retirement villages and report on trends and formal complaints raised.
- Conduct an annual investigation relating to retirement villages.
- Continue advocating for a satisfactory conclusion to the Government's review of the retirement villages' legal framework.



#### Financial Wellbeing

- Host the National Strategy for Financial Capability partners' conference and implement annual action plan.
- Continuously improve Sorted content and execute initiatives to reach New Zealanders and have a positive impact on their financial wellbeing.
- Work with the Ministry of Education and financial education providers to better integrate financial education into the refreshed Curriculum.



#### Organisational Health and Capability

- Continue fostering a collaborative and inclusive culture everyone's contribution is valued.
- Continue to roll out the 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



## He arotahinga tāngata

# Who we focus on

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







We tend to focus more on 'exposed' groups through Sorted – the social spenders, active budgeters and aspirational acquirers – because these segments are in need of information and encouragement and also have the means to act. We place a particular focus on Māori, Pacific Peoples, women and young people.

Through the National Strategy for Financial Capability partners, including community organisations, financial mentors and the Ministry for Social Development, we support the 'daily distressed' segment with Sorted tools and content and encourage sector collaboration and coordination of activities.

We also use these six segments in our policy work to focus activity, and encourage National Strategy partners to align 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 spenders, unlikely to own home, focus on family.
- Aspirational acquirers: enjoy their money, less thought to saving, relatively high income.
- Steady squirrels: financially comfortable, cautious about both saving and spending.
- Comfortable maintainers: good personal savings, fewer unproductive financial products.

## New Zealanders segmented

In difficulty	Exposed				Secure	
Policy focus NZ Super, KiwiSaver, Saving					Policy focus Saving, Decumulation, Retirement Villages	
						
Daily Distressed	Social Spenders	Active Budgeters	Aspirational Acquirers	Steady Squirrels	Comfortable Maintainers	
12%	11%	21%	10%	37%	9%	
	Sorted focus					
Sector collaboration - National Strategy for Financial Capability partners						



## Ko wai mātou e mahi tahi ana

# Who we work with

We are a small organisation, yet our mandate is broad. To maximise the impact of our work, we focus on collaborating, connecting and informing many different government agencies and other non-government organisations. We carefully align our work to avoid unnecessary duplication and improve effectiveness.

We work with various stakeholders, such as policymakers, regulators, industry and community groups, researchers and teachers to improve the retirement income system, the retirement villages operating framework and the financial capability of New Zealanders. In recent years, this has included partnering with Inland Revenue and Te Puni Kōkiri to deliver carefully targeted education programmes and resources. We also work closely with the Ministry for Social Development, MBIE, Treasury, Ministry of Housing and Urban Development, and the Office for Seniors to share ideas and information and ensure we combine, not duplicate, our efforts.

Through the National Strategy for Financial Capability, which we relaunched in 2024 after a very successful previous three years, we engage with more than 900 partners across the finance sector, including industry bodies, financial mentors, financial advisers, community organisations, iwi, educators, government agencies, and the banking and insurance industries. This includes motivating the sector to work together to help New Zealanders grow their money and build resilience for the unexpected.



# National Strategy *at a glance*





# National Strategy *on a page*

Vision: Working together to help improve financial wellbeing and resilience.

## Goals



Supporting people to **grow** their money



Helping build **resilience** for the unexpected



Lifting financial capability through **education** and training



Leveraging **collective impact**

Shared success/impact evaluation measures

## Priorities

- More habitual savings
- Less costly debt
- Increase KiwiSaver contributions and investment
- Planning for retirement

- More emergency savings
- Relevant insurances in place
- Wills and powers of attorney in place
- Protection against frauds and scams

- Increase coordination of financial education in schools
- Provide quality online and in-person programmes for whānau, workplaces and communities
- Improve access to relevant tools, products and information, and where to go for help

- Share knowledge and what works
- Share evidence and research
- Facilitate connection
- Spotlight success
- Provide consistent, understandable, useful information

## Priority audiences

Māori

Women

Pacific Peoples

Young people

# 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 statutory focus areas: Retirement Income, Retirement Villages and Financial Wellbeing. These reflect our responsibilities required under Part 4, sections 83 and 84 of The New Zealand Superannuation and Retirement Income Act 2001, and Part 3, section 36 of the Retirement Villages Act 2003.

Each year, we plan our activity to meet our aspirations, working towards achieving our vision of a *better retirement for all*.

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 2026.

### 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	2025/2026 target	2024/25 estimated actual	2023/24 actual	Verification source
 <b>Trusted information</b> The Government has access to ongoing independent research and analysis on retirement matters	Research priority policy areas, including KiwiSaver, where public data may be limited	% of survey participants agree "research sets the standard for high quality analysis"	70% agree	70% agreed	New measure	Stakeholder survey
 <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	Achieved. At least 5 mentions in major NZ media for each major study	Exceeded. At least 5 mentions in major NZ media for 3 major studies	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	Achieved. 3 pieces of research published	Achieved. 3 pieces of research published	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>1</sup>	70% agree	70% agreed	Achieved. 74% of those familiar with our work agreed	Annual stakeholder survey
		Provide or initiate media commentary on key retirement issues	Achieve 5 pieces of major media coverage	Achieved 5 pieces of major media coverage	Achieved 5 pieces of major media coverage	Internal media log and media monitoring coverage reports

<sup>1</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	2025/2026 target	2024/25 estimated actual	2023/24 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	Achieved. Two reports published on our website	Our website and complaints report
	Continue advocating for a conclusion to the Government's review of the retirement villages legal framework	MHUD review is completed and new legislation drafted <sup>2</sup>	Achieve	In progress	New measure	Internal monitoring Correspondence Website
	Conduct an annual investigation relating to retirement villages	Investigation published and shared with stakeholders, including the Government	Achieve	Achieved	Achieved. Published an international scan of retirement village business models	Our website and investigation report
<b>Trusted information</b> Residents can access a fair and robust disputes process if they need to	Provide residents and their families with informal advice on options for dispute resolution	Te Ara Ahunga Ora provides multiple channels for residents and families to access impartial information and receive informal advice	Achieve	Achieved	Achieved	Our website CRM
<b>Trusted information</b> People weighing up retirement village living can access impartial information	Provide residents and their families with independent information on retirement village living	Te Ara Ahunga Ora provides multiple channels for residents and families to access impartial information	Achieve	Achieved	Achieved	Our website CRM







<sup>2</sup> Note that this measure sits outside of our control but we will continue providing support to Ministry for Housing and Urban Development in the form of personnel and information, along with advocating for the review to be completed.

## 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	2025/2026 target	2024/25 estimated actual	2023/24 actual	Verification source
 <b>Collective impact</b> National Strategy partners work together to help people 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>	Maintain > 85% agreed	Maintained > 85% agreed	85% agreed	National Strategy Annual Report Stakeholder survey
		Initiatives are developed for partners to engage and collaborate on	3 initiatives available	Achieved. 3 initiatives available	Achieved. 4 initiatives available	Working group meeting notes Conference
 <b>Trusted information</b> Sorted content helps improve financial wellbeing	Maintain Sorted brand awareness	Sorted brand awareness is stable	Maintain > 48% brand awareness average	Maintained > 48% brand awareness average	Not achieved. 48% average across the year.	Sorted brand tracker
	Execute new initiatives for Sorted	At least 1 initiative executed	Achieve	New measure	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	Maintained > 85% agree	Partially achieved. 87% of Sorted website users agree content is valuable 98% find Sorted Kāinga Ora content valuable 82.2% value Sorted in Schools as a financial capability programme	Internal and external evaluations
 <b>Collective impact</b> Financial education is accessible to young people	Maintain percentage of secondary schools and kura using Sorted in Schools	Secondary schools and kura using Sorted in Schools maintained at >70%	Maintain >70%	Not applicable (FY25 not a review year)	Achieved. 89.6% used or had used Sorted in Schools in the past year.	Biennial external evaluation Internal monitoring reports
	Secondary schools and kura teachers are trained to deliver Sorted in Schools	More than 200 teachers/kaiako have completed Sorted in Schools professional learning and training <sup>6</sup>	Achieve	Achieved	New measure	Internal and external monitoring reports
	Support the Ministry of Education to better integrate financial education into the refreshed New Zealand Curriculum and help coordinate the activities of other financial education providers to schools	Financial education learning framework developed and in use by teachers and providers	Achieve	New measure	New measure	Internal and external monitoring reports

3 Reporting on survey will use a 5-point Likert scale and include overall agreement (combining 'Agree' and 'Strongly agree').

4 Sorted users include website, teachers and applicable community programme participants.

5 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.

6 PLD offered by Sorted in Schools includes: face-to-face and remote support, webinars and in-person professional learning sessions.




## 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 in which we have the right people, plus systems and processes to ensure we operate effectively as an organisation and deliver on our strategy.

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	2025/2026 target	2024/25 estimated actual	2023/24 actual	Verification source
 <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%, including eNPS above 10 <sup>7</sup>	Achieved	Achieved. 79%	Internal survey
	Workplace incidents are reported and addressed	All incidents reported have a noted action	Achieve	Achieved	Achieved	Incidents register
	Cultural competency training improves employees' understanding of and responsibilities to Te Ao Māori	Employees agree their understanding of and responsibilities to Te Ao Māori has improved	Maintain – 100% agree	Achieved. 100% agreed	Achieved. 100% agreed	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	Employees agree they have the tools, technology and equipment to perform their job well	Maintain – 75% agree	Achieved	Achieved. 86% agreed	Internal survey
		Annual external penetration testing finds zero critical level severity findings	Achieve zero critical level security findings	Achieved	Achieved	Report from external provider
 <b>Great team</b> Our strategic thinking and connections are expanded	Implement Rautaki Māori Strategy and Action Plan	Undertake 2025/2026 action plan	Achieve	Achieved	Achieved	Māori Strategy and Action Plan

7 Based on national benchmark available from CultureAmp. Employee Net Promotor Score (eNPS) - calculated on one question 'I would recommend Te Ara Ahunga Ora as a great place to work'



# Tauākī matapae ahumoni

## Forecast financial statements



### Tauākī matapae whiwhinga whānui

## Forecast statement of comprehensive income

For the year ending 30 June 2026

	2025/26 budget	2024/25 budget	2024/25 estimate
<b>Revenue</b>			
Crown revenue	8,257,000	8,257,000	8,398,447
Other revenue	165,000	130,000	250,392
<b>Total revenue</b>	<b>8,422,000</b>	<b>8,387,000</b>	<b>8,648,839</b>
<b>Expenditure</b>			
Personnel	5,479,743	5,381,500	5,387,866
Depreciation and amortisation	250,000	306,000	311,640
Other operating expenses	3,144,500	3,490,224	3,429,533
<b>Total expenditure</b>	<b>8,874,243</b>	<b>9,177,724</b>	<b>9,129,039</b>
<b>Total comprehensive revenue and expense</b>	<b>(452,243)</b>	<b>(790,724)</b>	<b>(480,200)</b>

## Tauākī matapae tūnga ahumoni

# Forecast statement of financial position

For the year ending 30 June 2026

	2025/26 budget	2024/25 budget	2024/25 estimate
<b>Current assets</b>			
Cash and cash equivalents	191,839	533,093	349,478
Investments	2,200,000	1,700,000	2,650,000
Debtors and other receivables	140,000	220,000	157,081
Prepayments	60,000	55,000	60,000
Prepaid salaries and wages	60,000	0	0
<b>Total current assets</b>	<b>2,651,839</b>	<b>2,508,093</b>	<b>3,216,559</b>
<b>Non-current assets</b>			
Property, plant and equipment	93,147	134,482	153,147
Intangible assets	282,206	392,884	305,304
<b>Total non-current assets</b>	<b>375,353</b>	<b>527,366</b>	<b>458,451</b>
<b>Total assets</b>	<b>3,027,192</b>	<b>3,035,459</b>	<b>3,675,010</b>
<b>Current liabilities</b>			
Creditors and other payables	284,950	259,949	323,950
Employee entitlements	230,000	365,000	350,000
Other liabilities	12,192	48,767	48,767
<b>Total current liabilities</b>	<b>527,142</b>	<b>673,716</b>	<b>722,717</b>
<b>Net assets</b>	<b>2,500,050</b>	<b>2,361,743</b>	<b>2,952,293</b>
<b>Equity</b>			
Taxpayer funds	200,000	200,000	200,000
Accumulated surplus	2,300,050	2,161,743	2,752,293
<b>Total equity</b>	<b>2,500,050</b>	<b>2,361,743</b>	<b>2,952,293</b>

## Tauākī matapae huringa tūtanga

# Forecast statement of changes in equity

For the year ending 30 June 2026

	2025/26 budget	2024/25 budget	2024/25 estimate
<b>Balance at 1 July</b>	2,952,293	3,152,467	3,432,493
<b>Total comprehensive revenue and expense for the year</b>	<b>(452,243)</b>	<b>(790,724)</b>	<b>(480,200)</b>
<b>Balance at 30 June</b>	<b>2,500,050</b>	<b>2,361,743</b>	<b>2,952,293</b>

## Tauākī matapae kapewhiti

# Forecast statement of cash flows

For the year ending 30 June 2026

	2025/26 budget	2024/25 budget	2024/25 estimate
<b>Cash flows from operating activities</b>			
<b>Cash was provided from:</b>			
Receipts from the Crown	8,257,000	8,057,000	8,355,490
Receipts from other revenue	35,000	26,087	26,969
Interest received	137,081	166,238	240,517
	<b>8,429,081</b>	<b>8,249,325</b>	<b>8,622,976</b>
<b>Cash was applied to:</b>			
Payments to suppliers and employees	(8,874,731)	(8,816,299)	(8,929,083)
Net GST (paid)/received	4,913	52,463	47,800
	<b>(8,869,818)</b>	<b>(8,763,836)</b>	<b>(8,881,283)</b>
<b>Net cash from operating activities</b>	<b>(440,737)</b>	<b>(514,511)</b>	<b>(258,307)</b>
<b>Cash flows from investing activities</b>			
<b>Cash was provided from:</b>			
Term Investments	2,650,000	2,760,865	2,760,865
Receipts from sale of property, plant and equipment	0	0	0
	<b>2,650,000</b>	<b>2,760,865</b>	<b>2,760,865</b>
<b>Cash was applied to:</b>			
Funds transferred to investments	(2,200,000)	(1,700,000)	(2,650,000)
Purchase of property, plant and equipment	(10,000)	(49,014)	(78,992)
Purchase of intangible assets	(156,902)	(174,334)	(152,285)
	<b>(2,366,902)</b>	<b>(1,923,348)</b>	<b>(2,881,277)</b>
<b>Net cash flows from investing activities</b>	<b>283,098</b>	<b>837,517</b>	<b>(120,412)</b>
<b>Net increase/ (decrease) in cash held</b>	<b>(157,639)</b>	<b>323,006</b>	<b>(378,719)</b>
<b>Cash and cash equivalents at 1 July</b>	<b>349,478</b>	<b>110,087</b>	<b>728,197</b>
<b>Cash and cash equivalents at 30 June</b>	<b>191,839</b>	<b>433,093</b>	<b>349,478</b>
<b>Represented By:</b>			
Cash and cash equivalents	191,839	433,093	349,478
<b>Cash held at the end of the year</b>	<b>191,839</b>	<b>433,093</b>	<b>349,478</b>



# Statement of underlying assumptions

### Significant assumption

The opening position of the forecast statements is based on unaudited results for 2024/25. The actual results for February to June 2025 are unavailable at the time of preparation; therefore, the balance as at 30 June 2025 has been estimated using February to June 2025 forecast figures.

### Revenue from Crown Appropriations

Revenue from Crown Appropriations is consistent with the 2024/25 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 36 FTEs to meet the work programme, with additional contractors or consultants being used for short-term projects as required. There is a risk that forecasted 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 reappointed 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
- Monitoring the effects of the retirement villages legislation.

## Basis of preparation

### Statement of compliance and measurement base

The forecast financial statements for 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 \$5m but less than \$33m.

### 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, as well as 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	2.58–5 years	20.0%–38.71%
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 'Other operating expenses'.

### Goods and services tax

All items in the forecast financial statements are exclusive of goods and services tax (GST), except for receivables and payables that 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 (IR) is included as part of current assets or current liabilities in the Statement of Financial Position.

The net GST paid to, or received from IR, 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 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 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 spend for each output class.





# He mahere tāngata

## Directory

Our team (as at April 2025)

**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

Sian Jones – Business Administrator

Susie Sims – People Lead

**Dr Patrick Nolan** – Director, Policy and Research

Dr Jo Gamble – Research Lead

Ben King – Financial Research Specialist

Dr Michelle Reyers – Policy Lead

Tristan Fluerty – Retirement  
Villages Specialist

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

Tom Hartmann – Personal Finance Lead

Elizabeth O'Halloran –  
Communications Lead

Philippa Prentice – Communications  
Specialist (parental cover)

Kate Hannah – Stakeholder Lead

Natalie Palmer – Stakeholder Specialist

Ana Tu'inukuafe – Stakeholder Specialist

**Erin Thompson** (Ngāti Rangiwewehi,  
Ngāi Tāmanuhiri , Ngāti Tiipa) – Kaihautū/  
Director, Māori and Learning

Yasmin Frazer – Learning Lead

Claire Bailey – 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

Penny Lockwood – Marketing  
and Content Lead

Katie Houlihan – Marketing Specialist

Natasha Lavulavu – Marketing Specialist

Mike Crozier – Graphic Designer

Jason Gambitsis – Digital Assets Lead

Dikshi Bhutani – CRM and  
Analytics Specialist

Violeta Battista – Digital  
Channels Specialist

Devon Connelly – Marketing  
Administrator

## Te Ara Ahunga Ora Retirement Commission

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[retirement.govt.nz](http://retirement.govt.nz) [sorted.org.nz](http://sorted.org.nz) [sortedinschools.org.nz](http://sortedinschools.org.nz)

