



# Literacy Aotearoa

Choice Change Freedom

# 2025 ANNUAL REPORT

*Tawhiti rawa tō tātou haerenga,  
te kore haere tonu.*

*Nui rawa ō tatou mahi  
te kore mahi tonu.*

*We have come too far,  
to not go further.*

*We have done too much,  
to not do more.*

*(nā Tā James Henare)*

Empowering people.  
Strengthening communities.  
Changing lives.

## **Contents**

About Literacy Aotearoa .....	1
Ngā Kaiwhakahere and Ngā Tumuaki Message .....	2
Our impact in 2025.....	3
Educational Excellence .....	4
Community and Workplace Impact .....	5
A Year of Change and Strengthening .....	6
Financial Performance and Sustainability .....	7
Governance .....	8
Looking Ahead .....	9

## About Literacy Aotearoa

Literacy Aotearoa believes literacy is a fundamental human right and the foundation for lifelong learning, wellbeing and opportunity. As a Te Tiriti o Waitangi-based organisation, we support learners, whānau, employers, communities and partners to deliver accessible, high-quality adult literacy, numeracy, language and digital learning throughout Aotearoa.

Our purpose is to unlock potential by supporting adults to develop the confidence, knowledge and skills they need to participate fully in their workplaces, communities and everyday lives. Each year, we deliver funded learning opportunities that remove barriers to participation and create pathways to employment, further learning, greater independence and stronger community connection.

Our 2025–2027 strategy is centred on three priorities: Partnerships, Impact and Reach. We are strengthening relationships with employers, iwi, hapū, community organisations and education providers to ensure learning is designed around local aspirations and delivered where it is needed most. By working alongside others, we can extend our reach, respond more flexibly to community need and maximise the impact of public investment.

Everything we do is guided by our values of Pono, Manaaki Tangata, Tika and Mana, ensuring our work remains learner-centred, culturally responsive and grounded in respectful relationships.



# Literacy Aotearoa

Choice Change Freedom



# Ngā Kaiwhakahere and Ngā Tumuaki Message

## A Year of Achievement, Reflection and Renewal

Every year brings opportunities to learn, improve and strengthen the way we serve our communities. 2025 was one of those years.

Throughout the year, Literacy Aotearoa continued to deliver high-quality literacy, numeracy, digital skills and a diverse range of community education programmes across Aotearoa, supporting thousands of learners to build confidence, develop new skills and create better opportunities for themselves, their whānau and their communities.

A significant milestone was achieving a Category 2 External Evaluation and Review (EER) outcome from NZQA. This recognised the quality of our educational delivery and reflected the dedication of our kaiako, coordinators, support staff and leadership team, whose commitment to continuous improvement remains at the heart of everything we do.

While proud of this achievement, we also recognised the need to strengthen the organisation's financial sustainability. Lower-than-anticipated revenue across parts of our funding portfolio highlighted that aspects of our operating model were no longer sustainable in an increasingly challenging funding environment.

In response, early in 2026 we undertook significant organisational change. We reviewed our operating model, reduced fixed costs, strengthened financial oversight, improved business intelligence and positioned decision-making and service delivery closer to the communities we serve.

These changes have not altered our purpose - they have strengthened our ability to fulfil it. We remain committed to delivering quality education that changes lives while ensuring Literacy Aotearoa remains sustainable for future generations.

We thank our learners for trusting us with their learning journey, our staff for their professionalism and resilience, our partners for their ongoing support, and Te Koruru for its strong governance during a pivotal year.

As we look ahead, we do so with confidence - strengthening partnerships, extending our reach and increasing our impact, so that more adults across Aotearoa can access learning that changes lives.



**Don Mann**  
Kaiwhakahaere  
Tauwi



**Emily Vakaūta**  
Kaiwhakahaere  
Māori



**Jenny Solomon**  
Interim Executive  
Leadership



**Lynette Donohoe**  
Interim Executive  
Leadership

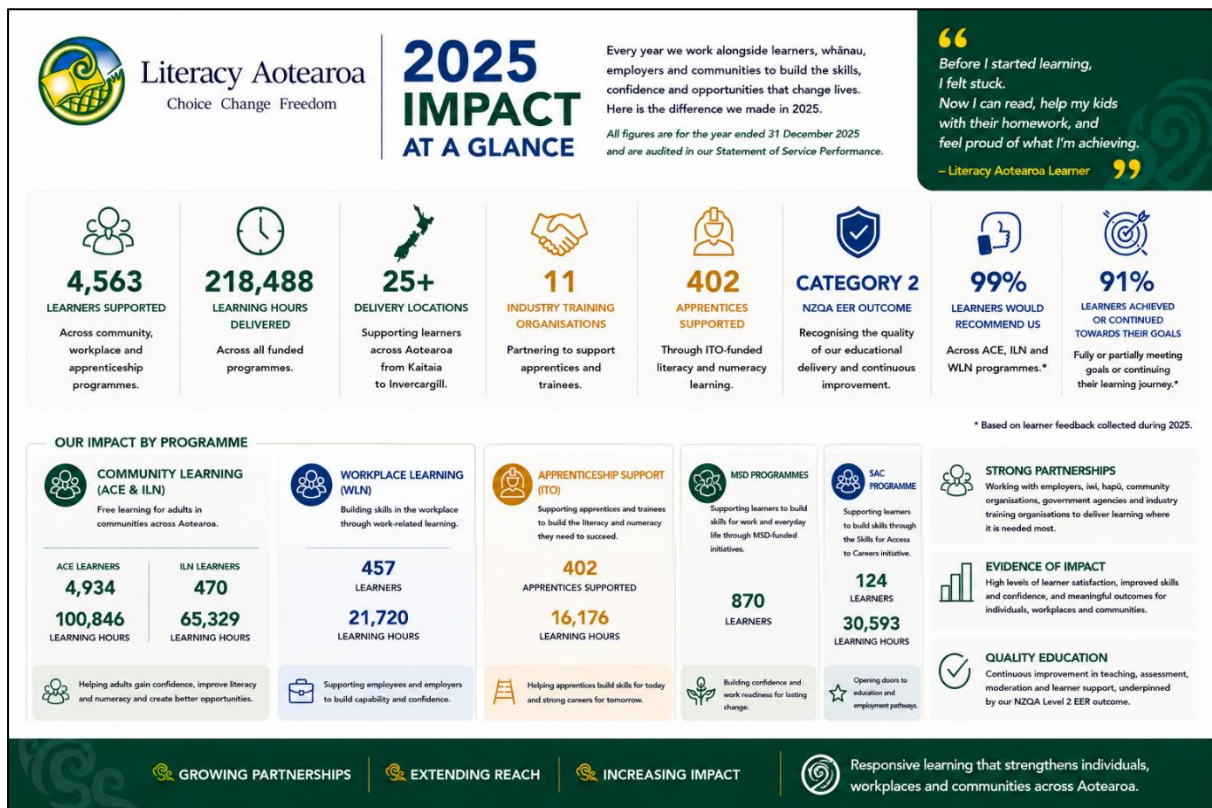


# Our impact in 2025

2025 was a year of both achievement and transformation.

Highlights included:

- Achieved a Category 2 External Evaluation and Review (EER) from NZQA.
- Continued to deliver adult literacy and numeracy education across communities throughout Aotearoa.
- Strengthened quality assurance, educational governance and academic oversight.
- Expanded and deepened partnerships with employers, communities and government agencies.
- Implemented a new Strategic Plan focused on Educational Excellence, Technology, Organisational Strength and Partnerships.
- Commenced significant organisational redesign to strengthen long-term financial sustainability.
- Entered 2026 with a simplified operating model aligned to our strategic focus.



# Educational Excellence


Quality education remains the foundation of everything we do.

During 2025 Literacy Aotearoa continued strengthening educational quality through improved governance, enhanced quality assurance processes, professional learning, improved assessment and moderation practices and stronger educational reporting.

The Category 2 EER outcome recognised the strength of our educational delivery and our commitment to continuous improvement.

Throughout the year we continued responding to recommendations from previous external reviews by strengthening academic leadership, improving programme oversight, enhancing educational data and embedding more consistent quality assurance systems across the organisation.

Most importantly, these improvements continue to support better learning experiences and outcomes for the adults and communities we serve.



**Literacy Aotearoa**  
Choice Change Freedom


## EDUCATIONAL OUTCOMES

*Evidence of impact. Outcomes that matter.*


All figures are for the year ended 31 December 2025 and are audited in our Statement of Service Performance.

“ Before I started learning, I felt stuck. Now I can read, help my kids with their homework, and feel proud of what I’m achieving. ”  
- Literacy Aotearoa Learner

*Our learners achieve*




**99%**  
would recommend Literacy Aotearoa to others.



**91%**  
achieved or continued towards their goals or continued their learning journey.


### LEARNING PROGRESS

Learners are building the skills they need for work, whānau and everyday life.




**78%**

of learners improved their reading skills.\*



**72%**





of learners improved their numeracy skills.\*



**81%**


of learners improved their communication skills.\*

### OTHER KEY OUTCOMES


-  **93-95%** of learners remained engaged in their learning throughout the year.
-  **99%** of learners said their programme met their expectations.
-  **91%** of learners reported increased confidence in their skills.
-  **LEVEL 2 EER** NZQA External Evaluation and Review outcome recognising educational quality and continuous improvement.

### APPRENTICE & EMPLOYER OUTCOMES (ITO)


Our ITO-funded programmes help apprentices succeed at work and in life.




**100%**  
of ITO learners developed new skills.



**91%**  
of ITO learners gained confidence in their learning.



**96%**  
of ITO learners said learning will help support their family.



**91%**  
of employers observed improved skills in their apprentices.

#### SUPPORTING APPRENTICES TO SUCCEED

**402** APPRENTICES SUPPORTED

**11** INDUSTRY TRAINING ORGANISATIONS

**16,176** LEARNING HOURS DELIVERED

\* Based on learner feedback collected during 2025.

STRONG PARTNERSHIPS
RESPONSIVE LEARNING
EVIDENCE DRIVEN
LEARNER CENTRED

*Together, we unlock potential and create change.*



# Community and Workplace Impact

Learning has the power to change lives, but its impact looks different for every learner.

For some, it means gaining the confidence to read with their tamariki or mokopuna. For others, it opens the door to employment, career progression or further study. In workplaces, it helps people communicate more effectively, work safely, build confidence and contribute more fully to their teams.

At Literacy Aotearoa, we know lasting impact is achieved through strong relationships. Throughout 2025, we worked with learners, whānau, employers, iwi, hapū, community organisations, government agencies and local leaders to design learning that reflects local aspirations and responds to genuine need. These partnerships ensure learning is practical, accessible and delivered where it can make the greatest difference.

The stories that follow are just a few examples of the many ways learning is strengthening individuals, workplaces and communities across Aotearoa.



**Literacy Aotearoa**  
Choice Change Freedom

## STORIES OF IMPACT

*Real people. Real progress. Real change.*

These stories reflect the difference learning makes in the lives of adults, workplaces and whānau across Aotearoa.

Every learner has potential. Every story matters. Together, we are building stronger individuals, workplaces and communities.



**FINDING CONFIDENCE AND INDEPENDENCE**

Returning to learning after many years can feel daunting. One learner joined Literacy Aotearoa to regain their driver's licence after losing confidence behind the wheel.

With encouragement from their kalako and practical learning in a supportive environment, they successfully gained their restricted licence and are now preparing for their full licence.

*“ I never thought I could do it. My tutor believed in me before I believed in myself. ”*



**BUILDING SKILLS FOR THE WORKPLACE**

An apprentice who had struggled at school because of ADHD found learning difficult and lacked confidence with reading and writing.

Through one-to-one workplace literacy support, they developed the skills needed to complete their apprenticeship studies and are now employed full-time in their trade.

*“ Having someone work alongside me made all the difference. I now have the confidence to do my job and keep learning.. ”*



**LEARNING THAT STRENGTHENS WHĀNAU**

After arriving in New Zealand, one learner wanted to improve their English so they could communicate confidently, support their children at school and participate more fully in everyday life.

Through Literacy Aotearoa they gained the confidence to ask questions, speak English more freely and become more involved in their family's learning journey.

*“ I can now help my children with their learning and I feel like I belong in my community.. ”*

**MORE VOICES FROM OUR LEARNERS**

“ I'm no longer having to rely on others to do things for me. Now I can rely on myself. ”

“ I was always asking for help. My tutor was really kind. It definitely got my confidence up.. ”

“ After joining these classes, I'm able to communicate without feeling shy. ”

“ Literacy Aotearoa changed my life. I learnt new skills— they became my community. ”

**PARTNERSHIP IN ACTION**



We work alongside employers, iwi, hapū, community organisations, government agencies and Industry Training Organisations.



Together, we design learning that reflects local aspirations and workplace priorities.



These partnerships create learning that is practical, accessible and meaningful for learners, whānau, businesses and communities.



This partnership approach extends our reach and strengthens the impact of learning across Aotearoa.

**PARTNER VOICE**

*“ If you truly believe your people are your greatest asset, then build your people, because they'll build the business. ”*

– Employer Partner

 PARTNERSHIPS

 IMPACT

 REACH

Empowering people through literacy, numeracy and digital skills to create stronger whānau, workplaces and communities.




# A Year of Change and Strengthening

Strong organisations continually evolve to meet changing environments. During 2025, Literacy Aotearoa recognised the need to strengthen its operating model to ensure the organisation remained financially sustainable while continuing to deliver high-quality education for learners across Aotearoa.

Following lower-than-anticipated revenue across parts of our funding portfolio, Te Koruru and the Executive Leadership Team undertook a comprehensive review of the organisation. This provided an opportunity to reshape how we operate, ensuring our resources are focused where they create the greatest impact.

## A YEAR OF CHANGE AND STRENGTHENING

The changes implemented during early 2026 have created a simpler, more sustainable organisation that is better positioned to respond to future opportunities and challenges.



**Literacy Aotearoa**  
Choice Change Freedom

**01** | RECOGNISED  
THE CHALLENGE

**02** | REVIEWED  
THE ORGANISATION

**03** | STRENGTHENED  
OUR OPERATING MODEL

**04** | BUILDING A  
SUSTAINABLE FUTURE

In 2025 we recognised that lower-than-anticipated revenue across parts of our funding portfolio required a response to ensure long-term sustainability.

- Funding pressures across some contracts and programmes
- Changing environment and community needs
- Need to protect educational quality and strengthen organisational resilience

Te Koruru and the Executive Leadership Team undertook a comprehensive review of the organisation to understand our operating model, costs, capabilities and opportunities.

- Strengthened governance and oversight
- Reviewed operating model and structures
- Assessed financial sustainability and cost base
- Engaged with staff, partners and communities

We implemented targeted changes to create a simpler, more agile and sustainable organisation that brings decisions and services closer to learners and communities.

- Reduced fixed operating costs
- Improved business intelligence and reporting
- Aligned resources with strategic priorities: Partnerships, Impact and Reach
- Empowered local decision-making and delivery
- Simplified systems and processes


We are now focused on stability, continuous improvement and creating capacity to grow our impact and reach.

- Stronger financial and governance foundations
- Greater agility to respond to opportunities
- Deeper community and partner relationships
- Sustainable organisation positioned for long-term success

These decisions have positioned Literacy Aotearoa to continue delivering high-quality education and creating positive, lasting impact for learners, whānau, workplaces and communities across Aotearoa.

PARTNERSHIPS | IMPACT | REACH

Empowering people through literacy, numeracy and digital skills to create stronger whānau, workplaces and communities.



Our purpose has not changed. We remain committed to empowering adult learners through high-quality education, while ensuring Literacy Aotearoa is well placed to serve communities across Aotearoa for many years to come.



# Financial Performance and Sustainability

Literacy Aotearoa remains committed to strong financial stewardship and ensuring public funding is used effectively to achieve the greatest possible impact for learners and communities.

The 2025 financial result reflected a challenging year for the organisation. Lower-than-planned revenue across parts of our funding portfolio, together with an operating structure designed for a higher level of activity, resulted in an operating deficit of \$1.63 million. These challenges are fully disclosed in the audited financial statements and were recognised by Te Koruru as requiring decisive action.

During early 2026, the Board implemented significant organisational changes to strengthen the organisation's long-term financial sustainability. These actions are outlined in the preceding section, *A Year of Change and Strengthening*.

*A summary of the audited financial performance is provided below. The full audited Performance Report, including the audited financial statements and Statement of Service Performance, is available through the New Zealand Charities Register.*

## 2025 FINANCIAL SNAPSHOT

A summary of our audited financial result and position for the year ended 31 December 2025.

FINANCIAL SUMMARY	2025 Year ended 31 December 2025
<b>Total Revenue</b> All income from funding contracts, grants and other sources.	<b>\$7.74 million</b>
<b>Total Expenditure</b> Costs of delivering our programmes and supporting operations.	<b>\$9.44 million</b>
<b>Operating Deficit</b> Surplus/(deficit) from operations before taxation.	<b>(\$1.63 million)</b>
<b>Total Assets</b> What the organisation owns.	<b>\$3.27 million</b>
<b>Net Assets / Equity</b> The value of assets less liabilities.	<b>\$1.19 million</b>
<b>Cash and Investments</b> Cash on hand and short-term investments.	<b>\$2.68 million</b>

### Full audited accounts available

The full audited Performance Report, including the audited financial statements and Statement of Service Performance, is available on the New Zealand Charities Register.



# Governance

Literacy Aotearoa is governed by Te Koruru, which is responsible for setting the organisation's strategic direction, overseeing organisational performance and ensuring Literacy Aotearoa remains sustainable in fulfilling its purpose.

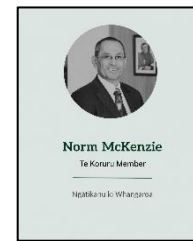
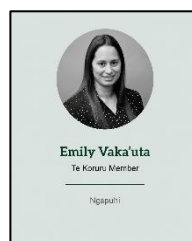
During 2025, Te Koruru oversaw a period of significant organisational change. Alongside maintaining oversight of educational quality, learner outcomes and organisational performance, the Board responded to emerging financial challenges by strengthening governance, reviewing the organisation's operating model and supporting decisions that would improve long-term sustainability.

The Board's focus throughout the year included:

- Setting the strategic direction for Literacy Aotearoa.
- Monitoring educational quality and organisational performance.
- Strengthening financial governance and organisational oversight.
- Supporting organisational change to improve long-term sustainability.
- Guiding the implementation of the 2025 - 2027 strategy centred on Partnerships, Impact and Reach.
- Upholding Literacy Aotearoa's commitment to Te Tiriti o Waitangi and its organisational values.

Te Koruru remains committed to effective governance, sound stewardship and ensuring Literacy Aotearoa continues to deliver positive outcomes for learners and communities throughout Aotearoa.

## Te Koruru



## Looking Ahead

The foundations strengthened during 2025 have positioned Literacy Aotearoa for the future. As we move into 2026, our focus is guided by our strategic priorities of Partnerships, Impact and Reach. These priorities will continue to shape how we deliver learning, strengthen communities and build a sustainable organisation.

### **Partnerships**

We will continue strengthening relationships with employers, iwi, hapū, community organisations, government agencies and education providers to ensure learning is designed around local aspirations, workforce needs and community priorities.

### **Impact**

We will continue delivering high-quality, learner-centred education while using evidence, learner outcomes and continuous improvement to maximise the difference our programmes make for individuals, whānau, workplaces and communities.

### **Reach**

We will expand flexible community and workplace learning opportunities, enabling more adults and rangatahi across Aotearoa to access learning where and when it is needed, while maintaining strong financial stewardship to ensure our organisation remains sustainable for the future.

For more than four decades, Literacy Aotearoa has worked alongside learners and communities to create opportunities through education. Guided by Te Tiriti o Waitangi and our values of Pono, Manaaki Tangata, Tika and Mana, we look ahead with confidence - strengthening partnerships, extending our reach and increasing our impact.





# Literacy Aotearoa

Choice Change Freedom



**To our staff**, thank you for the care, professionalism and commitment you bring to learners every day.



**To our learners**, thank you for trusting us to be part of your learning journey and for the determination and courage you show in achieving your goals.



As we look ahead, we embrace 2026 as a year of **substantial change, reset** and **reconnection**.



We are strengthening the way we work, deepening **partnerships**, expanding our **reach** and amplifying our **impact**.



Together, through education, we will continue to empower people and strengthen communities across Aotearoa.



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



09 302 0817



[admin@literacy.org.nz](mailto:admin@literacy.org.nz)



PO Box 18022, Glen Innes, Auckland 1743

Our values guide everything we do

Pono | Manaaki Tangata

Tika | Mana

