



# InternetNZ Council

**March 2021**

## AGENDA for Council Meeting

**Friday 26 March 2021, 9:15am**

**Video Conference Link :** *[connect to meeting by using calendar invite or copy link to browser]*

**Note:** In light of the recent COVID-19 situation and shifting alert levels, this Council meeting is a remote meeting, with all attendees participating by video.

### **Ikapahitanga (Attendees):**

**President:** Jamie Baddeley, **Council Members:** aimee whitcroft, Amber Craig, Anthony Bow, Don Stokes, Hiria Te Rangi, Joy Liddicoat, Kate Pearce, Melissa Davies and Sarah Lee

*Chief Executive: Jordan Carter, Org Services Director: Catherine Fenwick, Commercial Director: David Morrison, Engagement Director: Andrew Cushen, IT Operations Director: Dane Foster and Council Secretary: Diane Robinson.*

<b>Karakia Whakatuwhera (Opening Karakia)</b>	<b>Karakia Whakakapi (Closing Karakia)</b>
<p>Whakataka te hau ki te uru Whakataka te hau ki te tonga Kia mākinakina ki uta Kia mātaratara ki tai E hī ake ana te atākura He tio, he huka, he hauhū <b>Tihei mauri ora!</b></p> <p><i>Get ready for the westerly and be prepared for the southerly. It will be icy cold inland, and icy cold on the shore. May the dawn rise red-tipped on ice, on snow, on frost.</i></p>	<p>Kia tau ngā manaakitanga a te mea ngaro ki runga ki tēnā, ki tēnā o tātou Kia mahea te hua mākihikihi kia toi te kupu, toi te mana, toi te aroha, toi te Reo Māori kia tūturu, ka whakamaua kia tīna! Tīna! <b>Hui e, Tāiki e!</b></p> <p><i>Let the strength and life force of our ancestors Be with each and every one of us Freeing our path from obstruction So that our words, spiritual power, love, and language are upheld; Permanently fixed, established and understood! Forward together!</i></p>

### **Section 1 – Meeting Preliminaries**

9:15am	1.1	Council only (in committee)
9:25am	1.2	Council and CE alone time (in committee)
9:30am	1.3	Karakia, apologies, interests register and agenda review

## Section 2 – Matters for Decision

9:35am	2.1	2021/22 Plan
10:00am	2.2	Budget 2021/22

## Section 3 – Matters for Discussion

10:25am	3.1	DNCL Company Plan 2021/22
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## Section 4 – Consent Agenda and Other Matters

<i>Consent Agenda</i>		
10:35am	4.1	Confirm Minutes – 12 February 2021 and 8th March 2021
	4.2	Policies for consent <ul style="list-style-type: none"><li>• Health, Safety and Wellbeing Policy</li><li>• Managing Stress Policy Statement</li></ul>
<i>Other Matters</i>		
	4.2	CONTINGENCY (for any overflow)
	4.3	Matters for communication – key messages
	4.4	General business <ul style="list-style-type: none"><li>• Council training - courses upcoming</li><li>• Annual General Meeting - online only or hybrid?</li></ul>
	4.5	Meeting review
	4.6	Meeting close (Karakia)
<b>10:40am (approx)</b>		<b>Meeting Close</b>

# Our Plan 2021/22

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ITEM NO: 2.1

AUTHOR: Jordan Carter

PURPOSE: Operating plan for the 2021/22 business year, setting out the context, how this plan doc should be read, our top priorities, work related to our strategic goals, and other significant pieces of work.

DATE WRITTEN: 19/03/2021

## A - Introduction and Context

The 2021/22 business year marks a 'new normal', after the past two years of significant challenges around our year rollover (with the Christchurch mosques terrorist attacks in 2019, and the COVID-19 pandemic last year).

We continue to focus on our three core areas of work: our **public good** work in supporting diverse Internet communities and contributing information and insight to policy; our **products** work in operating .nz and offering new products for sale; and our **organisational** work in developing InternetNZ and DNCL's capacity to deliver on our goals.

This plan sets out our key priorities for the coming year, the work we will do in relation to our strategic goals, and cross-cutting work that supports this work. It sits alongside the 2021/22 Budget to give clarity about what we're planning for the coming year.

During the coming business year we will refresh our strategy, working with Council and our stakeholders to determine the future direction of the group. Signature investments in capability in recent years have improved our ability to act in line with our goals, but also give rise to the need for careful decisions about where we focus our resources.

In all this, our purpose of helping New Zealanders harness the power of the Internet is more vividly vital than ever before. Shaping the Internet to support good for people, and to achieve digital equity, is important work for our country's future.

We look forward to Council's feedback on this draft plan, and agreement on our path for the coming year.

Jordan Carter  
Group CEO

## B - How to read this Plan

Staff have been evolving and developing our work management philosophy, and thinking carefully about the Council's role in shaping the organisation's work.

Our view is that Council's role is to satisfy itself that the work being pursued is in line with the organisation's strategy, and that resources are being applied in line with that. It is less about trying to plan in detail what work is done when.

This complements a move to a more agile-inspired planning process internally. Rather than planning the whole year in detail in advance, we now take a rolling quarterly approach to deciding the work to be done in the coming quarter, putting our agreed top priority projects at the front of the queue and managing other work within available capacity and money. This means those decisions are based on knowledge available at the time, rather than what we know in March 2021, and lets us be a bit more flexible.

So this plan should be treated as a snapshot in some senses. It shows the key things we intend to get done in the year. There is other work that goes on in the organisation as well, and we are improving how we plan and measure all this work.

We seek your feedback most particularly on whether you see and agree the linkages between the work we plan and our strategic goals, and identifying whether there are things we need to do that we've missed, or things we plan to do that are superfluous.

Following the discussion and agreement on the plan, we'll prepare a publishable version with the intended public and stakeholder audience, being very crisp about our intent for the year and avoiding bogging down readers with too much detail.

## C - Top Priorities for 2021/22

In December 2020 Council agreed three priorities, in order, for our work in the coming year. These are our top priority projects. These are, in priority order:

1. Building and deploying a replacement .nz registry system
2. Concluding the .nz policy review
3. Working Together Better - building our more flexible operating model

Project	What is involved	By March 2022
1. .nz Registry Replacement	Working with a selected vendor, we will deploy and roll out a new registry system to replace the 2002 SRS. This affects most parts of InternetNZ and DNCL, registrars, resellers and other stakeholders.	We will be well down the road to implementation, which is anticipated June-September 2022.  Milestone check-in May 2021.
2. .nz Policy Review	A new policy framework and set of rules for .nz will be established, and the	New framework and rules agreed and ready for

	issues raised by the independent Review Panel will have been considered and worked through, by the time this project concludes	implementation with new registry system. 'Second tranche' of issues raised by Panel will have decisions made as to how to pursue them.
3. Working Together Better	Formerly known as Flexible First. This is embedding the lessons learned in the COVID-19 lockdown to embed more flexible and asynchronous ways of working across the group, supporting happier staff and allowing for better productivity and more resilience.	The project will have developed into a rolling approach to evolving our organisation in a strategic way, rather than being a 'big change project'.

As outlined in December, "Top Priorities" means that we will focus necessary resources on delivering these projects. Everything else is done within the remaining people capacity and financial resources we deploy as agreed in the Budget paper.

## D - Work relating to the Strategic Goals

This section sets out the key initiatives associated with the five Strategic Goals. Details of the Strategic Goals and how we measure progress against them are in the Annex. The text *in italics* links the work to the strategic goal.

### Public Good Area

Contributing to Aotearoa's diverse Internet communities.

<b>Goal 1: Develop an Internet for Good</b> <i>Work in Aotearoa and globally to help develop an Internet for Good.</i>	
What is an Internet for Good?	Collaborate and instigate community discussion to agree a vision of what an Internet for Good is. <i>We need to articulate a solid, shared basis for how the Internet needs to change in order to be an Internet for Good.</i>
Misinformation	Work in partnership to address the challenges of online misinformation. <i>Misinformation is a critical challenge to the Internet's usefulness.</i>
Influencing government domestic policy	We will continue to contribute to government policy work addressing online harms, including the Christchurch Call, and other legislation or policy that impacts on our Internet for Good agenda. <i>Law and policy can support or harm the development of an I4Good.</i>
Regional Internet Governance	Strengthening engagement in regional Internet governance: Pacific IGF 2021, APTLD, APriGF and dotasia. <i>These forums can help us shape others' work in line with our I4Good vision.</i>

<b>Goal 2: Improved digital equity (note: was 'inclusion')</b> <i>New investment and community-driven action drives significant improvements to digital equity across Aotearoa.</i>	
Digital Equity Coalition Aotearoa	Supporting the establishment of Digital Equity Coalition Aotearoa (DECA). <i>An organised community will help achieve improved equity sooner.</i>
Online home for digital equity / inclusion	Launching and utilising the online home for digital inclusion to better connect, support and encourage collaboration and investment in this ecosystem. <i>Supports the work of the coalition, overcoming coordination challenges.</i>
Evaluation	Hosting an expert advisory capability to build a toolkit for evaluating digital inclusion initiatives. Started in 2020/21. <i>Encourages increased investment in this area, by helping to prove value.</i>
Funding	Contributing to digital equity initiatives: <ul style="list-style-type: none"> <li>• promoting government investment</li> <li>• through our community funding rounds</li> <li>• unlocking private sector investment in this area</li> </ul> <i>Direct contributions to improving things, and unlocking others' investment.</i>

## Product Area

Providing existing and new valued services.

<b>Goal 3: Grow .nz</b> <i>To fund increased public good investment, grow the use, value and revenue from .nz domain names.</i>	
.nz Registry Replacement and Policy Framework Projects	As noted in Section C of this Plan.
.nz Step Change	Some deep thinking on the nature of .nz. How do we make domain names more relevant to coming generations, and how do we and the sales channel (registrars, resellers) convince people of the value of .nz? <i>Intellectual basis to grow the market. Carried over from 2020/21.</i>
Registry Lock introduction	Introduce this service as an option for .nz domain name registrants. <i>Adds value and a new security option for registrants.</i>
.nz system security research	Informs updates to InternetNZ/DNCL/registrar/reseller etc practice regarding security as we move towards implementing the new registry system. <i>Continued basis for trust in .nz as a key attribute driving use of .nz supported by ongoing improvement in this area.</i>
DNCL - online dispute resolution trial	As outlined in the DNCL company plan, a trial of a modernised online dispute resolution system.



<b>Goal 4: Sell new products</b> <i>Develop new sources of revenue through ongoing investment in and sales of new products.</i>	
Defenz	Sell the Defenz firewall service. <i>[Investment in offering this service needs to translate into sales.]</i>
Digital identity	Explore and establish our role in this system, with a commercial/product mindset as part of that exploration. <i>This is a promising area for potential products and revenue opportunities (alongside broader opportunities relating to other strategic goals) in future.</i>
Broadband Map	Ongoing improvements to the service, to improve quality and lower costs, and seek new revenue where possible. <i>As an historic 'new product' the Map continues to have value, and is getting closer to break-even on costs.</i>

## Organisational Capability Area

Developing all parts of the InternetNZ Group.

<b>Goal 5: Improving InternetNZ's performance</b> <i>Develop InternetNZ as a high performing organisation and an excellent place to work.</i>	
Working Together Better programme	Embedding flexible, distributed & asynchronous working and the systems & process to support it, with twin goals of enhanced employee wellbeing and greater organisational resilience to shocks like natural disasters, pandemics etc. Developing this into a continuous improvement process over time. <i>Critical to high performance and delivering on the needs of our people.</i>
Risk management improvements	New systems to manage enterprise and IT risk, to improve reporting and management of risks and the relevant mitigations across the group. <i>Demonstrably high quality risk management is essential given the importance of the work we do.</i>
Moving premises	Relocating the Wellington office from Boulcott St to Willis St in keeping with requirements previously discussed with Council. <i>Safe and high quality work spaces are part of enabling high performance.</i>
People strategy	Develop with our team a People Strategy to support ongoing performance and development by all, and to support our ongoing evolution as an organisation. (Deferred from 2020 due to pandemic.) <i>A more strategic approach to developing our people contributes to high performance.</i>



## E - Other Significant Work

This section is for those areas of work, or cross-cutting work that goes across a number of the Strategic Goals.

Area	Information
<b>Public Good Area</b>	
Māori aspirations	Develop partnerships and deepen relationships with Māori Internet Communities to understand Māori aspirations and how we may contribute to them. Building our capability as an organisation to operate in Te Ao Māori.
NetHui 2021	We will hold an in-person NetHui event, focused on Māori perspectives and issues in partnership with a new set of Māori focused organisations. This event will be open to all. We will look to hold an additional, more traditionally themed NetHui online as budget and capacity allows.
Funding	\$1m is available for use in line with our goals and through our funding and partnerships systems, which are working well.
International	With international events cancelled and international travel not available, we continue to participate in a virtual sense. With vaccine rollout continuing, 2022 may witness the recommencement of some international in-person work.
<b>Organisational Capability Area</b>	
AGM	Following last year's successful online experience, we recommend that the 2021 AGM also follow an online format. In-person events for community building will occur separately.
Governance policies	Following up earlier work to improve the organisation's governance policies and rules.
Security and risk management	Ongoing development of the security team continues. The Chief Security Officer has picked up responsibility for Enterprise Risk.
Membership	We tested new ways of working with members and stakeholders in 2020/21 and this has been rewarded in part by increased membership numbers. This work continues in the 2021/22 year.

## F - Recommendation

THAT Council **note** this 2021/22 Plan, **and note** the previously-approved Strategic Goals 2020-2022, as attached, which together form the Council's guidance for operations in the coming year.

Jordan Carter  
**Group Chief Executive**

## Annex: Strategic Goals & Measures 2020-2022

This Annex shows the Strategic Goals and Measures agreed in March 2020. The goals were established for two years and the measures likewise. We have added some supplementary measures for 2021/22 and all are included below for ease of reference.

In summary the Goals are:

1. Develop the Internet for Good
2. Improved digital inclusion
3. Grow .nz
4. Sell new products
5. Improving InternetNZ's performance

### **Goal 1: Develop the Internet for Good**

#### **Work in Aotearoa and globally to help develop an Internet for Good.**

The Christchurch attacks in March 2019 opened up a debate about the gap between the Internet we have today and the Internet we need. This debate was happening before the attacks but the effect of Christchurch has raised the stakes in Aotearoa.

The country needs to make a contribution to shaping the Internet the world needs for the 2020s and beyond. The world needs an Internet for Good, built with the public interest at its core.

This goal is about the tangible impact we can make by helping to define what the Internet for Good looks like, and then in rallying NZ's Internet and policy community to act here and overseas to change and improve the Internet in line with that shared vision.

#### **Measures 2020-2022**

- Engagement with relevant national and international stakeholders to develop a shared vision of what an Internet for Good is.
- Stakeholder awareness and engagement with the vision for an Internet for Good increases over time.
- Action taken by us and by other stakeholders, nationally and internationally, changes and improves the Internet in line with our shared vision.

#### **Supplementary Measures 2021/22**

- Build Māori perspectives into the Internet for Good work.

### **Goal 2: Improved digital equity**

#### **New investment and community-driven action drives significant improvements to digital equity across Aotearoa.**

Digital equity is essential if the Internet is going to be for everyone. To assure the wellbeing of individuals, families and communities in the 2020s, digital equity needs to be universal - everyone needs the chance to participate in the online world. Our ambition is beyond just digital inclusion in adopting this equity framing - we are seeking outcomes that address the individual barriers that otherwise prevent people of Aotearoa thriving online.

The challenge with digital equity is that no one actor, sector or community can achieve it on their own. Action is needed by a broad coalition of actors, and investment is needed by government and the private sector. So are changes in how we do things, so that digital

equity is built in from the ground up.

Building on the foundations and understanding developed in 2019/20, we will continue to work on digital equity in collaboration with the broad community of actors interested in or influential about it.

#### **Measures**

- Digital equity investment by government and others reaches \$20m/year, and directly affects 50,000+ people.
  - Measure at 30/9/20 from previous goals.  
**Note** - may not be able to measure impact on # of people at that time.
- The Online Home for Digital Inclusion is attracting use and positive stakeholder feedback.

#### **Supplementary Measures 2021/22**

- 50+ Members of the Digital Equity Coalition Aotearoa

### **Goal 3: Grow .nz**

**To fund increased public good investment, grow the use, value and revenue from .nz domain names.**

The .nz domain name space is our premier product. It offers huge value to New Zealand. This goal is about increasing the value it provides to the country through greater use and new features. We will reinforce its reliability and security through new systems and an up to date policy framework.

We will capture some of that value through flexible pricing approaches that recognise the market stage .nz is in - a mature product in a low- to no-growth situation.

#### **Measures**

- increased revenue from domain name registrations.
  - More than 15% in the two year period to 31/3/22.
  - Flexible between registration numbers and price.
- active use of domain names is increased, improving retention and registration term.
- share of revenue devoted to public good investment.

#### **Supplementary Measures 2021/22**

- Mimosa Registry replacement project meets milestone and budget commitments.
- Community is consulted on .nz Policy changes and decisions made on what policies are implemented with Mimosa.

### **Goal 4: Sell new products**

**Develop new sources of revenue through ongoing investment in and sales of new products.**

#### **Rationale**

InternetNZ's vision is broader than the domain name system. By developing new products and services we can reduce our financial dependence on .nz, introduce products that help achieve our vision, and raise more funds to invest in public good work.

This is about growing the portfolio and ensuring that the products we offer are making a business return, to help fund our public good investment.

### Measures

- Registry Lock is for sale in the 2020-21 financial year.
- The Broadband Map is covering its costs by 31 March 2021.
- Defenz reaches net profit in the 2021-22 financial year.
- **New products reach net profit within 24 months of first sale.**

### Supplementary Measures 2021/22

- Defenz attains sustainable trajectory of growth ~20,000 end users protected.
- Digital Identity produces evidence that guides a clear decision to either progress with a product business case or cease work in this area.

## Goal 5: Improving InternetNZ's performance

### Develop InternetNZ as a high performing organisation and an excellent place to work.

We can make the biggest contribution to our vision and mission by being a high performance organisation - individually, as teams and together across the group. And we can attract and retain staff by being a great place to work.

We will build on the work done so far in founding the organisation following the 2018 structural changes to understand drivers of performance and promote pride in our work and its impacts. We will do this by developing a high level of trust and innovation within the organisation and embracing diversity to grow.

### Measures

- Staff baseline feedback from March 2020 is improved by March 2022
  - Perceptions on high performance and great place to work
  - Improvements in areas such as
    - Internal Communications
    - Staff development
    - Organisational Learning
- Resource planning and BAU/Project Management tools established and drives demonstrable changes.
- Staff churn / turnover measures.

### Supplementary Measures 2021/22

- Increased visibility at Council of risk reporting and discussion.
- Organisational development work is well planned and sequenced, achieves agreed success measures, and happens within agreed time and money resource caps.
- Premises move completed successfully, with new spaces receiving positive feedback.

# Budget 2021/22

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ITEM NO:	2.2
AUTHOR:	Jordan Carter, Chief Executive and Catherine Fenwick, Organisational Services Director.
PURPOSE:	To set out the strategy, summary, and detail of the proposed 2021/22 Budget and seek Council approval.

## Introduction

This paper sets out the strategy for 2021/22 Budget and provides background information on key assumptions used in preparation. The purpose is to seek Council agreement to the budget and the paper should be read alongside the 2021/22 Plan.

## 1. Budget Strategy 2021/22

This proposed 2021/221 Budget is based on the following key points:

- There are three areas of work that we propose as the focus of the group next year. These are in order of priority:
  - .nz Registry Replacement Project
  - .nz Policy Review
  - Working Together Better (developing from the current Flexible First Programme, and involving operating model adjustments to sustain flexible, distributed and asynchronous work)
- We estimate that the projects above will consume over 35% of the capacity of the organisation during the year, with over 20% allocated to the registry replacement project alone.
- .nz domain name registrations are projected to remain at flat growth in the next 12 months, but there are some indications that this could improve:
  - Renewal levels averaging 87% (up 3% on last year)
  - Average 28,000 new creates each quarter (up 2,000 on last year)
- The price increase implemented on 1 October 2020 continues to have a positive effect on revenue as renewals roll over during this financial year.

- Increase in the direct costs of supporting .nz are based on running two sets of infrastructures during part of the year in preparation for the registry replacement project implementation in 2022/23.
- Income from non .nz products to reach \$180k - this is a reduction from predication last year based on low uptake in the changing marketplace for Defenz in particular, primarily caused by the disruption of the pandemic in 2020/21.
- Investment in Community Funding planned at \$1m.
- One off Increase in DNCL Management Fee by \$276k to \$1,726k to cover salary costs to backfill FTE to release subject matter experts to InternetNZ Projects
- Investment in Security position continues with step up in the year in resourcing and tools.
- Investment Income is based on maintaining a current portfolio but returns more in line with our targeted 3.5% return overall. This year's return was quite exceptional and not forecast to continue.
- All expenditure on the .nz registry replacement project will be capitalised as per the Business Case and will start to have an impact to the budget in 2022/23 in approximately October.

The budget for the year is based on the Plan, including the Strategic Goals, as set out in item 2.1 of the March 2021 Council meeting.

## **2. 2021/22 Budget: Summary (incl 2020/2021 year-end forecast)**

This section shows the overall Budget proposal and includes comparisons to the current year's financial forecast and the Year 2 of the Budget we presented to Council last year.

The Financial information laid out below gives clarity to the Council on:

- Year on Year revenues for the .nz domain name registrations with effect of flat growth and the price review
- A view our baseline costs and trends
- The continued investment in non .nz products
- Investment in capability with a focus to support .nz and security practice
- Highlighting significant one-off costs

We draw your attention to:

- The forecast year end outcome for 2020/21 is now for a \$498,577 deficit. This is well below the budgeted deficit figure of \$1,329,472 as presented in August 2020. The areas that have contributed most to the positive results are
  - \$176k saving in Employment costs caused by COVID-19 delaying recruitment.
  - \$250k savings in Operational costs achieved via office rent discounts accessed during lockdown; Commercial spend down.
  - \$134k savings in Security Capacity costs caused by COVID-19 delaying recruitment.
  - \$347k additional Investment income gained from outperforming managed funds portfolio.
- The budget for 2021/22 is proposing a \$284,376 deficit (this includes large reductions in the returns on our investment portfolio based on estimated returns).
- We have capped the spend on work beyond the top priority projects this year to an available financial pool of \$500k (declining to \$400k in the out years). This is to ensure we continue to target the upper level of the equity position and work with resources available after the priority projects.



	2020/21		2021/22	
	Budget (Aug 2020)	Forecast	Budget	Year 2 (Last Yr)
<b>Description</b>				
.nz registrations	\$11,288,744	\$11,133,657	\$12,453,118	\$11,940,042
other income (e.g. Sponsorship, recharge)	\$309,006	\$276,497	\$289,756	\$399,002
<b>Total Revenue</b>	<b>\$11,597,750</b>	<b>\$11,410,154</b>	<b>\$12,742,874</b>	<b>\$12,339,044</b>
DNCL Fee	\$1,449,696	\$1,449,699	\$1,726,100	\$1,449,699
.nz direct Cost of Sales	\$659,628	\$604,753	\$822,112	\$659,628
Depreciation/Amortisation .nz	\$35,521	\$45,815	\$24,426	\$35,519
Employment	\$5,011,104	\$4,954,875	\$5,305,845	\$5,154,192
Operational	\$1,836,554	\$1,586,256	\$1,614,865	\$1,902,457
Policy	\$20,000	\$14,242	\$15,000	\$20,000
Governance	\$263,898	\$294,493	\$321,810	\$308,682
International	\$0	\$11,769	\$0	\$298,000
Communication	\$72,574	\$81,318	\$0	\$70,000
Funding	\$1,517,381	\$1,519,138	\$1,000,000	\$1,000,000
Engagement	\$135,000	\$112,270	\$145,000	\$225,000
Membership	\$10,000	\$8,166	\$10,000	\$10,000
Depreciation	\$279,442	\$233,373	\$310,577	\$285,534
<b>Baseline expenditure</b>	<b>\$11,290,798</b>	<b>\$10,916,167</b>	<b>\$11,295,735</b>	<b>\$11,418,711</b>
<b>Surplus/(deficit) pre New/One Offs</b>	<b>\$306,952</b>	<b>\$493,987</b>	<b>\$1,447,139</b>	<b>\$920,333</b>
Non .nz Revenue	(\$215,041)	(\$58,749)	(\$180,408)	(\$796,554)
Non .nz Direct Costs	\$162,926	\$113,122	\$161,976	\$336,125
Non .nz Depreciation	\$124,488	\$96,198	\$106,702	\$216,054
Operating Costs	\$143,600	\$80,400	\$10,000	\$100,000
New Capacity - Commercial	\$263,854	\$190,982	\$215,839	\$271,770
New Capacity Product Ops Lead	\$145,032	\$145,032	\$156,943	\$149,383
<b>Total Non .nz Products</b>	<b>\$624,859</b>	<b>\$566,985</b>	<b>\$471,052</b>	<b>\$276,778</b>
<b>Surplus/(deficit) after Non .nz Products</b>	<b>(\$317,907)</b>	<b>(\$72,998)</b>	<b>\$976,087</b>	<b>\$643,555</b>
Marketing	\$50,000	\$49,935	\$0	\$10,000
New Capacity - Cyber security	\$340,561	\$206,928	\$341,584	\$350,778
New Capacity - Internal IT	\$105,974	\$105,974	\$112,792	\$109,153
New Capacity IT Ops	\$266,059	\$249,017	\$247,526	\$274,041
New Capacity - Engagement	\$164,983	\$125,821	\$149,489	\$169,932
New Capacity - Maori Engagement	\$120,000	\$71,385	\$177,058	\$0
<b>Total New Capacity</b>	<b>\$1,047,577</b>	<b>\$809,060</b>	<b>\$1,028,449</b>	<b>\$913,904</b>
<b>Surplus/(deficit) after New Products/Capacity</b>	<b>(\$1,365,484)</b>	<b>(\$882,058)</b>	<b>(\$52,362)</b>	<b>(\$270,349)</b>
One offs - .nz Policy Review and Implementation	\$363,800	\$364,535	\$156,000	\$0
One offs - Digital Inclusion Evaluation Project	\$144,000	\$143,600	\$0	\$0
One offs - Project Pool	\$0	\$0	\$500,000	\$0
<b>Total One Off Expenditure</b>	<b>\$507,800</b>	<b>\$508,135</b>	<b>\$656,000</b>	<b>\$0</b>
<b>Surplus/Deficit</b>	<b>(\$1,873,284)</b>	<b>(\$1,390,193)</b>	<b>(\$708,362)</b>	<b>(\$270,349)</b>
Investment activity	\$543,811	\$891,616	\$423,986	\$368,753
DNCL Reserves top up				
<b>Surplus/Deficit (After Top up)</b>	<b>(\$1,329,472)</b>	<b>(\$498,577)</b>	<b>(\$284,376)</b>	<b>\$98,404</b>
<b>Total Income</b>	<b>\$12,356,602</b>	<b>\$12,374,181</b>	<b>\$13,363,255</b>	<b>\$13,504,351</b>
<b>Total expenditure</b>	<b>\$13,686,074</b>	<b>\$12,872,757</b>	<b>\$13,647,631</b>	<b>\$13,405,946</b>

Below we have also included a revised 3 year projection based on current information.

The projection for revenue is based on 2% growth on the registry in the out years and the additional costs of the new registry system come into effect during Year 2.

The out years have also assumed a pool of funds for projects to support our Goals and we have shown separately on the one off line below at \$500k.

The overall picture shows the need for ongoing restraint in expenditure, and continued efforts to make our operations as efficient as possible.

		3 Year		
	2020/21	2021/22	2022/23	2023/24
	Forecast	Budget	Year 2	Year 3
<b>Description</b>				
<b>Total Revenue</b>	<b>\$11,468,903</b>	<b>\$12,923,282</b>	<b>\$13,586,903</b>	<b>\$13,926,334</b>
Direct Costs	\$2,309,587	\$2,841,316	\$3,286,555	\$3,619,467
Employments Costs	\$6,050,014	\$6,707,076	\$6,749,477	\$6,804,024
Operational Costs	\$1,716,591	\$1,624,865	\$1,426,920	\$1,390,320
Policy	\$14,242	\$15,000	\$15,000	\$15,000
Governance	\$294,493	\$321,810	\$321,810	\$321,810
International	\$11,769	\$0	\$90,000	\$180,000
Communication	\$81,318	\$0	\$0	\$0
Funding	\$1,519,138	\$1,000,000	\$1,000,000	\$1,000,000
Engagement	\$112,270	\$145,000	\$145,000	\$145,000
Membership	\$8,166	\$10,000	\$10,000	\$10,000
Depreciation	\$233,373	\$310,577	\$377,309	\$454,387
<b>Total Costs</b>	<b>\$12,350,961</b>	<b>\$12,975,644</b>	<b>\$13,422,071</b>	<b>\$13,940,008</b>
One offs - .nz Policy Review and Implementation	\$364,535	\$156,000	\$156,000	\$0
One offs - Digital Inclusion Evaluation Project	\$143,600	\$0	\$0	\$0
One offs - Project Pool	\$0	\$500,000	\$400,000	\$400,000
<b>Total One Off</b>	<b>\$508,135</b>	<b>\$656,000</b>	<b>\$556,000</b>	<b>\$400,000</b>
Investment activity	\$891,616	\$423,986	\$421,168	\$445,006
DNCL Reserves	\$0	\$0	\$0	\$0
<b>Surplus/Deficit</b>	<b>(\$498,577)</b>	<b>(\$284,376)</b>	<b>\$30,000</b>	<b>\$31,331</b>

Below we have also calculated the projected net equity position for each year. This will allow us to monitor our actual position to the targets set in the new Finance and Investment Strategy.

	2020/21	2021/22	2022/23	2023/24
Surplus/(deficit)	(498,577)	(284,376)	30,000	31,331
Forecast opening equity	10,071,721	9,573,143	9,288,767	9,318,767
Forecast closing equity	9,573,143	9,288,767	9,318,767	9,350,098
Reserves	3,723,420	3,723,420	3,723,420	3,723,420
Forecasted equity position after reserves	5,849,723	5,565,347	5,595,347	5,626,678
Target equity position	5,500,000	5,500,000	5,500,000	5,500,000
Equity lower limit	3,500,000	3,500,000	3,500,000	3,500,000

**Compliance with strategy constraints:** This table demonstrates that the budget plan is consistent with the requirements of the Finance and Investment Strategy.

It shows closing equity that exceeds the target level and that is well clear of the specified lower limit, notwithstanding the enormous investment in the next few years in the registry replacement project.

### 3. 2020/21 Budget: Breakdown by Goal/Project

We are developing our capacity to break down the budget by area of work and by how work relates to the goals.

This section includes three breakdowns, to give Council a view of resource commitments from a few different points of view.

#### A - By Area

If we consider three broad areas of expenditure being Public Good, Products and Organisational Capability, a high level picture of resources deployed is shown in this table. Note this does not include capitalised costs, it is operating expenditure only.

Area	Includes	Expenditure & People 2021/22
Public Good	<ul style="list-style-type: none"> <li>Community funding (100%)</li> <li>Sponsorship (100%)</li> <li>Engagement (75%)</li> <li>Policy (75%)</li> <li>Product (25% - research)</li> <li>International (50%)</li> <li>[Overheads based on headcount]</li> </ul>	\$3.7m  14 FTE
Product (.nz and other)	<ul style="list-style-type: none"> <li>Product (75%)</li> <li>IT Operations (75%)</li> <li>Tech Strategy (75%)</li> <li>Policy (25%)</li> <li>Cost of Sales (100%)</li> <li>DNCL Management Fee (100%)</li> <li>International (50%)</li> <li>[Overheads based on headcount]</li> </ul>	\$6.3m  15 FTE
Organisational Capability	<ul style="list-style-type: none"> <li>Organisational Services (100%)</li> <li>Security (100%)</li> <li>IT Operations (25%)</li> <li>Engagement (25%)</li> <li>Governance (100%)</li> <li>[Overheads based on headcount]</li> </ul>	\$3.3m  18 FTE
All Else	Pool funds	\$500k

## B - Top Priorities

For our top three priority projects, the amount being invested is summarised below. Note this is a cash view, to give a sense of the scale of resource deployment - it does not break out capitalised matters and so cannot be compared directly to the operating budget.

Area	Includes (roughly)	2021/22
.nz Registry Replacement	The project budget for Mimosa in 2021/22 (capex and opex) Backfilled staff roles Other staff roles not otherwise backfilled (i.e. Share of staffing time attributed)	Total \$5.2m  Capex \$3.3m Opex \$1.9m (FTE 10-11)
.nz Policy Review	Project budget for the review and implementation The legal contractor for the year Share of staffing time attributed	Total \$551k  Opex \$551k (FTE 3)
Flexible First	Org Devt capacity Capex (fitout) Share of staffing time attributed Project Costs	Total \$1.8m Capex \$850k Opex \$990k (FTE 5.5)

## 4. 2020/21 Budget: Capital Expenditure

The proposed capex budget is set out below showing divided in the following categories:

- Baseline
- Capacity

The Project Mimosa capital investment aligns with the Business case as present earlier this month. The other significant investment is in the fit out of the new premises – Please note the new lease we are looking to sign will reduce our rent by \$100k per annum and we also get a period rent free so we are aiming to make the move cost neutral while improving the wellbeing and safety of staff.

CAPEX PLAN 2021/22	
Work Item	\$ Cash
<i>Project Mimosa - Implementation</i>	\$2,600,000
<i>Project Mimosa - Infrastructure</i>	\$680,000
<i>Security Operations Centre</i>	\$20,000
<b>Total by Category</b>	<b>\$3,300,000</b>
<b>Total Baseline Investment</b>	<b>\$3,300,000</b>
<i>New Premises fitout</i>	\$850,000
<i>Staff IT requirements</i>	\$50,000
<b>Total by Category</b>	<b>\$900,000</b>
<b>Total Capacity Investment</b>	<b>\$900,000</b>
<b>Total by Category</b>	<b>\$4,200,000</b>
<b>Total Capital Investment</b>	<b>\$4,200,000</b>

## Recommendations

That Council **receive** this paper and **note** the strategy and high level composition of the expenditure.

That Council **note** that the 2021/22 Budget is consistent with the requirements in the Finance and Investment Strategy regarding net equity.

That Council **approve** for 2021/22 an operational expenditure budget limit of \$13.647m and capital expenditure of \$4.200m.

That Council **note** for 2021/22 the Revenue target of \$13.347m (including investment income)

Jordan Carter  
**Group Chief Executive**

Catherine Fenwick  
**Organisational Services Director**



COUNCIL MEETING - March 2021

## **DNCL Company Plan 2021/22**

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ITEM NO: 3.1

AUTHOR: Jordan Carter, Chair of the DNCL Board

PURPOSE: To set out the strategy, summary and detail of the proposed 2021/22 Budget and seek Council Approval.

### **Purpose**

To receive and agree to the 2020/21 DNCL Management Fee and note progress made regarding the implementation of DNCL's three year Strategic plan.

### **Strategic Plan 2019-2021**

DNCL continues to implement its strategic objectives. This Strategy is for 2019-2021 and is at [Attachment A](#).

The DNCL Board intends to set DNCL's new strategic direction for beyond 2021 by December 2021 and is timing its discussion of the company's strategic priorities to coincide with the September 2021 Council and DNCL Board retreat.

A major focus for this year is the pilot of an online dispute resolution portal and steps DNCL will take to promote ease of accessibility to the general public for reporting any problems in the .nz domain name space through our new website.

There will be ongoing enhancements to the market data portal launched as part of the new website.

A significant effort will be made over the coming year to implement changes arising from the .nz policy review and registry replacement projects. There will also be the need to capture and report on enterprise risks and learn how to use a new Governance, Risk and Compliance database.

To assist with all the changes impacting .nz market participants DNCL on behalf of InternetNZ group will be leading a Project to implement an e-learning platform to better onboard new Registrars, train staff and inform and educate registrants.

Tackling domain name abuse ( infrastructure, registration and content) will also be a focus of our online safety efforts. We are monitoring the impacts of legislative reform on operations in the areas of content take downs and the European Digital Services Act.

To assist with all the changes impacting .nz market participants DNCL on behalf of InternetNZ group will be leading a Project



Staff will be working with InternetNZ on its Māori engagement strategy.

## **DNCL Budget for 2020/21 and Management Fee**

The DNCL continues to operate on a break even basis and sets the management fee to cover operating costs and its contingency fund.

The 2022/22 budget is one that finances ‘business as usual’ for DNCL and provides important backfill arrangements for key staff who are heavily involved in delivering the .nz policy and registry replacement reforms.

The DNCL Board approved budget for 2021/22 is at **Attachment B**.

The DNCL Board has set the DNCL Management fee for 2021/22 at \$1,756,100. This is an increase in the management fee of \$306,404 (21%) over the current year. The increase is primarily staffing related, compliance costs and technology upgrades to run the contact centre remotely. It is also envisaged that through the pilot of dispute resolution DNCL will attempt to reduce the number of conflicted domain names in the .nz domain name space.

The DNCL budget was reduced in 2019/2020 from \$1,926,850 to \$1,398,114 as an outcome of the organisational review. Since 2017 has been running significantly below previous budgets.

InternetNZ and DNCL are working on a two to three year forecast for the overall InternetNZ group budget. The DNCL in past year’s has continued to operate within the post merger parameters in terms of managing its costs and it is expected that we will return to those levels of budgetary requirements in outer years, once major projects are completed.

## **Recommendations:**

**THAT** the Council notes DNCL’s three year Strategic Plan and focus areas for 2021/22.

**THAT** the Council agree the DNCL Management fee for 2021/22 of \$1,726,100.

## **Attachments:**

Attachment A: [DNCL Strategy 2019-2021](#)

Attachment B: DNCL approved 2020/22 proposed budget

## Attachment B

### DNCL - 2021-22 Budget Overview

	2021-22 PROPOSED	2020-21 FORECAST	2020-21 BUDGET
<b><u>INCOME</u></b>			
<i>new - Accreditation Fees</i>	7,406	29,625	29,625
1250 · Authorisation Fees	15,000	9,000	9,000
5080 · DRS Complaint Fees	27,000	27,000	27,000
5100 · Management Fees	1,726,100	1,449,696	1,449,696
7010 · Interest Income	7,500	8,396	11,520
1540 · Sundry Income	119,048	46,611	46,611
<b>Total Income</b>	<b>1,902,054</b>	<b>1,570,328</b>	<b>1,573,452</b>
<b><u>EXPENDITURE</u></b>			
DNCL Board	40,100	38,354	40,100
Communications	48,980	39,022	34,000
Compliance	112,236	66,000	69,000
Dispute Resolution Services	92,950	92,944	93,500
Memberships	3,000	3,029	-
Registrars	22,500	21,732	24,000
International	-	143	149,398
Office and Administration	311,790	298,464	297,999
Personnel and Staff	1,083,499	769,989	767,550
Professional Services	77,000	26,765	67,500
ODR Pilot	75,000	-	-
Projects	20,000	71,264	35,000
<b>Total Expenditure</b>	<b>1,887,055</b>	<b>1,427,706</b>	<b>1,578,047</b>
<b>Depreciation</b>	45,000	27,835	9,407
<b>Other Comprehensive Items</b>	-	-	-
<b>Net Profit/Loss</b>	<b>(\$ 30,000)</b>	<b>\$ 114,787</b>	<b>(\$ 14,002)</b>
<b>US Litigation</b>	-	51,368	90,000
	<b>(\$ 30,000)</b>	<b>\$ 63,419</b>	<b>(\$ 104,002)</b>

# MINUTES

# COUNCIL MEETING

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**Status:**

Draft

**Date**

Friday 12 February 2021, 9:00am

**Present:**

Jamie Baddeley (President) Joy Liddicoat (Vice President), Melissa Davies, Anthony Bow, Don Stokes, Sarah Lee, Richard Hulse, Kate Pearce, Amber Craig and aimee whitcroft.

**In attendance:**

*InternetNZ:* Jordan Carter (Chief Executive), Catherine Fenwick, David Morrison, Dane Foster, Kim Connolly-Stone, Andrew Cushen and Diane Robinson.

**Meeting opened:**

Staff joined the meeting at 9:49am.

**Section 1 - Meeting Preliminaries****1.1 Council only (in committee)****1.2 Council and CE alone time (in committee)****1.3 Karakia, apologies, interests register**

Amber opened the meeting with Karakia.

Apologies received for Cr Te Rangi.

There were no updates to the interests register.

**1.4 Agenda Review and environment scan**

Council members and staff shared the following items of interest that they had noticed in the external environment.

- .uk Nominet - apparent push for change from parts of their registrar community
- Capitol Riot in the United States - the role of social media and platforms. Reports of about the 73% decline in misinformation about the election result following DT suspension from Twitter, Facebook etc.
- Australia - news media bargaining code being considered (Google, Facebook concerned).

- Govt web filtering bill- this is still on the table, the Minister is interested to hear from all parties and the select committee process might take a bit longer.
- Misinformation - Netsafe are predicting that with the arrival of the COVID-19 vaccine NZ will see a lot more misinformation. Also discussed was the very tight security and planning by the Ministry of Health for the immunisation roll out.
- Ka Hao Fund - Māori Digital technology development fund - clarity on where the funds are being held would be welcome.
- Māori data sovereignty - NZ water data stored overseas, Greater Wellington Regional Council working this through. Autonomy for whanau and hapu to look after their data.
- Media support package suite of initiatives - The govt has announced that they have developed with the media industry a \$50 million fund to support public interest journalism.
- Pandemic environment - the environment whilst different to 2020, at any time an announcement of further outbreaks and alert levels can change the environment New Zealanders work in. Awareness of stress levels, demands and the pace of work in such an environment.
- Digital Inclusion - free connectivity and device package for education purposes is still ongoing. This will allow a bit more time for the government to work out affordable connectivity.

## Section 2 - Strategic Priorities

### 2.1 .nz End States

David provided an updated proposed version of an End State to guide the group's long run development of .nz. This has been developed based on input from the strategy workshop held on 4 December 2020 with Council, Senior Leadership Team and Chief Advisors.

The updated End State is as follows:

*.nz is growing Aotearoa online. Ease of use, well-earned trust and inspiring new uses of the .nz domain name space see rising interest, registrations and impact - in NZ and beyond.*

Council **noted** the updated draft .nz end states, and **noted** that Council will be asked to approve the full set of updated end states later in the year.

No formal resolution was required at this time.

### Morning tea break 10:13 - 10:30am

## Section 3 – Matters for Decision

### 3.1 Registry Replacement Update

Jordan introduced Martin Smith, Project Manager for Project Mimosa - Registry Replacement. Jordan thanked the project team for their hard work and advised the Council that the project is one of the largest scale IT

projects that the InternetNZ group has carried out. Noting that the registry system was developed in 2001, over twenty years ago and that ongoing upgrades and changes have been made to the system over that period.

The presentation provided an overview of the business case and the projected costs. The main item of discussion was building a shared understanding between Council and the project team about what would, and what would not, be incorporated in the Business Case which Council will consider in March.

The project team highlighted the introduction of robust project management, risk management and change management disciplines to support a smooth implementation of the registry system replacement into an ongoing 'business as usual' operating rhythm.

Council members had a broad-ranging discussion about the project's implementation, scope, timeframe and size of effort. The presentation and business case will be published once Council has approved as per timelines below.

#### *Next Steps*

- 28 February - Business Case summary to be circulated to Council.
- Early March - Online Council meeting to approve the Business Case, and specifically to authorise the budget envelope for the project and the signing of a commercial agreement with the vendor.
- By 1 April - project implementation commences.
- Ongoing - Quarterly updates to Council.

Martin thanked the Council for their feedback.

That Council **noted** the Registry Replacement Update.

**AP01/2021** Council Meeting (online) to approve the Business Case to be scheduled 8 March 2021, 09:30am.

**AP02/2021** The Project Mimosa Registry Replacement presentation to be published with the approved business case.

### **3.2 New Operating Agreement with Domain Name Commission**

Council members reviewed the draft Operating Agreement, which is an agreement that empowers the Domain Name Commission to be the enforcing and compliance body of .nz policies and agreements. Some minor adjustments and corrections were discussed, including a couple of corrections and the inclusion of a no-surprises provision in the Agreement.

**RN01/2021** That Council **authorise** the officers to sign the Operating Agreement between Internet New Zealand Inc and Domain Name Commission Ltd as amended, and to apply the Common Seal of the Society to the agreement.

(Cr Craig, Cr Hulse)

**CARRIED U**

### **3.3 Confirming/Adjusting Committee Memberships (no paper)**

Council members discussed and confirmed changes to the Council's committee memberships as follows:

- David Wright, external member of the Audit and Risk Committee - It was recommended to the Council that David's contract term be concluded by the end of February 2021. Cr Craig advised that David joined the Committee to support the NZRS / InternetNZ merger which is now completed.
- Cr Craig has also formally resigned as the Chair and member of the Audit and Risk Committee. The President thanked Cr Craig for all her hard mahi.
- Cr Hulse was appointed as Chair, Audit and Risk Committee.
- Funding Panel - it was agreed that Cr Lee's role on the Panel would change to a 'Council Observer role' after the current round is concluded, and she will report back to Council as required. The terms of reference for the Panel will be updated to reflect the changed role of the Council member.

**RN02/2021** That Council confirm the changes to the committee memberships as noted above.

(Vice President / Cr Lee)

**CARRIED U**

**Abstain** Cr Hulse

**AP03/2021** - Letter of thanks to David Wright from A&R Chair, Cr Craig and Org Services Director, Catherine Fenwick.

**AP04/2021** - Staff to update the terms of reference for the Funding Panel to include the Council Observer role.

**AP05/2021** - Review the Management Item reporting to include a different lens for funding programme.

*Jordan Carter left the meeting at 12.01 pm for another commitment.*

## **Section 4 – Matters for Discussion**

### **4.1 (Vice) President's Report**

No update for this meeting.

### **4.2 Domain Name Commission Chair Report (Verbal)**

No update for this meeting.

### 4.3 Management Items for Discussion

Council members commented on this paper and on items in the quarterly reports:

- **Goal 4: Sell new products** is off track and Council members asked the Commercial Director, David Morrison what the plan is to deal with Goal 4 being off track? He responded with information about how the team has changed its approach for DEFENZ sales, and noted that broadband map development isn't a priority at this time.
- **Goal 2: Digital Inclusion - Online home** - Over 2020/21 there have been complications in tandem with the new website build and resourcing that function. The plan is being executed to get it up and running but has taken longer than expected.

Council provided feedback that if items in the management items paper or the broader quarterly reports are showing as "off track", the report should include an explanation outlining their plans to remedy this.

## Section 5 - Consent Agenda

### 5.1 Confirm Minutes - 4 December 2020

### 5.2 Actions Register

No additional comments for the register.

### 5.3 E-votes Ratification

None conducted since the previous meeting.

### 5.4 Quarterly and Operational Reports

5.5.1 Health, Safety and Wellbeing Update

5.5.2 Membership Report

5.5.3 Q3 Activity Report

5.5.4 2020-Q3-InternetNZ Financial Group Consolidated Report

5.5.5 2020-Q3-InternetNZ Financial Report

5.5.6 DNCL 2020-Q3 Report

**RN03/2021** That Council approve the minutes of the 4 December 2021

**RN04/2021** That the Quarterly and Operational reports be received.

Block Consent for Section 5 - (President / Cr Stokes)  
**CARRIED U**



## **Section 6 - Other Matters**

### **6.1 General Business**

Council agreed to instigate a high-level, informal review of the impact of the 2018 structural changes to the group, three years on. The aim is to reflect on how things are tracking compared with the design objectives and principles that guided the changes, and to consider any implications and lessons arising. As such it is 'closing the loop' on the 2017 review, rather than reconsidering those decisions.

The findings of the review will be shared with the public following Council consideration of them.

### **6.2 Matters for communication – key messages**

#### **6.2.1 Communications in general**

#### **6.2.2 Upcoming events**

### **6.3 Meeting review**

#### **Next meeting:**

The next regularly scheduled Council meeting is Friday 26 March 2021.

Meeting closed at 12:10pm, closing Karakia by Cr Lee.

# HEALTH, SAFETY & WELLBEING POLICY

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POLICY: HR-Health, Safety & Wellbeing Policy  
VERSION: 3.0  
DATE IN FORCE: February 2021  
PLANNED REVIEW: February 2022

## Health, safety & wellbeing policy statement

The InternetNZ Group, incorporating InternetNZ, DNCL and its teams, are committed to maintaining a safe and healthy work environment for our workers, contractors, visitors and members of the public.

We are all responsible for ensuring the health, safety & wellbeing of ourselves and others. Every worker is expected to act safely on any work-site, workplace and during working hours. We take responsibility to ensure staff safety by:

- providing and maintaining a safe working environment
- providing facilities for health, safety and wellbeing
- ensuring all equipment and tools are safe to use
- working with staff to ensure all hazards in workplaces are controlled (eliminated or minimised)
- developing and implementing emergency and evacuation procedures.

To achieve this, we will:

- ensure all staff complete safety inductions or briefings on tasks
- ensure all staff are aware of hazards and how to report and control them
- encourage worker consultation and participation in all health, safety and wellbeing matters
- ensure any contractors or visitors to our site have had safety inductions
- ensure inductions include safe working procedures
- train workers in relevant emergency plans and/or evacuation procedures
- record any accident, incident, near miss or notifiable events
- investigate any incidents recorded to prevent reoccurrence
- report all notifiable events to WorkSafe NZ
- ensure all workers are trained and receive instruction and supervision
- ensure all workers participate in health, safety and wellbeing processes
- regularly undertake health, safety and wellbeing audits and inspections of our business operation
- set objectives and targets that will continually drive us to improve our health and safety performance, processes and work practices.

Each worker is expected to help maintain a safe and healthy workplace through:

- taking reasonable care for their own health, safety and wellbeing
- taking reasonable care that their acts or omissions do not adversely affect the health, safety and wellbeing of others
- follow all HS&W procedures including, but not limited to, removing and minimising hazards in the workplace and reporting incidents and hazards appropriately
- comply as far as the worker is reasonably able, with any reasonable instruction that is given by InternetNZ and the Domain Name Commission
- attending all required health, safety and wellbeing meetings
- properly using and taking care of all safety equipment and clothing provided
- reporting all incidents, injuries and illnesses to a manager and/or the HSW Committee.

Signed by \_\_\_\_\_ Council President,  
InternetNZ

Date: \_\_\_\_\_ (To be reviewed annually)

Signed by \_\_\_\_\_ Board Chair  
Domain Name Commission

Date: \_\_\_\_\_ (To be reviewed annually)

# MANAGING STRESS POLICY STATEMENT

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POLICY: HR-Managing Stress Policy Statement  
VERSION: 2.0  
DATE IN FORCE: February 2021  
PLANNED REVIEW: February 2022

InternetNZ Group is committed to maintaining a safe and healthy workplace for our workers and to promoting a positive work environment. We recognise that stress can be a health and safety issue and acknowledge the importance of identifying and managing stress within our workplace.

Workplace stress is not defined by law but for the purposes of this policy we have been guided by [Worksafe](#). Stress is taken to mean but is not limited to the adverse reaction people have to excessive pressure or other types of demand placed on them. This can pose a risk to their psychological and physical health.

The effects of work-related stress can vary from individual to individual. In general, work-related stress is associated with:

- Illness and disease
- Low morale and engagement
- Anxiety
- Low productivity
- Antisocial behaviours.

This makes an important distinction between pressure, which can be a positive state if managed correctly, and stress which can be detrimental to health.

We recognise that stress can affect psychological and physical health and is a health and safety hazard within the workplace which must be managed. We take responsibility to ensure the wellbeing of our workers by:

- Managing stress as a workplace hazard, identifying ways to eliminate or minimise the risks to workers.

- Encouraging and maintaining a positive workplace culture where worker's well being is prioritised.
- Setting achievable demands for workers in relation to agreed hours of work, workloads and pace of work.
- Ensuring workers have adequate opportunities for holidays, rest, meals and refreshments.
- Ensuring effective two-way communication between all levels of the Group, particularly when major organisational changes are occurring.
- Ensuring that appropriate stress management training is provided to workers at all levels of the organisation to develop an increased awareness and understanding of stress issues (work related and otherwise) and to identify its symptoms. This includes supporting managers to be aware of and follow up concerns relating to stress in an appropriate and sensitive way.
- Ensuring that workers experiencing stress have access to appropriate sources of advice and support.
- Ensuring that bullying and harassment is not tolerated (also see our Bullying, Harassment and Discrimination Policy).
- Encouraging a culture where stress is not regarded as a weakness.
- Ensuring that the Health, Safety and Wellbeing Committee discuss stress in the workplace as an agenda item at each meeting.
- Supporting workers who have been off work due to stress and ensure that the workers and their manager have a modified, planned and agreed return to work programme to prevent recurrence.
- Ensuring that early reporting of stress related issues (both work related and otherwise) is encouraged, openly received and acted upon.
- Ensuring that workers have access to seek confidential counselling through InternetNZ Group Employee Assistance Programme (EAP) which may provide strategies in managing or eliminating stress related issues.
- Ensuring that if there is a workplace incident, that the Incident process is followed to ensure that all affected workers are debriefed and follow up calls are made in relation to worker wellbeing.

Risks associated with stress can be minimised where there is mutual trust and promotion of shared objectives and business goals. There is a shared Manager and employee responsibility for managing stress concerns.

Managers have a responsibility to support their team in managing stress and minimising stress on others by:

- Identifying and eliminating risks of stress within their teams.
- Encouraging a positive team culture.
- Setting achievable goals.
- Supporting their team to take rest breaks and leave.
- Encourage and develop effective two way communication across their team and with other teams within the group.
- Work with team members who have been off work due to stress to develop a modified, planned and agreed return to work programme to prevent recurrence.
- Support team members through managing a stress related incident.

Employees have an individual responsibilities to manage their own stress and minimise their impact on the stress of others by:

- Maintain an awareness of the risks associated with stress and actively find ways to eliminate potential areas of risk for themselves and others.
- Taking adequate holidays, rest, meals and refreshment breaks.
- Participating in training and supporting the organisation in identifying symptoms of stress.
- Utilise sources of advice and support as and when needed.
- Abide with the Bullying, Harassment and Discrimination Policy.
- Report stress related issues early.
- Follow the incident reporting process.

Signed by \_\_\_\_\_ Council President,  
InternetNZ

Date: \_\_\_\_\_ (To be reviewed annually)

Signed by \_\_\_\_\_ Board Chair  
Domain Name Commission

Date: \_\_\_\_\_ (To be reviewed annually)