

COUNCIL MEETING - 27 MARCH 2020

HIGH LEVEL REPORTING FRAMEWORK

ITEM NO: 8.2
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FOR: InternetNZ Council
PURPOSE: Seek Council input on a revised reporting framework.
DATE WRITTEN: 19/03/2020

Summary

This paper considers the range of reports that are currently being produced. In scope are:

- Governance level reporting.
- Publicly available reporting.

Out of scope are:

- DNC reporting.
- Customer reporting: this is done via specific tools and portals that provide customers of .nz, DefeNZ and the Broadband Map with the insights they need to understand opportunities and the business we do together.
- Management reporting.

The objective of this paper is to consider the reports that are in scope, and propose how these may be developed to:

- Increase the utility of the information by focusing on the audience requirement of the report.
- Assure that the right areas are being reported on at the right level of detail.
- Reduce the operational overhead in producing the current set of reports.

Background

The current reporting framework is a mixture of legacy reporting approaches inherited from the old operating structure as well as new creations that seek to represent the scope of the new InternetNZ.

The overall set of reports has not been considered as a suite in some time. Tactical moves have been made to represent the information in these reports; away from long “text heavy” approaches to more single page, graphic heavy summaries.

Despite these tactical changes, the use of these reports is very low. Available data shows that the Operational Reports section of the InternetNZ website (<https://internetnz.nz/operational-reports>) is viewed approximately 10 times per month, with many of these views suspected to be by staff.

Given the new internal structure, and given the changes contemplated in the new website platform project currently in progress, this is a useful time to consider how InternetNZ engages our customers, stakeholders, public, and staff in providing useful summary information.

Current reporting framework

InternetNZ is currently producing the following reports:

Report	Purpose	Contents	Frequency
Activity Report	Summarising activity across the organisation	Word-heavy progress reporting on: <ul style="list-style-type: none">- Strategic goals progress;- Ongoing business - operational summary;- Staffing and risks.	Quarterly
.nz Report	Commercial performance of .nz	Graphic-heavy summary of .nz market, domains, infrastructure and compliance activity.	Quarterly
Product Development Report	Development progress of new products.	Graphic-heavy summary of new product development pipeline.	Quarterly
Measures of Strategic Goals	Monitoring progress on strategic goals.	Graphic-heavy summary of work done on the five goals.	Quarterly

Financial Report - InternetNZ and Group	Monitoring financial status.	Financial summary information.	Quarterly
Grants Report	Status update on awarded grants	Summary information on: <ul style="list-style-type: none"> - Grants made; - Progress against deliverables; - Prospects for further promotion and leverage. 	Quarterly
Annual Report	Summarising the annual financial performance and delivery.	Includes: <ul style="list-style-type: none"> - Graphic heavy summary of the work undertaken during the last financial year, sourced from the other reports and created specifically. - Audited annual accounts. <p>Constitutionally required to be presented to the Members at the Annual General Meeting.</p>	Annually

Purpose of reporting

Reporting has the following purposes:

- Informing the Council of operational delivery, to allow for accountability and tracking of organisational performance and strategic decision making about resource allocation.
- Informing InternetNZ members of priorities and delivery by the organisation.
- Informing the public, the Internet Community and our stakeholders of how InternetNZ is delivering to its purpose and mission.
- Providing transparency.

Most of the reports listed above are intended to meet all of these requirements; in doing so, these reports risk meeting none of the above requirements well. Evidence for this assertion is the readership statistics included above. A different approach, of centering reporting on audience needs, may better achieve these purposes.

Developing an audience-centric approach

The following reporting framework is intended to match reporting with the purposes and the audiences.

Included in this approach is the concept of retaining some information only to members. This would require the development of new capabilities, which are in scope for the second phase of the InternetNZ web platform work, to be undertaken in 2020/21.

Audience	Purpose	Reporting	Distribution
Council	Operational delivery Organisational performance Strategic decision making	<ul style="list-style-type: none"> - Financial reports as current; - Strategic report that assesses progress against goals and the agreed measures; - Operational report developed to be a concise summary of key progress. 	Presented to Council as part of the Council meeting agenda.
Members	Understanding priorities and delivery	<ul style="list-style-type: none"> - The information presented to Council, and; - A new membership report - development of a summary of privileged information for members, giving insight into the range of work the organisation is doing. 	<p>Using member specific channels - currently the email lists.</p> <p>Develop the ability to restrict access to members-only as part of the new-website platform, as a benefit of membership.</p>
Public, Internet Community & stakeholders	Fulfilment of purpose and mission	<ul style="list-style-type: none"> - Annual report - continued development of the graphic summary approach; - A new quarterly stakeholder update, concisely covering what the organisation has delivered; - A new approach to grants storytelling - relevant and timely summary and 	Distribution across public facing communications channels.

		celebration of community funding delivery and impact, produced annually.	
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Reports to be retired

The following reports are recommended to be retired:

Report	Rationale	Replacement
.nz Report	Not being read. Duplicates in a summary form the information that is presented to the channel anyway.	Incorporated into reporting presented to Council and available to members.
Product Development Report	Not being read. Contains potentially commercially sensitive information.	Incorporated into reporting presented to Council and available to members.
Grants Report	Grant-making in general is being changed with a Panel approach, for Chief Executive approval. The report otherwise only appears in the Council meeting pack, and is separate from public information that is presented here: https://internetnz.nz/past-funding	Incorporated into reporting presented to Council and available to members. Development of a new grants “summary and celebration of community achievement”.
Measures of Strategic Goals	Not being read.	Repurpose this content as an “executive summary” in the new membership report, and include appropriately in Council reporting.

Approach and next steps

The approach to re-developing the reporting is that it is timely, concise and readable. We will not drown Council or other stakeholders in detail; we will be focused on what is important. We will use visual design as appropriate to save words and make information clear.

Following Council discussion and agreement of the high level structure set out here, the organisation will develop these reports over the coming months, and roll them out for the period ending 30 June on the usual timetable.

Recommendation

THAT Council **note** the proposed changes to the Reporting Framework, the approach and next steps set out, and the intention to develop the capability to restrict information to members as part of the second phase of the web platform project.

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19 March 2020