Statement of Intent 2023 to 2026

REANNZ

CONTENTS /

Seattle
Portland (Oregon)

Sydney

Hawaiki Capacity

Los Angeles

REANNZ NATIONAL NETWORK MAP

NB lines are indicative only

―― 100Gbps national backbone network

―― 20Gbps and under

―― Hawaiki Capacity

These lines are indicative only and do not show precise routes.

FOREWORD FROM THE BOARD /

On behalf of the Board we are pleased to present REANNZ's Statement of Intent 2023–2026.

This document illustrates how REANNZ is adapting to meet the changing strategic direction and needs of the research, science, innovation and education sector (the sector). REANNZ's ambition is to enable the sector to be adaptable, resilient and most importantly, globally connected.

REANNZ is a critical part of New Zealand's eResearch infrastructure, operating a specialist high-performance digital network that is engineered to meet the unique demands of scientists, researchers, innovators and educators.

As Aotearoa's NREN, REANNZ has the responsibility to deliver Global NREN services to the research and education community we serve. This means it is our priority to do the following:

1. Deliver a high speed data network to support data intensive research

2. Deliver global NREN services that foster collaboration nationally, and link our researchers and educators to the global community.

The future calls for more flexibility as our members move out of traditional research institutions out in to the field and bringing regional expertise into the centres. Our long term strategic and annual business priorities are focused on delivering that flexibility. At a structural level this means the ability to connect across different sites, no matter the location or size. At a services level this means the provision of services designed to foster collaboration and interoperability - positioning REANNZ as an interwoven support structure for the system.

The organisation will prioritise the Government's commitment to an inclusive, sustainable and productive Aotearoa New Zealand and the role that a modern, future-focused research system has in driving and supporting this. We also acknowledge the role that the education sector has as the foundation to research, science and innovations in our institutions and communities.

Enabling a thriving and connected education sector will help to drive the talent pipeline across the sector.

We will embed Te Tiriti and build our capability to meet our Te Tiriti obligations. We will work closely with our community to determine our role in supporting Mātauranga Māori and increasing access to the system for tāngata whenua.

REANNZ's focus is to ensure that our commitment to members and stakeholders is demonstrated through a sustainable business approach, well managed costs and the development of new approaches to infrastructure and investment to support a future fit network. Continuing to deliver on the National Network Strategic Review initiatives will ensure that the future network is sustainable, fit for purpose and designed with the needs of researchers at its core.

REANNZ will consistently look for new approaches to fully support the community and bring in the value, infrastructure and expertise of the global NREN community to Aotearoa New Zealand. We will do this by focusing on increasing our participation and contribution to the global community, leveraging our whole of sector view to build capability across the sector, reaching beyond the boundaries of our core network and building our membership and delivery models to support this.

We look forward to another successful year as REANNZ continues to build on its strong foundations and extend our reach, turn our expertise into impact and increase our global participation to connect and serve Aotearoa New Zealand's research, science, innovation and education sectors.

Janine Smith MNZM
Chair

Ross Peat
Deputy Chair

30 June 2022

ABOUT REANNZ /

REANNZ, the Research and Education Advanced Network New Zealand, is New Zealand's National Research and Education Network (NREN).

REANNZ is a not-for-profit Crown-owned company under Schedule 4A of the Public Finance Act 1989. Shareholding Ministers are the Minister of Finance and the Minister of Research, Science and Innovation.

An independent Board of Directors appointed by the Ministers provides governance. REANNZ is funded through MBIE's Strategic Science Investment Fund (SSIF) and by member organisations.

REANNZ connects members to research, researchers and science infrastructure across the world. We are:

Specialist network operators

We manage an Advanced Network providing seamless, real-time transfer of critical research data. We are part of an international federation of network operators dedicated to the research and education sector.

Global connectors

As a partner in the global research and education network, we connect NZ to the global research community, providing access and identity services so members can connect and collaborate wherever they are.

Technical experts for the research and education sector

We provide products and advice to our members to optimise their use of the global research and education network.

NRENS ARE /

A National Research and Education Network (NREN) is a provider of networking infrastructure and above the network services that are dedicated to supporting the research and education sectors within their nation. These national level networks connect to each other internationally (across local networks and subsea cable systems) as a part of the global research and education community.

To achieve this, NRENs operate differently – they inherently focus on collaboration. This focus allows New Zealand researchers to connect to the world, and ensures distance is not a barrier to New Zealand researchers having an impact on a global scale.

CONNECTING RESEARCHERS. EVERYWHERE.

As New Zealand's National Research and Education Network (NREN), we connect the sector to science and education infrastructure, research, researchers and educators across the globe. Global NRENs connect to each other, forming regional partnerships and international communities that promote collaboration.

GLOBAL RESEARCH AND EDUCATION COMMUNITY /

REANNZ
INTERNATIONAL NETWORK

NB lines are indicative only, they do not show precise routes and includes committed services.

Over the next five years, we will drive more benefit for the sector we serve by increasing our global participation; working with our members to optimize their access to the global research, science and innovation system, enhancing what they do through increased uptake and access to our services.

REANNZ is a membership organisation, our members include New Zealand's Universities, Crown Research Institutes, Polytechnics, Institutes of Technology, Wānanga and other research and education organisations. REANNZ acts as the backbone to the sector, currently connecting member institutions at key locations (Points of Presence) throughout New Zealand.

REANNZ has traditionally taken a linear approach to connectivity focusing on connecting from the centre and reaching out to member's main sites.
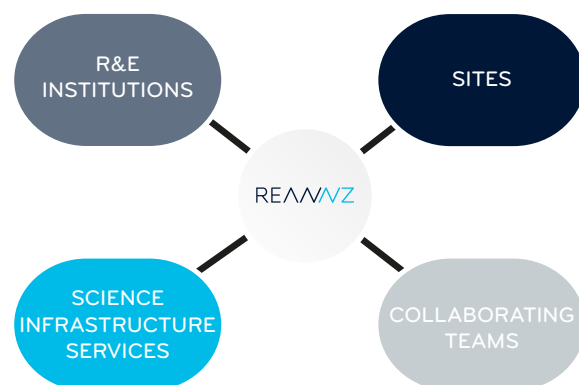
Going forward this is no longer enough. Today our members need connectivity across the entire research and education system as cross sector collaborations and multi-institutional partnerships have become the norm.

The future calls for more flexibility as our members move out of traditional research institutions in to the field and bring regional expertise into the centres. At a structural level this means the ability to connect across different sites, no matter the location or size. At a services level this means the provision of Global NREN services designed to foster collaboration and interoperability - positioning REANNZ as an interwoven support structure for the system.
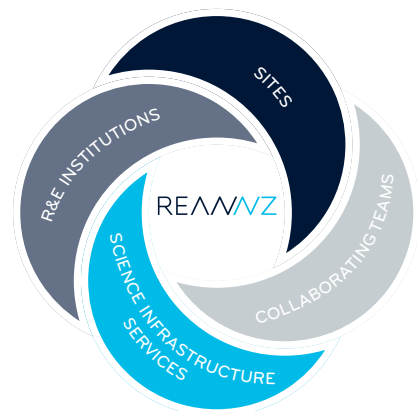
Our key initiatives and performance measures are designed to achieve REANNZ's vision of a globally connected and thriving research and education sector. We will deliver this by connecting researchers and educators with an advanced global network and services so they can change the world.

To do this they need connectivity and tools to enable cross-sector collaboration - all this must be delivered in a way that recognises the high priority given to participation in global research communities, even when addressing mainly local problems or opportunities.

VISION /

A GLOBALLY CONNECTED AND THRIVING RESEARCH AND EDUCATION SECTOR.

MISSION /

CONNECTING RESEARCHERS AND EDUCATORS SO THEY CAN CHANGE THE WORLD.

THE FUTURE OF THE SECTOR WE SERVE /

REANNZ exists to connect. This connection is physical, linking New Zealand to countries around the globe through undersea cables, but it is also a connection of ideas and expertise. In our role as New Zealand's NREN we partner on a global scale with other research and education networks to connect scientific enterprises together, providing access to the infrastructure and resources the sector needs to change the world. We do this through seamless, real-time transfer of critical research data and providing the tools that facilitate secure access and management of key resources.

The future of a modern research system is one that has a degree of connectivity at its core, with collaborative projects the norm. Researchers are connected and have access to the resources they need, no matter where they are or what organisation they work for. They can move easily between institutions, industry and public services, bringing projects and expertise with them. A high priority is given to global research participation, sharing expertise and bringing shared knowledge to local and global challenges.

REANNZ is a key facilitator of this future, supporting a sector at an infrastructure and strategic level to provide:

› **Access for all** - the capabilities of the research system should be available to all organisations engaging in research on a merit or strategic basis. This means public and private sector organisations, no matter how large or small.

› **Access everywhere** - we will continue to work with our members and stakeholders to ensure cost is not a barrier to access.

› **Access of all kinds** - it is not just about connectivity; it is about interoperability. We will continue to use Global NREN services such as eduroam and eduGAIN to deliver the consistency needed across the research system to facilitate collaboration.

› **Access for the future** - the system needs to look for opportunities to lean in more to the education system to purposefully build the talent pipeline beginning at primary school.

REANNZ's strategic direction and key initiatives for 2023 – 2026 will deliver this future.

To deliver this future REANNZ will also need to adapt to broaden our impact and increase our value for the sector, including the uptake of the value-add services that we provide. We will foster our capabilities as technical experts, trusted in our key areas, and take them beyond being a reliable service provider. REANNZ and other global research and education networks are more than just infrastructure. They are the connectors that extend access to institutions, communities and users within New Zealand and around the world.

We are an organisation with the capacity and passion to do more. Moving from our current state to becoming an influential contributor in our local and global community, trusted by the sector, valued and in sync with our members' and stakeholders' strategic direction, will allow us to demonstrate our knowledge and become a centre of excellence in our key areas of expertise.

OUR STRATEGIC INTENT /

REANNZ is the backbone of the New Zealand research and education sector.

As New Zealand's National Research and Education Network (NREN), we connect the sector to science and education infrastructure, research, researchers and educators across the globe.

The world today is facing global challenges of a scale that need the best global minds to collaborate in virtual teams and find the solutions society needs. We collaborate with NRENs around the globe to ensure that distance is not a barrier to global impact. We support the sector with a specialist network and the products, tools and services hey need to collaborate and deliver excellent research.

We do a lot, but we have the potential to deliver a different future. Over the next five years, we will drive more benefit for the sectors we serve by increasing REANNZ's global participation; working with our members to optimise what they can achieve; and increasing access to our services to meet the changing needs of the research and education sector.

CONNECTING RESEARCHERS. EVERYWHERE /

VISION /

A globally connected and thriving research and education sector.

MISSION /

Connecting researchers and educators so they can change the world.

REANNZ

SUPPORTING MĀTAURANGA MĀORI /

Supporting the aspirations of the Māori research and education community will become an integral part of REANNZ's strategy.

We have a role to play in ensuring that tāngata whenua have equitable access to the connectivity and infrastructure they need to support Māori research and education.

We will work in partnership with iwi, with Māori researchers and with the wider research and education community to understand their needs and determine how we can support their aspirations. We will focus initially on building our awareness and capability to support Mātauranga Māori; and developing partnerships so we can integrate Mātauranga Māori into all aspects of our strategy. These partnerships will recognise Māori Rangatiratanga over data, and the Kotahitanga that can be derived from data.

BUILDING OUR GLOBAL CONNECTIONS /

> **Increasing REANNZ's connection to the global NREN federation for the benefit of NZ**

> **Increasing access to global thinking and expertise**

There is huge potential for REANNZ to increase global collaboration though the NREN federation for the benefit of NZ. Engaging with global thinking and capability will support NZ researchers and educators to further develop their expertise and increase their national and global impact.

This will ensure that the knowledge and value of the global network can be used for the benefit of Aotearoa.

From:		To:
Participant	>>	Influential contributor
Broad participation	>>	Focused contribution in key areas of expertise
Access to global expertise	>>	Bringing global expertise for the benefit of Aotearoa

MAKING IT EASY /

We use our whole-of-sector view to identify common challenges and opportunities; and use our technical skills to upskill and build capability across the sector.

REANNZ is already respected for its deep technical expertise – and the way it applies that expertise to support members. We provide seamless, real-time transfer of critical research data and the tools that facilitate secure access and management of key resources, but we can do more. We will work in partnership with members to define and develop a seamless and consistent user experience, focused on improving interoperability and consistency. This sector-wide approach will support the sector's aspirations, take the complexity out of collaboration and free up our members to deliver more.

From:		To:
Trusted technical experts	>>	Trusted sector connector & tech centre of excellence
Varied understanding of the value REANNZ provides	>>	Being a REANNZ member is valued, members validate and support what we're doing
Reliable service provider	>>	High trust partner
Informing our members	>>	Deeply understanding members needs and how to support them
Tactical relationships	>>	Strategic relationships
Limited co-development	>>	Co-development the norm

CONNECTING AOTEAROA /

Ensuring researchers and educators have access to the infrastructure and connectivity they need to advance their work – wherever they are.

REANNZ has a role to play, along with others in the sector, to ensure researchers and educators have access to the infrastructure and connectivity they need to advance their work and deliver outcomes of national and international importance. We will continue to extend the reach of our services, partnering with others (such as satellite and 4G providers) to reach beyond the boundaries of our core network to wherever researchers are - be that in a large city, regional hub or out in the field.

From:		To:
Connecting institutions	>>	Connecting research initiatives and communities
Traditional network boundaries	>>	Exploring new ways to provide connectivity
Network provider	>>	Facilitator/broker (as technology evolves)
Identity services as an add on	>>	Identity services integral
Limited membership pool	>>	Membership open to all research and education providers who align to REANNZ strategy

PEOPLE AND CULTURE /

> **Building a culture of continuous improvement.**

> **Building a culture that is aligned to our strategy and to serving the sector.**

> **Strengthening our organisational foundations through training, process and system improvement.**

GLOBAL CONNECTOR – TECHNICAL EXPERTS FOR THE SECTOR – SPECIALIST NETWORK OPERATOR

WE ARE /

Specialist network operators

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Global connectors

As a partner in the global research and education network, we connect NZ to the global research community, providing access and identity services so members can connect and collaborate wherever they are.

Technical experts for the research and education sector

We provide products and advice to our members to optimise their use of the global research and education network.

WE FOCUS ON /

Supporting Mātauranga Māori

Supporting the aspirations of the Māori research and education community will become an integral part of REANNZ's strategy.

Building our global connections

Increasing REANNZ's connection to the global NREN federation for the benefit of NZ. Increasing access to global thinking and expertise.

Making it easy

We use our whole-of-sector view to identify common challenges and opportunities; and use our technical skills to upskill and build capability across the sector.
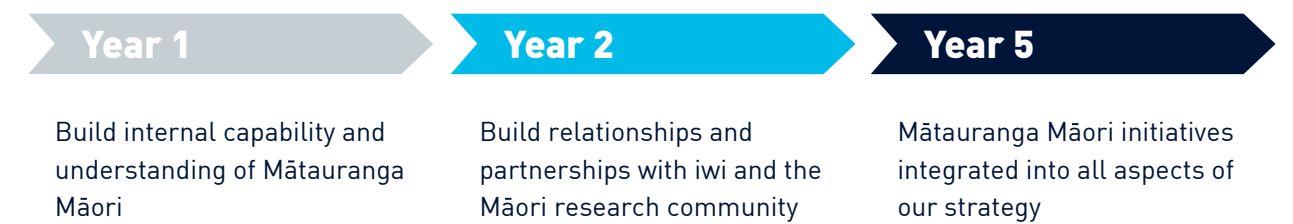
Connecting Aotearoa

Ensuring that researchers and educators have access to the infrastructure and connectivity they need to advance their work – wherever they are.

PRIORITIES AND MAJOR INITIATIVES /

Supporting Mātauranga Māori

Supporting the aspirations of the Māori research and education community will become an integral part of REANNZ's strategy.

Year 1	Year 2	Year 5
Build internal capability and understanding of Mātauranga Māori	Build relationships and partnerships with iwi and the Māori research community	Mātauranga Māori initiatives integrated into all aspects of our strategy

FY2022/23 Initiatives:

› **Staff training – including "The Wall Walk" and Te Tiriti training**

› **Identify key iwi and Māori research community stakeholders as part of engagement strategy**

Performance measures:

Impact:

› Cultural Capability Programme with learning tools and resources to help REANNZ staff strengthen their cultural capability.

Why this measure is important:

› REANNZ staff - understand te ao Māori and REANNZ's role in supporting Mātauranga Māori and inform decision making.
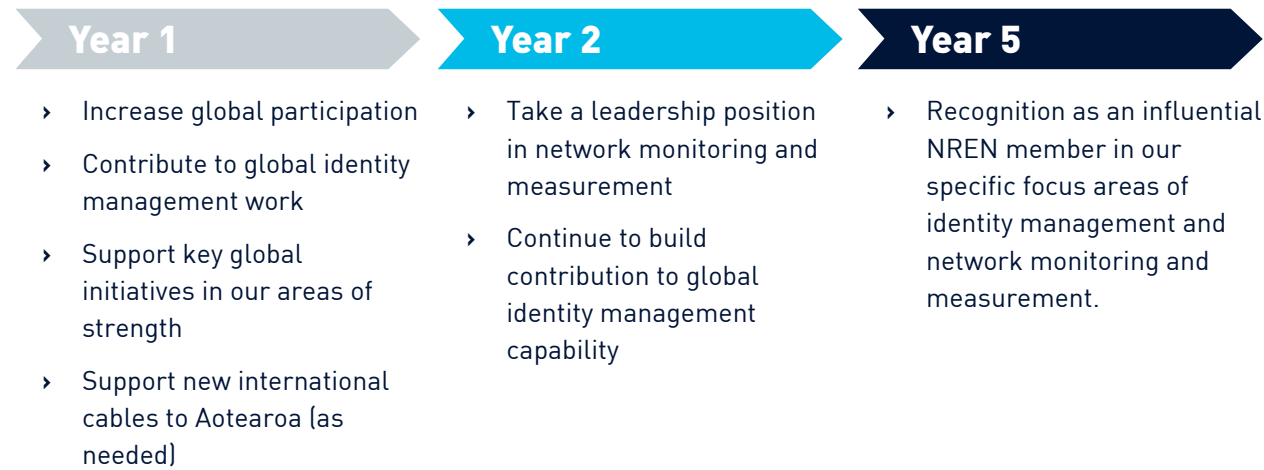
Output:

› Training our people.

Why this measure is important:

› Increasing staff capability and understanding of Mātauranga Māori.

› Iwi and Māori research community engagement.

Building our global connections

Increase participation and contribution to the global community and NREN led initiatives for the benefit of Aotearoa.

Year 1	Year 2	Year 5
› Increase global participation › Contribute to global identity management work › Support key global initiatives in our areas of strength › Support new international cables to Aotearoa (as needed)	› Take a leadership position in network monitoring and measurement › Continue to build contribution to global identity management capability	› Recognition as an influential NREN member in our specific focus areas of identity management and network monitoring and measurement.

FY2022/23 Initiatives:

› **Contribute to global identity management work**

› **Champion MANRS (Mutually Agreed Norms for Routing Security) in APAC region**

› **Attend CEO Forum(s) and key conferences**

› **Maintain involvement in international cable discussions**

Performance measures:

Impact:
› Contribute to the global NREN community by leading the global discussion in areas of our expertise.

Why this measure is important:
› Contributing to the global NREN community by being technical experts in MANRS compliance.

Output:
› Attend key conferences.

Why this measure is important:
› Increasing REANNZ global participation.

Connecting Aotearoa

Ensuring researchers and educators have access to the infrastructure and connectivity they need to advance their work wherever they are – by reaching beyond the boundaries of our core network. Build our membership and work with stakeholders to ensure our delivery models support this.

Year 1	Year 2	Year 5
› Deliver National Network Strategic Review (NNSR) › Partner to extend the network › Support Minsitry of Education digital equity initiatives	› Implement NNSR › Build internal capability to manage third party connectivity suppliers	› Connectivity broker for the sector

FY2022/23 Initiatives:

› **NNSR connectivity delivered by 30 March 2023**

› **Partner with other suppliers to launch 4G, satellite and Rural Broadband Initiative (RBI) options**

› **Increase eduroam and Tuakiri footprint to support digital equity initiatives**

Performance measures:

Impact:
› Better connected members.

Why this measure is important:
› Increased uptake of REANNZ services will enable members to connect and collaborate with the national and international community, build capability and solve data transfer challenges.

Output:
› National Network Strategic Review, connectivity.

Why this measure is important:
› This programme will ensure that REANNZ and the network remain well equipped to support the next generation of research, innovation and education activity.

› Packet delay variation.

Why this measure is important:
› Packet delay variation, often known as 'jitter,' is particularly an issue for real-time services such as voice or video where a human user is involved. High packet delay variation can lead to these services being unusable.

› Packet Loss.

Why this measure is important:

› Packet delivery is a key element of network quality and one of the defining features of research and education networks. A major differentiator of research and education networks is the aim to eliminate packet loss as it is catastrophic for large data transfers typical of our user groups.

› Solutions launched to enable researchers to connect wherever they are.

Why this measure is important:

› REANNZ is listening to our members demands and building solutions to accommodate. In response to demand we will develop a suite of regional connectivity solutions (4G, satellite and RBI) to give our members better access to the REANNZ network.
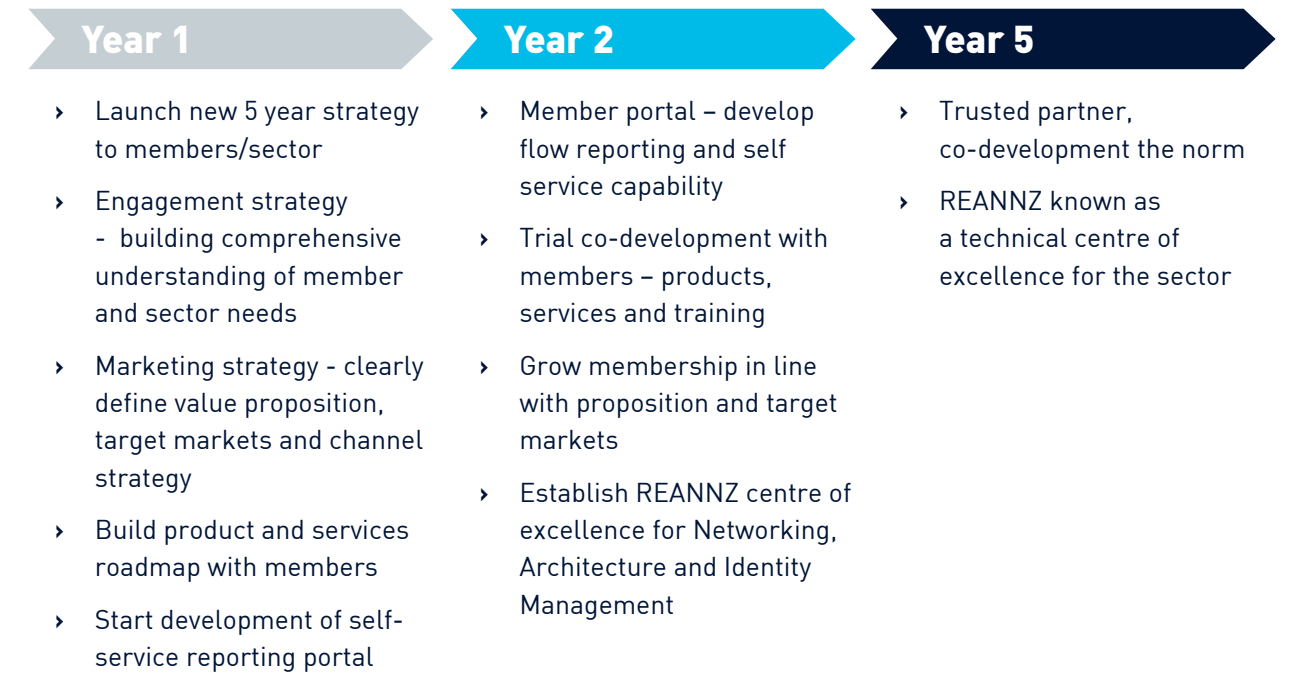
› Advanced network: Bandwidth available

Why this measure is important:

› National research and education networks are engineered to have sufficient headroom capacity to support the bursts of data intensive traffic commonly found in data intensive research fields.

Making it easy

Leveraging our whole of sector view to upskill and build capability across the sector. Be a technical centre of excellence – specialising in networking, architecture and identity management.

Year 1	Year 2	Year 5
› Launch new 5 year strategy to members/sector	› Member portal – develop flow reporting and self service capability	› Trusted partner, co-development the norm
› Engagement strategy - building comprehensive understanding of member and sector needs	› Trial co-development with members – products, services and training	› REANNZ known as a technical centre of excellence for the sector
› Marketing strategy - clearly define value proposition, target markets and channel strategy	› Grow membership in line with proposition and target markets	
› Build product and services roadmap with members	› Establish REANNZ centre of excellence for Networking, Architecture and Identity Management	
› Start development of self-service reporting portal		

FY2022/23 Initiatives:

› **Consult with members and the sector on new strategy**

› **Develop REANNZ engagement and marketing strategy**

› **Build product and services roadmap with members**

› **Trial two co-development solutions with members, based on engagement and marketing plan**

Performance measures:

Impact:

› Member and User satisfaction.

Why this measure is important:

› Members join REANNZ to access high quality, reliable services that foster local and global collaboration across the research and education sector.

› Members consider that the REANNZ network enables data intensive research.

› Members consider that the REANNZ network is valuable or essential to their organisation.

Output:

› Develop the Tuakiri service to deliver interoperability for the research and education sector.

Why this measure is important:

› REANNZ sets the standard for federated access to the research and education sector. A common approach to federated identity management is a key driver in cross-sector interoperability.

› Digital equity proposition developed and launched.

Why this measure is important:

› Working in partnership with education institutions such as Ministry of Education, Te Pukenga and Universities we will help address digital equity and in so doing, develop the future talent pipeline for the sector.

› Member endorsed product and solutions roadmap.

Why this measure is important:

› A member informed product roadmap ensures REANNZ future investment decisions are made with member needs at the core.

› Service Levels, ticket response time.

Why this measure is important:
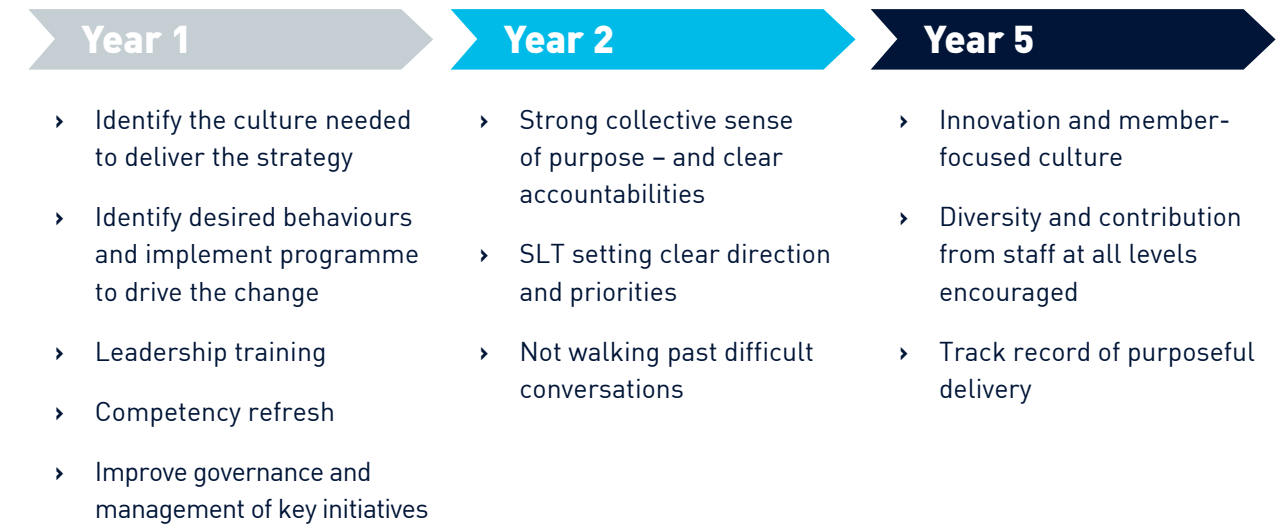
› Members can rely on receiving a high quality service.

› Network availability.

Why this measure is important:

› Members can connect whenever and wherever they are.

People and culture

Building a culture that is aligned to our strategy and to serving the sector. Building a culture of continuous improvement. Strengthening our organisational foundations through training, process and system improvement.

Year 1	Year 2	Year 5
› Identify the culture needed to deliver the strategy	› Strong collective sense of purpose – and clear accountabilities	› Innovation and member-focused culture
› Identify desired behaviours and implement programme to drive the change	› SLT setting clear direction and priorities	› Diversity and contribution from staff at all levels encouraged
› Leadership training	› Not walking past difficult conversations	› Track record of purposeful delivery
› Competency refresh		
› Improve governance and management of key initiatives		

FY2022/23 Initiatives:

› **Leadership training**

› **Identify leadership behaviours needed to improve the REANNZ culture and work environment**

› **Competency refresh**

Performance measures:

Impact:

› Staff engagement survey.

Why this measure is important:

› A revised staff satisfaction survey will be developed during 2021/22 to provide insights on how well REANNZ is fulfilling the needs of staff.

   The first revised survey will be undertaken in the last quarter of 2021/22 and will establish the benchmark against which improvement actions can be measured.

Output:

› Leadership training. SLT to attend leadership training that is aligned to REANNZ values and leadership competencies.

Why this measure is important:

› To lead by example we need to ensure that we have a highly capable and trained leadership team.

SUMMARY OF IMPACT MEASURES /

Impact Measures – long term priorities

Supporting Mātauranga Māori	
Cultural Capability Programme with learning tools and resources to help REANNZ staff strengthen their cultural capability	REANNZ staff - understand te ao Māori and REANNZ role in supporting Mātauranga Māori and inform decision making.
Building our global connections	
Contribute to the global NREN community by leading the global discussion in areas of our expertise.	**Impact measures** indicate how effective we have been in enabling: › The operation of the New Zealand Research and Education Advanced Network e.g. researcher's ability to conduct data-intensive research. › Collaboration with global research, science, education and innovation systems. › REANNZ business performance
Connecting Aotearoa	
Better connected members	Increased uptake of REANNZ services will enable members to connect and collaborate with the national and international community, build capability and solve data transfer challenges.
Making it easy	
Member and User satisfaction	Members join REANNZ to access high quality, reliable services that foster local and global collaboration across the research and education sector.
People and Culture	
Staff engagement survey	A revised staff satisfaction survey will be developed during 2021/22 to provide insights on how well REANNZ is fulfilling the needs of staff. The first revised survey will be undertaken in the last quarter of 2021/22 and will establish the benchmark against which improvement actions can be measured.

ASSESSING OUR PERFORMANCE /

In assessing the success of our work outputs, we measure and monitor:

Our outcomes

Our outcome success measures report on the progress and key initiatives outlined for each strategic focus areas.
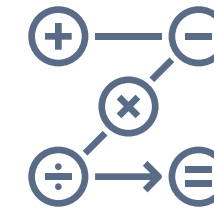
Our impacts

Our impacts indicate the broader effects of how delivering on our strategic focus areas has helped to support the sector and community that we serve.

Our performance

Our performance monitoring tells us how well our work is aligned to delivering our strategic focus areas.

The following outcomes articulate what REANNZ delivers to enable the New Zealand research, science, innovation and education sectors and connects REANNZ's refreshed strategic direction with the strategic intentions of the organisation over the past three years.

These outcomes are:

› **Advanced Network:**
  • grow international recognition of REANNZ as a high-quality NREN,
  • improve the suite of applications and reports that enrich the end-to-end use of the network.

› **Collaboration:**
  • improve member and user outcomes and experiences,
  • increase key partnership arrangements that create value for the REANNZ network.

› **Business Performance:**
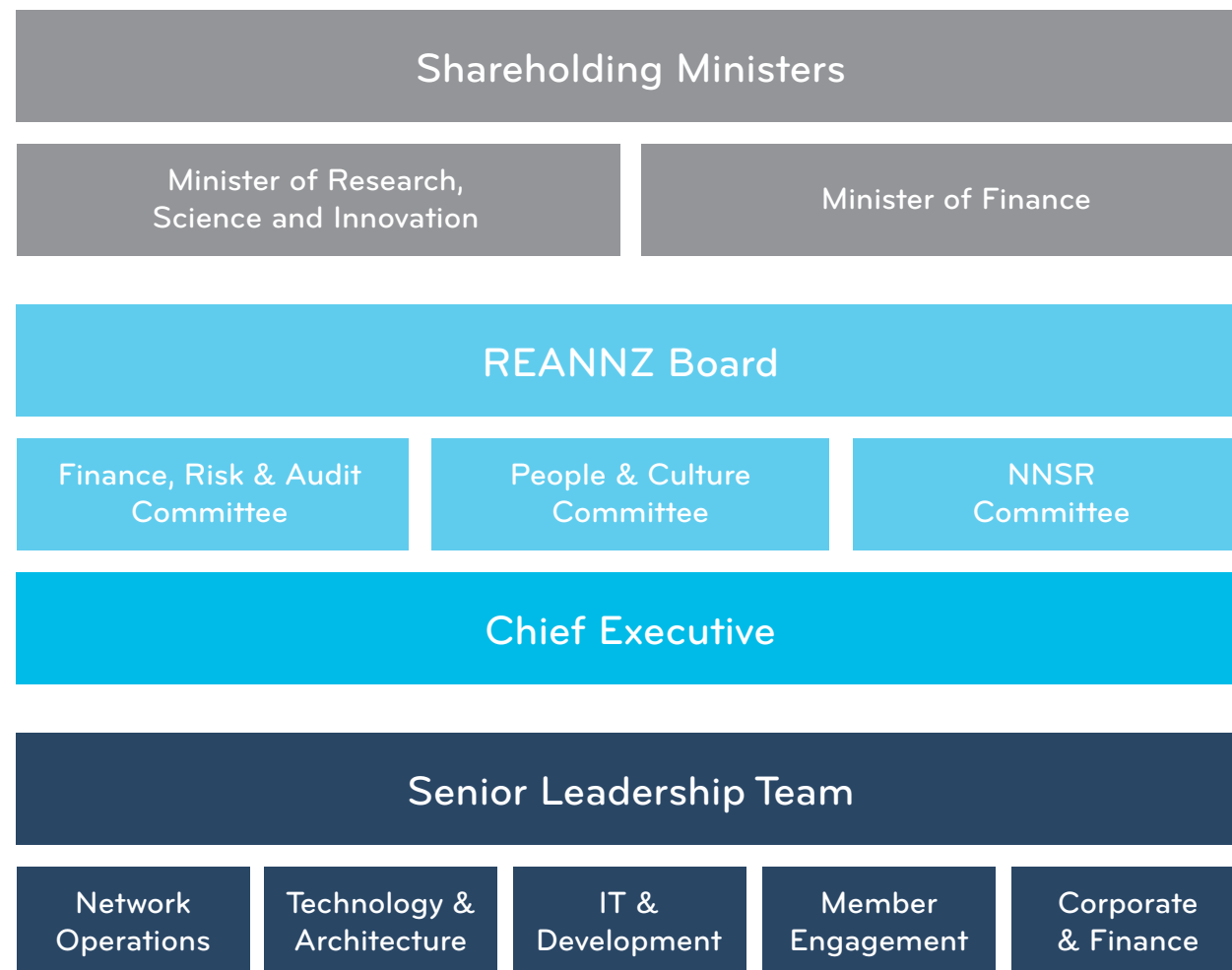 • sustainable funding streams and business performance improvements developed and implemented.

ORGANISATIONAL HEALTH AND CAPABILITY /

Structure

REANNZ is governed by a Board of Directors, appointed by its shareholding Ministers following agreement by Cabinet. REANNZ currently has seven appointed directors.

The Board appoints the Chief Executive, who is responsible for the day-to-day operations of REANNZ.

REANNZ's governance and management structure is shown below:

Shareholding Ministers

Minister of Research, Science and Innovation	Minister of Finance

REANNZ Board

Finance, Risk & Audit Committee	People & Culture Committee	NNSR Committee

Chief Executive

Senior Leadership Team

Network Operations	Technology & Architecture	IT & Development	Member Engagement	Corporate & Finance

REANNZ Board Committees

The REANNZ Board has three committees that assist the Board in the discharge of its responsibilities and oversight relative to:

a) **Finance, Risk and Audit –** Integrity of financial reporting, internal controls and accounting policies; the nature, scope, objectives and functions of internal and external audit; and producing accurate financial statements in compliance with appropriate legal requirements and accounting standards.

b) **People and Culture –** People and Culture strategy and policy, remuneration, employment conditions and performance management relating to the senior executives, and Health and Safety strategy, policy and practices.

c) **NNSR committee –** Consultation, risk management and governance structure for the National Network Strategic Review initiative.

The existing REANNZ core network was designed in 2013 and has grown and changed organically since then, with an upgrade from 10 Gbps to 100 Gbps in 2018. The National Network Strategic Review gives REANNZ the opportunity to redefine how the network enables the community.

The review will consider procurement and development opportunities for areas including:

- network "expansion" outside of the main centres to where more research is being undertaken,

- extended reach using both built and partnered services depending on member needs,

- core network capacity, flexibility, scalability and services.

REANNZ Management Teams

REANNZ teams support a number of functions across technical, corporate and engagement operations to meet the needs of our members and stakeholders:

The **systems and development team** are operationally responsible for desktop, server and cloud software and infrastructure as well as several products including eduroam and Tuakiri. They oversee the software engineering activity within REANNZ, working closely with the network team in developing solutions that support the REANNZ membership.

The **technology and architecture team** develop solutions that resolve technical issues, support member's network infrastructure and service needs in order to facilitate the secure, uninterrupted transfer of research data.

The **network operations team** monitor and design the network, working in partnership with member's technology teams to support an end-to-end view of the connectivity solutions in place. REANNZ Network Engineers are on call and available 24/7 for our members.

The **engagement team** work closely with our member's technology teams and researchers to support their use of the network. They facilitate collaboration and connection at a people level between our members and the wider community. Communications and marketing work alongside each function to coordinate communications activities and materials. They also participate in community and stakeholder engagement to surface and share examples of sector collaborations and research outcomes that have been enabled by access to REANNZ.

The **corporate and finance team** provides business support to the company and is responsible for financial and performance compliance reporting.

Capability

As a small organisation, REANNZ is critically dependent on its people. The highly specialised nature of REANNZ's work means they are highly valued.

REANNZ promotes and supports flexible working and a good work-life balance, with business continuity planning and the ability to work in a distributed way being fully established between our teams in Wellington, Auckland and Christchurch.

Leadership, accountability and culture

REANNZ is a people-centric organisation. We have a team of highly skilled technical experts who have joined REANNZ to create impact for the sector and Aotearoa New Zealand.

At REANNZ we connect researchers and educators together with a global advanced network and services so they can change the world. Our team are passionate about building local and global connections and making collaboration easy. We are always open to new things and are curious to create solutions our community will embrace.

This journey starts with us. No matter our role in REANNZ, we act as one. Together, we create a place where everyone can collaborate and make a difference.

Our core competencies support us to achieve our aspirations, for our organisation, our members and the sector:

Lead by example - accountable for our actions.

Act as one team - working as one team in partnership with our members and stakeholders.

Open to all - creating a diverse workplace where everyone feels welcome.

Be purposeful - creating impact by doing what we say we will.

Be curious - seek new and exciting ways to deliver for our community.

Aspire to excellence - we aim to be excellent in all that we do.

Recruitment, selection and induction

REANNZ recruits new staff members through a number of channels, some through a recruitment agency and others through industry networks and recommendations. All positions are openly advertised.

Employee development, promotion and exit

Being a small and diverse organisation there is opportunity for continual development and experience across multiple disciplines. External training and development is also encouraged and specific budget is set aside for courses and conferences to ensure staff remain current in their field.

Remuneration, recognition and conditions

There is a commitment to attracting, retaining and motivating high-performing people. REANNZ continues to provide an environment that identifies, encourages and rewards excellence, innovation and high-quality services by using a remuneration structure that is competitive and fair. Flexible working hours are offered by agreement and REANNZ invests in the right tools and systems to make work easier from any location.

Harassment and bullying prevention

The REANNZ policy on harassment and bullying has a zero tolerance approach. An employee assistance programme is available to all staff to enable them to get confidential support. Open communication between staff and the leadership team is supported and encouraged.

Safe and healthy environment

Health and safety is taken seriously at REANNZ and policies and procedures are in place to minimise risks, particularly when handling network equipment or when visiting our point-of-presence (PoP) locations. Staff wellbeing is high priority and REANNZ offers a flexible working environment where staff are able to manage their work responsibilities around other personal commitments.

Assets

REANNZ's major asset is its network. REANNZ has asset management plans, accompanied by technology roadmaps and future demand assessments that outline its approach to ensuring value of investments is maximised. Proactive network maintenance and monitoring programs ensures active management of the qualities and features of network services.

Part of maintaining the network is regularly refreshing network hardware and software as it nears the end of its useful life. REANNZ will invest in international and national network to ensure that it will remain fit for purpose and able to support growth in use.

Accountability

Corporate

REANNZ is a Crown-owned company, listed under schedule 4 of the Public Finance Act 1989 and incorporated under the Companies Act 1993. Its current shareholders are the Minister of Finance and the Associate Minister of Science, Research and Innovation.

Although REANNZ is not a Crown Entity listed under the Crown Entities Act 2004, it is the intent of the shareholders that it acts in a manner consistent with the Crown Entities Act. REANNZ is subject to the Official Information Act 1982.

The functions and purpose of the company are contained in its Constitution and further augmented by an annual Letter of Expectations from shareholding Ministers.

REANNZ's performance is currently monitored by the Ministry of Business, Innovation and Employment (MBIE). The Ministry also maintain policy oversight roles with respect to REANNZ's outcomes.

Reporting

Annual Report

An Annual Report is made available to Ministers within four months of the end of each financial year. It is to comply with the reporting provisions of the Crown Entities Act 2004, the Companies Act 1993, and the Financial Reporting Act 1993.

Statement of Intent

A draft Statement of Intent is made available to shareholding Ministers no later than two months prior to the commencement of the financial year.

Statement of Performance Expectations

A draft Statement of Performance Expectations is made available to shareholding Ministers no later than two months prior to the commencement of the financial year.

The PBE FRS 48 Service Performance Reporting standard has been applied to the measures and initiatives outlined in both the refreshed Statement of Intent 2023 – 2026 and Statement of Performance Expectations 22/23 documents. The standard applies to reporting periods beginning on or after 1 January 2022 and is part of generally accepted accounting practices (GAAP) which will be reflected in the REANNZ Annual Report 2022/23.

Quarterly Reports

Quarterly reports are submitted to MBIE providing provisional financial and non-financial performance data, measured against the forecasts in this Statement of Intent. This information is provided through CFISnet, the Crown's Financial Information System.

Other Information

REANNZ provides other information relating to the affairs of the Company as requested by its shareholding Ministers.