



ANNUAL REPORT – Year ending 31 December 2016

Purpose of the Federation

The purpose of the Federation is entirely to support and serve the SeniorNet Learning Centres, each of which maintain their full independence, except for their commitment to meet the Federation's Quality Assurance requirements.

Election of Management Committee:

Three Committee members were elected at the 2016 AGM to fill the positions of members who retired by rotation.

They were:

Canterbury region:	Paul Hopewell
Wellington region:	Rex Fowler
Otago/Southland region:	Bruce Smart
Waikato/Bay of Plenty region:	No nomination received.

After the AGM Pat Van der Mass from the Hamilton Learning Centre was seconded to the Management Committee to represent the Waikato/Bay of Plenty region

Election of Officers:

As required by the Federation Constitution, the following Officers for 2016/2017 were elected by the Management Committee at its first meeting (4th May 2016):

Chairman	Ray McDonald	(Re-elected)
Vice Chairman	Paul Hopewell	(Re-Elected)
Secretary	Gwen Harvey	(Re-elected)
Treasurer	Gwen Harvey	(New appointment)
Minute Secretary	Duncan Fuller	(Re-elected)

Management Committee Meetings held during 2016

The Management Committee held the following meetings:

16 th March	Wellington	Face to Face	(4 hours)
13 th April	Multiple locations	Teleconference	(1.0 hour)
4 th May	Wellington	Face to Face	(1.0 hour)
16 th June	Multiple Locations	Teleconference	(1.0 hour)

27 th September	Wellington	Face to face	(4.75 hours)
13 th December	Wellington	Face to face	(4.25 hours)

In addition to these meetings, frequent email communication between Committee members and the Executive Officer took place.

After each Committee Meeting informative summary minutes were sent to each Learning Centre from the Regional Representatives thus keeping them abreast with SeniorNet Federation activities on a national front.

The Federation Management

Grant Sidaway's contract as Executive Officer continued throughout 2016 and following an annual competency and performance review conducted in February 2017, coupled with subsequent Committee deliberations about the future direction for SeniorNet nationally, his contract was confirmed through to 30 June 2017.

Grant provides all national office services and national quality assurance monitoring. This arrangement saves the Management Committee significant administration detail and the need to own any equipment.

He maintains an office in Wellington and employs such support staff as he requires.

His contract, for which he receives one all-inclusive monthly payment, covers all costs necessary to run the National Office and includes:

- *National Office accommodation*
- *Representing SeniorNet at a national level, spokesperson & single point of contact*
- *All office fixtures including computers, printers etc.*
- *Presentation equipment – data projectors, laptops, screen, sound equipment etc.*
- *Communication – Telephone, 0800, Internet, mobile phones*
- *Direct liaison with government and commercial funders*
- *Postage, stationery, office consumables, printing etc.*
- *All accounting services including arranging the annual audit.*
- *Website hosting, development and maintenance.*
- *Executive Officer salary.*
- *Administration Officer salary (part-time position)*
- *Salary(s) of other part-time employees (as and when required)*
- *Travel to Learning Centres for presentations and QA purposes*
- *Travel to Regional Meetings and assistance in running the meetings*
- *Travel to Tutor Training Sessions and assistance in running the meetings*
- *All other incidental costs*

A more detailed report on these activities is included throughout this Annual Report.

Alternative Funding Model

In December 2015, the Office for Senior Citizens announced the provision of a special grant to the Federation to allow us to engage specialists in writing a new sustainable funding model. This being in response to the loss of funding through the Adult Community Education (ACE) program which was announced by the TEC earlier in 2015. This targeted funding allowed the Federation to select a suitable organisation to undertake the task.

Early in 2016, a contract was signed with GSL Promotus, a Wellington based marketing and research company that operates on a national basis.

The report was completed on 1st August 2016.

Whilst the report produced few surprises, it did show the Federation three significant aspects:

- Primarily funding of the organisation from Government and commercial sources was not sustainable.
- There appears to be greater elasticity in the fees learners are prepared to pay.
- Learning Centres value the Federation and will look to the Federation to provide even greater value in the future.

The report was also very useful in identifying previous reports on the relevance of SeniorNet and the need for ongoing technology learning in the 50+ age sector.

A full copy of the report can be found at this web address:

<https://www.dropbox.com/s/mk0m5pgbdsc00qv/SeniorNet%20%20New%20Funding%20Mode%20Recommendation%2001.08.16.pdf?dl=0>

All Federation Learning Centres were invited to review the report, provide feedback and to complete a survey relating to fee structures and Federation activities. 47 Learning Centres responded to the survey.

The report was submitted to the Minister of Senior Citizens via Director of the Office for Seniors, to date no feedback has been received from the Minister.

Looking to the Future

At its December 2016 meeting, the Federation Committee concluded that the funding aspects of the organisation was not the only important issue that need to be addressed. It also recognised that there was a need for a more detailed plan outlining the future of the organisation was needed to cover such issues as:

The need to strengthen the SeniorNet brand by way of an agreement between the Federation and its Learning Centres defining:

- Governance – roles and responsibilities of both parties;
- Standard core offering to trade as a SeniorNet Learning Centre;
- Consistency of training provided by Federation in areas of:
 - Centre Administration
 - Tutoring, style and content – adopt best practices.

The Executive Officer was tasked with the responsibility of producing a document defining the “Way Forward” for SeniorNet.

At its February 2017 Management meeting, a draft paper (The Way Forward – Being Collaborative) was tabled, and after deliberation, approved as an acceptable draft document.

The Federation Committee agreed for the paper to be distributed to all member Learning Centres immediately following the February meeting to enable the opportunity for the document to be placed on agendas of Regional Meetings and the like for discussion and feedback prior to the 2017 AGM in May, where it would be incorporated into the Annual Plan for approval by Society members of the Federation.

The Annual Plan, to be presented to Society members at this AGM, incorporates the contents of the “The Way Forward – Being Collaborative” document.

Quality Assurance and Funding to Learning Centres.

The Federation decided in 2015 that, notwithstanding the need to no longer provide statistics to the TEC, for 2016 it would keep in place the current capture of statistics from its Learning Centres when they invoice the Federation for learner hour funding grants. It is considered the information collected provides valuable data for effectively running SeniorNet at a local, regional and national level.

At its December 2016 meeting the Committee agreed to continue the grants payment process in 2017, for skills based courses and workshops undertaken at its Learning Centres. The rate of \$1.25 per learning hour was fixed by the Committee for 2017 – the same rate as 2016.

Statistics

1. Number of Federation Learning Centres and Overall Membership

	2014	2015	2016
Learning Centres	84	79	74
Membership	15,821	15,809	15,283

The following Centres closed during 2016:

- Kaikohe
- Doubtless Bay
- Te Aroha
- Stratford
- Marlborough

NB: the 2016 membership figure includes the Centres that closed during the year.

2. Learning Centre Finances

An analysis of figures in the table below includes GST. These figures were provided by Learning Centres as part of an annual return to the Federation.

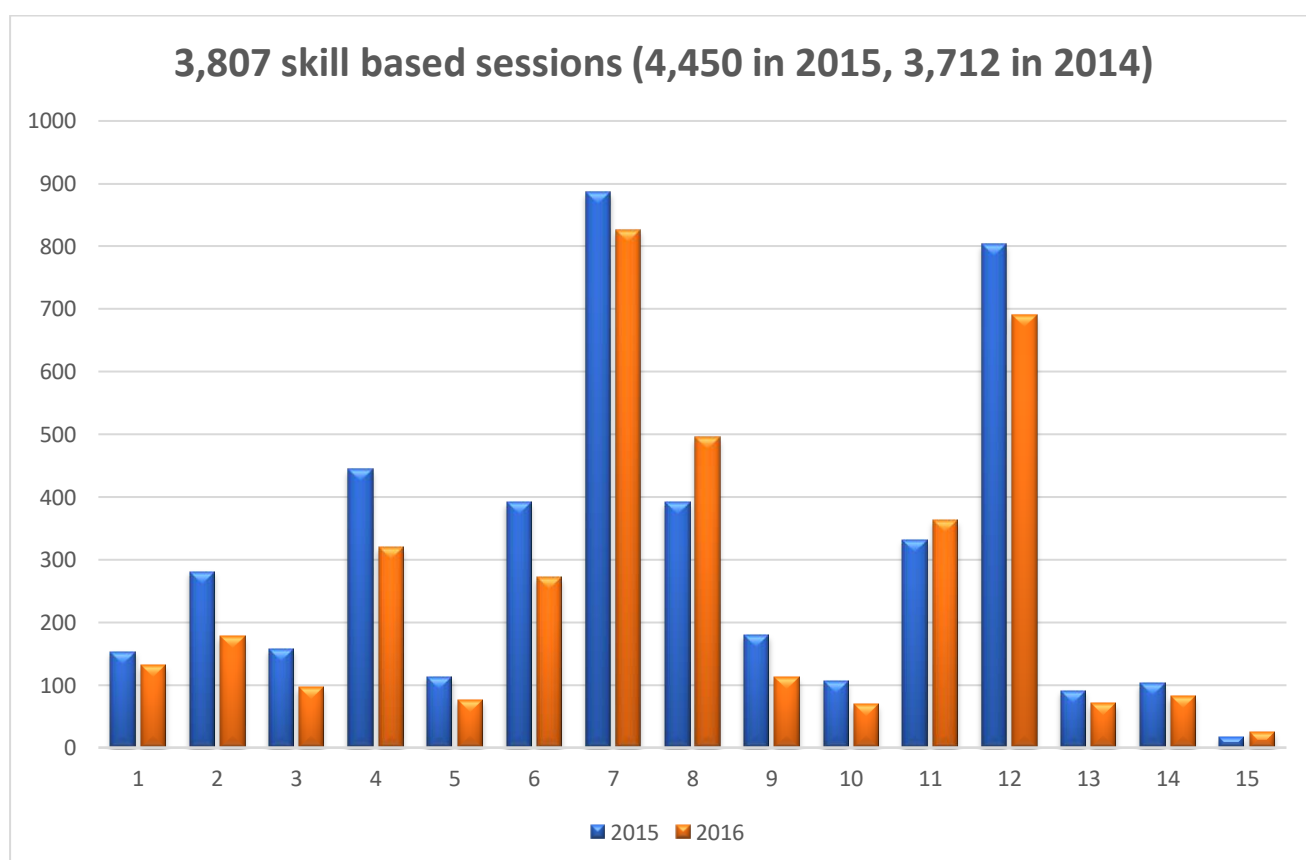
Great Barrier Island, Lincoln, TOA Pacifica Learning Centres have not been included in these figures, as at the time of preparing this report, data from these Centres was not available, no figures were obtained from the Centres that closed during 2016; hence the figures in the table below are indicative only.

- Membership subscriptions increased by approximately 7% as some Centres applied increases to cover increase rents and lower funding rates
- Total income was down by approximately 25% mainly due to a lower funding rate from the Federation and reduced income from course fees.
- An approximate increase of 13% in accommodation costs was the main reason for the slight increase in overall expenses in 2016
- A small overall surplus was recorded in 2016, however when depreciation is included a significant deficit in operation occurs.
- The impact of not having TEC funding clearly being felt at Learning Centres

Income	2014	2015	2016
Membership subscriptions	\$304,605	\$264,359	\$287,357
Course/workshop fees	\$293,560	\$241,866	\$228,232
Federation grants	\$412,074	\$364,526	\$116,632
Local grants for operating expenses	\$109,185	\$77,810	\$66,034
Other income (interest)	\$57,750	\$55,585	\$49,901
Total Income	\$1,179,188	\$1,006,161	\$748,156
Expenses			
Accommodation (rent of premises)	\$288,771	\$265,078	\$300,132
Other costs of running learning activities	\$505,527	\$454,877	\$427,155
Total Expenses	\$794,298	\$719,955	\$727,278
Surplus (deficit) before depreciation	\$384,890	\$286,206	\$20,878
Depreciation	\$270,398	\$244,441	\$197,241
Surplus (deficit) after depreciation	\$114,492	\$41,765	(\$176,363)
Capital Expenditure			
Local grants obtained for purchase of capital items	\$49,096	\$45,480	\$35,089
Total expenditure on capital items	\$194,920	\$154,534	\$127,323

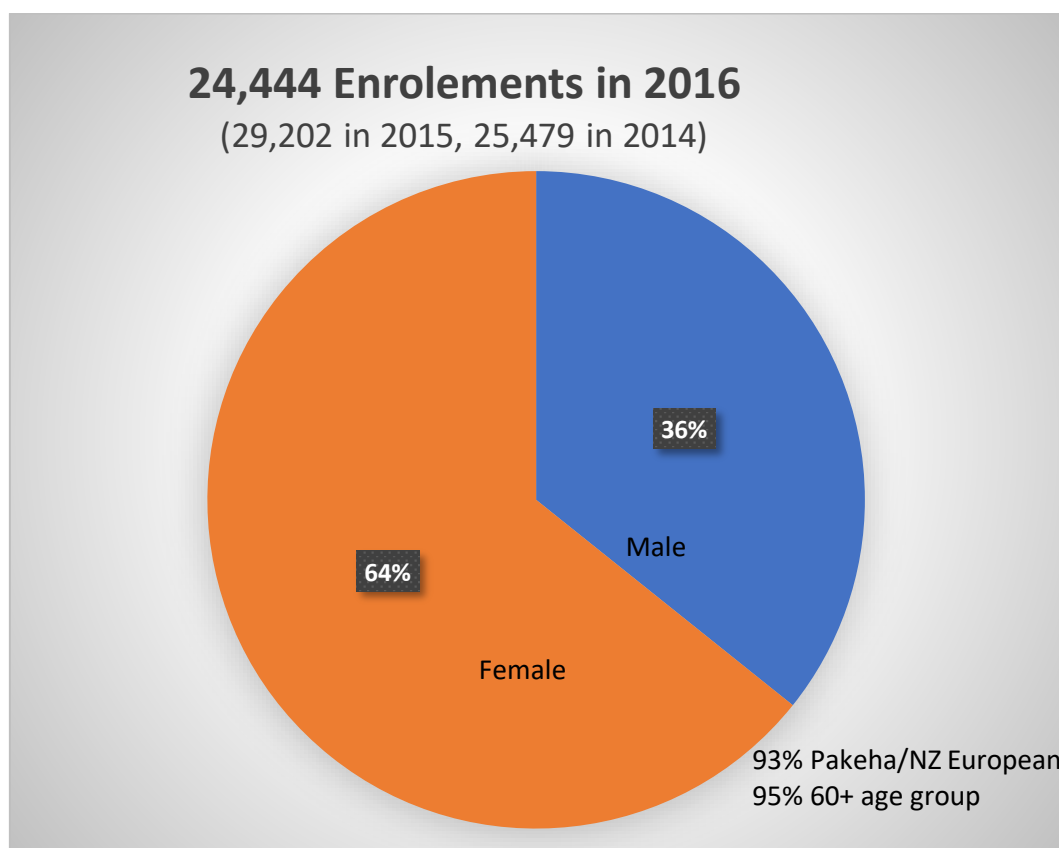
3. Learning Centre Activity

The information below reflects combined activity in our Learning Centres.



Descriptions for skills based chart

Broad Content of Courses/Workshops (skills based only)	
1	Introduction to the Internet, including how to use various web browsers
2	Getting started with word processors, including Word pad, Microsoft Word and Mac pages
3	Intermediate and advanced use of word processors, including use of tables and graphics
4	Getting started with graphics, to uploading digital photos and use photo enhancing apps
5	Introduction to emerging technology including uses of Ultra-Fast Broadband (UFB)
6	Introduction to computers. Confidence building and knowing your way around a computer
7	Introduction to portable touch screen devices, including iPad, Android and Smartphones
8	Introduction to Operating Systems, including Windows versions XP - 10 and all Mac iOs
9	Mastering email, including web-based facilities Gmail and Hotmail etc.
10	Making a start with internet banking, including safety and security
11	Social Media, may include: Twitter, Skype, TradeMe and basic genealogy apps
12	Computer maintenance, files and folders, cloud facilities, Dropbox, technical q&a sessions
13	Getting started with either Microsoft Publisher, Keynote or Microsoft PowerPoint
14	Making a start with Spread sheets including Microsoft Excel and Mac Numbers
15	Desktop Publishing including web design packages



Acknowledgements

In conclusion, I would like to acknowledge and thank the other members of the Management Committee for the valuable input and support they have provided throughout the year. Your collective experiences and views enabled our deliberations to be considered, positive, and progressive.

To our Executive Officer, Grant Sidaway yet again, your enthusiasm and drive continues to astound. You possess a range and combination of skills that would be hard to find in many other individuals. Your contributions and guidance not only to the Management Committee but to the wider SeniorNet fraternity are greatly appreciated. We thank you for your encouragement.

To Jude Mitchener, who works alongside Grant at our National office, we thank you too for your contribution in helping to keep the wheels turning efficiently. As is often the case, it is the people behind the scenes that make all the difference.

At this point I would like to acknowledge the significant operational difficulties that were placed on the National Office because of the Kaikoura/Wellington earthquake. The office was inaccessible for some weeks while building safety issues were evaluated.


Notwithstanding this disruption, both Grant and Jude demonstrated their resilience with their “business as usual” response, and for most of us it appeared that nothing was amiss.

To member Learning Centres, your contribution in supporting your local communities come to grips with new technologies, and helping them to participate in our ever-evolving society, is to be commended. One often wonders where New Zealand would be if it was not for the people like yourselves who volunteer their time and energy to help make a difference.

All I can say, is well done, and keep up the good work.

Yes, we have reached a significant crossroad for the future of SeniorNet. And yes, we have challenges ahead, but with a common sense of purpose and a willingness to collaborate, we can strengthen the way forward to deliver benefit to the communities we participate in.

Chairman:



Ray McDonald

Date: 21 April 2017

Executive Officers Report

1. Summary of National Office Activity

Communications – email, phone, website	2014	2015	2016
Inbound calls on 0800 SENIORNET	4,961	2,759	1,541
Inbound call minutes on 0800 SENIORNET	27,345	18,322	15,690
Emails received at the National Office	13,820	15,945	23,658
Emails sent from National Office	15,347	18,302	25,188
Average visits per day on www.seniornet.co.nz	376	631	773
Average visit duration on www.seniornet.co.nz (minutes)	3.15	3.67	3.84
Average page views per day	666	962	1004

Out of office visits and presentations	2014	2015	2016
Regional meetings/Tutor Training	6	10	9
Learning Centres	55	48	47
Public presentations - Community Groups, Government Agencies etc.	35	31	29

Take-up of Special Offers by individual SeniorNet Members	2013	2014	2015
Software purchases via SeniorNet website (total savings achieved)	\$57K	\$34K	\$37K
Purchases at Noel Leeming Stores (total savings achieved)	\$510K	\$321K	\$478K
Group Insurance Scheme (savings achieved by participating Centres)	\$59K	\$52K	\$55K
Total savings achieved by the Federation for centres & their members.	\$626K	\$407K	\$570K

In addition to the above some members purchased Suzuki motor vehicles in 2016 with varying discounts. A significant number of purchases were made through discount arrangements the Federation has with, Need-a-Nerd, Capital Travel Ltd, Wholesale Toners Ltd, ACP Magazines Ltd, Printer HQ Ltd and PB Technologies Ltd. No data is available on the transactions from these suppliers.

Based on the \$1.00 per learning centre member fee paid to the Federation by way of subscription (\$15,285 – incl. GST) a return of \$570, 000 of savings was achieved in 2016 for members and Learning Centres.

2. Presentations & Visits to Learning Centres

Regional Meetings have been well attended, these meetings provide the best platform for Learning Centre volunteers to network, gather new ideas and to profile new course material. The Federation encourages each region to hold at least two meetings every 12 months, we will need ramp this up in 2017 as well as arrange tutor training days which have slipped in the past two years. Using standard agendas for Regional Meetings with opportunity for local input has working well.

Strong demand continues for representation of the Federation as a guest speaker at community organisations, meetings and conferences, 2016 was on par with previous years however, due to time and cost limitations more were declined than accepted.

For the remainder of 2017 and 2018 further cut-backs in this area of national office activity will be required, it is therefore anticipated grouping Learning Centres to deliver presentations will be essential.

3. Westpac Bank

- Agreement renewed for a further 12 months ending, 31 Dec 2017, fourth consecutive year.
- Providing Internet banking workshops became the key objective in 2016 with the following results achieved:
 - 228 workshops (87, 2015)
 - 77 locations (51, 2015)
 - 5187 people attended (755, 2015)

The figures above were collated from returns from Learning Centres, which were separate from the statistics summarised earlier in this annual report.

We are most grateful to Westpac Bank in helping us run the workshops and for the funding they provide to us.

4. Manchester Unity Partnership

A partnership with Manchester Unity commenced in 2016.

Manchester Unity to offered a \$10.00 incentive voucher to all its members to join a SeniorNet Learning Centre. Manchester Unity members paid any additional subscription and learning fees. The purpose of the partnership was two-fold:

- Grow the membership of SeniorNet
- Improve digital literacy skills of Manchester Unity members

The program had only moderate success with just 72 vouchers being delivered by the Manchester Unity group. Distribution of vouchers ended 31 March 2017.

5. Noel Leeming Group

- Sales commission lower than forecast mainly due to coding at point of sale
- Working with Noel Leeming to improve sales personnel awareness of SeniorNet
- Excellent response to special one week SeniorNet special offer in November.
- Encouraging to see Learning Centres and Noel Leeming stores partnering with some learning centres with in-store presentations and demonstrations of products at learning centres, it is hoped this will continue in 2017

6. Vodafone New Zealand Ltd

The Federation maintained its valuable liaison with Vodafone New Zealand Ltd. We are fortunate to have them as a contributing financial partner since the inception of the Federation in 2006. They have contributed approximately 33% of the \$1.7M sponsorship income over the 10-year period. In 2017, we will be looking for additional ways to promote Vodafone product and services to further enhance the relationship.

7. Grey Power Electricity (Pulse Energy)

The marketing and advertising campaign that commenced in 2015 continued in 2016, it provided additional advertising revenue for the Federation and gave opportunity to promote Grey Power and their discounted energy products, via Pulse Energy, to our members. The campaign ended on 31 Dec 2016.

8. Suzuki New Zealand Ltd

Throughout 2016 Suzuki offered several promotions to SeniorNet members enabling them to purchase new motor vehicles at reduced rates. Whilst it is noted there is no formal sales tracking system in place it is known that many SeniorNet members took advantage of the specials on offer. Suzuki provided a car (Celerio) for the Executive Officer to use, they also paid for displaying our logo on the vehicle – a moving display advert that travelled 37,000km in 2016.

9. Gizmoe (the Federation e- newsletter)

- Six editions were produced and distributed to Learning Centres in 2016
- Each edition contained an average 10 pages with at least eight articles. It gave opportunity to promote our sponsors.
- It would be great to have additional content provided by learning centres during the next 12 months - articles and pictures.
- Feedback relating to content suggests members enjoy the newsletter and that distribution is satisfactory, though there is no formal way of monitoring this.

10. N4L - Sharing of Teaching Resources

Several discussions were held with the N4L group in 2015 to determine the most advantageous way forward using the structures provided by the group. Attendees of the 2015 Federation AGM may remember their presentation at the symposium.

Late in 2016 agreement was reached to allow the Federation to have access to the N4L “pond” both as contributors (uploading resources) and acquirers (downloading resources). N4L administration rights have been granted to the Federation national office. In 2017 Centres will be invited to apply to Federation for access based on two members per Learning Centre – ideally lead tutors.

Subject to sufficient take-up by learning centres the current storage of resources on the Federation website will be phased out with the N4L “pond” used as the primary storage and sharing facility.

11. National Lottery Grants Board

Accountability reports were lodged and approved for the \$60,000 grant received in 2015.

The Federation applied for a further grant in 2016. The application was successful, providing \$80,000 plus GST which was tagged for assistance with running costs including the part funding of national and regional gatherings.

Whilst the Federation budgets for funding from the National Lottery Grants Board it is never assumed funding will be granted. Considerable effort is spent on writing the funding application with care given to match the Board's priorities.

12. My Thanks

I consider myself to be hugely fortunate working with such a supportive Management team (the Federation Committee), led by Chairman Ray McDonald. Ray and the team dedicate hundreds of hours toward the running of the organisation, they volunteer their time and have provided me with valuable support and guidance throughout 2016, without that help my job would be untenable. I thank them for their sound advice and the generous time afforded to me.

Jude Mitchener, helps me run the national office, her dedication to the task and calmness in dealing with often difficult situations is really appreciated. Jude keeps me on-track and can be trusted to "get the job done" on time every time – thank you Jude.

A huge thanks to the Learning Centres that hosted me during the year. I am always made to feel welcome and part of the Learning Centre "family" even if I am only visiting for a few hours.

2017 and 2018 will provide the Federation and its Learning Centres with significant challenges as we grapple with providing low cost technology learning to the communities in New Zealand on reduced budgets. I am confident we have the platform and the teams to do just that – providing the organisation adopts a stronger collaborative approach.

I am immensely proud to be the Executive Officer of the Senioronet Federation.

Executive Officer:



Grant W. Sidaway

Date: 20th April 2017

Treasurers Report and Statement of Accounts

The audited accounts are presented to members for their approval. They are appended to this annual report.

The chart below represents the main variances from 2015 – 2016 and highlights major activity. This analytical review was submitted to the auditor as part of the audit process.

Analytical Review				
Year Ended: 31/12/2016	<i>note figures are rounded</i>			
	\$	\$	\$	
	2016	2015	Variance	Explanation
Income				
Donations	25,283	12,267	13,016	Unexpected additional donations from Learning Centres that closed during 2016
Lottery Grant Board Sponsorships	80,000	60,000	20,000	Must have written a better submission than in previous years!!
MSD Grant	40,000	-	40,000	One off grant from MSD to undertake research
Noel Leeming	13,601	17,287	- 3,686	Less sales commission due to Noel Leeming Point of Sale errors
T.E.C Income	-	400,203	- 400,203	No longer qualified for TEC grant - change in TEC priorities
Subscriptions received	12,301	13,747	- 1,446	Slight drop in membership though better than budgeted.
Advertising revenue	7,119	5,403	1,716	Additional client signed-up
Group insurance	22,766	26,442	- 3,676	Less Insurance requirements by Learning Centres
Symposium attendance	4,370	-	4,370	2015 Federation funded the event. 2016 jointly funded by attendees & Federation
Interest received	2,977	9,132	- 6,155	Less funds in saver account attracting less interest
Expenditure				
Volunteer reimbursements	2,728	4,709	- 1,981	Less required from volunteers
Advertising and marketing	144	35,382	- 35,238	No national campaign in 2016
Research project	37,821	-	37,821	One off research project
Training resources	186	2,327	- 2,141	No large distribution undertaken
Travelling expenses	8,131	9,823	- 1,692	Fewer face to face meetings by board
Grants to GST registered L/C's	26,026	59,367	- 33,341	Lower Learner hour rate and less volume
Grants to non gst registered L/C's	86,703	202,408	- 115,705	Lower Learner hour rate and less volume
Special grant	-	13,737	- 13,737	No special grant operated in 2016
Accountancy fees	2,325	1,150	1,175	Increase time spent due to new reporting standards
Insurance	19,781	23,531	- 3,750	Lower premium costs
Meeting expenses	10,531	13,624	- 3,093	symposium
Balance Sheet				
sundry debtors	4,882	25,119	- 20,237	Tighter control over invoicing


In addition to the above the following comments are made:

- Total assets of the society: year-end 2016, \$413,176, \$460,485 (year end 2015)
- An operating loss of \$127,929 was recorded - better than the \$154,000 loss that had been budgeted. It is noted that a loss of \$67,929 would apply before the application of pro rata funds from the lottery grant.

Budget 2017 and 2018 Forecast

	2017 Budget	Forecast 2018	Notes
Income			
Advertising revenue	\$10,000.00	\$10,000.00	<i>more realistic</i>
Pamphlet charges	\$500.00	\$500.00	<i>encourage Centres</i>
Sale of Group Insurance	\$20,000.00	\$18,000.00	<i>less centres</i>
Interest	\$2,000.00	\$1,500.00	<i>less in saver</i>
Subscriptions	\$36,000.00	\$60,000.00	<i>increased to \$5 per member</i>
Symposium Attendance	\$6,000.00	\$6,000.00	<i>based on \$50 per person with 120 attending</i>
WestPac Sponsorship	\$50,000.00	\$0.00	<i>not likely in 2018</i>
Lottery Grant	\$60,000.00	\$60,000.00	<i>taking average in past three years</i>
Other sponsorship	\$0.00	\$50,000.00	<i>need to achieve this if Westpac sponsorship is lost.</i>
Donations	\$0.00	\$0.00	<i>can't count on any</i>
Vodafone	\$45,000.00	\$40,000.00	<i>likely trend to continue</i>
Noel Leeming	\$25,000.00	\$25,000.00	<i>hopeful maybe</i>
Total Income	\$254,500.00	\$271,000.00	
Expenses			
Accountancy fees	\$1,500.00	\$1,500.00	<i>as per last three years</i>
Administration contract	\$145,000.00	\$95,000.00	<i>reduced contract rate, reduced service</i>
Audit fees	\$4,000.00	\$4,000.00	<i>as per last three years</i>
Bank fees & Charges	\$60.00	\$60.00	<i>on par</i>
Advertising & Marketing	\$10,000.00	\$10,000.00	<i>allow for one campaign</i>
Training Resources	\$2,000.00	\$2,000.00	<i>allow for training days</i>
Grants to L/Cs (No GST)	\$85,000.00	\$80,000.00	<i>\$1.25/hr in 2017 \$1.00 /hr 2018</i>
Grants to L Centres (GST)	\$25,000.00	\$20,000.00	<i>\$1.25/hr in 2017 \$1.00 /hr 2018</i>
Insurance	\$18,000.00	\$15,000.00	<i>less Centres</i>
Legal fees	\$500.00	\$500.00	
AGM & Meeting Expenses	\$16,000.00	\$16,000.00	<i>based on \$50 per person with 120 attending</i>
Committee Travel & Expenses	\$5,000.00	\$5,000.00	<i>three face to face meetings</i>
Start-up Grant	\$2,000.00	\$0.00	
Volunteer Reimbursements	\$3,500.00	\$3,500.00	<i>as per last three years</i>
Regional Meeting	\$3,500.00	\$3,500.00	<i>as per last three years</i>
Total Expenses	\$321,060.00	\$256,060.00	
Net Deficit/Surplus	(\$66,560.00)	\$14,940.00	<i>from deficit to surplus in 2018</i>

Treasurer



Date 22 April 2017

Gwen Harvey

Plan for 2017/18

In considering the plan for the next twelve months the Federation decided to take a more comprehensive approach than in previous years.

Considering the impact, the loss of government funding (via the TEC) has had on the organisation and after receiving the results of the research undertaken in 2016, plus subsequent Learning Centre feedback a proposal document – “The Way Forward, Being Collaborative” - was produced. This document was distributed to all learning centre management teams in February 2017 for consideration, discussion and feedback. Additional to this Regional Meetings, hosted by Federation representatives of each region were held to seek opinion and acceptance. At the time of submitting this plan seven of the eight regions had held meetings with good attendance by learning centre representatives from each region.

The feedback from learning centres suggests overall agreement in principal with the direction detailed in the Way Forward document.

An annual plan of an organisation outlines the strategic direction to be taken in the months ahead with the understanding that additional, more detailed, tactical plans will be required to be put in place to achieve the end result. However, it was felt prudent to submit the complete Way Forward document as being the annual plan of the Federation for members to approve. It is as follows:

1. Purpose

The purpose of this plan is to provide clarity for the SeniorNet organisation in New Zealand to enable it to move forward to its next phase of operation.

2. Background

SeniorNet has been operational in New Zealand since 1992, we are a community based training network which supports and motivates people aged 50+ to enjoy and use technology in their everyday lives. There are over 70 Learning Centres around New Zealand with two paid employees, working under a fixed contract and approximately 600 volunteers facilitating the learning.

For ten years, prior to 31 December 2015, the Federation received funding assistance by way of a grant administered through the Adult Community Education (ACE) division of the Tertiary Education Commission (TEC). This funding was distributed to Learning Centres on a learner hour basis throughout each year. On average 30% of Learning Centre income had been derived by this grant. The change in ACE priorities announced in 2015 meant the Federation no longer qualified for the grant thus placing the organisation in considerable financial difficulty.

The Federation commissioned GSLPromotus Ltd to undertake research and provide a report recommending a new funding model. A full copy of the report can be found here:

<https://www.dropbox.com/s/mk0m5pgbdsc00qv/SeniorNet%20-%20New%20Funding%20Model%20Recommendation%2001.08.16.pdf?dl=0>

Whilst the report produced few surprises it did show the Federation three significant aspects:

- Primarily funding of the organisation from government and commercial sources was not sustainable.
- There appears to be greater elasticity in the fees learners are prepared to pay.

- Learning Centres value the Federation and will look to the Federation to provide even greater value in the future.

The report was also very useful in identifying previous reports on the relevance of SeniorNet and the need for ongoing technology learning in the 50+ age sector.

All Federation Learning Centres were invited to review the report, provide feedback and to complete a survey relating to fee structures and Federation activities. The results of the survey can be found here:

<https://www.dropbox.com/s/om50a1owm883xlr/New%20Funding%20Model%20Learning%20Centre%20Survey%20Results.pdf?dl=0>

3. The Role of the Federation

The Federation was established in 2006 to support the learning activities of Centres with resources and funding. Prior to that each Centre ran as a completely independent entity with some assistance from Spark Ltd. (then Telecom NZ Ltd). Telecom also contracted Grant Sidaway, an ex-employee of Telecom and founder of SeniorNet in New Zealand, to manage what was then a sponsorship of the company. At same time a funding stream via Aoraki Polytech, acquired through the education system, ended abruptly.

Forming the Federation allowed the organisation to acquire its own funding from the ACE funding pool. A total grant of \$3.76M + GST from 2007 – 2015 (inclusive) was made available to the Federation of which 83.5% has been distributed to Learning Centres. The Federation also raised \$1.64M + GST from 2007 – 2016 (inclusive) for running other national activities and maintaining a national office.

Learning Centres were invited to join the Federation at its inception in 2006 with a membership fee of \$1.00 per annum per Learning Centre member, this fee remained the same until 2017 when the fee was raised to \$3.00 per Learning Centre member following agreement at the 2016 AGM.

The financial performance of the Federation is included in the Annual Report, the latest of which can be found here: <http://www.seniornet.co.nz/usefulinfo-agm.html>. The 2016 report will be submitted for approval at the AGM in May. However, in its draft form it shows the Federation financial performance was better than forecast with an equity at the end of the year of approximately \$400,000. The main reasons for this were securing additional funding from commercial supporters, a lower rate of learner hour payment to Centres (plus less volume) and maintaining other costs to a bare minimum. Regardless this still represents an approximate \$60,000 loss in equity from the previous year which long term is not sustainable.

A summary of the Federation activities can be found here:

<https://www.dropbox.com/s/rq636c5vqcoreb2/Functions%20and%20Activity%20of%20SeniorNet%20Federation.pdf?dl=0>

4. Learning Centres/Federation Relationship

The current situation:

- Federation Learning Centres are stand-alone Incorporate Societies.
- The Federation is an Incorporated Society with a constitution defined to support its Learning Centres.
- The Federation constitution defines eight regions in NZ. A national management committee is elected from each region (one committee member per region)
- To become a member of the Federation Learning Centres agreed to:
 - Abide by the Federation constitution and rules
 - Adhere to the Charter and Profile, in particular maintaining the special character of SeniorNet.
 - Fulfil the requirements of the Federation Quality Management System, including that of being open to audit by the Federation.
- All Learning Centres “trade” as SeniorNet with Federation holding the New Zealand trademark.
- SeniorNet has high brand awareness and is a national brand.
- Inconsistency of service at Learning Centres - core offering and compliance to standards
- Learning Centres can align with or decline to participate in national relationship agreements negotiated by the Federation
- Learning Centres can decide to cease operation without reference to the Federation
- Management of Learning Centres sometimes random and often poorly defined officer roles

A summary of the above suggests governance between the Federation and its Learning Centres is poorly defined, tenuous and does not properly represent the current situation, as a result the SeniorNet brand is in danger of being tarnished.

5. Federation Operating Cost

The Federation will need to reduce its operating costs. The contract it has with the Executive Officer represents the largest cost and will require modification. The current contract is all-embracing for a fixed fee, meaning it not only covers remuneration of the Officer and his staff but also covers every cost associated with running the national office including travel and associated costs for the Officer to attend regional gatherings, training days and visits to Learning Centres.

To reduce cost a revised contract will be required, which in effect will make the Executive Officer’s role a part time position (25-30 hours per week). It will also require Learning Centres to work with each other in hosting a single venue, multiple Learning Centre function where the Executive Officer would undertake technology presentations to members from several Learning Centres. The current system of presentations being undertaken at individual Learning Centres will not be sustainable on a reduced contract.

It is anticipated a new contract will come into effect from 1 July 2017 and will be reviewed annually using the current processes in place.

6. The Way Forward

In considering the research undertaken, subsequent feedback from Learning Centres, the current governance and the future funding of SeniorNet, agreement from SeniorNet Federation Member Societies on the following will be required:

1. A revised agreement between the Federation and Learning Centres clearly setting out responsibilities of a Learning Centre and that of the Federation. The draft agreement is attached to this document.
2. The SeniorNet Federation annual membership fees to be set at \$5.00 per Learning Centre member from 1 Jan 2018 and be fixed at that level until 31 Dec 2020. The 2016 Alternative Funding Model report recommended an annual membership fee of \$9.00 per Learning Centre member; \$4.00 of which was shown to be tagged for training and marketing purposes. Taking into consideration the feedback from Learning Centres and providing the Federation can maintain an average annual income received from sponsorship of \$217K (as has been the case over the past six years) then the \$5.00 fee is sustainable in term suggested.

The following draft agreement is submitted with this plan to show details of the proposed Federation/Learning Centre working relationship - planned to commence 1 January 2018. It is indicative only and may require additional detail before it is finalised and placed before each Learning Centre for agreement prior to 1 January 2018.

Agreement between SeniorNet Learning Centres and The SeniorNet Federation (Draft)

1. This agreement sets out minimum standards of which the Federation and SeniorNet (*insert SeniorNet Learning Centre Name*) abide by.
2. The commencement date of this agreement is 1 January 2018
3. **The Federation shall:**
 - a. Organise and host regional gatherings, either face to face or by webinars, to:
 - i. Demonstrate uniform best practises and help with adaptation thereof
 - ii. Train new and upcoming Learning Centre Officers
 - iii. Gather feedback from Centres to share with other centres and regions
 - iv. Promote the SeniorNet brand as stand-alone and with partners
 - b. Organise and host regional/national tutor training sessions, either face to face or by webinars/podcasts to:
 - i. Demonstrate teaching resources/course or workshop content for tutors to use – “teach the teacher”
 - ii. Highlight emerging technologies to raise awareness and for each Centre to be better prepared when new technology is launched
 - iii. Provide opportunity for “topic specific expert tutors” to pass-on their knowledge and teaching techniques
 - c. Provide a national office and a suitably qualified person contracted on an annual basis to undertake the following functions:

- i. Represent SeniorNet at a national level, spokesperson & single point of contact.
 - ii. Direct liaison with government and commercial funders.
 - iii. All accounting services including arranging the annual audit.
 - iv. Advice to Learning Centre management to assist with running their facility.
 - v. Website hosting - development and maintenance
 - vi. Presentations to Learning Centre Members to help maintain ongoing learning
 - vii. Public presentations to like-minded organisations
 - viii. Co-ordination of Regional Meetings and Tutor Training sessions (as above)
 - ix. Negotiation of partnerships beneficial to Learning Centres and their members, such as the existing programs with:
 - 1. Noel Leeming Ltd
 - 2. Vodafone NZ Ltd
 - 3. Westpac Bank Ltd
 - 4. Suzuki NZ Ltd
 - x. Negotiate and manage a Group Insurance Scheme for Learning Centres
 - xi. Applying for and monitor funding from organisations such as Lottery Grants Board
 - xii. Production and distribution of Gizmoe (the Federation e-newsletter) at least 6 times every 12 months
 - xiii. Organising Federation meetings, AGM and annual symposium
 - xiv. All other matters as deemed appropriate by the Federation Management Committee.
- d. Brand awareness, Marketing and Advertising
 - i. Produce editorial articles for national publications to lift brand awareness of SeniorNet
 - ii. Produce generic brochures/flyers and posters and supply to Learning Centres at cost.
 - iii. Make available a complete portable display stand and banners for Learning Centres to use at Open Days and community based Expos
 - iv. Make available a set of templates Learning Centres can use for local advertising purposes using the Brand Tool Kit.
- e. Assistance with funding activities at Learning Centres
 - i. Provide financial assistance to Learning Centres:
 - 1. To establish a new Learning Centre, start-up grants etc.
 - 2. To help grow Learning Centre membership
 - 3. To purchase new equipment
 - 4. To run skills based learning sessions

4. The Learning Centre shall:

- a. Compliance and Standards
 - i. Comply with the Federation Quality Assurance Handbook for Learning Centres. A copy of the latest version (2011) can be found here: http://www.seniornet.co.nz/fed_docs/Federation_Handbook_for_Societies_2011.pdf NB: This document is based on the previous funding requirements set out by the TEC it is considered sound practise and remains fit-for-purpose for operating a Learning Centre to use.
 - ii. Comply with all requirements set-out in the Incorporated Societies Act and Charities Commission Rules. In particular, the provision of annual reports and financial record keeping.
 - iii. Keep records using the current version of the SNAP data capture system, thus providing uniformity in collecting Learning Centre activity data.
 - iv. Notify the Federation of any changes to contact details for the Learning Centre within one week of the change.
 - v. Have processes in place to respond to public and member enquires in a timely fashion i.e. within 48 hours.

- b. Collaboration/Collegiality
 - i. Actively participate in all regional gatherings and tutor training sessions
 - ii. Make available, to other Learning Centres, teaching resources produced in-house. Use the SeniorNet online facility or the newly introduced “pond” at N4L to facilitate this.
 - iii. Invite members from other Learning Centres to attend learning sessions at your centre as and when practical.
 - iv. Organise member days on a regular basis (at least 6 every twelve months). The purpose of which is to keep members enthusiastic to learn more, provide social interaction, grow membership by “member bring a friend” and promotion of upcoming learning activities.
 - v. Have at least one authorised delegate attend the Federation AGM/Symposium every year.

- c. Marketing and advertising
 - i. Maintain an up-to-date digital presence either a website or social media platform such as Facebook. As a minimum, the site shall:
 - 1. Use the SeniorNet “Brand Tool Kit” in its design
 - 2. List location, contact details and hours of operation
 - 3. Show course and workshop offerings, ideally with a schedule of availability spanning two months in advance.
 - 4. How to become a member of the Centre
 - 5. Reference link to the Federation website.
 - ii. Keep in regular contact (ideally weekly but no less than monthly) with members and past members (where appropriate), to advertise learning opportunities and activities at the Centre.
 - iii. Distribute *GIZMOE*, the SeniorNet Federation e-newsletter to all members in a timely fashion i.e. within 48 hours of receiving it from the Federation.

- iv. Use local, community based advertising channels (radio, print and digital e.g. neighbourly, meetups etc.) to promote the Learning Centre activity. This to be undertaken at least four times per 12 months using design templates produced by the Federation and ideally in harmony with any national brand awareness marketing being undertaken.
 - v. Participate in community based public expos using the Federation promotion resource kit.
 - vi. Undertake an "Open Day" at the Learning Centre at least once every 12 months.
- d. Keeping relevant
- i. Offer core skills based learning sessions that are relevant and up-to-date - to be review annually by the Federation. For 2017/18, the core skills based courses each Learning Centre include:
 - 1. Introduction to computers using the following operating systems:
 - a. Windows 10
 - b. Apple Mac iOS
 - c. Android
 - 2. Introduction to the Internet and use of browsers
 - 3. Mastering emailing, including web-based facilities
 - 4. Getting started with basic word processors
 - 5. Making a start with Social media
 - 6. Confidence with Internet Banking
 - 7. Using a smartphone for basic functions
 - ii. Undertake surveys, at least an annually, with Learning Centre members to ascertain learning requirements and make available courses and workshops accordingly.

Chairman:



Ray McDonald

Date: 21 April 2017

Executive Officer:



Grant Sidaway

Date: 21st April 2017