

Building auDA 2.0

STRATEGIC PLAN 2019-2024

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.auDA
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Table of Contents

1. Introduction.....	2
2. Australian Government’s Terms of Endorsement (ToE).....	3
3. auDA’s Mission Statement.....	6
4. Vision	7
5. Strategic Framework	8
5.1 Build	9
5.2 Strengthen	12
5.3 Enhance	13
5.4 Future	14
6. Operating plan and deliverables.....	15
7. References.....	17
8. Appendix: Summary of Australian Government Recommendations.....	18

Preface

We are pleased to present this draft Strategic Plan covering the period 2019-2024.

In summary, our key strategic areas of focus include:

- Corporate performance and financial management;
- Security, risk, and compliance;
- Transparency and governance;
- Organisational development and our people; and
- Stakeholder engagement and marketing.

Given the changes taking place as a result of the Australian Government review of the .au namespace and developments in digital technologies, it is inevitable that this plan is a work in progress.

We will be updating this plan to reflect the feedback on the full range of documents, which we have recently published. In particular, this plan will be updated over the next six months to incorporate the strategic elements relating to the following:

- Stakeholder Engagement Strategy (published as a separate document);
- Membership model, where we have committed to achieving a broad and representative membership base targeting 12,500 Associate Members by November 2020; and
- A range of commercial opportunities that will be evaluated to ensure they are consistent with auDA's Constitution and of value to auDA and the wider stakeholders in the domain name community.

Such an update will also require consideration of auDA's resourcing and capability to execute these strategic initiatives.

We welcome views from our diverse stakeholders to discuss this draft document and the updates to the Strategic Plan in the months ahead.

1. Introduction

.au Domain Administration Limited (auDA) is Australia's Country Code Top Level Domain (ccTLD) administrator which oversees the operation and management framework of the .au domain of the internet. auDA is a not-for-profit public company endorsed by the Australian Government tasked to provide a safe, secure and operational namespace for all Australian internet users.

auDA is incorporated as an Australian Public Company, Limited by Guarantee¹³, which is a common company structure for not-for-profit and charitable organizations in Australia. Under this structure, auDA cannot distribute funds to members, cannot pay dividends, and must reinvest any surpluses towards the organization's purposes.

On 19 October 2017, the Minister for Communications, Senator the Hon Mitch Fifield, announced a review of Australia's management of the .au domain (the *Review*)¹. The central finding of the Review was that current management and governance framework for auDA is no longer fit-for-purpose and that reform is necessary if the company is to perform effectively and meet the needs of Australia's internet users.

The digital landscape has changed significantly since auDA was endorsed by the Australian Government in 2000. The internet has become all-pervasive and a critical enabler of the digital

economy. The .au namespace plays an important role in supporting the digital economy, allowing entities and organisations to register domain names. As of late August 2018, over 3.1 million .au domain names had been registered in Australia.

While internet usage continues to grow, the overall communications environment is changing. Australians are accessing the internet in different ways and cyber security threats are increasingly prevalent. Future trends may have an impact on the domain space and it is important Australia has an effective, competitive and competent .au administrator that is able to ensure the ongoing availability of .au domain at the same time planning for future technical and competitive challenges.

This strategy outlines the process auDA will adopt to succeed in this changing environment, and is consistent with Recommendation 4 of the *Review*¹.

2. Australian Government's Terms of Endorsement (ToE)

As a result of the Australian Government's review of auDA, the Government issued new terms of endorsement² (consistent with Recommendation 14 of the *Review*¹), which are summarized below.

Core Functions

The Australian Government requires auDA to undertake the following core functions:

- a) Ensure stable, secure and reliable operation of the .au domain space
- b) Respond quickly to matters that compromise DNS security
- c) Promote principles of competition, fair trading, and consumer protection
- d) Operate as a fully self-funding and not-for-profit organisation
- e) Actively participate in national and international technical and policy namespace fora
 - a. to ensure that Australia's interests are represented, and
 - b. to identify trends and developments relevant to the administration of the .au namespace
- f) Establish appropriate dispute resolution mechanisms

In performing these functions, the Australian Government has the following requirements and associated conditions:

Requirement 1: Effective Governance arrangements for the .au namespace

Condition: A governance structure which includes the following characteristics:

- a) an independent process that can provide assurances of the suitability of candidates considered for board appointments, such as a Nomination Committee
- b) a board that has the collective mix of technical and corporate skills, and industry experience, to effectively administer the .au namespace
- c) a board that appoints a majority of directors who are independent of the organisation, including the Chair
- d) appointment terms that support ongoing board renewal
- e) a Board Charter that outlines the roles and responsibilities of the board, Chair and CEO and the basis for appointment of the Chair.

Requirement 2: Facilitate effective stakeholder engagement

Conditions:

- a) auDA consults with stakeholders on deliberations and decisions that will impact on the Australian internet community
- b) auDA develops a comprehensive *stakeholder engagement plan*, including how it will engage with key stakeholders such as industry, members of the community, Government and relevant international bodies and organisations
- c) consistent with this stakeholder engagement plan, auDA participates in international fora and relevant community activities
- d) auDA has a clearly defined membership structure that can represent the views of the Australian internet community
- e) auDA initiates activities that engage the internet community and support the diversification of its member base
- f) auDA establishes an effective process for assessing and processing new members.

Requirement 3: Support accountability and transparency

Conditions:

- a) auDA has an *annual strategic plan* that reflects these Terms of Endorsement and the company's purpose with reference to how it will discharge its functions as a not-for-profit entity
- b) auDA has a *transparency and accountability framework*
- c) auDA has an effective reporting framework which would include reporting through its *Annual Report* and at its *Annual General Meeting* on performance against:
 - i. these terms of endorsement, supported by a *key performance indicator framework*
 - ii. Board performance against its charter
 - iii. its strategic plan
 - iv. the transparency and accountability framework
 - v. stakeholder engagement activities including international and community activities and initiatives that aim to expand the member base. auDA publishes a calendar of its activities and meetings¹².

Requirement 4: Engagement with the Australian Government

Conditions:

- a) auDA provides quarterly updates on performance and work priorities to the Department
- b) auDA acknowledges that the Government reserves the right to independently review auDA's reporting and reporting processes at any time
- c) auDA ensures that a senior officer from the Department is included in all relevant auDA governance processes, including, but not limited to, non-voting observer status at board meetings for all decisions
- d) auDA develops a strategy to enable an orderly transition to an alternative domain administrator in the event that endorsement is withdrawn by the Government.

Requirement 5: Support trust and confidence in .au

Conditions:

- a) auDA engages with key international security fora to ensure it is aware of international security developments and best practice
- b) auDA develops, maintains and, to the greatest extent possible, publishes an *enterprise security strategy* which is informed by domestic and international best practice
- c) auDA works with the Department of Communications and the Arts to facilitate partnerships between auDA and relevant cyber security agencies

Requirement 6: Commencement of these terms of endorsement

auDA is required to respond in writing within three months, providing an implementation plan on how it will meet these terms.

The Australian Government will conduct a review within two years to assess the performance of the .au domain administrator and consider whether these terms of endorsement remain fit-for-purpose.

3. auDA's Mission Statement

auDA's core mission is to administer the .au country code top level domain (ccTLD) name space for the benefit of the more than 20 million Australian Internet users.

auDA has a range of responsibilities, prescribed by three separate but interconnected mandates - Terms of Endorsement (ToE) from the Australian Government, its sponsorship agreement with ICANN, and the auDA Constitution.

The **ToE** require auDA to:

- Ensure stable, secure and reliable operation of the .au domain space
- Respond quickly to matters that compromise DNS security
- Promote principles of competition, fair trading, and consumer protection
- Operate as a fully self-funding and not-for-profit organisation
- Actively participate in national and international technical and policy namespace fora

to ensure that Australia's interests are represented, and

to identify trends and developments relevant to the administration of the .au namespace

- Establish appropriate dispute resolution mechanisms

In addition, under its constitution auDA is required to develop and establish a **policy framework** for the development and administration of the .au ccTLD including:

- Rules governing the operations of second level domain registries
- The creation of second level domains
- Rules governing the accreditation of registrars and registry operators
- Rules governing the registration of names within second level domains and access to second level domain registries, and

- Ensuring that registrars have equal access to second level registry services.
- manage the operation of **critical technical functions** including the .au nameservers, the .au registry, and WHOIS services, and provide a **complaints handling process** for dealing with complaints about the eligibility of registrants to hold particular domain name licences.

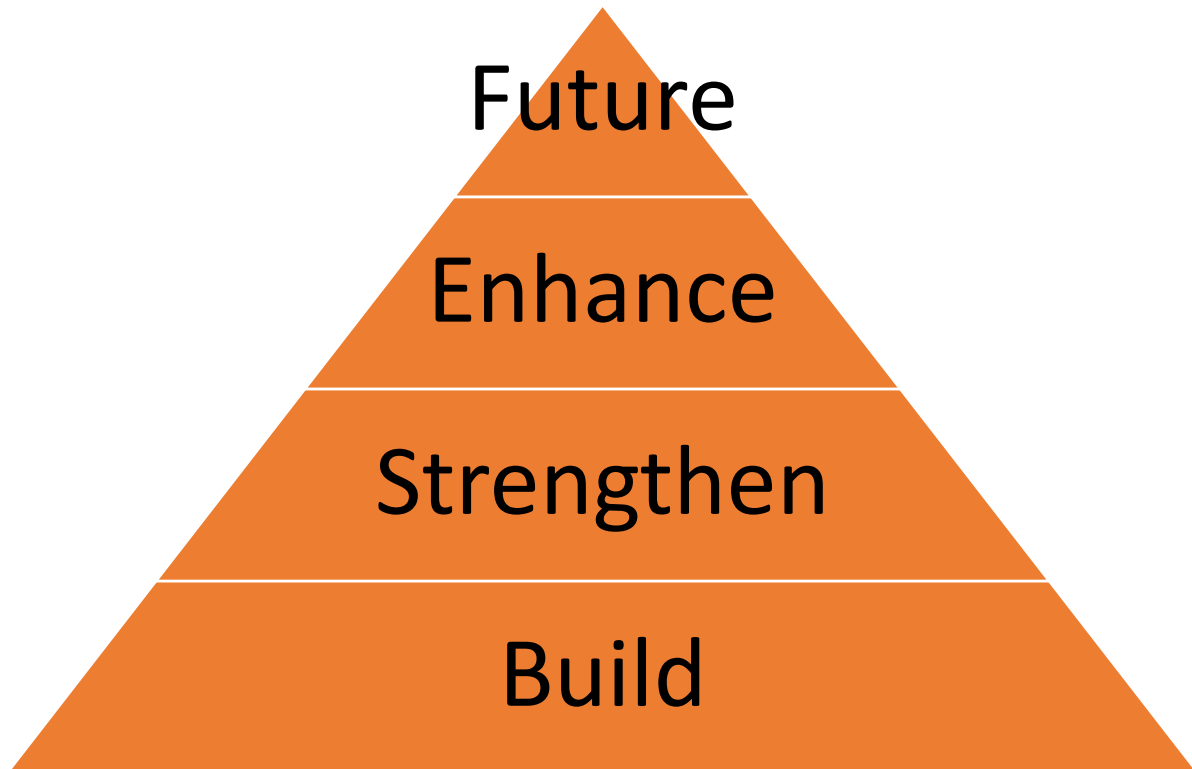
Consistent with auDA's Terms of Endorsement, auDA has an ongoing role in the security and stability of the .au space, including as part of the critical infrastructure sector. Security activities considered in this Strategic Plan will support auDA's role and purpose as described in the company Constitution. Similarly, commercial opportunities relevant to auDA's sustainability will also support auDA's role and purpose as described in the Constitution.

4. Vision

Over the next 5 years, auDA plans to:

- Become a top 10 country code top level domain (ccTLD) in terms of volumes of registrations through improving the utility of .au to better support micro-businesses (1 to 4 people) and individuals, and support new Internet applications such as Internet of Things (IoT)
- Become the best ccTLD globally in terms of minimising domain name abuse through improved eligibility checking of registrants, and pro-active compliance activities
- Become the best ccTLD globally in terms of improving the security and stability of the name space through implementing international IT security standards
- Provide support services for top level domains (TLDs) in the Asia-Pacific region to assist them to operate TLDs with best practice across policy, compliance, and security to better protect Australian Internet users that access Internet resources using these ccTLDs
- To promote the benefits of the domain name system and the utility of the .au namespace to a wider audience of digital users and strengthen the appeal of domains names against ever-increasing competition from open-sourced platforms, social media, mobility and devices

5. Strategic Framework



auDA strategic framework consists of 4 layers, with each layer building on the layers below:

- Build – build the capabilities of the organisation to deliver
- Strengthen – strengthen the stability and security of .au
- Enhance – enhance future value of the .au ccTLD
- Future – next generation of users and value for the .au ccTLD

5.1 Build

auDA plans to build its capabilities to deliver in the following areas:

- Effective Governance arrangements (requirement 1 of ToE)
 - Focus on recruiting, evaluating, and developing Board members that have a collective mix of technical and corporate skills, and industry experience to effectively administer the .au namespace as defined in the *auDA Board Skills Matrix*⁶
 - Leverage the mechanisms in the new constitution³ that include a *Nominating Committee*⁴ to identify, scrutinise and approve candidates for appointment or election as a director (consistent with Recommendation 7 of the *Review*¹), term lengths for new directors of 3 years with a maximum of two terms (consistent with Recommendation 7b of the *Review*¹), and a requirement that 6 out of the 10 directors be independent (consistent with Recommendation 7c of the *Review*¹)
 - Comply with the *Board Charter*⁵ (consistent with Recommendation 8 of the *Review*¹) that sets out the roles and responsibilities of the Board (including CEO appointment, oversight and succession planning), the Board Chair, and individual directors
- Effective Stakeholder engagement (requirement 2 of ToE)
 - Continue to consult with stakeholders on deliberations and decisions that will impact on the Australian internet community, including the use of focus groups, public meetings, and public comment forums on the auDA website
 - Implement the *Stakeholder Engagement Plan*⁸ that details how auDA will engage with key stakeholders such as industry, members of the community, Government and relevant international bodies and organizations (consistent with Recommendation 18 of the *Review*¹)
 - Report performance against the *Stakeholder Engagement Plan*⁸ as part of auDA's Annual Report and at auDA's Annual General Meeting (consistent with Recommendation 19 of the *Review*¹)
 - Continue to participate in international fora such as ICANN meetings, IETF, DNS-OARC, CENTR and APTLD, and local community events such as NetThing and iAwards (consistent with Recommendation 21 and 22 of the *Review*¹)
 - Publish a forward-looking international travel schedule¹² and report on the effectiveness of its international activity in auDA's Annual Report (consistent with Recommendation 23 of the *Review*¹). Over the period of the Strategic Plan, auDA will conduct a range of international engagement activities. A detailed travel schedule can be found at <https://www.auda.org.au/about-auda/our-org/2019-calendar/>
 - Implement the new membership structure set out in Schedule 1 of the new *Constitution*³ whereby any legal person that is eligible to hold a .au domain name licence is eligible to become an Associate Member (consistent with Recommendation 10 of the *Review*¹).
 - auDA will implement a membership recruitment process with a target of achieving at least 12,500 members within 2 years (consistent with Recommendation 11 of the *Review*¹), along with a customer relationship management (CRM) system to manage the assessment and processing of new members (consistent with Recommendation 13 of the *Review*¹)

- .auDA will report annually on its initiatives for growing its membership and its effectiveness at diversifying its members (consistent with Recommendation 12 of the *Review*¹)
- Develop a broad range of activities that engage the Internet community and support the diversification of its member base. These activities will go beyond simply seeking input on policy development, and focus on educational materials for Australian Internet users on the benefits of .au domain names, training IT service providers in the implementation of auDA policies, training service providers in the domain name complaints process, and training service providers how to make improvements in domain name security
- Effective accountability and transparency mechanisms (Requirement 3 of ToE)
 - Review, update and publish a strategic plan annually, with a focus on continuing to comply with the *Terms of Endorsement (ToE)*², objects of the company set out in the *Constitution*³, and remaining a not-for-profit entity (consistent with Recommendations 2 and 6 of the *Review*¹)
 - Comply with the *Transparency and Accountability Framework*⁹ (consistent with Recommendation 9 of the *Review*¹)
 - Implement a reporting framework (consistent with Recommendation 5 and 9b of the *Review*¹), which includes reporting through auDA's annual report and auDA's annual general meeting on performance against:
 - The *Terms of Endorsement*², supported by a *Key Performance Indicator Framework*¹⁰
 - auDA Board performance against its *Charter*⁵
 - auDA's *Strategic Plan*
 - auDA's *Transparency and Accountability Framework*⁹
 - auDA's *Stakeholder Engagement Plan*⁸ including international and community activities¹² and initiatives that aim to expand the member base.
- Effective engagement with the Australian Government (requirement 4 of ToE)
 - Provide quarterly updates on performance and work priorities to the Australian Government with an understanding that the Government reserves the right to independently review auDA's reporting and reporting processes at any time (consistent with Recommendation 16 of the *Review*¹),
 - Ensure that a senior officer from the Australian Government is included in all relevant auDA governance processes, including as a non-voting observer at Board meetings for all decisions (consistent with Recommendation 16c of the *Review*¹),
 - Develop a strategy by June 2019 to enable an orderly transition to an alternative domain administrator in the event that endorsement is withdrawn by the Government
- Increase trust and confidence in .au (requirement 5 of ToE)
 - Engage with key international security fora related to domain names including ICANN's SSAC committee and DNS-OARC, as well as share information with other ccTLDs through CENTR and ICANN's ccNSO, to continue to track international security developments and best practice (consistent with Recommendation 24 of the *Review*¹)

- Implement the Enterprise Security Strategy⁷, which is informed by domestic (including the Australian Government Information Security Manual¹¹) and international (including ISO 27001 standards) best practice (consistent with Recommendation 25 and 26 of the *Review*¹)
- Build partnerships with relevant Australian cyber security agencies including the Australian Cyber Security Centre (ACSC), and the Australian Signals Directorate (ASD) (consistent with Recommendations 27 and 28 of the *Review*¹)
- Report to the Government quarterly on auDA's security activities (consistent with Recommendations 29 of the *Review*¹)
- Technical capability
 - a focus on building IT security capabilities amongst the staff with a specialisation in DNS services
 - build service management capabilities to international standard levels – ISO 27001, ISO 22301, and ISO 20000.
- Compliance capability
 - Focus on building predictable and scalable compliance processes
 - Shifting from predominately reactive processes in response to complaints to proactive processes based on data analysis
 - Development of software tools to assist in daily review of registry activity and regular audits of registrant eligibility
- Policy development capability
 - Develop tools to help prepare working groups with the key facts, Australian legal principles, and relevant Australian best practice, and relevant international best practice associated with a particular policy area.
 - Develop tools to help explore alternative solutions to a particular problem
 - Develop tools to help analyse stakeholder feedback
- Registry and registrar contract management
 - Develop skills in pro-actively reviewing contractual compliance, rather than relying on complaints from registrars or registrants.
 - Develop skills in iteratively improving the contracts to take into account new industry developments.
 - Build training materials to assist registrars in properly implementing .au policies
 - Develop a best-practice framework to assist ccTLDs in developing and emerging nations to focus on competitive and value-for-money back-end registry operations, effective compliance and corporate governance structures and appropriate policy implementation and management

5.2 Strengthen

Consistent with Recommendation 1 of the *Review*¹, which identifies that auDA is part of the Telecommunications critical infrastructure sector, auDA plans to strengthen the stability and security of the .au domain name space without in the foreseeable future altering auDA's role and purpose through:

- New registry contract
 - Requirements to meet international standards for security, staff screening, disaster recovery and business continuity
 - Requirements to meet Australian best practice security standards – such as the Australian Signal Directorate's Essential Eight

- Proactive measurement of service levels
 - Use an array of 20 measurement servers spread globally to measure the availability and performance of all key systems including the registry, WHOIS service and DNS services
 - The new registry operator now has DNS nameservers located in all the capital cities of Australian states and territories, and is able to capture data on DNS usage at each location

- Business continuity planning
 - Ensure auDA and the registry operator develops a business continuity plan to ISO 22301 standard, and conduct annual business continuity exercises where auDA is required to temporarily resume the registry service
 - Achieve ISO22301 certification

- Staff screening
 - Ensure that all auDA staff that have access to sensitive information are screened at AS-4811 standard, and national identify proofing guidelines level 3

- Information Security standard
 - Create security management processes that are ISO27001 compliant and are consistent with PROTECTED level as set out in the Australian Government's Information Security Manual
 - Achieve ISO27001 certification

- Penetration testing
 - Undertake annual automated penetration tests of all critical systems, and correct any vulnerabilities found
 - Undertake regular "red team" penetration tests of the registry and auDA's systems, to further improve security culture.

- Engage with Australian Government security services
 - As set out in the Enterprise Security Strategy and the Stakeholder Engagement strategy – liaise with the Australian Government security agencies to seek advice and share information on security exploits that rely on the features of the DNS System.

- Form a Technical Advisory Standing Committee
 - Comprising a combination of auDA Associate Members, stakeholders and other interested parties to meet at least quarterly to consider new developments in cyber security that may impact on the .au eco-system

- Review security standards and practices relevant to registrars
 - Take into account international security standards, and Australian security standards, and determine what practices should be mandatory for registrars.
 - Provide education and training on best practices

- Review security standards and practices relevant to resellers
 - Resellers use a mixture of services provided by registrars, as well as use separate software solutions such as Web Host Manager Complete Solution (WHMCS) and Berkeley Internet Name Domain (BIND). In addition resellers rely on some services provided by the registry, such as WHOIS and the domain name password retrieval tool.
 - Provide education and training on best practices for managing security of domain name processes, and the appropriate configuration of available IT solutions.

5.3 Enhance

Consistent with Recommendations 2, 3, and 6 of the *Review*¹, auDA intends to re-invest any surpluses from the operation of the .au namespace to further enhance the future value of the .au ccTLD without in the foreseeable future altering auDA's role and purpose through:

- Identify market opportunities for growth
 - There is a high penetration of .au names into businesses with more than 20 employees, but a much lower penetration into businesses with less than 5 employees (micro-businesses) and individuals. Start-ups and individuals tend to use either .com domain names or use social media pages (e.g. Facebook or Twitter accounts), due to their lower barriers of entry.
 - .au also has lower levels of penetration into the non-for-profit sector and amongst the Indigenous people of Australia.
 - Some parts of the Australian community prefer to use different language scripts such as Chinese, Vietnamese or Arabic characters – which are common in business names and on shop fronts in major Australian cities. Domain name registries can also support different language scripts.
 - auDA will identify the barriers of entry or lack of information available to some segments of community and seek to address through policy change, and targeted education campaigns.

- Build the value proposition of .au around stability, security and trust
 - .au has one of the highest reputations in the world for the quality of its policy framework and its compliance capability – leading to some of the best ratings in the

world from organisations such as Spamhaus and McAfee, with respect to the level of DNS abuse present. However there is little understanding of this amongst Australian Internet users beyond that .au is for Australians, when compared with other TLDs.

- auDA will look to improve education materials to better inform the public on the .au policy framework and what users can expect with respect to a .au domain name.
- Build data analytics capability
 - With the new registry contract, auDA now has direct access to both historical and current domain name registration information, as well as access to logs for services such as the domain registration platform, the WHOIS platform, and the DNS nameservers.
 - auDA will build IT system capabilities to allow more sophisticated searches across data in the .au namespace.
 - Insights from data analytics will help inform policy development, and the identification of new market opportunities.
- Further policy development
 - A key part of enhancing the value of the .au namespace, is the development of policies that make it easier for under-served segments of the Australian community to register a .au domain name. The policy work on direct registration in .au is an example of such work to make it easier for start-ups and individuals to get .au domain names.
 - auDA will also ensure that the policy rules relating to 2LDs are clear and can be proactively managed through compliance. The outcome of a review of the eligibility to hold a domain name by the compliance team should be predictable and repeatable – to ensure that the processes can scale, and ensure that Australian users can trust in using a .au domain name.

5.4 Future

In addition, to actively working to improve the value of the .au domain name space for the current mainstream applications of website and email services, auDA will also actively investigate new opportunities to provide benefits to the more than 20 million Australian Internet users. Consistent with Recommendation 3 of the *Review*¹, auDA will ensure that the pursuit of any new opportunities does not detract from auDA's core functions described in the *ToE*². auDA will evaluate and pursue the following priorities over the next 5 years to achieve this objective:

- Trust markers
 - auDA could provide further levels of validation and authentication of registrants – for example auDA could provide a service similar to that of automobile associations that carry out tests on a car, before the car is offered for sale. auDA could validate that a registrant has the necessary rights to sell a domain name. A trust mark could be used to inform the public that a name has been appropriately validated prior to sale.
 - auDA could also build relationships with digital certificate authorities to be able to issue a digital certificate with a domain name that signifies that the registrant has

passed additional validation checks- similar to that used by extended validation processes for digital certificates.

- Bundled registration services
 - Much of the information used to register a domain name is similar to the information that may be required to register a company, a business name, or a trademark, or to obtain an Australian Business Number. Through tighter integration to other Government agencies, auDA may be able to offer bundled products through to the registrar channel.

- Naming systems for Internet of Things
 - The growth of Internet connected devices (Internet of Things) may give rise to the need for appropriate naming systems within .au to signify that the device is associated with a company or individual with a nexus to Australia.
 - A naming system could be identified as an additional second level domain within .au, and the names may consist of product codes – e.g. with a set of characters to identify the product vendor followed by a unique item number. E.g. bom1234.iot.au – might identify a particular temperature sensor managed by the Bureau of Meteorology.

- Services for TLDs located in the region
 - Service providers target Australian Internet users using a range of different top level domains (TLDs) – some of these may be operated within the Australian territory – like .melbourne, and others may be operated outside of Australia like .cc.
 - auDA may offer its policy development, compliance, contract and tender management, and DNS management services to other TLDs as a managed service to help improve their services and better protect Australian Internet users from scams etc. using these TLDs.
 - As a starting point auDA will work with the new registry operator to provide services such as back-up DNS services, and business continuity services

6. Operating plan and deliverables

auDA will develop an annual operating plan and budget with clear deliverables that are consistent with the strategic framework set out in the section above, and consistent with auDA operating as a fully self-funding and not-for-profit organization (consistent with Recommendations 2 and 6 of the *Review*¹). This operating plan will align with the financial boundaries of 1 July to 30 June. auDA is incorporated as an Australian Public Company, Limited by Guarantee¹³, which is a common company structure for not-for-profit and charitable organizations in Australia. Under this structure, auDA cannot distribute funds to members, cannot pay dividends, and must reinvest any surpluses towards the organization's purposes. auDA takes the general approach of re-investing any operating surpluses into growing the value of the .au name space for Australian Internet users, whilst maintaining capital reserves to ensure funding for unforeseen legal, technical or security issues that may arise in the future. Under the Income Tax Assessment ACT (ITAA) auDA can also be considered as not-for-profit resource development organization¹⁴.

auDA has separately set out its deliverables for the 1 July 2018 to 30 June 2019 financial year, in the Enterprise Security Strategy and in the Stakeholder Engagement Plan.

auDA has also provided a set of deliverables as part of its implementation plan dated May 2018, provided to the Australian Government to address the requirements for the new Terms of Endorsement.

7. References

1. Review of the .au Domain Administration, April 2018, <https://www.communications.gov.au/publications/review-au-domain-administration>
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8. Appendix: Summary of Australian Government Recommendations

Purpose of the .au domain administrator

1. While auDA has an ongoing role in the security and stability of the .au space including as part of the critical infrastructure sector, this should not in the foreseeable future alter auDA's role and purpose.
2. That auDA continue to operate as a not-for-profit entity and does not seek to maximise profit.
3. Consideration of commercial strategies relevant to the sustainability of the domain administrator should not detract from the domain administrator's core function as described in the terms of endorsement and core purpose.

Management framework

4. That auDA provide an annual Strategic Plan covering at least a four-year-period and with the Strategic Plan reflecting company purpose and terms of endorsement. The auDA Board and management should present progress against the organisation's purpose and its strategic objectives at auDA's Annual General Meeting and in its Annual Report.
5. That auDA develop a KPI framework to:
 - a. measure its performance against its stated objectives in its terms of endorsement
 - b. report against in its Annual Report and at its Annual General Meeting.
6. As part of its Strategic Plan, that auDA outline how it intends to discharge its functions as a not-for-profit company and report on its effectiveness in its Annual Report and at its Annual General Meeting.

Transparency and consultation

7. That auDA reform its governance arrangements to ensure:
 - a. that the nomination of all Board positions is undertaken by a Nomination Committee comprised of representatives from industry, the business sector, consumers, an auDA member representative, and the Commonwealth, represented by the Department
 - i. in establishing the Nomination Committee, the auDA Board will undertake a consultative merit-based process to identify members, with a Department representative as a panellist, and the Department to select the committee members from this process
 - ii. the Nomination Committee will undertake probity and disclosure assessments and develop a skills matrix to ensure new directors have an appropriate mix of technical and corporate skills and industry experience
 - iii. the Nomination Committee will shortlist: member candidates to stand for election by members; and independent candidates to stand for election by the Board
 - iv. however, the first Board, following the reform of auDA's governance arrangements will be selected according to the skills mix identified by the Nomination Committee with shortlisted nominees agreed with the Department
 - b. length of terms directors can serve is capped at three years with directors appointed for no more than two consecutive terms
 - c. the Board is structured so that the majority of the Board is independent of auDA's membership
 - d. that within 12 months the Board is reconstituted to ensure all appointments meet this criteria.
8. That auDA establish a Board Charter:
 - a. to set out the respective roles and responsibilities of the Board, Chair and CEO
 - b. to set out the basis for appointment of the Chair
 - c. that requires the Board to report on an annual basis to stakeholders publicly on its performance against this charter.
9. That auDA:
 - a. formalise its transparency and accountability framework, consistent with recommendations in the Westlake review
 - b. report annually on its performance against the framework in its Annual Report and at its Annual General Meeting.

Membership

10. That auDA reforms its existing membership model by creating a single member class or a functional constituency model and that membership reform is non-discriminatory and supported with transparent membership guidelines.
11. That auDA diversify its member base in the short-term with a focus on extending membership to stakeholders that are underrepresented.
12. That auDA report annually on its initiatives for growing its membership, and their effectiveness at diversifying the membership in its Annual Report and at its Annual General Meeting.
13. That auDA review its assessment process for new members, in conjunction with the implementation of Recommendations 10, 11 and 12.

Expectations and role of the Government

14. That the Minister for Communications issue new terms of endorsement, setting out the Government's expectations for .au domain administration and that auDA respond by publishing a statement on how it will deliver on these expectations.
15. That the Government review these terms of endorsement within two years from when they are issued to ensure they remain fit-for-purpose, with reviews scheduled every three years going forward.
16. That the Department of Communications and the Arts adopts a more formal oversight role of auDA, including that:
 - a. auDA report quarterly to the Department on its implementation of reforms, work agenda and key work priorities
 - b. the Department conducts independent verification of some or all of auDA's reporting provided through its Annual Report, including those requirements identified as part of the review
 - c. a senior executive officer from the Department continue as a non-voting observer at auDA Board meetings and is present for all decisions taken by the Board.
17. That the oversight role of the Department of Communications and the Arts is reviewed periodically by Government to ensure it is fit-for-purpose.

Stakeholder engagement

18. That auDA develops a public stakeholder engagement strategy and implementation plan to articulate how it will engage with stakeholders in all levels of operation and decision making.
19. Through its Annual Report and at its Annual General Meeting, auDA should report on its performance against its stakeholder engagement strategy.
20. That auDA publish conclusions from its review on its community activities and publish an implementation plan on future community activities.
21. That auDA continue to engage with ICANN and other international bodies to represent Australian interests.
22. That auDA's stakeholder engagement strategy (Recommendation 18) include ICANN and other relevant international fora and bodies.
23. As part of its Strategic Plan (Recommendation 4), auDA publishes a forward-looking international travel schedule and describes in its Annual Report the effectiveness of its international activity.

Trust and confidence in .au

24. As part of its international engagement (Recommendations 21, 22 and 23), auDA engage with key international security fora including ICANN's Security and Stability Advisory Committee to ensure that it is kept updated on international security developments.
25. That auDA develop and implements an enterprise security strategy based on domestic and international best practice in consultation with all relevant stakeholders.
26. That auDA publishes a public facing version of its enterprise security strategy, having regard to relevant sensitivities.
27. As part of its stakeholder engagement plan (Recommendation 18), that auDA maps its relationship with Australian Government security agencies and the internet industry and community on security of the .au namespace.
28. That the Department of Communications and the Arts facilitate partnerships between auDA and relevant cyber security agencies.
29. As part of its quarterly reports to Government (Recommendation 16) that auDA report on its security activities.