InternetNZ

Business Plan
2014-2015

Final
24 July 2014

Our focus in 2014/15: Summary

InternetNZ's vision is of a better world through a better Internet. A better Internet is one that is more open and uncaptureable; more affordable; more available; more useable.

In bringing that vision about, we promote the Internet's benefits and uses, and we protect its potential.

Through our work on Internet issues, our community funding programme, our community engagement work including support of platforms for debate like NetHui and through the operation of the .nz domain[1], we strive to achieve our (charitable) purpose:

> *[T]o maintain and extend the availability of the Internet and its associated technologies and applications in New Zealand, both as an end in itself and as means of enabling organisations, professionals and individuals to more effectively collaborate, cooperate, communicate and innovate in their respective fields of interest.*

Highlights from this year's Business Plan include the following:

- An Internet Issues Work Programme that will see us operating across Internet Governance, Use, Access, Technology and Law and Rights.

- Enhanced Community Funding and Engagement programmes that will increase InternetNZ's contribution to the New Zealand Internet Community and provide InternetNZ with greater exposure and profile in this Community as a platform to deliver our purpose.

- Improved organisational effectiveness and efficiency, through improving the organisational culture and capacity to deliver effectively.

- A new brand framework, utilising this to increase the profile of InternetNZ in the eyes of our key stakeholders, the domestic and international Internet Community, and users of the Internet to enable us to better deliver our purpose.

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[1] Through our subsidiaries Domain Name Commission Ltd (http://dnc.org.nz) and NZ Registry Services (http://nzrs.net.nz).

Section One: Introduction

This Business Plan sets out the areas of work InternetNZ will pursue in the 2014/15 year and the goals it will seek to achieve in those areas. It has been prepared by staff based on strategic decisions made by Council in February 2014, input from InternetNZ members at meetings around the country in March, and the staff's analysis of and response to this input, particularly following our Staff Retreat in May. It was approved by Council on 6 June 2014.

The Plan is organised in six main sections:

Section Two sets out the context for our work this year.

Section Three sets out the five areas of work the operating team will focus on and the detailed description of the goals, measures and actions we will undertake in the 2014/15 year.

Section Four sets out the detail of the five portfolios of the Internet Issues programme.

Section Five sets out the picture for core operations and notes this area of the Plan has not been fully documented, as it largely reflects Business As Usual. For accountability purposes, further development is required.

Section Six summarises the governance work area involving Council and Members.

A high-level Budget summary follows.

We attach as an appendix the current strategic framework – Vision, Mission and Goals – which is up for review in the year's strategic planning process (starting in September).

This document follows the fresh approach set out in last year's Plan, of documenting the transformations our work seeks to achieve in each area, and then key tasks that will contribute to that.

A new feature is adding a proposed Goal for each area of work, and measures that will indicate that Goal's progress. We believe this is important in developing a more transparent and accountable framework for InternetNZ's operations.

As always, while this plan gives an overview of the planned work, InternetNZ's environment is sometimes fast-changing, and flexibility is always required. Nonetheless, we expect to achieve all Priority A tasks in this document, and to be progressing many Priority B ones as well.

Jordan Carter
Chief Executive

July 2014

Section Two: Context for 2014/15 Business Plan

In 2014, we've considered these external and internal factors in planning the work set out in this Business Plan:

- Global moves are afoot to change the way core Internet naming and numbering resources are governed. The United States is seeking to withdraw from its stewardship of the DNS and hand this over to the "global multistakeholder community". This is of interest as it could impact on the operation of the .nz country code top level domain which is delegated to InternetNZ.

- The 2014 General Election will be held on 20 September. Analysing and sharing understanding of what various parties are proposing in relation to our purpose and compared to our policy principles, and reflecting InternetNZ's objects and principles & the views of the Internet Community in election year discourse, will be an important part of our Internet issues work.

- Scrutiny and accountability are an increased focus among members and other stakeholders. We need to be providing the right information and tools so people can see what we are doing and so that our work is transparent, with value obvious to all.

- The implications of the revelations of widespread mass surveillance and associated discussion around the security and privacy of Internet use remains an issue of community concern, picked up in our Internet issues work.

- The domestic rollout of faster broadband services through the ultra-fast broadband and rural broadband initiatives is building the capacity for much faster Internet access. Understanding and promoting the gains this can make available through better and different use of the Internet is of interest to the community.

The five portfolios in the Internet Issues work programme tackle these contextual factors most directly. The five high-level areas of work are about ensuring InternetNZ has the capacity to make a difference.

Section Three: 2014/15 Areas of Work

Summary:

1: Internet Issues	2: Community Engagement	3: Community Funding	4: Our new identity
5: Improved organisational performance			

For each of these areas, the operating team has developed a comprehensive overview of the goals, measures and activities intended to be done in the 2014/15 year.

Transformations: To help plan our activity, for each of the areas or portfolios we have set out changes of state or *transformations* of the external environment that we wish to bring about through our work. The left hand column sets out the current state of affairs; the right hand column shows the desired state. Every activity we plan will contribute to one or more transformations.

Priorities:

Priority "A" activities must be delivered in the current year, being important contributions to the goals we are focused on achieving in each area.

Priority "B" activities are expected to be completed/progressed in the current year with this being achievable given current resources.

Priority "C" activities are hoped for achievement but are at risk from resource contention or urgent unplanned reactive work.

Priority "D" activities are mentioned to give a sense of the desired breadth of work, and to provide other options where proposed priorities aren't agreed by Council.

Budget: The final column identifies any direct costs incurred expected to be incurred in undertaking the activity. This will include cost of contractors and external costs, but no attribution of time for employed staff and standing contractor resource. Where the cost of undertaking any activity is as yet unknown, it has been left out. Regardless, the operating team commits to keeping all costs within the budgeted totals as set out in the summary at the end of this paper, and will manage within each of these areas of work to meet these financial commitments.

1: Internet Issues Programme

Lead Staff: Andrew Cushen

We apply a range of public and technical policy analysis techniques; develop collaborations with other likeminded organisations, and assist the development of the capacity of the Internet community in New Zealand to tackle a wide range of Internet Issues – from copyright, to mass surveillance to Internet governance and IPv6 adoption.

Our purpose in this regard is to share information and analysis with the Internet Community and all New Zealanders that assists them in maximising access to the Internet and what it offers, and so making the most of the opportunities it presents.

Transformations

	Current state	→	Desired state
1.1	InternetNZ is one of a number of groups active in Internet Issues.	→	InternetNZ is a leading provider of information, discussion, debate on, and solutions to, Internet Issues in New Zealand.
1.2	InternetNZ's approach to issues is largely reactive	→	InternetNZ is a proactive leader of its objectives, while also responding in a timely and considered manner to reactive issues.
1.3	InternetNZ's approach to issue and policy development is unclear, and New Zealand's Internet community wishes to have clearer grounds for involvement in discussion, priorities, objectives and desired outcomes.	→	InternetNZ has a clearly defined issue and policy development process, and utilises the skills, experience and perspective of its members effectively to deliver against InternetNZ's policy principles.
1.4	Link to community and collaboration programme is ad-hoc	→	Explicit link between the Internet Use portfolio and Community and collaboration programme

2014/15 Goal

Goal	*InternetNZ is known by its actions and deliverables, and is looked to as a leader of both considered thought and careful action in furthering a better world through a better Internet.*
Measures	1. InternetNZ is called upon by the media as a trusted authority on Internet Issues 2. Success in advancing positions taken on various issues, to the benefit of the open Internet 3. Delivery of each of the Issues Portfolios below

2014/15 Activities

The activities in this area refer to those that sit at an Issues Programme level, across the different Issues Portfolios.

	Activity	Transformation/s	Priority	Budget
1.A	Develop a statement of important issues for release during the 2014 General Election campaign to provide InternetNZ's perspective on Internet Policy issues.	1.1, 1.2, 1.3	A	N/A
1.B	Inform New Zealand voters interested in Internet Issues about our perspective on these, so they have the opportunity to make informed choices in Election 2014.	1.1, 1.2,	A	$10,000
1.C	Development of a New Zealand "State of the Internet" report to highlight key trends and perspectives on the Internet in NZ.	1.1, 1.2, 1.3	B	$10,000
1.D	Provide a briefing to the Incoming Government, particularly the incoming Minister of ICT, on Internet related issues as a method of advising the Government on key Internet Issues.	1.1, 1.2, 1.3	B	N/A
1.E	Clarify the role of and staff relationship with the Policy Advisory Group, providing it with an appropriate role in the policy development process, a forum through which members can be heard, and in which robust debate on Internet Issues and our perspectives may be had.	1.3, 1.4	C	N/A
1.F	Methodology and practice established between the Issues Programme and the Community Engagement and Community Funding work areas to determine the appropriate method for advancing particular opportunities.	1.4	C	N/A

Note: the detailed portfolio plans for the Internet Issues Programme are set out in section 4 of this paper.

2: Community Engagement

Lead Staff: Ellen Strickland

The purpose of the Community Engagement area of work is to support the NZ Internet Community to help determine the future course of the Internet's development and growth in New Zealand, and to better understand and share its potential uses and benefits while building capacity to deal with the changes, challenges and risks which occur. Our engagement with the New Zealand Internet Community is a crucial informer of all of our other activities, and the satisfaction of this community is a key measure of InternetNZ's overall success.

Community Engagement work includes engaging the broader community to inspire and support activity which relates to and supports achievement of InternetNZ's objects - reaching out to, working with, and serving the whole community. This work area includes creating platforms, including NetHui, as well as supporting other platforms and processes within the community which impact the decisions and activities related to the future development of the Internet in New Zealand. This work area relates to the implementation and support of multi-stakeholder processes of Internet Governance at a national level and relates closely to the Internet Governance Portfolio of the Internet Issues work area.

Transformations

	Current state	→	Desired state
2.1	The NZ Internet Community is poorly defined	→	An understanding of the NZ Internet community, encompassing all user categories in New Zealand, is developed by InternetNZ, with the community.
2.2	The role of NZ Internet Community in the development of the Internet is seen as important but not core to its development.	→	The role of the NZ Internet Community, and its importance, in the decisions and activities related to the development of the Internet is understood widely.
2.3	The NZ Internet Community through NetHui is made aware of and engaged in some of decisions and activities related to the future of the Internet in NZ.	→	The NZ Internet Community is supported by InternetNZ with processes and platforms, including NetHui, to engage in a broad range of decisions and activities related to the future of the Internet in NZ.

2014/15 Goal

In this area/portfolio, the key outcome we are seeking to bring about this year is as follows:

Goal	*Develop and share understanding of, and support, the New Zealand Internet Community.*
Measures	1. New Zealand Internet Community "map" (i.e. directory and understanding of interrelationships) developed and published. 2. All InternetNZ work includes a 'community' check, with a focus on supporting and ensuring community engagement, as appropriate. 3. InternetNZ engages with and supports a range of community existing processes and platforms.

2014/15 Activities

To help bring the goal and these transformations about, the following main activities are planned:

	Activity	Transformation/s	Priority	Budget
2.A	NetHui14	2.3	A	$80K
2.B	NetHui South	2.3	A	$40k
2.C	Community platform development: Internet Research focus (with Strategic Partner AUT ICDC)	2.2	C	$20k
2.D	Sponsorship Process for Community events (also related to Work Area 5 Identity)	2.2, 2.3	B	$50k
2.E	Develop and host public events (ie speaker series) for the NZ Internet Community	2.2, 2.3	C	$20k
2.F	Relationship and Engagement Management System Implemented (with CRM)	2.1, 2.2	B	$5k
2.G	Development of NZ Internet Community Map	2.1	B	Internal
2.H	Baseline research of community engagement in existing processes, esp NetHui	2.1, 2.2	B	Internal
2.I	Support for other community organisations (NZNOG,NZITF etc) clarified and framework created.	2.3	B	Internal
2.J	NZNOG Conference support	2.3	B	Internal

3: Community Funding

Lead Staff: Ellen Strickland

The purpose of the Community Funding area of work is twofold: to broaden the range of organisations and individuals contributing to the achievement of our Objects, and to foster and support the development and engagement of the community in work which relates to and supports those Objects.

Community Funding provides funding in two ways - through funding as part of Strategic Partnerships with other organisations, and through Community Grant funding rounds which provide grants to individuals or organisations in the areas as set out below. Community grants support work of other organisations and people in areas of work related to our Objects, as well as broadening our engagement with and support for the New Zealand Internet community. Strategic Partnerships work similarly, but additionally we work directly with these organisations towards our objects.

Transformations

	Current state	→	Desired state
3.1	Community Funding has a low profile.	→	The broader community views Community Funding as a beneficial and integral part of InternetNZ's activities.
3.2	How community funding works is not widely known about or understood by potential funding recipients and partners.	→	Potential partners and recipients know about InternetNZ Community Funding and understand how it works.
3.3	Community Funding has an unclear impact.	→	InternetNZ understands and communicates the impact of Community Funding.
3.4	Community Funding supports work of people and organisations with areas of work related to InternetNZ's objects.	→	Community Funding supports work of others through Community Grants and both supports and works directly with Strategic Partnership organisations.

2014/15 Goal

In this area/portfolio, the key outcome we are seeking to bring about this year is as follows:

Goal	*Maximise the impact in New Zealand of the community funding programme, including telling the story better so more people are aware of this work.*
Measures	1. Create and implement a process to measure the Community Funding: understand baseline and changes of who, what and how is funded. 2. Process to understand impact of funding, including benefits and results, developed and implemented to demonstrate the public benefit of InternetNZ funding. 3. Perceptions of stakeholders, internal and external, on components of community funding understood. 4. A plan implemented to communicate the beneficial and important role of Community Funding with the wider community and that Community Funding applicants and recipient have a clear understanding of process as.

2014/15 Activities

To help bring the goal and these transformations about, the following main activities are planned:

	Activity	Transformation/s	Priority	Budget
3.A	Baseline research on stakeholder perceptions and awareness of Community Funding (note – linkage to 4.G)	3.1	B	$15k
3.B	Finalisation implementation of Community Funding review processes	3.3	B	$10k
3.C	Communications plans developed and implemented for Community Funding, including for each Partnership and Community Grants.	3.1, 3.3	A	Internal
3.D	Implement funding rounds: - June/July: Community Projects and Conference Attendance - Nov/Dec: Special Canterbury Funding Round - Dec/Jan: Internet Research and Conference Attendance	3.2	A	$100k
3.E	New Partnerships for 2015 onwards identified, negotiated and agreed with Council and in accordance with InternetNZ's charitable obligations to benefit the public.	3.2	A	Internal
3.F	Develop framework for measuring for impact of Community Funding	3.1	B	$20k
3.G	Community Funding Reports and Information related to impact are available	3.2	B	Internal
3H	Management and review of Ad Hoc Community Grant Requests under $5k	3.2	B	Internal
3.I-P	Area of Focus Activities with Strategic Partners (related to Engagement & Issues areas)	3.4	B	$ other

4: Our New Identity

Lead Staff: David Cormack

InternetNZ's identity and brand is integral in the impression that it creates of our organisation, and is reflected in how we communicate, our look and tone and the areas of work we focus upon. A new identity is being developed that reflects our charitable object which is the Internet being free, uncaptureable and for the benefit of all new Zealanders. The new identity will link people and Internet alongside the historic interest in Internet technologies

Our purpose in this area of work for this year is to set out our identity clearly, so that people are more aware of what we are, what our purpose and mandate are, and so that they can understand how the organisation fits among others interested in Internet issues in New Zealand.

Transformations

	Current state	→	Desired state
4.1	Current brand is not immediately recognisable or connected to who we are and what we do as an organisation	→	New brand connected to charitable objects, issues and interests, brand is recognisable and respected
4.2	Stakeholder perceptions not objectively analysed and collected	→	Stakeholder perceptions evaluated and benchmarked, and an appropriate management plan linked to new identity developed and implemented
4.3	Ambitions and purpose not widely understood or defined both internally and externally	→	Clear articulation of our vision, mission and objects and alignment across the Group about our various roles in supporting and delivering to them
4.4	We are sometimes seen variously as overly technical, reactionary and anti-government, anti-industry, theoretical & unrealistic	→	We are viewed as a trusted authority by all stakeholders, recognised for the range of work we do, and the range of work we do our vision, mission and objects, are understood

2014/15 Goal

In this area/portfolio, the key outcome we are seeking to bring about this year is as follows:

Goal	*To develop and live up to our new identity in all that we do.*
Measures	1. Brand refresh adopted and implemented 2. New website rolled out successfully, and other online presences updated accordingly 3. Increased identity recognition measured among stakeholders and the public. 4. Develop and articulate a core story, encompassing our vision, mission and objects that will provide a clear understanding of who we are, and what we do across the InternetNZ Group, with all constituent parts of the organisation understanding how they contribute to this vision.

2014/15 Activities

To help bring the goal and these transformations about, the following main activities are planned:

	Activity	Transformation/s	Priority	Budget
4.A	New brand identity developed, signed off and implemented across InternetNZ activities and presences	4.1, 4.2,	A	$55,000
4.B	New website developed, signed off and implemented	4.1, 4.2	A	$25,000
4.C	New "core story" for InternetNZ developed, signed off and used whenever appropriate to explain who we are, what we do and why we do it and representing our mission and objects.	4.1, 4.3	A	Internal
4.E	Public Relations and Communications strategies refreshed in light of the new brand framework, and continually revised on a quarterly basis.	4.2, 4.3, 4.4	B	
4.F	Relationship between the InternetNZ brand and those of DNCL, NZRS and .NZ reviewed and a brands framework developed for use across the group.	4.2	B	
4.G	Comprehensive stakeholder review completed and baseline established for further engagement and development (note – linkage to 3.A)	4.2	B	$25,000

5: Improved Organisational Performance

Lead Staff: Jordan Carter

Improved Organisational Performance concerns our responsibility as an organisation, with a big vision and limited resources, to make sure that we perform as well as possible. Efficient and effective use of resources to achieve necessary outcomes, better management, systems and processes and communicating more clearly to contribute to improved performance.

Our purpose in adopting this as a focus for the 2014/15 year is to assure ourselves as an organisation, and to all interested stakeholders, that we are deliberately managing the performance within our organisation to take it to another level of delivery and satisfaction.

Transformations

	Current state	→	Desired state
5.1	Performance management, goal setting and expectation management done in an ad-hoc fashion	→	Performance, goals and expectations clearly discussed, set and managed in accordance with best practice
5.2	Accountabilities and priorities are not always clear across the organisation	→	Staff, contractors, and Council are all clear about their accountability for achieving our goals and performance
5.3	No established methodology or baseline for discussing improvements in performance and measuring success	→	Baseline set and performance and successes understood and measured.
5.4	Tools, processes and structures are not necessarily available	→	Tools, processes and structures enable continual improved performance
5.5	Our internal team culture does not encourage cooperation, collaboration, performance or enjoyment to the degree it could	→	Our internal team culture facilitates a stronger, more collaborative working environment for greater performance and enjoyment

2014/15 Goal

In this area/portfolio, the key outcome we are seeking to bring about this year is as follows:

Goal	*Our members, the Council and the public at large can clearly see what we do as an organisation so they can hold us to account for measurable performance in all our work;*
Measures	1. New processes introduced that allow for clear management of staff and contractor priorities, goals and objective 2. New quarterly activity reporting to members and the community introduced 3. Planning and accountability documents clear about the outcomes sought and the measures of success of these

2014/15 Activities

To help bring the goal and these transformations about, the following main activities are planned:

	Activity	Transformation/s	Priority	Budget
5.A	Develop and implement good performance management, measurement and analysis frameworks that over time provide the information to continuously improve performance (both objective and subjective)	5.1, 5.2, 5.3	A	
5.B	Identify barriers/incentives to working efficiently and effectively across the InternetNZ group and within the internal InternetNZ operating team and develop strategies to address those barriers/incentives.	5.1, 5.5	A	
5.C	The right tools are available to support efficient working, reduce duplication and encourage collaboration.	5.4	B	
5.D	Internal communications, meetings and collaboration methods refined to make these as efficient as possible.	5.2, 5.5	B	
5.E	Develop and implement new external engagement and relationship management systems and processes.	5.2, 5.4	B	
5.F	Develop and implement new reporting framework on progress made on the business plan, with this reporting done on a quarterly basis.	5.2, 5.3, 5.4	A	
5.G	Develop and implement an appropriate recognition structure that supports highlighting excellent performance and provides incentives for the same (note, not necessarily financial).	5.1, 5.5	B	

Section Four: Internet Issues Programme

The Internet Issues programme splits out our work on Internet Issues into five portfolios:

A. Internet Law and Rights
B. Internet Use
C. Internet Connectivity
D. Internet Governance
E. Internet Technology

Each Portfolio follows the same planning form of the major Work Areas set out in the previous section – desired transformations are explained, a goal is set and measures proposed, and the planned activities are listed along with direct Budget costs.

The Work Programme Director, Andrew Cushen, holds responsibility for delivering the Internet Issues Programme across all portfolios. In this role, he is responsible for prioritising and resourcing each of the portfolios to ensure that the long-term transformations are achieved, the annual goals met and the specific activities delivered.

Andrew has appointed Lead Staff for each individual portfolio. These people assist him in delivering that portfolio, essentially functioning as a Subject Matter Expert. This Lead Staff member is responsible for activity and thought generation as directed by the Work Programme Director. They do not hold responsibility for delivering to the portfolio, but for delivering specific tasks as requested by the Work Programme Director.

A: Internet Law & Rights Portfolio

The Internet Law & Rights Portfolio of the Issues Programme encompasses InternetNZ's work to inform and enhance the legal and political environments that enable or constrain use of the Internet both domestically and internationally, and to ensure that rights and responsibilities recognised in general law are recognised and respected in the online environment.

Transformations

	Current state	→	Desired state
A.1	New legislation does not take the Internet into account at a principled, fundamental level	→	New legislation understands and takes into account the Internet at a principled, fundamental level.
A.2	Legislation currently progressing through the House, or already implemented but subject to review, is harmful to the open Internet	→	We engage in the legislative process to advise upon Internet-friendly approaches to current legislative challenges.
A.3	Legislators and public agencies do not always have sufficient knowledge of the Internet and the online economy to effectively legislate	→	Legislators and public agencies are informed and adopt a multistakeholder approach in legislating for matters related to the Internet.
A.4	Confusion about how law and policy recognises Human Rights in the online environment.	→	Human rights are appropriately recognised, respected, and extended in their application to the online environment

2014/15 Goal

In this portfolio, the key outcome we are seeking to bring about this year is as follows:

Goal	*New Zealand's legal system is tangibly improved in respect of how it promotes and protects people's rights in the online environment.*
Measures	1. Current proposed legislation and debates on "Internet Rights" reflect these as "Human Rights on the Internet", rather than as a separate construct. 2. Submission process concluded on Harmful Digital Communications and community of interest on this matter fostered 3. InternetNZ takes a leading position on the Net Neutrality debate in New Zealand in accordance with the NZ market structure and legislative landscape 4. InternetNZ takes a leading position on State Surveillance on the Internet, advocating for the right for New Zealanders to be able to use the Internet without having their privacy violated.

2014/15 Activities

To help bring the goal and these transformations about, the following main activities are planned:

	Activity	Transformation/s	Priority	Budget
A.A	Internet Law Observatory – work on the establishment of this as a new body with its phase one objective to report on new legislation with an Internet centric lens.	A.1, A.2, A.3, A.4	B	N/A
A.B	Copyright review – establish a position on what Internet friendly copyright law would look like and promulgate it.	A.1	B	$15,000
A.C	Harmful digital communications – continue to advise Parliament on this legislation, recognising that there is indeed harm being done and develop our position with regard to approved agency	A.1, A.2	B	N/A
A.D	Net neutrality – clarify the NZ-centric viewpoint on net neutrality, and seek to establish a leadership position on how the appropriate protections need to be built into NZ law and regulation and commercial operations	A.1, A.3	A	$10,000
A.E	State surveillance – articulate, develop and deliver a programme of work that preserves New Zealander's right to privacy over the internet.	A.1, A.3	A	$10,000
A.F	Internet rights – understanding which Human Rights are being recognised and respected in the online environment through current legislation, and which are not, and then fostering discussion on which legislation need be updated, left alone, or created in order to bring the current regulatory regime up to date.	A.1, A.3, A.4	B	N/A
A.G	Parliamentary Internet Forum – review the construct of this community with the objective of fostering and develop it further.	A.3	C	N/A

B: Internet Use Portfolio

The Internet Use Portfolio of the Issues Programme encompasses InternetNZ's activity to encourage and drive uptake and usage of the Internet in New Zealand homes, businesses and communities.

Transformations

	Current state	→	Desired state
B.1	Drivers and benefits of Internet uptake and use in NZ not clearly understood	→	Drivers of Internet uptake and use in NZ known, and the benefits of usage and uptake clearly appreciated.
B.2	Collaboration with the Internet Community on delivering initiatives to improve uptake and use ad-hoc	→	Deliberate targeting of Collaboration and Community Funding to deliver to uptake and usage goals.
B.3	Methods for reviewing and communicating lessons and successes in driving greater uptake and use of the Internet not developed	→	Clear methodology for reviewing success against targets and for communicating outcomes to all interested stakeholders.

2014/15 Goal

In this portfolio, the key outcome we are seeking to bring about this year is as follows:

Goal	*For InternetNZ to be acknowledged as an authority in understanding how and why New Zealanders use the Internet, and effectively argue for and implements programmes that encourage uptake and usage of the Internet in New Zealand*
Measures	1. New Internet Research commissioned, publicised and recognised as high quality 2. Mechanism for delivery of insights in collaboration with the Internet Community developed and deployed 3. Developing measures for better and more use happening as a result of 1 & 2

2014/15 Activities

To help bring the goal and these transformations about, the following main activities are planned:

	Activity	Transformation/s	Priority	Budget
B.A	Commission new research into uptake and use in New Zealand, preferably in a manner that allows for comparison internationally – likely to be in partnership with the Web Index	B.1, B.2	A	$50,000
B.B	Whangarei transformation study – kick off a process to look at what being the first fully fibre-deployed city in NZ does on key economic and social indicators (look to a partnership with Northpower, CFH and/or MBIE)	B.1, B.2	B	$50,000
B.C	Assess the progress of the Government on Better Public Services goals 9 & 10 and make proactive suggestions for further enhancement in these areas	B.1, B.2	D	N/A
B.D	REANNZ collaboration to highlight the benefits of connectivity with their network, and their ability to transform the higher education experience	B.1, B.2	B	N/A
B.E	Work with NZRS on understanding and driving SME uptake, enhancing the current Digital Journey tool, and look to coordinate this with initiatives by relevant government agencies	B.1, B.2	C	N/A
B.F	Process and methodology developed with Community Funding and Engagement Programmes to best target those to common Internet Use goals.	B.2	A	N/A
B.G	Reporting methodology developed and deployed to robustly track and quantify improvements made	B.3	B	N/A
B.H	Contract with NetSafe to undertake work around understanding 'Digital Challenges', including cybercrime and safety issues and the role of law enforcement.	B.2	B	$30,000

C: Internet Connectivity Portfolio

The Internet Connectivity Portfolio of the Issues Programme encompasses our activity to deliver the ability to connect to the Internet wherever you are in New Zealand.

Transformations

	Current state	→	Desired state
C.1	Regulatory and policy setting debates led by telecommunications and narrow commercial interests	→	Regulatory and policy setting debates reflect Multistakeholderism
C.2	Future regulatory models unclear	→	Regulatory standards developed and articulated through to 2020
C.3	High speed connectivity to some	→	High speed connectivity to all
C.4	Internet as a value added service	→	Internet as a utility

2014/15 Goal

In this portfolio, the key outcome we are seeking to bring about this year is as follows:

Goal	*A process for the development of a 2020 policy and regulatory landscape is set at both a central and local government level, while the short term interests of consumers in viable copper services are protected to ensure widespread, competitive and affordable Internet access in New Zealand.*
Measures	1. Copper FPP process resolves with the consumer interest protected 2. Clarity on the process to be used to develop a 2020 policy and regulatory landscape

2014/15 Activities

To help bring the goal and these transformations about, the following main activities are planned:

	Activity	Transformation/s	Priority	Budget
C.A	Participate in the Commerce Commission-led copper pricing processes for UCLL and UBA, representing the consumer interest in these matters.	C.1	B	$10,000
C.B	Lead a process of discussion and development within the industry to assist MBIE in developing a coherent and Internet and consumer-friendly regulatory model for New Zealand.	C.1, C.2, C.3, C.4	A	$10,000
C.C	Encourage local government to understand their role in encouraging deployment and connectivity and to assist infrastructure deployments through an appropriately targeted relationship with Local Government New Zealand	C.1, C.2, C.3, C.4	D	N/A
C.D	Lead discussions on what a "next generation" approach is to Universal Service Obligations	C.3, C.4	B	N/A

D: Internet Governance Portfolio

The Internet Governance Portfolio of the Issues Programme encompasses InternetNZ's participation in processes that make decisions regarding the future development of the Internet, both global and local.

Transformations

	Current state	→	Desired state
D.1	Debate on Internet Governance is largely framed by governments and the ITU	→	Debate on Internet Governance is largely framed by Internet Stakeholders.
D.2	NZ Government is an ally of the open Internet	→	NZ Government is a principled advocate of the open Internet
D.3	Shallow multistakeholderism is evident in the Internet Governance world	→	Multistakeholderism is firmly embedded in the Internet Governance world
D.4	Stakeholders do not understand Internet Governance and its relevance	→	Stakeholders understand and appreciate why we do this and they may appropriately engage in a true multistakeholder fashion

2014/15 Goal

In this portfolio, the key outcome we are seeking to bring about this year is as follows:

Goal	*We effectively contribute to Internet Governance processes regionally and globally.*
Measures	1. Local multistakeholder model developed by furthering collaboration with the five "key constituencies" and effectively discussing and collaborating with them 2. Reflect New Zealand Internet governance debates in wider forums and reflect those wider debates in New Zealand forums 3. Group International Strategy and Plan are fully developed and signed off by Council in October 2014

2014/15 Activities

To help bring the goal and these transformations about, the following main activities are planned:

	Activity	Transformation/s	Priority	Budget
D.A	Support ICANN's evolution in the post-NTIA era, including through a workable structural separation of the IANA functions	D.1, D.3	A	
D.B	Develop International Strategy and Plan to guide participation in international activities across the different parts of the InternetNZ Group	D.3	B	
D.C	Implement process changes and relevant tools for better collaboration and information sharing regarding Internet Governance work across the group.	D.3, D.4	A	
D.D	Develop and use an assessment framework for the difference InternetNZ makes in Internet Governance	D.3, D.4	B	
D.E	Consider the overall level of resource devoted to Internet Governance participation	D.1, D.2, D.3, D.4	C	
D.F	Participate in a range of Internet Governance fora: • ICANN • ITU • United Nations (IGF, WSIS) • Other (NetMundial, Pacific, contingency) **Note:** these costs relate to all travel and accommodation costs for attendances at the specified forums. ICANN attendance is high in 2014/15 as continued handover of relationships and responsibilities from the outgoing International Director to permanent staff continues, and will reduce in 2015/16 and beyond.	D.1, D.2, D.3, D.4	B	$102,000 $30,000 $12,000 $53,000

E: Internet Technology Portfolio

The Internet Technology portfolio concerns InternetNZ's sharing of best practice about, and development of, protocols and technologies that allow the Internet to function and to develop, while also continually pushing for enhancement of these functions.

Transformations

	Current state	→	Desired state
E.1	Communications on the Internet not authorised and identified by reliable systems	→	Reliable systems in place to identify and authorise online communications
E.2	Network design does not anticipate likely future demands, features, resilience and stability	→	Best practice in future proofing networks for demand, features, resilience and stability are developed and shared
E.3	Many online activities, products and services are insecure	→	All Internet products and services have positive security models
E.4	InternetNZ engagement with the development of Open Protocol Standards lacks strategy and focus	→	InternetNZ's strategy and engagement with the development of Open Protocol Standards bodies well documented and focused
E.5	The technical components within the New Zealand Internet community are not well mapped	→	The technical components within the New Zealand Internet community are well mapped.

2014/15 Goal

In this area/portfolio, the key outcome we are seeking to bring about this year is as follows:

Goal	*To ensure that we are a leading supporter of the technical development of the Internet in New Zealand by developing and sharing robust analysis of key technical challenges.*
Measures	1. Successful InTAC conference held as judged by participant feedback 2. Publication of technical analysis on issues related to transformations in the business year 3. Feedback from the New Zealand technical community is largely supportive of InternetNZ's stances and activities 4. We are represented and engaged at IETF and RIR policy and protocol standards development fora

2014/15 Activities

To help bring the goal and these transformations about, the following main activities are planned:

	Activity	Transformation/s	Priority	Budget
E.A	Undertake an evaluation of the RealMe system, including a review of alternatives, and determine whether and how this could be more widely implemented, in collaboration with DIA if appropriate and available.	E.1	A	N/A
E.B	Research and advise upon systems that allow users to remain anonymous on the Internet while still complying with local laws and regulations	E.1, E.2	B	N/A
E.C	Advocate for the widespread adoption of DNSSEC to ensure that the domain name resolution system sis protected from interception and redirection	E.2, E.3	B	N/A
E.D	Undertake or commission research into possible CSIRT models for NZ. This should include collaboration with PacCERT where possible.	E.3	A	$20,000
E.E	Advocating for the deployment of RPKI to ensure that the Internet routing system is free of interference and can be trusted, in collaboration with NZRS.	E.2, E.3	B	N/A
E.F	Ensure that Internet exchanges within NZ are operating at an appropriate level to attract large global participants (e.g. CDN providers) to best provide content and services to NZers.	E.2	D	N/A
E.G	Publish and promote material educating the NZ Technical community regarding new technologies such as Software Defined Networking (SDN)	E.2	C	N/A
E.H	Active participation with the APNIC, RIPE NCC and IETF communities to ensure that both New Zealand views are represented in policies and that emerging technologies are communicated to the NZ Internet community.	E.4, E.2	B	$25,000
E.I	Organise and hold InTAC conference	E.5	B	$15,000

Section 5: Core Operations

Our staff perform a wide range of core operations that relate to the basic operation of the organisation and are often simply described as "Business As Usual". These include but are not limited to the following main areas:

- Finance and Accounting (incl Treasury)
- Human Resources and Internal Policies
- Reception and Premises
- Group services
- Communications
- Strategy and business process analysis
- Events
- Travel and accommodation
- Membership services
- General administration

The focus to date on Business Planning has singled out some related areas in Work Area 5 where improvements in performance are sought, but that does not convey the full range of the work done in this area.

To assist with proper execution of this work, and to allow for the team to be held accountable, we will be analysing and preparing plans on the same basis from the 2015/16 year on. If resources allow, we will present a half-year plan from 1 Oct 2014.

Section Six: Governance and Members

InternetNZ is a membership-based organisation which is governed by a Council of twelve members, elected by and from the Membership and comprising a President, Vice President and ten Councillors.

In 2014/15, governance activities anticipated include the following:

- Consideration of the way financial resources flow across the InternetNZ group.
- Development of a group-wide strategy through the Strategic Planning process.
- Development and implementation of a clear Policy Development Process for the Council.
- Maintenance of InternetNZ's ownership interests in its two subsidiary companies, Domain Name Commission Ltd and New Zealand Domain Name Registry Ltd (trading as NZRS).

These sit alongside the normal workload of six ordinary Council meetings each year, setting strategy for the Chief Executive and the operational team to execute.

Members have a wide array of roles in the organisation, including discussing issues through the Policy Advisory Group, participating in democratic processes to elect Council, and annual rounds of engagement on strategic direction and work planning. This role will be the focus of review and improvement as the year progresses, but specific plans are not in place.

Section Seven: Budget Summary

The Budget that backs this Business Plan up was presented separately to Council at its meeting on 4 June 2014, and can be found on the website[2]. In summary and for quick reference, the allocation of resources is as follows:

Summary			Change over last year	
	2013/14	**2014/15**		
Areas of Work	**Approved**	**Proposed**	**Amount**	**%**
Internet Issues	**944**	**871**	**-73**	**-8%**
Community Funding	**450**	**621**	**171**	**38%**
Community Engagement	**170**	**195**	**25**	**15%**
Our Identity	**67**	**40**	**-27**	**-40%**
Improved Performance	**0**	**35**	**35**	**0%**
International Event	**200**	**200**	**0**	**0%**
Core Operations	**1395**	**1473**	**78**	**6%**
Members & Council	**304**	**327**	**23**	**8%**
Total $000s	**3530**	**3762**	**232**	**7%**

Note: the numbers in this summary include roll-overs from the 2013/14 Budget as approved by Council, and so are slightly higher than those in the full Budget linked below.

Conclusion

We are excited to present this 2014/15 Business Plan. It is a high quality plan that will make a marked contribution to advancing InternetNZ's vision and mission during the 2014/15 year, and establish a solid basis for our ongoing development and future success as an organisation.

Jordan Carter
Chief Executive

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[2] See paper at: https://internetnz.net.nz/system/files/meetings/03d_2014-03-24-final-2014-2015-budget_v2_-_jtc.pdf

Appendix: Strategic Framework

Vision: **A better world through a better Internet**

Mission: **To promote the Internet's benefits and uses, and protect its potential**

Goals:

The following medium-term goals were adopted by Council in March 2013. They form the strategic framework in which last year's Business Plan was developed, and give some guidance to the intent behind this plan.

A group-wide strategic planning process is going to reconsider and focus these goals, starting in September 2014.

1. Be a guardian of .nz.
2. Protect and promote the open Internet through multi-stakeholder Internet governance (in New Zealand and globally).
3. Drive universal access to, and accessibility of, the Internet.
4. Catalyse New Zealanders' ability to make use of the social, cultural, economic and environmental gains that can arise through the Internet's use.
5. Encourage adoption of best practice and leading technology in New Zealand's Internet services and architecture.
6. Collect and disseminate information related to the Internet and inter-networking in New Zealand.
7. Be recognised as a high-performing organisation with the resources and ideas to deliver on the vision and mission.
8. Expand the role of and engagement with members.
9. Stronger relationships with strategic partners, new communities of interest and the wider Internet ecosystem.

The first goal is delegated to the Domain Name Commission Ltd and NZ Registry Services, who manage and operate the .nz top level domain as wholly owned subsidiaries of InternetNZ. InternetNZ actively manages its ownership interest in these two subsidiaries, which manage .nz on InternetNZ's behalf and in line with InternetNZ's objects.