Planning 5: Draft Business Plan 2013/2014

Author:	Jordan Carter, Chief Executive (Acting)
Purpose:	To set out the draft Business Plan for 2013/14
Date:	7 May 2013

Dear Councillors

This paper sets out current staff thinking on the Business Plan for the 2013/14 year. It has been developed based on previous decisions by Council, business as usual arising from the previous year's Business Plan, and analysis and consideration by the operational team over several weeks.

Member feedback on this Plan, as well as feedback by stakeholders, would be useful in finalising it. The recommendations which follow below therefore provide for such consultation, and for Council to adopt a revised draft through online discussion and debate after such consultation – probably in early June.

What is clear is that there is a large work load forecast. A critical component of what we propose is some close attention to InternetNZ's own operations, to deliver the outward-facing goals more successfully. Your attention is called to the section of the Plan on prioritisation. We will try to maintain a balance between acting to achieve the external goals and improving internal systems, while simultaneously dealing with day to day events which sometimes draw considerable resources and energy.

The priorities remain draft until this plan can be converted into solid work plans for team members. It may be we will have capacity to do more of what is proposed – or that our initial estimates of what can be delivered with current resources were too ambitious. A discussion on the results of this prioritisation and planning work will kick off once it is complete.

Recommendation

That Council adopt this draft Business Plan, noting the consultation process still to occur and noting that it will consider for online adoption a further draft of this Plan in early June 2013.

Jordan Carter

Proposed Strategic Partnerships: ICDC at AUT

Author: Ellen Strickland & Jordan Carter

Purpose of Paper: Propose a Strategic Partnership with the Institute for Culture, Discourse and Communication, AUT University

Introduction

This paper proposes a Strategic Partnership for Council's consideration with the Institute for Culture, Discourse and Communication, Auckland University of Technology.

It sets out the process followed to develop the Partnership, the criteria the Partnerships have been tested against, and the proposed partnership agreement in attached as a schedule.

Partnership Proposal

Partnership proposal details with ICDC have been advanced since the previous Council meeting in March 2013. Since that meeting, discussions proceeded with a view to making recommendations for Strategic Partnership arrangements which are clear about the one-year period for any funding involved (pursuant to the review of Community Funding).

A partnership proposal was reached through dialogue with the organisation's representatives and InternetNZ Chief Executive and Collaboration and Community Lead.

Proposed Partnership Agreement Attached.

Funding recommended: $40,000 for 2013-14

This funding relates specifically to project work capacity for World Internet Project NZ, which is in addition to government funding, some private sector support and core funding from AUT. This will be a more light-handed partnership in terms of reporting and governance, and an opportunity to explore a partnership relationship in which the funding is specifically not for core operations.

Recommendations

1. THAT this paper be received.

2. THAT the Chief Executive be authorised to execute a strategic partnership agreements with the Institute for Culture, Discourse and Communication, Auckland University of Technology

3. THAT Council approves a one year funding package as part of the strategic partnership for $40,000.

Ellen Strickland, Jordan Carter

8 May 2013

Strategic Partnership

between

InternetNZ and AUT University's Institute of Culture, Discourse and Communication

1   Purpose

This document sets out the terms of an agreement between Internet New Zealand Inc("InternetNZ") and Auckland University of Technology's Institute of Culture Discourse and Communication ("ICDC") to enter into a Strategic Partnership ("Partnership").

2   Background

ICDC and InternetNZ wish to strengthen their relationship through a formal partnership agreement. While ICDC and InternetNZ have often worked together — most prominently with InternetNZ contributing funding for the World Internet Project (WIPNZ) research and with engagement at NetHui Conferences — there is a need within both organisations for closer collaboration, particularly in the areas of Internet research.

In 2013, InternetNZ has sought to bring its partnerships with others onto a more structured footing. Discussions with ICDC in the early part of the year were followed by a decision to enter into a partnership in May, along with a one-off funding commitment. This agreement is the result of those discussions.
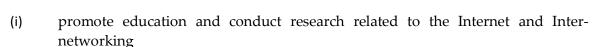
3   Strategic partnership

There are three key rationales for InternetNZ and ICDC to enter into a Strategic Partnership.

1. ICDC can help InternetNZ realise its objectives.

ICDC's ongoing projects support a number of InternetNZ's objectives, namely to:

(i)   promote education and conduct research related to the Internet and Inter-networking

(ii)   collect and disseminate information related to the Internet and inter-networking, including histories and archives

(iii)   represent the common interests of the wider New Zealand Internet community both nationally and internationally.

Our WIPNZ survey findings provide evidence for InternetNZ's policy work and initiatives, for example around Internet access, uptake and usage. The project's research findings have the potential to inform policy, to further objectives under the Constitution of InternetNZ such as open access, e.g. through attention to digital divides.

ICDC's research offers strategic, evidence-based support for several of the objectives outlined in InternetNZ's Constitution, by providing information and interpretation to support the organisation's external-facing proactive work. This provides the opportunity for InternetNZ to speak with enhanced authority in the areas that the survey covers. InternetNZ's support for the World Internet Project is also aligned with its strategic priorities, in particular leadership and in the promotion of effective societal, economic and cultural use of the Internet.

2. ICDC is uniquely positioned to benchmark the Internet in New Zealand and internationally through its research

Now that three WIPNZ surveys have been conducted, the findings are increasingly serving as **the** benchmark information about the social embedding of the Internet in New Zealand. Through the international dimension of the project benchmarks New Zealand against other countries, with an ability to track this over time, and in particular to project developments in New Zealand by following what is happening in other countries which may be ahead of us in some dimensions.

InternetNZ's input into the WIPNZ survey questions and project design is valued and appreciated. In addition its support in showcasing the WIPNZ in its Nethui plenary sessions in 2011 and 2012 has significantly enhanced public exposure of the project. We receive regular requests for information, evidence that our findings are being used, approaches for media interviews, and engagements to speak on our work.

3. ICDC can provide benefits for InternetNZ

- Early information on findings, and the opportunity for prior and customized briefings
- Receipt of all reports in digital and hard copy, including early pilot study reports, two-yearly survey reports, international comparative reports, and other reports such as the associated social networking study
- Acknowledgement of the role and support of InternetNZ in all reports and publicity
- Association with the project in the eyes of the sector, business in general, the Government and the public
- Public profile and association with the project through hosting the Wellington launch events of two-yearly survey findings
- Exposure through media coverage of the project, through the release of results
- Association with the project's international partners, including International Director Jeff Cole who has a global profile and expertise
- Provision of contextual information concerning the social embedding and impacts of the Internet in New Zealand.

4 Shared vision and goals

The shared vision and goals of ICDC and InternetNZ are implicit in the objectives stated above which recognise the importance of robust, academic research on topics relating to the Internet and its societal impact in particular. As part of this Partnership there is a clear operational focus which is detailed here.

2013 WIPNZ Survey

ICDC will conduct its fourth WIP survey in 2013 which as part of this partnership is supported by InternetNZ, as well as AUT University, the National Library of New Zealand under the Department of Internal Affairs, and Buzz Channel.

The proposed timeline for this project is as follows:

30 June, 2013	Revision of survey questionnaire complete
July/August	Online and telephone surveys conducted
September	Data analysis commences
November/December	Report completed and results published

WIPNZ Budget

The total budget expenditure for the WIPNZ 2013 survey is $183,000 (+ GST). This covers:

- o Researcher salaries for revising the survey questions and methodology, analysis of targeted data, interpretation, writing up, presentation and publication etc.
- o Market Research sub-contractors' costs relating to both the online and telephone survey components
- o direct expenses.

$53K of funding was initially secured for this project, including a $15K grant from AUT University's Faculty of Culture & Society, and further support will be provided by of the National Library of New Zealand under the Department of Internal Affairs to a sum of $90K. InternetNZ funding of $40k for this partnership forms the other main component of funding for WIPNZ2013.

AUT University will be providing funding in kind with regards to the standard overheads of $90,000 for this survey.
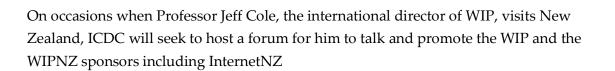
WIPNZ Resources

A WIPNZ 2013 report will be produced that can be downloaded from the ICDC website and a limited number of hard copies of the report will also be produced mainly for funders and stakeholders.

At times ICDC may elect to produce academic papers based on the WIPNZ findings and acknowledgement will be given to its funders including InternetNZ on each occasion.

Access to the raw data of the WIPNZ research will be made publicly available through its depositing in the Social Sciences database. All requests for access to this database are monitored by ICDC so that we can track its use.

Internet Research Events

ICDC will produce a report of the findings from the WIPNZ 2013 survey. Launches of the report will be conducted in Auckland and Wellington in December 2013.

ICDC will participate in the Nethui Conference in Wellington including the Internet Research Workshop at NetHui 2013.

On occasions when Professor Jeff Cole, the international director of WIP, visits New Zealand, ICDC will seek to host a forum for him to talk and promote the WIP and the WIPNZ sponsors including InternetNZ

5   Operation of the strategic partnership

The strategic partnership will operate within the framework of the strategic plans of both organisations. No separate operating plan for this Partnership is envisaged, though it is hoped both organisations will engage with each other as part of their usual planning process.

Governance

The governance relationship between InternetNZ and ICDC will include a six-monthly one page report from ICDC to the InternetNZ Council, outlining the work the organisation is doing pursuant to this Partnership and more broadly. This will be presented in written form, but may also include an in-person or video conference presentation to the meeting.

Executive/ Operational

An Operational group, with InternetNZ Collaboration and Community Lead (Ellen Strickland) and ICDC Research Manager (Philippa Smith) will:

- Maintain regular operational interaction to ensure mutual support, and shared opportunities for progressing the partners' shared goals.
- Ensure that each partner is involved with the other's preparations for significant events/conferences.

6   Partnership Timings and Review

Both parties to the Partnership acknowledge that InternetNZ is reviewing the operation of its community funding processes including Strategic Partnerships. This is the reason the funding under this partnership is for one year, to support collaboration while the review is completed.

The Strategic Partnership will take effect from XXX **2013**

- The partnership will continue for as long as both parties are able to contribute to the shared vision, and agreed measures are met.

- Following the completion of InternetNZ's review of community investment and in any case no later than 30 September 2013, the partners will commence discussions to consider the future operation of the partnership, to consider new goals and adjust the agreement in response to technological and environmental changes; if progress is satisfactory and agreed results have been achieved, the funding agreement may be extended.

- If the funding agreement is not extended, the parties will work to develop a positive formal statement of the rationale for the decision to review or end the partnership.

7   Funding

InternetNZ agrees to fund ICDC's operations to allow the projects set out in this agreement to be completed, and as appropriate to identify new opportunities in pursuit of the shared vision set out in this agreement. The grant is for the sum of **$40,000 + GST.**

- ICDC accepts that this commitment applies for InternetNZ's 2013-14 financial year and does not imply any obligation for funding in future years.

- ICDC accepts that any extension of this grant for future years (at the same or different levels) depends on the outcome of InternetNZ's review of community investment, and of a shared agreement between the partners arising from the discussion noted above. That discussion will reach a decision as to the partnership's future by 31 March 2014.

8   Signed

For InternetNZ   For ICDC (AUT)

Date: Director ICDC

                                                  Date:

                                                  Pro-Vice Chancellor (Research)

                                                  Date:

A.   Introduction

This draft Business Plan sets out the work that InternetNZ is planning to tackle this year. It has been prepared by the operating team based on strategic decisions made by Council in March 2013, the input from InternetNZ members at meetings around the country in the same month, and the staff's analysis of and response to this input.

The draft Plan is organised in three main sections:

Section B sets out the main approaches InternetNZ takes to its work – policy development, community funding and support, and provision of platforms for debate. It also discusses how the operating team prioritises work.

Section C sets out the higher level, strategic goals InternetNZ is pursuing this year.

Section D sets out for each goal the transformations we think will help bring that goal about, and then sets out the planned work for each goal.

Subsequent sections provide a brief outline of governance work, and provide a high-level summary of how the budget Council adopted in March applies to the different forms of work the organisation undertakes.

Council will consider this draft on 10 May, and then we will be seeking member comment and stakeholder views on what is proposed. An updated version of the document is expected to be agreed by Council in early June, and the Annual General Meeting on 8 July finally adopts the document.

This document aims to be digestible rather than comprehensive: it gives an overview of the planned work, but InternetNZ's environment is sometimes fast-changing, and flexibility is always required.

Feedback as to the way the document is set out is very welcome, as it is a change from the last year. Feedback is also very welcome on the substantive content.

Jordan Carter
Chief Executive (Acting)

7 May 2013

B.   How InternetNZ goes about its work

InternetNZ's vision is that the Internet is open and uncapturable. There are a vast array of stakeholders that could challenge that vision or create barriers to its realisation. The implication of this is that much of the time, InternetNZ is seeking to influence others to pursue its vision and its Objects – there are not many situations where we can significantly control the outcomes we seek to bring about.

The three main approaches we generally employ are to develop and share **policy** – both technical and public policy – to shape debates and drive change in line with our vision; to develop **community** through collaboration, developing networks, building partnerships and providing funding; and to be a **platform** for debate and discussion of the Internet, in a manner which makes a reality of multistakeholder Internet governance (the notion that everyone affected by decisions about how the Internet works should have a say in making those decisions).

Sub-sections below explain some more detail of our approach, but in reality, they are strongly interlinked and the important point to bear in mind is the combined impact rather than singling out particular ways of doing work.

Policy

In achieving the Objects of InternetNZ, a significant area of work is contributing and leading policy debates. Given the global reach of the Internet, this work occurs both within and with specific emphasis to New Zealand, and offshore as well in the service of New Zealand's ability to use the Internet.

Our approach to policy is to advance ideas and practices that will protect and promote the Internet, where our objective is to ensure that the Internet itself remains open and uncapturable: a vehicle for human creativity and innovation that opens up opportunities for all and spreads benefits to many.

In doing policy work, we take the following broad approach:
- We are **principled** - our policy principles are public and developed with our membership and with stakeholders, so that everyone can see our likely approach to specific issues.
- We are **open** – we seek input from all affected stakeholders when we are considering our stance on an issue, and will engage with those that share our views as well as those who do not.
- We aim for **quality** – InternetNZ policy positions are well thought through and credible, not reactive or off the cuff.

Community

Building the community of organisations and individuals that support InternetNZ in its work is a priority. Our Objects are very broad, and our Mission and Vision find reflections in other organisations.

It is therefore natural for InternetNZ to collaborate with others – both in its day to day work, through cooperating with others, and through more formal or sometimes transactional relationships.

Where funding is involved, there are four broad approaches:

1. **Strategic Partnerships:** long term relationships with organisations that help advance InternetNZ's objects, which often include a funding element. These are agreed by Council after being negotiated by the operational team.

2. **Grants:** funds made available in response to ad-hoc applications. Funding can only be given to projects that advance InternetNZ's objects. These are agreed by the Grants Committee (if under $5k) or by the Council if for larger sums.

3. **Funding rounds:** rounds of grants with a common theme and closing date, where applications are ranked against each other and tested against the purpose of the round and against InternetNZ objects. Decisions are made by the Council on a recommendation from the Grants Committee.

4. **Sponsorship:** funds made available to organisations to achieve a specified objective of InternetNZ's or to offer support. Decisions generally made by the operational team.

These four approaches fall under what might be called "Community Investment". They developed in an ad-hoc fashion over a number of years. The Council decided in March 2013 to kick off a full review of how InternetNZ does community funding. That review is in progress and will be completed by the middle of the year. It may lead to changes in the approach to funding, and will at the least lead to clearer information for prospective funding recipients about what is available and how they can apply. While the review is under way, the general grants pool is limited to $50,000 and in respect of Strategic Partnerships, only commitments for a maximum period to March 2014 will be entered into.

5. **Network and collaboration building:** not all the community building InternetNZ is involved with requires funding. For instance, work is under way to bring together researchers at academic institutions that look at Internet issues to help join up research and make sure gaps are covered. The communities that meet at NetHui sometimes require additional support. InternetNZ's own membership forms a community that the organisation supports and nurtures. In all areas, where InternetNZ is engaged in supporting network and collaboration development, it is in the service of seeing our Objects promoted and achieved.

Platform

As an organisation that considers the whole Internet, InternetNZ has a focus on bringing together broad coalitions and groups of stakeholders to help understand the Internet's impact, and to support its ongoing development. Multi-stakeholder governance of the Internet requires such platforms to exist: people need the chance to share their views and see where agreement – and disagreement – is to be found.

There are a range of different platforms we provide:

NetHui – an open event held each July, NetHui brings together the widest range of those interested in or affected by the Internet. 2013 is the third year for NetHui. By providing an open platform for discussion, and seeking out community leadership and input into the topics discussed, this event is unlike any other that occurs in the New Zealand Internet environment. It is the national Internet Governance Forum in effect, feeding into regional and global instances of the IGF form.

NetHui *South* – or similar – a regional take on NetHui, delivered in Dunedin late in 2012 and slated for Christchurch (subject to confirmation) in 2013. This event works with the local community to deliver an experience that matches the needs, interests and concerns of Internet stakeholders in the place it is held. We anticipate that if 2013 happens in Christchurch, then reconstruction and recovery from the Canterbury Earthquakes and the role of the Internet in developing resilient communities will be part of the focus.

Specific one-off events – InternetNZ organises ad hoc events to explore current issues or showcase speakers. Recent examples include:
- Hosting Tim Berners-Lee, the inventor of the World Wide Web, in Wellington (January 2013)

- Workshops on the government's proposed harmful online communications reforms (September 2012)
- Activity around the Trans-Pacific Partnership negotiations (December 2012)

Events further in the past include the highly successful PublicACTA conference in 2010, and the "R versus the Internet" seminar that brought together media, judicial and technology stakeholders to discuss issues of mutual concern.

In 2013/14 we will continue to produce accessible, relevant events that respond to what is happening to or on the Internet.

Internal platforms – InternetNZ itself as a membership based organisation has traditionally provided monthly Policy Advisory Group meetings during which members discuss public and technical policy issues. As noted below, staff is currently examining alternative ways to better engage the Policy Advisory Group, including trailing a working group method. There is also a general email list for people to discuss issues; and the InternetNZ blog allows discussion on issues of the day.

Prioritisation

In general, the operational team proposes to focus on goals 2-4, being the main outwardly focused goals for the organisation.

That said, goal 7 (being acknowledged as a high performing organisation) is important, as it provides the foundation to be able to effectively pursue all other goals and to build InternetNZ's profile and reputation as an effective organisation.

In section D below, the proposed priorities for each activity have been noted. These are explained as follows:

Category	Explanation
A	Will be completed / advanced on current resources in the 2013/14 year
B	Will be advanced if possible given inevitable needs to react to external events
C	Unlikely to be progressed but shared for completeness in this draft version of the Plan

The "New/BAU" column highlights new streams of work or activity, compared with activity that was under way before the start of the 2013/14 year – for ease of identifying new pieces of work.

The priorities set out will be revised following the 10 May Council and before consultation with stakeholders and members.

C.   Goals

The following medium-term goals were adopted by Council in March 2013. They form the strategic framework in which this Business Plan has been developed. The timeframe for these goals is either ongoing, or in the 2-3 year window – but the Plan sets out what will happen to advance the goals in the twelve months to April 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.

Readers should note that 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.

The strategy for this area is under development. InternetNZ actively manages its ownership interest in these two subsidiaries, which manage .nz on InternetNZ's behalf and in line with InternetNZ's objects.

All of these goals, and the broader Mission and Vision of InternetNZ, will be assessed through a formal strategic planning process that kicks off in September 2013. They can best be characterised as an evolution of last year's approach, in the knowledge that a full reassessment is pending.

D.   Work to realise InternetNZ's goals

Outwardly focused goals

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A note on "transformations"

To help plan our activity, for each of the strategic goals the operating team has proposed changes of state or transformations that, if brought about, would help bring the goal closer to realisation. The left hand column sets out the current state of affairs; the right hand column shows the desired state. The actions that are explained below each goal are intended to help that change happen.

What do the Priority and New/BAU columns mean?

Priority A activities are expected to be completed/progressed in the current year with this being achievable given current resources. Priority B activities are hoped for achievement but are at risk from resource contention or urgent unplanned reactive work. Priority C 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. The final column indicates whether the activity is one the operational team already does or is new.

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	Current state	→	Desired state
Goal 2: Protect and promote the Internet through multistakeholder Internet Governance			
2.1	Debate on Internet Governance is largely framed by governments and the ITU	→	Debate on Internet Governance is largely framed by Internet stakeholders.
2.2	NZ Government is an ally of the open Internet	→	NZ Government is a principled ally of the open Internet
2.3	Shallow multi-stakeholderism is evident in the Internet Governance world	→	Multi-stakeholderism is firmly embedded in the Internet Governance world

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

	Activity	Transformation/s	Priority	New/BAU
2A	Gain and maintain representation on the Internet Governance Forum Multistakeholder Advisory Group and participate in global, regional and trans-Tasman Internet Governance Fora.	2.1, 2.3	A	New
2B	Maintain appropriate involvement within the ICANN At Large constituency	2.1, 2.3	B	BAU
2C	Promotebest practice across all Internet Governance institutions InternetNZ participates in	2.1-2.3	A	BAU
2D	Map the Internet Governance ecosystem and understand clearly InternetNZ's role in it	2.3	B	New
2E	Complete review of International Strategy and develop principles for international engagement	2.1-2.3	B	New

2F	Develop relationships across NZ Govt to impart the importance of the Open Internet and thereby contribute to NZ's official position on Internet Governance issues in international fora, such as the World Telecommunication Policy Forum and other International Telecommunication Union meetings.	2.2	B	BAU
2G	Assess InternetNZ's own use of "multistakeholder" approaches and develop these further	2.3	B	New
2H	Consider joining W3C to participate in web standards debates e.g. DRM in HTML5	2.3	C	New
2I	Create a New Zealand working group to contribute to the Internet and Jurisdiction project.	2.1, 2.3	C	New
2J	Develop an easily understood explanation of what "multistakeholderism" means	2.1-2.3	A	New

Goal 3: Drive universal access to the Internet

3.1	Growing take-up of Internet access across New Zealand	→	Complete take-up of Internet access across New Zealand
3.2	Patches of digital exclusion	→	Complete digital inclusion
3.3	Policy sometimes understands the Internet	→	Policy generally understands the Internet
3.4	Access regulation is telco-focused	→	Access regulation is Internet-focused
3.5	NZ mainly dependent on one trans-Pacific cable	→	NZ international connectivity is resilient

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

	Activity	Transformation/s	Priority	New/BAU
3A	Contribute to solving any barriers to UFB and RBI uptake	3.1, 32	A	New
3B	Use the review of the TSO to generate debate on what level of broadband Universal Service might be needed	3.1, 3.2	B	New
3C	Develop a map or analysis of drivers of / evidence of digital exclusion and options for solving this, perhaps in partnership with the 20/20 Trust	3.2	B	New
3D	Parliamentary Internet Forum – continue to develop and grow this new institution	3.3	A	BAU
3E	Develop working groups and input as needed to help respond to new legislative proposals	3.3, 3.4	A	BAU
3F	Shape the review of the Telecommunications Act so it supports the spread of affordable high speed broadband	3.3, 34	A	BAU
3G	Develop the 2012 studies on the economic impact of the Internet and follow up with further research	3.3	C	BAU+
3H	Working with partners, assess network resilience options for NZ's international connectivity.	3.5	C	New

Goal 4: Catalyse gains from the Internet

4.1	NZ is missing out on prospective gains from widespread Internet use	→	NZ is benefiting from more gains from widespread Internet use
4.2	Public services: use of the Internet is variable	→	Public services: use of the Internet is high and rising
4.3	Economic benefits of Internet use are unclear	→	Economic benefits of Internet use are widely understood
4.4	No particular sectoral focus in benefits analysis	→	Choose some relevant sectors for focus of benefits analysis

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

	Activity	Transformation/s	Priority	New/BAU
4A	Complete review of Community Investment to include some focus on shared gains of the Internet.	4.1-4.3	B	BAU
4B	Seek to understand and share emblematic stories of gains available	4.1	B	New
4C	Work with central Government agencies to create an Unconference focused on helping the public sector develop better use of the Internet (could focus on best practice sharing, or IPv6 diffusion)	4.2	A	New
4D	Partner with other interested organisations to share stories and conduct analysis	4.1, 4.3, 4.4	C	BAU

Goal 5: Better adoption of new Internet technologies & best practice

5.1	IPv6 adoption satisfactory in New Zealand	→	IPv6 adoption good in New Zealand
5.2	Best practices shared in a patchy way	→	Best practices widely shared
5.3	UFB / RBI architecture telecommunications-led	→	UFB / RBI architecture Internet-led
5.4	Technical ecosystem partly developed	→	Technical ecosystem well-supported

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

	Activity	Transformation/s	Priority	New/BAU
5A	Continue supporting the IPv6 Task Force	5.1	B	BAU
5B	Explore possibility of a new whole-of-government policy re IPv6 use	5.1	A	New
5C	Conduct an assessment of best practice use and diffusion in the New Zealand Internet	5.2	A	New

5D	Continue supporting NZNOG as a community, and expand relationships with other technical bodies as appropriate	5.2	B	BAU
5E	Run INTAC (Internet Technical Architecture Conference)	5.2, 5.3	A	BAU
5F	Identify and resolve any gaps in Internet focused architecture or standards in RBI/UFB environment	5.3	A	New
5G	Continue developing InternetNZ's understanding of the technical ecosystem in New Zealand and how it can contribute to supporting its growth and depth.	5.4	B	New

Goal 6: Greater sharing of information about the Internet

6.1	Information about the NZ Internet is dispersed and hard to find	→	Information about the NZ Internet is available through InternetNZ
6.2	InternetNZ stances on issues internally available	→	InternetNZ stances on issues publicly available and easily accessible
6.3	Information we provide is sometimes audience-specific	→	Information we provide is often audience-specific

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

	Activity	Transformation/s	Priority	New/BAU
6A	Develop and seek sector support for an annual "State of the Internet" report	6.1	A	New
6B	Prepare an FAQ for the InternetNZ website that answers common queries and points to commonly requested sources of information.	6.1, 6.3	A	New
6C	Use the opportunity provided by the website information architecture review to develop new content that helps achieve the transformation	6.1-6.3	B	New
6D	Develop a new Policy Development Process that includes how we share and advance information and ideas as part of the broader work we do	6.2, 6.3	A	New
6E	Broaden the general communications effort to include more audience-specific or audience-friendly versions of, for example, policy submissions	6.3	B	BAU

Operationally focused Goals

Goal 7: A recognised high-performing organisation			
7.1	Focus of operation is sometimes internal, detail-centric	→	Focus of operation is mostly external, big picture-centric
7.2	Tends towards reacting to others' imperatives	→	Tends towards proactive leadership based on the Objects
7.3	Stakeholders not clear on purpose, variable views of performance	→	Stakeholders clear on purpose, see organisation as high-performing
7.4	Brand and identity is not clear	→	Brand and identity is clear
7.5	Charitable status is not clearly understood internally	→	Charitable status is clearly understood internally
7.6	Systems, processes and policies poorly defined and shared	→	Systems, processes and policies clearly defined and shared
7.7	Respective roles of governance and operations unclear	→	Respective roles of governance and operation clear

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

	Activity	Transformation/s	Priority	New/BAU
7A	Improved internal organisation & culture to deliver outward focus	7.1, 7.2	A	New
7B	Review InternetNZ's identity, purpose and brand to bring clarity	7.3-7.5	A	New
7C	Develop internal systems and processes, implement these and review mid 2014	7.6	B	New
7D	Stakeholder analysis and research to improve understanding of perceptions	7.3	A	BAU
7E	Proactive outreach to key stakeholders about InternetNZ role	7.3	B	BAU
7F	Operations team training & discussion on respective roles of operations and management	7.7	A	New
7G	Ongoing governance training for Council and relevant staff	7.7	B	BAU

Goal 8: Members			
8.1	Unclear reasons to join	→	Clear reasons to join
8.2	Some understanding of member needs	→	Good understanding of member needs
8.3	Limited involvement with work	→	Wide involvement with work

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

	Activity	Transformation/s	Priority	New/BAU
8A	Initiate discussion with Council about membership model into the future	8.1-8.3	A	New
8B	Clarify and improve explanation of what people want to join InternetNZ for	8.1	B	New
8C	Conduct revised version of annual Membership survey	8.2	B	BAU
8D	Develop and implement a new Policy Development Process, which will include setting out involvement of members in policy work	8.3	B	New

Goal 9: Stronger relationships with key partners

9.1	Stakeholder engagement unstructured	→	Stakeholder engagement comprehensive & strategic
9.2	Individually owned	→	Organisationally owned
9.3	Partly managed	→	Fully managed

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

	Activity	Transformation/s	Priority	New/BAU
9A	Map InternetNZ stakeholders and develop a strategic framework for our relationships with them	9.1	A	New
9B	Develop better systems to maintain information about stakeholders and contacts	9.2	A	New
9C	Ensure all key stakeholder relationships are with multiple people in each organisation	9.2	B	New
9D	Effective management of all key relationships – more planning, more reflection	9.3	B	New
9E	Make individuals responsible for management of relationships with named key stakeholders	9.3	B	New

E.   Governance

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

In 2013/14, governance activities anticipated include the following:

- Employment of a Chief Executive
- Review of InternetNZ Objects
- Identity review
- Strategic Planning process (including .nz strategy and international strategy)
- Evaluation of group policy needs

These projects sit alongside the normal workload of five ordinary Council meetings each year, monitoring the work of the Chief Executive and the operational team.

<Council may wish to include more detail and information in this section>

F.   Summary Budget for 2013/14

The 2013/14 Budget was adopted by the InternetNZ Council at its meeting in March 2013. For ease of reference, the approximate allocation of that budget to this categorisation of work is as follows:

Area	Budget 2013/14
Public and technical policy	
Community funding	
Platforms for discussion	
Operations	
Governance	
Total	*$3,400,000*

Please note that these are approximate, based on expected use of the already authorised Budget lines. They are designed to give the reader an insight into how the use of resources relates to the overall work plan.

In future years, the Budget will be developed after the Business Plan, and the presentation will be consistent between the two. Reporting (both operational and financial) will also be on the same basis, so that it is easier to understand InternetNZ's operations overall.

The authoritative budget is set out in a paper from the 22 March 2013 Council meeting, available on the InternetNZ website[1].

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[1] See Council papers set at <LINK>