



# Business Plan 2014-2015

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**Draft to Council  
29 March 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 uncapturable; 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 support of platforms for debate like NetHui and through the operation of the .nz domain<sup>1</sup>, we focus on 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:

- List of five or six (developed post Council)

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

## **I. Introduction**

This draft Business Plan sets out the areas of work InternetNZ plans to 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.

The Plan is organised in six main sections:

**Section 2** sets out the context for our work this year.

**Section 3** sets out the five areas of work the operating team will focus on and the main goal we hope to achieve in each area, along with initial thinking about how the goals can be measured.

**Section 4** looks in more detail at one of those areas of work – on Internet Issues – and seeks Council confirmation of the way we will group that issues work.

**Section 5** summarises the governance work area involving Council and Members.

**Section 6** provides a budget summary, explaining at a high level how resources are committed across the organisation.

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).

**Section 4 in particular at this stage only provides a framework – the new Work Programme Director and the staff team will work to flesh this out and seek member comments on it, as well as this version of the Business Plan, and provide a revised version for final adoption by Council at its June meeting.**

This document is shorter than last year, and more focused. As always, while it gives an overview of the planned work, InternetNZ's environment is sometimes fast-changing, and flexibility is always required.

## **2. Context for 2014/15 Business Plan**

In 2014, we've considered these external and internal context 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, 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 Edward Snowden revelations 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 areas of work 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.

### 3. 2014/15 High-Level Areas of Work

**Summary:**

A: Internet Issues	B: Community Funding	C: Community Engagement	D: Our new identity
E: Improved performance			

For each of these five high-level areas of work we describe: what is intended; the purpose of doing the work, or what we expect it to do; our main goal for the year; measures for that goal; and some planned tasks we will undertake.

**A: Internet Issues**

**Description:** We apply a range of public and technical policy analysis techniques, develop collaborations with others and assist development of the capacity of the Internet community to tackle a wide range of issues – from copyright to broadband to Internet governance to IPv6 adoption.

**Purpose:** 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.

**Main goal:** The goals in each of the five areas of Internet Issues work are to be developed and will be set out separately. See section 4 for more details.

**Measures:** See section 4 for more details.

**Tasks:** See section 4 for more details.

## **B: Community Funding**

**Description:** InternetNZ provides funding in two ways – through investments associated with Strategic Partnerships with other organisations that contribute to realising InternetNZ's goals, and through funding rounds that provide grants to individuals or organisations for a range of purposes as set out below.

**Purpose:** To broaden the range of organisations and individuals contributing to achieving InternetNZ's objects, and to support the development of a local community of organisations and individuals working on Internet issues.

**Main goal:** Maximise the impact on New Zealand of the community funding programme, including telling the story better so more people are aware of this work.

**Measures:** These will include:

- Stakeholder perceptions as measured in research acknowledge this work with demonstrated understanding.
- Impact baseline created and a plan for measurement developed and implemented.

**Tasks:** The following tasks are currently planned, bearing in mind work plan development follows business plan approval and so more tasks will be forthcoming.

- Announce plan for the following funding rounds by 1 May 2014:
  - Research round (Internet issues research) (\$X)
  - Projects round (Projects that deliver tangible gains/outputs) (\$Y)
  - Conference rounds (to present a paper or lead a panel) (\$Z)
- A quarterly newsletter on funding and partnerships produced.
- Integrate stories and highlights from this work in the website.
- A specific communications plan developed for each partnership and grant.

## **C: Community Engagement**

**Description:** Engaging the broader community to inspire broader support for and achievement of InternetNZ's objects – reaching out to and serving the whole community.

**Purpose:** To provide platforms for people 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 risks it generates.

**Main goal:** Develop, share understanding of, and support the New Zealand Internet community.

**Measures:** These will include:

- Achieve targets for NetHui 2014 in respect of diverse attendance.
- New Zealand Internet community or “ecosystem” map developed & published.
- All projects & issues work include an “ecosystem” check.

**Tasks:** The following tasks are currently planned, bearing in mind work plan development follows business plan approval and so more tasks will be forthcoming.

- Produce NetHui in 2014 and a NetHui*South* during the year.
- Identify and create (or support) forums for Internet stakeholders to discuss Internet issues.
- Improve analysis of NetHui attendance through opt-in registration info, and organise for increased participation from those communities currently under-represented.
- Move NetHui further out from the InternetNZ umbrella and towards being a community-owned, multistakeholder run event.
- Develop and host a public events schedule for the NZ Internet community.
- Speakers series on topics of interest to the NZ Internet community.

## **D: Our new identity**

**Description:** InternetNZ’s identity or brand is the impression it creates through how it communicates, how it looks, its tone, areas of work and so on. A new identity is being developed that brings a concern for and interest in people and Internet use alongside the historic interest in Internet technologies.

**Purpose:** To set out InternetNZ’s identity clearly, so that people are clear what InternetNZ is, what its purpose and mandate are, and so they understand how the organisation fits among others interested in Internet issues in New Zealand.

**Main goal:** Develop and live up to the new identity that is being created, in all that we do.

**Measures:** These will include:

- Brand refresh adopted and implemented.
- New website rolled out successfully.
- Increased identity recognition measured among stakeholders and public.

**Tasks:** The following tasks are currently planned, bearing in mind work plan development follows business plan approval and so more tasks will be forthcoming.

- New brand identity development completed, Council signs off.
- Website structure and content developed and rolled out.
- Develop and use the core story for InternetNZ that sums up the identity.
- InternetNZ's take on a wide range of issues presented simply as one-pagers.
- PR and communications strategies support the identity rollout.

## **E: Improved performance**

**Description:** We have a responsibility as an organisation with a big vision and very limited resources to make sure we perform as well as possible. Efficient and effective use of resources to achieve necessary outcomes, better management, systems & processes and communicating more clearly contribute to improved performance.

**Purpose:** To assure ourselves as an organisation, and all interested stakeholders, that our performance is improving rather than standing still or deteriorating.

**Main goal:** People can clearly see what we do, and hold us to account for measurable performance in all our work.

**Measures:** These will include:

- Planning documents being clear about goals sought and measures of these.
- Crisp accountability reporting available from mid-year that gives people the tools to test this goal.

**Tasks:** The following tasks are currently planned, bearing in mind work plan development follows business plan approval and so more tasks will be forthcoming.

- Develop and implement good measurement and analysis frameworks that over time provide the information to measure performance.
- Improve internal management and process development to allow for higher performance.
- Develop team culture to improve work across the InternetNZ group and within the InternetNZ operating team.
- Analyse and tackle causes of siloed work patterns that restrict performance.
- Improved information architecture to ensure information is to hand when needed.
- Improved communications effort across all work areas.

## 4. Internet Issues work programme

Internet issues are core business for InternetNZ. The following chart shows the high level outline of the issues areas planned for tackling this year, and some initial thinking regarding goals to seek.

Staff seek the Council's agreement to produce a much more comprehensive plan for this area of work and submit it for the June Council meeting, as the Work Programme Director will be in place and considerable extra development will have been possible.

Area	Issues	Goal/s
<b>Internet Governance</b> Processes that make decisions regarding the future development of the Internet – global to local.	Work on and in the structures and processes of Internet Governance, to bring about true multistakeholderism. National, regional and global.	Multistakeholder Internet Governance processes regionally and globally are influenced through InternetNZ participation to achieve the goals set out in the International Strategy.
<b>Internet Connectivity</b> The ability to connect to the Internet wherever you are in New Zealand.	Broadband services, competition among retailers, neutrality / non-discrimination, spectrum, access "TO" the Internet, Internet performance, regulatory frameworks.	Widespread, competitive and affordable open access to the Internet.
<b>Internet Use</b> The benefits use of the Internet offers, barriers to these benefits, and the risks associated with the rise of the Internet and its use.	Economic development, cultural diffusion, social interaction, digital divide, access "ON" the Internet, web accessibility, security.	The adoption and use of the Internet in New Zealand increases.
<b>Internet Technology</b> The protocols and technologies that allow the Internet to function and develop.	Numbering policy, technical standards, interconnection, IXPs, security (technical).	Develop and share analysis of Internet technology challenges facing New Zealand.
<b>Internet Law &amp; Rights</b> Law and public policy affecting the Internet, and the rights of citizens as they use it.	Copyright, regulation of speech online, trade agreements, surveillance, privacy, cloud computing rules, security (use), convergence.	New Zealand's legal environment promotes and protects people's rights in the online environment, and is consistently aware of and relevant to that environment.

There are some cross-cutting projects that will be done that cover multiple areas of Internet Issues. The planned projects so far include the following:

- Improving public understanding of the benefits of fast Internet connectivity (UFB) and the uses this allows. (Connectivity and Use areas)
- Election year work: surveying political parties on their Internet related parties, suggestions for policy that will achieve InternetNZ objects, and a briefing to the incoming Government. (All areas)
- Production of a "State of the Internet" report that is analysis- and data-driven, and contributes to understanding of the Internet in New Zealand. (All areas)



In doing the issues work, the staff view is that there is a need for much stronger analysis about what the challenges are. As such, we plan to develop and work through an analysis and issues identification phase in each Area. This will achieve a number of things:

- Ensure our work is focused on the issues that matter most
- Develop an evidence base that allows for measuring progress on the issues
- Provide a public analytic resource that will benefit all New Zealanders

A more detailed plan on this work area will come to Council in June 2014.

## 5. 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 2014/15, governance activities anticipated include the following:

- Review of InternetNZ Objects.
- 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.

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

## F. Summary Budget for 2014/15

The 2014/15 Budget is presented to the April Council meeting – the same meeting as this Business Plan is presented.

For ease of reference, the summary budget is appended below:

	2013/14	2014/15	Change over last year budget	
	Approved	Proposed	Amount	Percentage
Community Funding	500	450	-50	-10%
Sponsorship	0	50	50	0%
<b>Work Programme/NetHui</b>				
NetHui	120	120	0	0%
Internet Governance	55	65	10	18%
Internet Connectivity	258	190	-68	-26%
Internet Use	110	130	20	18%

	2013/14	2014/15	Change over last year budget	
	Approved	Proposed	Amount	Percentage
Internet Technology	90	105	15	17%
Internet Law & Rights	74	90	16	22%
Council/Members	304	327	23	7.57%
International Transition	180	95	-85	-47%
Major Event hosting	200	200	0	0%
<b>INZ Operations</b>				
Remuneration	1,096	1,061	-35	-3.2%
Operating exp's	352	441	89	25.3%
Overheads	141	162	21	14.9%
Depreciation	50	115	65	130%
<b>Total \$000s</b>	<b>3,530</b>	<b>3,601</b>	<b>71</b>	<b>2.01%</b>

The explanation for the Budget and changes between functions is in the companion Budget paper. Please read<sup>2</sup> that for further information.

Jordan Carter  
**Chief Executive**

29 March 2014

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<sup>2</sup> Meetings papers are on the InternetNZ website at: <https://internetnz.net.nz/meetings/council-meetings>

## **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.