



Business Plan 2010/11

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Overview

Introduction

As the Internet continues to evolve and increasingly impacts our economic, social and cultural lives, InternetNZ's objective of "high performance and unfettered access for all" remains critically important. Our work towards protecting and promoting the Internet in New Zealand similarly continues to be important for our members and the wider community.

Over the past 40 years, the Internet has come a long way from its origins in research projects, military applications, and academia. An estimated quarter of the Earth's population now uses the Internet. The very success of the Internet is throwing up significant challenges for its future, including global technical debates about extensions and replacements. At the same time, work on the Internet Standards at IETF is critical.

At an access level, the rollout of the Government's Ultra Fast Broadband (UFB) and rural broadband initiatives marks the most extensive shakeup to the structure and environment of the telecommunications industry since Telecom's privatisation in 1990. InternetNZ has played a major role in setting and advocating the policy landscape for ubiquitous, high-speed network connectivity. These are now part of the Government's plans and we have to start moving conversations to the next step, thinking about a fibre network architecture and business approach that supports competition.

We need to advocate for policy settings that promote affordable take-up of fibre at the household level. Perhaps most importantly, we need to encourage thinking about the new services and possibilities of a New Zealand with ultra fast broadband.

InternetNZ also needs to stay across and actively engage on issues that continue to arise from previous improvements in the telecommunications and Internet access space, such as Local Loop Unbundling, so that the gains are not chipped away.

Most New Zealanders tend to think of the Internet as a channel or medium for communications, entertainment, news, business, etc. We therefore have to incorporate the social, cultural and economic impact of the Internet in our thinking and programme of work.

According to the second bi-annual survey recently released as a part of the World Internet Project New Zealand (part-funded by InternetNZ):

- Broadband usage has jumped to over 80% of Internet users, taking Internet presence over a threshold which makes it an established part of most New Zealanders' lives.
- Nearly half of Internet users are members of social networking sites. Perhaps it is not surprising then that two thirds of Internet users said the Internet was so important to their everyday lives that losing access to it would be a problem.
- About half of Internet users post online messages, images or videos, while one in ten earn income in this way.

Strategic direction

Four strategic goals have been used to guide the work of InternetNZ in the recent past.

One of these, governance and management of .nz, has been delegated to our wholly-owned subsidiaries, the Domain Name Commission Limited and New Zealand Domain Name Registry Limited.

The other three strategic goals, outlined below, continue to provide the overarching strategic framework within which we will operate over the next year:

- Advocacy and Public Policy
Goal: a policy and regulatory environment that ensures the security and stability of the Internet
- Technical Development and Innovation
Goal: world-class Internet infrastructure and capability in New Zealand
- Organisational Capability
Goal: an organisation capable of delivering the Society's Objectives and Strategic Plan

Our Approach

InternetNZ's scope of work is as broad as the term "Internet" itself. Our vision and goals require that we address issues ranging from technical standards through to societal impacts and opportunities.

We cannot do this on our own. The challenge for InternetNZ is to emerge both as a leader and contributor rather than trying to continuously grow in-house expertise and resources.

Our approach is to build, facilitate, and collaborate with a network of interested people and organisations. In addition to carefully selecting the areas that InternetNZ takes a lead, this requires us to:

- Look to our members for expertise, ideas, and involvement.
- Build strong relationships with selected strategic partners and like-minded organisations.
- Work closely with Government and local government.
- Reach out to the wider community.

Our success will then not be limited to what we do ourselves. It will include the efforts and outcomes that we influence, support, and facilitate.

The areas that InternetNZ leads can broadly be divided into two areas. The *reactive* areas are those that arise from others initiatives, such as Government policy or regulations. The *proactive* areas are ones we believe are important to meet our strategic goals.

Reactive areas are, by their very nature, difficult to quantify and predict. They are therefore excluded from the business plan. Nevertheless, given that they will probably take up at least half of our efforts over the year, are a critical determinant of how much resources and effort we can put into the proactive areas detailed in this business plan.

During the year it is likely that the reactive areas will be more or less than what we have allowed for in developing this business plan. We will therefore make changes to the business plan during the year to accommodate the increased or decreased effort put into reactive areas.

Being Proactive: Priority Focus Areas and “Business as Usual”

To provide InternetNZ with a focus over 2010/11 within the overall strategic direction, we will deliver on five priority areas proactively:

- Improving member engagement
- Reaching out to the wider community
- Telling the InternetNZ story better
- Increasing organisational effectiveness
- High quality policy advice

InternetNZ will also continue to work in its “business as usual” areas, including:

- Council and member services
- Regulatory issues, submissions, and related conferences/workshops
- Building networks and relationships, both domestically and internationally
- Leadership and support for Pacific Islands initiatives
- Leadership and support for ongoing initiatives, such as IPv6
- The Shared Services Unit (SSU) will provide administrative support to InternetNZ, its two subsidiaries, and the other organisations we provide this as a means of support (IPv6 Trust, NZNOG, NZITF, and Liz Dengate Thrush Foundation).

Consultation and Approval

The overall strategic direction, five priority focus areas, proposed budget, and policy work programme were discussed with members at meetings in Auckland on 22 February 2010 and in Wellington on 24 February 2010. Members were invited to provide further comments on an updated draft via the members-announce mailing list.

The draft Business Plan was then discussed by Council at its meeting on 19 March 2010. Minor edits were suggested and the draft accepted.

All comments and feedback have now been incorporated into this business plan. It is therefore presented to members for discussion and adoption at the 2010 AGM.

Vikram Kumar

Chief Executive

Priority Focus Areas

The five priority focus areas for 2010/11 are:

- Improving member engagement
- Reaching out to the wider community
- Telling the InternetNZ story better
- Increasing organisational effectiveness
- High quality policy advice

Our international efforts and relationships, though “business as usual”, is also a priority area and is included here as a sixth focus area.

The priority areas are all inter-related. Progress in one focus area is dependent upon progress in other priority areas. Implementation of the business plan is therefore being accompanied by changes in InternetNZ to a more collective decision-making style of operations (though the Chief Executive remains accountable).

Improving member engagement

The outcomes we will work towards are:

- We better understand our members, their interests, and areas where they want to see improvements.
- Members find it easier to contribute to policy development in areas that interest them.
- Better member support services, including online self-service.
- The value proposition of being a member is clear and positive.

Specific activities that we will undertake in 2010/11 towards these outcomes are:

Activity/project	Details
Strategic thinking	Define INZ’s member segments and how they engage. Develop an engagement plan for each segment.
Annual survey of members	Conduct a survey regards INZ’s engagement with members. Use the results to fine-tune and/or enhance membership engagement.

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Activity/project	Details
Improve the contribution of highly-engaged members to policy development	<p>Assess members' policy areas of interest via a survey, analyse, and feed into policy development as required.</p> <p>Communicate with specific groups of members based on their areas of interest and invite them to share their views.</p> <p>Investigate existing processes for member contribution to policy development (i.e. PAG) and consider how these could be enhanced.</p>
Maintain/enhance member section of website	Complete and launch secure part of our website internetnz.net.nz
Better articulate the member value proposition, including additional benefits	<p>Review existing member benefits and consider additional benefits</p> <p>Membership working group to articulate value proposition</p>
Re-do membership brochure/form	To include 'who & what is INZ', why become a member, sign-up form (online & offline)
Hold member information and networking evenings	<p>At least 2 per year, Auckland & Wellington</p> <p>Focus on under-cooked subject areas</p>

Reaching out to the wider community

The outcomes we will work towards are:

- InternetNZ partners with other organisations and assists communities of interest in subject areas aligned with our mission to protect and promote the Internet in New Zealand.
- Areas for InternetNZ's future policy work are identified.
- InternetNZ is increasingly seen as a critical component for the success of the Internet in New Zealand.

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Specific activities that we will undertake in 2010/11 towards these outcomes are:

Activity/project	Details
Partnerships	Improved definition of partnerships; identification of partners; and putting in place better ways of working with them. Includes identification of an account manager for each partner and a paper on each partner on why we have them and what we do with them, to feed into strategy day and online.
Pilot community of interest platform	"Learn by doing" Brainstorm potential components of platform. Pilot the communities of interest approach and develop a further plan of action. The initial interest areas will be identified based on the areas of interest to the wider community. Examples of potential areas include online privacy; Internet security; cyberlaw; social media; technical policy and standards; and network economics.
Communities of interest platform development	Further develop and implement the platform for communities of interest in subject areas aligned with our mission.
Improving the community platform	Identify and develop plans for improving the community platform and ways to further support and promote the communities of interest in future years.

Telling the InternetNZ story better

The outcomes we will work towards are:

- InternetNZ is better recognised for its valuable and trusted role in protecting and promoting the Internet in New Zealand.
- The work done internationally on behalf of New Zealand is considered valuable and appropriate.
- Greater recognition that .nz arrangements are considered best practice for ccTLDs globally.
- Greater recognition of the work done on behalf of the community to support and fund a network of partners, projects, and causes that collectively reinforces our mandate.

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Specific activities that we will undertake in 2010/11 towards these outcomes are:

Activity/project	Details
Vision, branding	Clarify Group/INZ strategic positioning Review branding
Strategic plan	Develop a marketing and comms plan for INZ
Early years project	Use a wiki approach to record and promote the early years of INZ
Publishing grants decisions	Details of grants given and outcomes posted online
Online video competition	New Zealanders make and submit video on how the Internet has changed their lives. Voting, cash prizes.
Online project competition	New Zealanders submit proposals for Internet-based projects
Tactical opportunities	Proactively look for opportunities to tell the INZ story

Increasing organisational effectiveness

The outcomes we will work towards are:

- Work done to improve organisational capability continues.
- Members, Council, and stakeholders have confidence that InternetNZ operates efficiently and effectively.
- There is continuous operational improvement.

Specific activities that we will undertake in 2010/11 towards these outcomes are:

Activity/project	Details
Expenditure Review	This is a review to look at major areas of expenditure to confirm that InternetNZ is getting the best value from its spend. The review is to also include an assessment of INZ's procurement process.

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Activity/project	Details
Shared Services Unit (SSU) Review	Review to include: History Break down of services Shared services vs Shared office services What can the unit do better? What is the unit not doing well? Should some things be out sourced? Future roadmap

High quality policy advice

The outcomes we will work towards are:

- InternetNZ is increasingly seen as the leading Internet policy advocate in New Zealand. Our policy advocacy is valued, respected, and trusted.
- We react quickly and flexibly to issues related to our area of interests, including Government-led initiatives.
- Our proactive programme of work reflects the policy challenges facing the Internet in New Zealand and globally.
- The principles that drive our policy are clearly articulated and drive all our work.
- Key policy makers and legislators are well informed on Internet issues.

Specific activities that we will undertake in 2010/11 towards these outcomes are:

Activity/project	Details
Policy Conference	A large scale event that highlights key policy theme and breaks even
Statement of policy principles	A coherent statement of the principles that drive InternetNZ policy and advocacy work, that have buy-in across the organisation.
Educating policy makers	Legislators, Ministers and key officials are aware of the Internet's affects on their policy domains.
Proactive Policy Work Programme	Programme defined and implemented over the year. More details are in the next section.

Activity/project	Details
Relationships	<p>Build relationships and strengthen dialogue with key decision makers in government, local government and Parliament so as to:</p> <p>be aware of their priorities and future work areas;</p> <p>adopt a more collaborative approach;</p> <p>and position InternetNZ as a non-partisan, independent, trusted and valuable partner.</p>

International efforts and relationships

The outcomes we will work towards are:

- Understanding issues and developments related to the Internet at the global level to ensure alignment of InternetNZ objectives and planning. Also, where necessary, taking the lead on introducing into New Zealand relevant issues that originate overseas.
- Maintaining key relationships and positions of influence within regional and global Internet institutions and decision-making fora to influence policies and practices and promote InternetNZ's objectives.
- With a particular focus on the Pacific Islands region, assisting other overseas Internet-related organisations, and local communities aiming to create such organisations, to develop and implement strategies that enshrine an "open and uncapturable" Internet.
- Maintaining the status of New Zealand as an active and notable participant in Internet development, including being a regular venue for internationally significant Internet events.

Specific activities that we will undertake in 2010/11 towards these outcomes are:

- Increased engagement at the Internet Governance Forum.
- Promote self regulation of the Internet at the global level and work against any inappropriate regulations that are being considered as a response to the growing threats to security, privacy and freedom.
- Work towards New Zealand being chosen as the venue for the July 2012 IETF meeting (with sufficient external funding).
- Facilitate a collaborative effort in the Oceania region to establish a Pacific-based Internet Governance Forum in 2010 to have input into future global IGF's.
- Ongoing support of and dialogue with Pacific Island partners to help them increase the resilience and capacity of their Internet connections and the usefulness of their Internet institutions, both nationally and regionally, including the identification and engagement of potential sponsors.
- Widespread engagement with international partners to build coalitions of support for current activities and responses to local issues.

Policy Work Plan

Introduction

The areas for proactively focussing our policy work plan in 2010/11 was discussed and agreed at the Group Strategy Day in September 2009 and further refined in consultation with members and Council thereafter.

Access

The Internet is accessible to everyone, a fast network that ends the bandwidth constraint for all New Zealanders.

Openness

The Internet remains open and uncaptureable, with its protocols and local governance maintaining an open platform for innovation and change.

Rights and responsibilities

Citizens benefit from the Internet and the changes it is spurring – they know how to make use of the opportunities its presents, and can do so safely and responsibly.

Specific activities that we will undertake in 2010/11 towards these outcomes are:

Activity/project	Details
Access	
World Internet Project	Support the WIP and continue to propagate its work.
Digital Divides	Develop a greater understanding of these in NZ context, and hold a seminar to discuss.
Converged regulator	Develop a proposed framework for content and network regulation of broadcast, telco and Internet industries.
Rural broadband	Support an appropriate rural broadband event.
Openness	
Filtering	Monitoring of and submissions against government filtering plan.
Open Internet	A thematic conference for the end of the year, building on PublicACTA model to identify the issues attacking openness.
Net neutrality	Paper written and published on the topic in the NZ setting.

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Activity/project	Details
Internet guides	Prepare “what is the Internet” guides for key audiences – targeted, policy-relevant information
Rights & Responsibilities	
ACTA	PublicACTA; continue to monitor and follow up as negotiations proceed.
Copyright	unConference format, to either discern new business models, or propose legislative reform.
Cybercitizenship	Collaboration with NetSafe to explore this term and its relevance to us and to them in ongoing work.
Human Rights	Convene with the Human Rights Commission a round-table considering the impact of the Internet on human rights.

Budget Summary

	Budget 09/10	Actual 09/10	Budget 10/11
Public work			
Grants	\$437,500	\$346,266	\$400,000
Work Streams	\$455,000	\$204,630	\$455,000
Policy Office	\$1,031,495	\$1,066,087	\$969,000
Operating expenses			
Council/Members	\$272,500	\$299,983	\$272,000
SSU	\$556,726	\$678,377	\$543,000
TOTAL	\$2,753,221	\$2,595,343	\$2,639,000

Notes regarding actual expenditure 2009/10 compared to budget:

- The Shared Services Unit (SSU) Actual 09/10 includes money spent on the fit-out of and move to the new office which was partly reimbursed by NZRS and DNCL as their contribution. Excluding these, SSU would have been on budget.
- Work Streams is under budget for 2009/10 due to contingent sums not being required, some work streams costing less than anticipated, and re-prioritisation of work meaning some work streams were not undertaken. A larger work programme has been planned for 2010/11.

