



Business Plan 2011/12

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Introduction

The business plan for the 2011/12 financial year is primarily geared to deliver the medium-term strategic priorities set by the Council for InternetNZ and its subsidiaries over the five year period 2011 to 2015:

1. Leadership: Lead government, industry and the public by effectively educating and advocating the benefits of a high performance, open and uncaptureable Internet for all to achieve long-term social and economic good for New Zealand.
2. Financials: Safe, secure and commensurate revenue stream.
3. Brand: We are seen the way we want to be seen.
4. Relationships: Strong relationships in a multi-stakeholder Internet ecosystem.

In addition, the business plan takes into account:

- Recognition of our SWOT (strengths, weaknesses, opportunities, and threats)
- The need to continue to deliver “business as usual”
- Important, known events during the period such as the national elections in November 2011
- Continued focus on delivering better value from our resources
- Organisational development

In addition to “business as usual”, our work will be divided into three streams. Each of these will have their own detailed business plans, budgets, deliverables, and accountabilities.

“Business as Usual”

These are the ongoing core activities of InternetNZ and include:

- Policy advice, positions and submissions to initiatives led by others, e.g. submission on a Bill, and the associated activities such as organising workshops
- International efforts including understanding issues and developments related to the Internet at the global level; maintaining key relationships and positions of influence within regional and global Internet institutions; and maintaining the status of New Zealand as an active and notable participant in Internet development.
- Running the grants process to support efforts and initiatives led by the wider community to further our objects and mission
- Supporting the Council in its governance and strategic activities
- Members’ and membership services
- Investment of the Group’s cash in excess of reserves in line with the appropriate policies and oversight arrangements

- Administration support and organisational services to InternetNZ and its subsidiaries (office services and shared services)
- Administration support to a number of organisations as a means of supporting them, e.g. NZNOG and ISPANZ
- Maintaining and enhancing key relationships
- Working with our strategic partners for mutual benefit
- Communicating the “InternetNZ story” and finding opportunities to better communicate our key messages
- Mitigating major risks facing the organisation

Reactive policy areas are, by their very nature, difficult to quantify and predict. If anything, the magnitude of effort required is expected to rise given the increasing tendency for Government to introduce laws and policies to regulate the Internet. In addition, Government’s priority areas such as providing better broadband in urban and rural areas, are leading to significant changes in the market and industry structure which necessitates our increasing efforts in our reactive policy work.

“Business as usual”, including reactive policy work, therefore continues to be critical determinants of how much resources and effort we can put into the proactive areas detailed in this business plan. Both Council and members want InternetNZ to increase efforts and resources to the proactive areas to meet the strategic priority of increased leadership. This remains a major challenge for InternetNZ.

Workstreams

There are three workstreams to deliver our proactive work, each led by a workstream leader. Integration across the workstreams is a collective responsibility of the workstream leaders and the Chief Executive.

Stream 1: Membership

Outcomes

- InternetNZ has a membership that embraces a wider, more influential cross-section of the Internet community.
- Members constructively take part in and help influence InternetNZ's policy-making process.
- We understand our members, their interests, and areas where they want to see improvements.
- InternetNZ's activities and 'brand' becomes increasingly recognisable among the general public.

Activity/project	Details
Better articulate the 'who' and 'why' of InternetNZ	<ul style="list-style-type: none"> • Compose and publish the 'principles' that guide InternetNZ. • Develop the high-level InternetNZ brand architecture with NZRS and DNCL. • Better communicate InternetNZ's financials.
Promote InternetNZ membership to under-represented community segments	<ul style="list-style-type: none"> • Identify under-represented community segments. Develop engagement plan for gaps.
Conduct annual member survey	<ul style="list-style-type: none"> • Results used to fine-tune and/or enhance interactions with members.
Maintain/enhance member section of website	<ul style="list-style-type: none"> • Enhancements could include mail list integration, more self-service.
Research on Internet issues	<ul style="list-style-type: none"> • Research on what the general public care about with respect to the Internet.
Strategic plan to be more relevant to the general public	<ul style="list-style-type: none"> • Develop plan • Implement initial steps

Stream 2: Wider Community

Outcomes

- InternetNZ hosts a national IGF event, raising understanding of Internet issues throughout Communities of Interest.
- InternetNZ is more effective in working with partners to take up and amplify the InternetNZ message.
- Areas for InternetNZ's future policy work are identified through engagement with Communities of Interest.

Activity/project	Details
NetHui	<ul style="list-style-type: none"> • Organise NetHui 2011, focused on Internet governance and policy issues and involving all possible sectors of the community. • Prepare for NetHui 2012 incorporating lessons from NetHui 2011
Engagement plan for the Internet ecosystem	<ul style="list-style-type: none"> • Map the NZ Internet ecosystem • Research Internet issues that different parts of the ecosystem care about • Develop and implement engagement plan for high priority segments
Joint projects with siblings	<ul style="list-style-type: none"> • Undertake at least two projects with sibling organisations (sibling organisations are those that share aligned goals and values with InternetNZ)
Regular meeting with govt officials	<ul style="list-style-type: none"> • Ensure regular meetings are held with appropriate government officials in high priority areas
Parliament Internet caucus	<ul style="list-style-type: none"> • Develop and implement a plan to better engage with Parliamentarians on Internet issues
Enhanced reporting from grants recipients	<ul style="list-style-type: none"> • Ensure better reporting from both partners and grants recipients • Publish online

Stream 3: Policy

Outcomes

- InternetNZ is increasingly seen as the leading Internet policy advocate in New Zealand. Our policy advice is valued, respected, and trusted.
- The principles that drive all of our policy work are clearly articulated.
- We are seen as leading and creating debates, not as being reactive to others' initiatives.
- We react quickly and flexibly to issues related to our areas of interest, including Government-led initiatives.

Activity/project	Details
Communications focus	<ul style="list-style-type: none">• Leverage the information and knowledge accruing through our policy work to build profile and leadership capacity.
Working with siblings	<ul style="list-style-type: none">• InternetNZ works with like-minded organisations to achieve policy change.

Proactive Leadership

In addition to the streams of work, there will be more efforts in proactive leadership in line with the medium-term strategic priorities. This will be a special focus and is therefore detailed separately.

There are three components of proactive leadership: research, action, and elections. Our proactive programme of work reflects the policy challenges facing the Internet in New Zealand and globally.

Research

Activity/project	Details
Access & Networks	
Broadband - NZ	Aim to make sure the government's UFBI and RBI allow for competitive access to broadband for all.
Broadband - International	Understand market demand for overseas connectivity and support development of new international capacity.
Convergence - policy implications	Understand convergence issues and make a solid case, with others, to update the regulatory framework applying to electronic communications.
Domain names diversity	Research and develop a policy position on the interests of the NZ Internet community in domain names diversity and structures, especially in regard to gTLDs and ccTLDs
Rights & Responsibilities	
TPPA/ACTA	Monitor development of the agreement and seek to avoid any reductions in rights of NZ citizens in respect of intellectual property
Copyright	Watching brief on S92A replacement
Copyright	A digitally competent Copyright Act: round tables between content providers, intermediaries and consumers on what they want from copyright in the digital age.
Human Rights and the Internet	Ongoing work with the Human Rights Commission on these issues.

Activity/project	Details
Security	
Cybersecurity policy	Provide our views to MED's work on the draft national cybersecurity policy.

Action

Activity/project	Details
Access & Networks	
Promote NZ hosted content	Lead discussion and actions to promote the amount of content hosted in NZ and its exclusion from data caps
Openness & Protocols	
IPv6	Contribute to the work of the IPv6 Task Force
Rights & Responsibilities	
Internet and the law	Work with Victoria University of Wellington to organise an annual conference and academic publication
Security	
Cybersecurity	Undertake some of the national cybersecurity policy implementation as appropriate.
Others	
Internet's economic and social impact	Develop viable model(s) for understanding the economic and social impact of the Internet in New Zealand.
Privacy	Enhancing online privacy using pictograms in association with international partners
NZ Internet statistics	Investigate and, if appropriate, implement ways to better understand and communicate NZ's Internet statistics (both social and network levels)
Improving Internet at home	Investigate and work with other appropriate organisations in supporting and improving people's home Internet performance

Activity/project	Details
Highlight best practices	Increase participation in the Best Practice Awards, emphasising collaboration with Australia
Working with local governments	Work with other interested organisations and people to define vision and goals for Wellington as an Internet-enabled city
Rebuilding Christchurch	Work with other organisations and develop appropriate projects/initiatives to help rebuild Christchurch

Elections

The election year programme is designed to take advantage of the dynamics of election year to advance InternetNZ's objectives, through interacting with the political parties and their spokespeople prior to and during the election campaign.

Objective

Maximise the consistency between political parties' policies for the 2011 General Election and InternetNZ's policy agenda.

Approach

- Develop an InternetNZ "Manifesto for the Internet" in consultation with other sector groups, and launch/publish this around June 2011.
- Seek to obtain maximum consistency between our Manifesto and the Manifestos of the parties, by direct lobbying and public media work.
- Focus an Election Year Debate (with appropriate mainstream media) between ICT spokespeople on the issues held most important in the Manifesto for the Internet.
- Prepare a Briefing to the Incoming Government on the Internet (draft complete by October 2011).
- Present the Briefing to the Government post-election (December 2011 - January 2012).

Budget Summary

\$ 000s	Budget 2010/11	Budget 2011/12
Public Work		
Grants	480	500
Work Streams	375	520
Policy Office	969	997
Operating Expenses		
Council/Members	272	256
SSU	543	545
TOTAL	2,639	2,818

Notes:

- Members had approved a budget of \$2,639,000 for the current financial year 2010/11. Within that total amount, as shown above, the grants pool of \$400,000 was increased by \$80,000 to \$480,000 with a corresponding reduction of Work Streams budget by the same amount from \$455,000 to \$375,000.
- In 2011/12, a significant change is in office rental payment. This will double as the rental holiday applicable in the first half of the current financial year has come to an end. The provision for depreciation is also significantly higher. These higher SSU costs have been largely offset by a change to internal cost allocation, specifically that part of the Chief Executive's salary previously charged to SSU is now being fully charged to the Policy Office.
- The proposed capital budget is \$50,000 (current financial year: nil). This is made up of website development (\$20,000), computers (\$9,000), furniture (\$12,000), and software development (\$9,000). The source of funds for capital expenditure is accumulated depreciation.
- At its meeting in March 2011, Council approved an additional contingency budget of \$100,000 for NetHui 2011 subject to getting as much sponsorship as possible. A further \$15,000 was allocated at the June 2011 meeting to appoint a consultant to investigate options to provide a video conferencing bridge to the Greater Christchurch Schools Network (GCSN).
- All costs in the table above are net costs exclusive of GST.
- The major source of funding operational expenditure is dividend from NZRS.

