



**Strategy and Business Plan
2011/12
Members' Consultation Draft**

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February 2011

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Introduction

Dear Members,

In August 2010 we asked you to give us your views on the strategic priorities for InternetNZ as input into the 2011/12 business planning cycle.

We gave you some background information¹ and got your views both by email and in-person meetings in Auckland and Wellington. Your comments² covered a wide spectrum of issues. Overall, your feedback confirmed that the Society's consolidation phase was over. You have increasingly high expectations from Council and staff. Our focus needs to be outward, on leadership, and on strengthening relationships.

We held a Group Strategy Day on 9th September 2010 and a second follow-up meeting on 2nd December 2010. This was attended by Council members, Boards of our two subsidiaries (NZRS and DNCL), and the Chief Executives of all three organisations. We were also fortunate to have some of the Fellows at the second meeting.

These meetings were an opportunity to consider your comments. We looked at the strengths and weaknesses of InternetNZ and its subsidiaries as well as the opportunities and threats. This provided a good basis to then incorporate your feedback to determine the four medium-term strategic priorities for InternetNZ and its subsidiaries.

These four medium-term strategic priorities will provide our work with a focus over the five year period 2011 to 2015.

You will see the strategic priorities directly driving InternetNZ's business plans. Council will also communicate them to the subsidiaries via the annual Statement of Expectations so that they too take note of them in developing their own business plans.

We now seek your comments on the medium-term strategic priorities and InternetNZ's draft business plan for the 2011/12 financial year. Comments can be provided by email or at in-person meetings in Wellington (23rd February 2011) and Auckland (24th February 2011).

Thank you for your time and insights. Both are very valuable in helping InternetNZ and its subsidiaries achieve our mission and goals.

Frank March
President

Vikram Kumar
Chief Executive

¹ Available from <http://internetnz.net.nz/content/business-plan> or directly as a PDF http://internetnz.net.nz/system/files/pages/2010/Members_2011-12_Planning_Inputs.pdf

² Available from <http://internetnz.net.nz/content/business-plan> or directly as a PDF http://internetnz.net.nz/system/files/pages/2010/feedback_from_members_september_2010.pdf

Medium-term Strategic Priorities

The four medium-term strategic priorities are the focus areas for InternetNZ and its subsidiaries over the five year period 2011 to 2015.

Priority 1: Leadership

Goal

Lead government, industry and the public by effectively educating and advocating the benefits of a high performance, open and uncapturable Internet for all to achieve long-term social and economic good for New Zealand.

What Success Looks Like

- Growing economic and social value of the Internet to New Zealand
- Acknowledged as definite spokespeople for Internet issues; often quoted in the media and by other organisations
- Other organisations take up and amplify our vision and messages
- Track record of successful policy interventions
- Well functioning marketplaces for Internet access, services and facilities

Measures of Success

- Economic and social value of the Internet to New Zealand
- Widely recognised (media, public, industry) as impartial, trusted policy advisors and advocates of the Internet in NZ- the “go-to” organisation
- Extent to which other organisations take up and amplify our vision and messages
- Track record of policy interventions

Priority 2: Financials

Goal

Safe, secure and commensurate revenue stream

What Success Looks Like

- Public good plans and revenue are in balance
- This topic doesn't come up again in future

Measures of Success

- .nz registrations continue to grow
- InternetNZ continues to 'enjoy' the confidence of others that we are running .nz well, e.g. NZRS Registrar Survey
- InternetNZ does not require a level of dividends from NZRS that would breach NZRS' liquidity and reserve requirements
- Appropriate opportunities for revenue diversification are identified and pursued
- Group reserves and liquidity policies are not breached

Priority 3: Brand

Goal

We are seen the way we want to be seen

What Success Looks Like

- Our stakeholders can accurately (or at least not inaccurately) articulate what we mean to them in their context
- InternetNZ is recognised as "one organisation" rather than a "group"
- Independence of delegated functions (NZRS and DNCL) is maintained and recognised within the brand.
- We have achieved greater awareness of InternetNZ amongst target audiences

Measures of Success

We have clarity of purpose and can all articulate our purpose simply and clearly. We can "get to the why".

Our brand:

- is relevant and accessible to stakeholders and connects emotionally with them
- reinforces the credibility of the organisation (including its components parts)
- reinforces the independent value propositions of the advocacy, regulatory and operational functions
- motivates the organisation and promotes cohesion

Priority 4: Relationships

Goal

Strong relationships in a multi-stakeholder Internet ecosystem

What Success Looks Like

- We have a group of supportive organisations
- We support and facilitate strong relationships between stakeholder organisations
- Strong engagement across key stakeholders including
 - Government
 - ISPs/Telcos

Measures of Success

- Annual multi-stakeholder Internet governance conferences that are well attended and great events
- Regular, significant joint projects with sibling organisations
- Strong relationships between stakeholder groups
- Statements of support for InternetNZ policy by stakeholders
- Quarterly meeting with senior government officials
- Regular consultation with government officials
- Government support for InternetNZ's policies

Draft Business Plan 2011/12

The draft business plan for the 2011/12 financial year is primarily geared to deliver the medium-term strategic priorities detailed in the previous section. In addition, it 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

Our work will be divided into three streams. Each of these will have their own detailed business plans, budgets, deliverables, and accountabilities. The business plans exclude “business as usual” activities.

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 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.
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
Research on Internet issues	<ul style="list-style-type: none"> • Research on what the public and communities of interests cares about with respect to the Internet, as input into InternetNZ and NetHui planning cycles.

Activity/project	Details
Engagement plan for the Internet ecosystem	<ul style="list-style-type: none"> • Map the NZ Internet ecosystem • 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
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.
- Our proactive programme of work reflects the policy challenges facing the Internet in New Zealand and globally.

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.
Reactive Work	<ul style="list-style-type: none"> • When an issue arises outside the proactive work programme, prepare a response.

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.

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.
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 impact	Develop a viable model for understanding the economic 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
Highlight best practices	Increase participation in the Best Practice Awards, emphasising collaboration with Australia
Focus on Wellington	Work with other interested organisations and people to define vision and goals for Wellington as an Internet-enabled city

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 TVNZ7) 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	480.0	500.0
Work Streams	375.0	400.0
Policy Office	969.0	1,104.0
Operating Expenses		
Council/Members	272.0	278.5
SSU	543.0	573.5
TOTAL	2,639.0	2,856.0

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 SSU costs are partly offset by the 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 \$30,000 (current financial year: nil). This is made up of computers (\$9,000), furniture (\$12,000), and software development (\$9,000). The source of funds for capital expenditure is accumulated depreciation.
- The major source of funding operational expenditure is dividend from NZRS.