



Business Plan 2010/11

Draft

TABLE OF CONTENTS

Overview	4
Introduction	4
Strategic direction	4
Our Approach	5
Priority Focus Areas and “Business as Usual”	5
Consultation.....	6
Priority Focus Areas	7
Improving member engagement	7
Reaching out to the wider community	7
Telling the InternetNZ story better.....	8
Increasing organisational capability	9
High quality policy advice.....	9
International efforts and relationships.....	10
Policy Work Plan	11
Introduction	11
Access.....	11
Openness	12
Rights and responsibilities	12
Security	13
Budget Summary	14



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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 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. 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 users said the Internet was so important to their everyday lives that losing access to it would be a problem.
- About half of 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, provide the overarching framework within which we will operate:

- 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 and networks to social and cultural impacts and opportunities.

We cannot do this on our own. The challenge for InternetNZ is to emerge as a leader and contributor rather than trying to continuously grown 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.
- Work closely with like-minded organisations and the 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.

Priority Focus Areas and "Business as Usual"

To provide InternetNZ with a focus over 2010/11 within the strategic direction, we will deliver on the five areas detailed in the next section.

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 Task Force, NZNOG, NZITF, and Liz Dengate Thrush Foundation).

Consultation

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. Comments and feedback from these meetings have been incorporated into this draft business plan.

We are now seeking further feedback from members so as to be able to finalise a draft for consideration by Council at their meeting on 19 March 2010.

You can send your comments to the members' discussion list or directly to me at vikram@internetz.net.nz.

Feedback received by **10 March 2010** will be included in the revised draft presented to the Council. Any further feedback received by **17 March 2010** will be reflected in the discussions and decisions at the Council meeting.

The final version of the business plan will be formally proposed to members for their adoption at the 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 capability
- High quality policy advice

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

Improving member engagement

The outcomes we will work towards are:

- We better understand our members, their interests, and areas where they want to see improvement.
- 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:

- A survey of members.
- Development of an action plan based on the results of the survey.
- In conjunction with the convenor of the Policy Advisory Group (PAG), review and improve the ways that members contribute to policy development.
- Provide members with a way to select areas where they’d like to contribute and use that as the basis for subject-specific interactions.
- Launch a new website including online self-service facilities for members.
- Use social media tools effectively in developing a higher quality two-way dialogue with members.
- Work with members and Council to better articulate the value proposition of being a member of InternetNZ, including additional benefits if appropriate.

Reaching out to the wider community

The outcomes we will work towards are:

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

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

- Better definition of strategic partnerships; identification of strategic partners; and putting in place better ways of working with them.
- Design, develop and implement a platform for communities of interest in subject areas aligned with our mission.
- 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.
- 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 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.
- .nz arrangements are considered best practice for ccTLDs globally.
- We work on behalf of the community to support and fund a network of partners, projects, and causes that collectively reinforces our mandate.

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

- Use conventional and social media tools to proactively highlight InternetNZ's activities, contributions and partnerships.
- Look for opportunities to tell the InternetNZ story, including the work done by our strategic partners and the projects/activities that we fund.
- Devise and implement at least two innovative Internet-based initiatives to cost effectively promote InternetNZ and its work. For example, by organising an online video competition aligned with InternetNZ's goals.

Increasing organisational capability

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:

- Review major areas of expenditure to confirm that we are getting best value from our spend.
- Adopt a portfolio approach to the available grants pool; better alignment with priority focus areas; improve transparency; and improve processes.
- Complete the expenditure review and implement financial changes designed to ensure the setting up of capital reserves; dividend/alternate mechanisms for funding operations; and an annual planning cycle that recognises the inter-relationships between operating expenses, wholesale domain fees, and the grants pool.
- Devise and implement a better performance management system for staff that has clearer linkages between the priority focus areas, performance measurement, and rewards for exceptional performance.
- Identify operational areas that are not core business and implement alternative sourcing arrangements.
- Better and more meaningful reporting of performance and spend.
- Devise and implement a continuous improvement system.

High quality policy advice

The outcomes we will work towards are:

- InternetNZ is increasingly seen as the leading Internet policy shop in New Zealand. Our policy advice is valued, respected, and trusted.
- We react quickly and flexibly to issues related to our area of work, including Government-led initiatives.
- Our proactive programme of work reflects the policy challenges facing the Internet in New Zealand and globally.

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

- Develop and implement a planned work programme that identifies the policy areas that we will proactively work on. Details of this work programme are provided in the next section.

- Build relationships and strengthen dialogue with key decision makers in government and politicians so as to:
 - be aware of their future work areas;
 - adopt a more collaborative approach;
 - and position InternetNZ as a trusted and valuable partner.
- React quickly and flexibly to issues related to our area of work, including Government-led initiatives.

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

InternetNZ's policy work is both proactive and reactive. We seek to shape debates and policy directions ahead of the consultation phase, to advance our vision and mission. We also respond to the demands of government and other policymakers for input and ideas where these relate to our proactive work agenda.

We will focus on four main areas of work:

- Access
- Openness
- Rights & responsibilities
- Security

Access

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

The outcomes we will work towards are:

- A fibre network architecture and business approach that supports competition.
- Affordable take-up of fibre at the household level.
- A broader understanding of the extent of digital divides in New Zealand. Policies are put in place that closes digital divides.
- Changes to the regulatory structure that allow it to deal with convergence issues in a sustainable way.

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

- Active engagement with Crown Fibre Holdings (CFH) and local fibre companies in their architecture, standards and business development.
- Support and monitor the Telecommunications Carriers' Forum's (TCF's) work on standards development.
- Maintain a public focus and push CFH and other players on the importance of affordable household take-up.
- Continued support for the World Internet Project research and better propagation of its results.
- Seminar to discuss digital divide issues and what policy might do to narrow them.
- Develop a position paper and proposal on a converged regulatory framework dealing with telco, broadcast and Internet networks.

Openness

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

The outcomes we will work towards are:

- Widespread adoption of IPv6 in New Zealand.
- Ensuring that if a filtering system is adopted, it does not adversely impact Internet performance and stability.
- Maintenance of a neutral Internet and no pervasive “net neutrality” issues.
- Open content markets that don't transfer network market power issues into new areas.

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

- Active participation in and support of the work of the IPv6 Task Force.
- Continue to advocate our policy position on filtering.
- Engage with the Department of Internal Affairs on filtering issues.
- Develop a New Zealand position on local net neutrality issues.
- Hold an open conference on the Open Internet.

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.

The outcomes we will work towards are:

- Access to the Internet becomes seen as a right.
- The Copyright Act becomes digitally competent.
- An absence of termination or account suspension provisions in the re-write of Section 92a of the Copyright Act, or if this is not possible, then ensuring the regime causes the least possible harm.
- An improved legal framework for suppression and contempt issues.
- Greater academic and public understanding of cyberlaw issues.
- Greater knowledge of “cybercitizenship”.
- Improved information flows to legislators and policymakers on Internet issues.

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

- An “unConference” event to propose fundamental improvements to the Copyright Act framework.

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- Effective submissions and lobbying to remove or minimise the harm from account suspension clauses in the Section 92a re-write.
- Involvement in Law Commission review of suppression and contempt law (and the reforms that get proposed in the resultant legislation).
- Develop and implement options for furthering our cyberlaw interests.
- Develop a paper through collaboration with NetSafe on cybercitizenship issues and debates.
- Maintain a flow of credible and dynamic international speakers to legislators and key policy makers.
- Prepare audience-appropriate “What is the Internet?” publications aimed at policy-makers.

Security

The Internet in New Zealand is robust and secure, and threats to the stability of the Internet are being addressed by the best practice and technology available.

The outcomes we will work towards are:

- Ensuring that all relevant security measures are a) known and b) being put in place.
- Security threats are sufficiently and proportionately tackled at the network level.
- Improved data protection and data breach disclosure legislation.
- Establishment and functioning of an NZ-CERT.

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

- Deploy Group-wide security expertise in support of these outcomes.
- Review the Unsolicited Electronic Messages Act.
- Promote BCP38 and other good practice for network operators.
- Assist with communications of the NZITF.
- Sponsorship and monitoring of relevant projects, e.g. VUW’s Honeypot project.

Budget Summary

	Budget 09/10	Forecast 09/10	Budget 10/11
Public work			
Grants	\$437,000	\$400,000	\$400,000
Work Streams	\$455,000	\$150,000	\$455,000
Policy Office	\$1,031,000	\$1,074,000	\$969,000
Operating expenses			
Council/Members	\$272,000	\$271,000	\$272,000
SSU	\$557,000	\$419,000	\$543,000
TOTAL	\$2,752,000	\$2,314,000	\$2,639,000

Notes:

- SSU is under budget for 2009/10 due to money received from NZRS and DNCL as contributions to the fit-out of and move to the new office. Excluding these contributions 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.
- While the Grants pool has been budgeted to be \$400,000 for 2010/11, the amount will be finalised by Council before 31st March 2010.

