



InternetNZ

2015-2016

Activity Plan and Budget

As at 10 April 2015

For up to date Budget information, please refer to the papers presented to the June 2015 Council meeting, available at: <https://internetnz.nz/event/internetnz-june-2015-council-meeting>

Introduction

This Activity Plan and Budget for 2015/16 is a fresh approach to setting out InternetNZ's plans for the year.

In the coming year, our focus is on the following areas of work:

- An **Internet Issues programme** tackling the key policy and technical issues facing the Internet
- A **Community programme** that helps people shape the Internet's development, and delivers a grants and partnerships funding programme
- An **International programme** to draw insight from global developments, and shares Kiwi views and perspectives in important global processes
- A **refreshed and revised membership proposition**
- Top quality **core operations** that represent rising quality and improving value for money for the organisation.

By presenting the Activity Plan and the Budget together, we aim to make it easier for members and other interested stakeholders to find out what we do, and what it costs.

For those familiar with previous planning documents, there are two high level changes from previous years in this presentation:

- This is an "Activity Plan" not a "Business Plan" – such a title more accurately conveys our role and approach. InternetNZ is a membership organisation and a charity, not a business.
- Material from the InternetNZ Strategic Plan¹ isn't duplicated in this Activity plan, as it has been in the past (the "why we do it" material), to keep this paper short. Refer to the Strategic Plan for our long range goals.

This Activity Plan and Budget will be signed off by Council at its April meeting, and is subject after that to formal ratification at the 2015 AGM.

I welcome any feedback and input on the content and on the approach taken.

Jordan Carter

Chief Executive

¹ Available at <https://internetnz.nz/strategic-and-business-plans>

Executive Summary

The following major projects are core features of our planned activity in 2015/16.

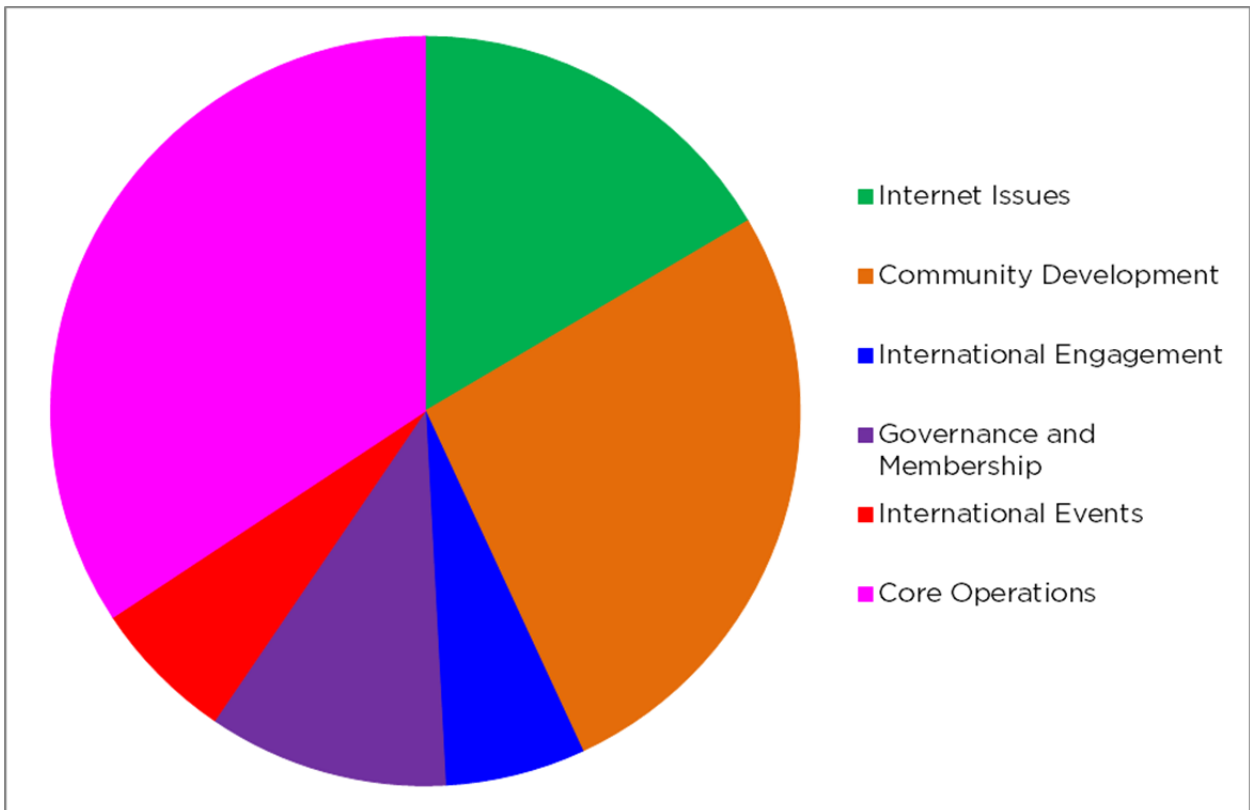
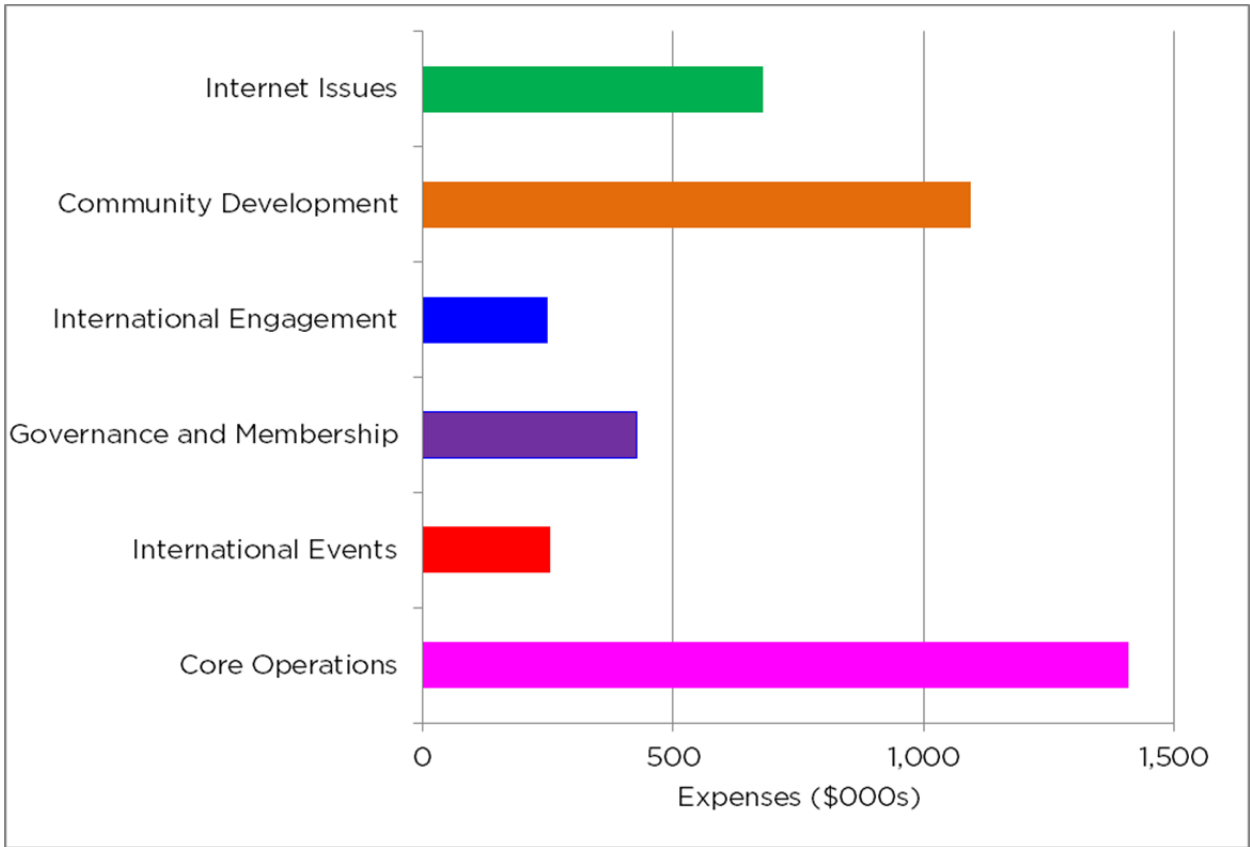
- Delivery of the Internet Issues Programme, as a series of projects across the five portfolios of Internet Use, Connectivity, Law and Rights, Technology and Security.
- Utilising our Community Programme to make a “step change” in how we develop the Internet Community.
- Continuing to address some key challenges to the Open Internet on the international stage via our International Programme, and sharing those learnings at home.
- Optimising our operational support of the organisation, while ensuring that the three programmes continue to be effectively supported across Core Operations, Communications and Events.
- Refreshing our membership offering and getting clear on how these members can positively support and engage in the work we do.

Budget Summary

Aside from Core Operations, the largest components of the Budget for the coming year are in the Community, Internet Issues, Members & Governance and International parts of the programme, constituting almost 60% of expenditure and around 65% of staff.

The following table and charts provides a breakdown of the 2015/16 Budget.

	People (FTE)		Expenses (\$000s)	
Internet Issues	3.3	28%	679	17%
Community Development	2.75	23%	1,093	27%
International Engagement	0.4	3%	249	6%
Governance and Membership	1.32	11%	426	10%
International Events	0.25	2%	255	6%
Core Operations	3.98	33%	1,410	34%
Total	12	100%	4,112	100%



1. Internet Issues Programme

The goal of the Internet Issues Programme for FY15/16 is to build off the foundation year of 14/15 by ***delivering real change to the Internet in New Zealand through clarity of roles and clear prioritisation***. By the end of this year, we will have a new Issues team in place that will be clear about what they do and what they work on; and that InternetNZ members are also clear about what their role is in both determining priority and in delivering our work on issues. We will have laid the foundation for increased authority in line with our Strategic Plan by being accepted by our external stakeholders, and by them understanding the work that our Internet Issues Programme delivers and the perspective that it represents.

We will measure our success in delivering to this goal with reference to the following:

1. Member satisfaction in Issues Programme involvement as shown in the Membership survey.
2. Stakeholder perception survey results showing engagement and respect for InternetNZ
3. Staff satisfaction in working efficiently on a limited number of deeply engaged issues, as shown in internal staff survey.

The Activities that are listed below are what we see as the key policy and technical issues facing the Internet. They have gone through a process of prioritisation that has focussed upon their relative investment versus their relative outcomes, our ability to resource and deliver, and alignment with our Strategic Plan, Objects and Policy Principles.

Activities - Baseline

- **Building the State of the Internet Report (SOTI) into being “the source” for data on the Internet in NZ**, supported by staff to ensure updated, analysed and discussed.

This is building off the deployment of the InternetNZ data portal in 14/15, with WikiNZ, and continuing to use this to make it “the” source for information on the Internet in NZ.

Transformation Links²: 1Ai, 1Av

- **Develop a new model for parliamentary and stakeholder engagement**, with Community Programme, centred around a speaker series.

This is intended to be in collaboration with the Community Programme, and its speaker series initiative.

Transformation Links: 1Ai, 1Aiii

² All these “Transformation Links” are references to particular strategic transformations set out in the InternetNZ Strategic Plan 2015-2018, at <https://internetnz.nz/strategic-and-business-plans>

- **Revitalise and utilise the InternetNZ membership as an effective contributor to the Internet Issues Programme.**

Transformation Links: 1Ai, 1Aiii

Activities – Key Projects

- **Local Government programme** – engagement to lift capacity in local government to lead digital strategies and advocacy across New Zealand.

Local Government is an underutilised component of promoting and protecting the Internet in NZ. INZ is also approached reasonably regularly for help and advice on Digital Strategies. This initiative is designed to capacity build, through the development of content and guides to assist Local Government undertake initiatives in their communities.

Transformation Links: 1Ci, 1Cii, 1Ciii, 1Dii, 1Diii

- **Internet Law & Rights: Privacy Act review** – participation to ensure privacy law remains Internet aligned.

The Privacy Act review is scheduled for this year, and if so this will need to be a large focus to ensure that this appropriately contemplates the challenges that the internet raises for privacy.

Transformation Links: 1Bi, 1Biii

- **Internet Connectivity: Telecommunications Regulatory review process**

The Ministry for Business, Innovation and Employment has commenced the very first stages of their telecommunications review process. This process is very significant in terms of how it will seek to define the regulatory and policy perspective post-2020. MBIE has also signalled that this review will consider issues of convergence with Broadcasting, and other related issues across the legislative suite relevant to the internet in New Zealand.

Transformation Links: 1Di, 1Dii, 1Diii

- **Internet Use: Innovation Partnership** – lead this group into an action-oriented realiser of change and opportunity through the Internet.

The Innovation Partnership has become quite effective at highlighting opportunity, particularly in Internet use. InternetNZ is stepping up to a greater role in this body, with the objective of making the IP an agent for realising these opportunities too.

Transformation Links: 1Ci, 1Cii, 1Ciii

- **Internet Technology:** Craft approach to being consumer “technical” advisor on ISP configuration and performance.

Providing consumers with information and analysis that would allow greater ability to make informed choices about ISP services in NZ.

Transformation Links: 1Ei, 1Eii,

- **Internet Security:** Work toward implementation of an all of economy/society Computer Security Incident Response Team (CSIRT) function

Building off the CSIRT work in 14/15 to see this implemented.

Transformation Links: 1Fi, 1Fii,

Internet Issues Programme Budget Summary

Internet Issues Programme	Expenses	%
Internet Issues Programme	\$185,606	27%
Internet Connectivity	\$137,245	20%
Internet Use	\$81,352	12%
Internet Technology	\$100,191	15%
Internet Law & Rights	\$100,452	15%
Issues Operating Costs	\$74,416	11%
Internet Issues Programme	\$679,262	100%

2. Community Development Programme

The Internet community is made up of all the New Zealanders who can shape the Internet's growth, development and use, including in business, government, academia, technical and community-based organisations and as individuals. We work to empower and develop that Internet community, as integral to the ongoing development of the Internet in the public interest.

Because of the decentralised nature of Internet and its development, supporting the Internet community is of critical importance to the future of the Internet for New Zealand and towards our cause, the Open Internet. In this area we work to empower and develop the Internet community to take responsibility for and to shape the future of the Internet in New Zealand. There are two primary roles through which this work is undertaken - through our Community Engagement Portfolio and the Community Funding Portfolio. The Community Development Activity Plan for 2015-16 builds a foundation for and take first steps towards achieving the strategic transformations and goals for the InternetNZ 2015-18 Strategic Plan.

The goal of this plan is to *resource our Community Programme and through it, drive a deeper, more strategic involvement in the New Zealand Internet Community so we can better contribute to its development.* This plan includes continuing and leveraging existing flagship activities of NetHui and the community grants and strategic partnerships, as well as continuing development of the NZ Internet Research Forum, our sponsorship of events, and support of community organisations. In addition, a few new areas of focus will help fill gaps

in the community development work of InternetNZ. Externally we plan to seek to catalyse and support an Oceania Summer School of Internet Governance, to help build and develop leadership capacity in the Internet community; host a speaker series for the wider community; engage more proactively and strategically with community grant recipients and to start work to develop the concept of a potentially model for locally owned and run NetHui- to likely be implemented in 2016-17. Internally there will be a strong focus on community grants operations and impact assessment, as we prepare for the planned increase in community funding over 2015-20.

We will measure our success in delivering to this goal with reference to the following:

1. Community awareness of the community role as part of decentralised development of the Internet is enhanced and is demonstrated by feedback received in stakeholder engagement surveys.
2. Impact is made in terms of community capacity, connections between and actions able to be taken, as demonstrated by anecdotal feedback and reporting back on witnessed collaboration. .
3. Demonstration that engagement and funding activities are interrelated through a clear flow through from community interaction into funding applications.

Activities - Baseline

- **Community Grants:** Two funding rounds (one focused on Internet Research and one on community projects, with a conference attendance grant component of each round) coordinated with community engagement events

Transformation Links: 2Bi,

- **Strategic Partnerships:** community funding support of partners and collaborate on areas of focus, facilitating interaction between partners and the Internet community.

Transformation Links: 2Aiii, 2Cii

- **NetHui 2015:** support the fifth annual national NetHui as a national platform for the New Zealand Internet Community

Transformation Links: 2Ai, 2Aiii, 2Ciii

- **Community Sponsorship:** reach new communities and events through strategic sponsorship to support community development goals

Transformation Links: 2Aiii, 2Biii

Activities – Key Projects

- **NetHui Initiatives:** coordinate 2015-16 New Zealand Internet Research Forum and scope and develop “NetHui in a box’ local model

Transformation Links: 2Ci, 2Cii, 2Ciii

- **Community Grants Evaluation and Reporting:** research and improve reporting and impact measurements and monitoring

Transformation Links: 2Bii, 2Biii

- **Oceania Summer School on Internet Governance:** develop regional community development training event in collaboration with regional and national partners.

Transformation Links: 2Ai, 2Aiii, 2Cii

- **Community Speaker Series:** using community relationships to host engagement and education event series, in collaboration with Issues programme.

Transformation Links: 2Ai, 2Aiii, 2Ci, 2Cii

- **Community Organisation Support:** engage and support Internet community organisations as capacity allows, both informally and through MoUs, working through collaboration as well as in-kind support

Transformation Links: 2Aiii, 2Cii

Community Development Budget Summary

Community Funding

Funding Rounds	\$500,000	46%
Funding Support	\$25,000	2%
Funding Operating costs	\$163,990	15%

Community Engagement

NetHui	\$130,000	12%
Sponsorship	\$50,000	5%
Engagement Support	\$30,000	3%
Engagement Operating cost	\$193,590	18%

Community	\$1,092,580	100%
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³ Note: The Community Development Programme is a new combination of what was previously two separate areas of funding - Community Engagement and Community Funding. As this is new, the budget for administration costs has not been separated to the degree that is reflected in other areas of this budget. It is anticipated that in future budgets, this administration cost will be split into the constituent parts to reflect more accurately the time and cost spent in these areas.

3. International Engagement

The International Programme is the area of work that seeks to connect local discussion about Internet issues and technology with what is happening globally, to meet our responsibilities as the designated manager for the .nz ccTLD, and to reflect New Zealand interests and views outside New Zealand to shape the Internet's growth and development. In all cases we focus on protecting the open Internet.

The shorthand most often used for the subject matter of this work is "Internet Governance". Internet Governance refers to the matrix of institutions, trends and norms that shape the Internet's evolution. Institutions involved in it:

- encourage **debate** and the sharing of **ideas** (e.g. the Internet Governance Forum),
- encourage the **spread of knowledge** and ideas about Internet technologies (e.g. APRICOT),
- define and **develop technical Internet standards** (e.g. the IETF),
- **allocate scarce technical resources** (e.g. the Regional Internet Registries or the ITU), or
- **set policies** applying to key Internet technologies (e.g. ICANN).

Internet Governance happens in private institutions, public institutions (e.g. the ITU or the United Nations), and at the global, regional and national levels.

Our focus in this year's Activity Plan is to continue to shape Internet Governance abroad, while being much more effective at bringing it into the New Zealand context. We will do more to share information and perspectives locally, and to draw local views into the global environment more transparently and reliably than we do today.

Activities - Baseline

- **Stronger communications & local engagement on international matters.**

Compared with the Internet Issues and Communities programmes, our communications approach for the International programme is ad-hoc and not as visible as it should be. This will change with new efforts to reach out to those parts of the local Internet community interested in these issues.

Transformation Links: 3Ai, 3Aii, 3Aiii, 3Aiv, 3Av

Activities - Key Projects

- **Contributing to a successful transition in IANA Stewardship to the global multistakeholder community.**

Keith Davidson's participation in the IANA Stewardship Transition Coordination Group (ICG) and Jordan Carter's participation in the Cross-Community Working Group in Enhancing ICANN Accountability (CCWG-ACCT), along with group-wide contributions to the debate across a wide

range of forums, are the main features of this activity which should complete in the 2015/16 business year (on current information).

Transformation Links: 3Ai, 3Av

- **Hosting APRICOT 2016 successfully.**

APRICOT 2016 is the major technology conference and training opportunity for Internet network operators. By bringing this to New Zealand we give the local Internet community easy access to high quality training and leading thinking from across the Asia Pacific.

Transformation Links: 3Ai, 3Aii, 3Aiii, 3Av

International Engagement Budget Summary

International

International Collaboration	\$248,922	100%
International	\$248,922	100%

International Events Budget Summary

International Events

APRICOT	\$191,198	75%
ANZIA	\$64,049	25%
International Events	\$255,247	100%

Note: International Events are net costs of hosting, not total project costs.

4. Operations

This section of the Activity Plan brings together work in three areas:

- **Core Operations:** the work of the team that provides the administrative and operational support that makes the organisation work (finances, administration, HR, policy and more).
- **Communications:** projecting our voice outward into the environment so that our views can be known, through a strategic, professional and consistent approach to communications with the right set of audiences.
- **Events:** a critical support service for the work of the three Programmes set

out above, given the importance of events to each of them.

The unifying feature of this area of the plan is that these services, done well, allow the organisation to achieve its purpose. If they are not done well, productivity across all other areas of work is diminished and staff spend time covering gaps.

Our aim across operations is to operate effectively, efficiently and reliably so that those supported by the operations of InternetNZ have confidence in the work we do and can rely on us to get the job done – right first time.

4.A Core Operations Team

The work of this team covers the following areas:

- Financial management
- Human Resources management
- Internal policies and procedures
- Council administration
- Member administration
- Legal and Governance compliance
- Risk management
- Facilities management
- Office ICT management
- File management
- Internal coordination
- Health and Safety management
- Travel management

The team provides many of these areas for the whole InternetNZ group, which means dealing with around ~35 personnel at the time of writing. Historically this area of work has been neglected in terms of clear thinking regarding structure and organisation of work, resulting in some challenges to efficiency and reliability. Since October 2014 this has begun to change: an analysis of the operational requirements facing the team has been completed, and responsibilities for each area of work clearly allocated with duplication reversed. This is already having a flow-on effect into more reliable service provision and a considerably happier team.

Our goal for this year is therefore to be ***strong in our portfolios***. We will measure our delivery to this goal through the following:

1. Demonstrated delivery & measurement of all activities
2. Staff/service recipient surveys to build a baseline and then monitor performance and gain feedback
3. Demonstrated and active responsiveness to feedback
4. Review the new structure

Activities – Baseline

- Financial Management: Maintain and improve the providing of accurate timely information, while always seeking efficiencies
Transformation Links: 4Aiv
- Financial Management: Provide more financial information to the team, and seek more feed back
Transformation Links: 4Aiv
- Reception: provide advanced services to the group catering for potential
Transformation Links: 4Aii, 4Bi, 4Bii, 4Biv
- Community Programme Support: Easy flow of decisions/feedback from internal & external reviewers to gain huge efficiencies, time, information
Transformation Links: 4Aii, 4Bi, 4Biv
- Member Management: Members can easily subscribe/unsubscribed to members optional mailing list (i.e. PAG, members-discuss) via their members profile
Transformation Links: 4Aii, 4Bi, 4Biv
- Travel Management: Provide solution based travel management to the group
Transformation Links: 4Aii, 4Bi, 4Biv
- COT Team Support: All COT members to provide support to each other and adhere to the staff charter and code of conduct in all situations
Transformation Links: 4Biii

Activities – Key Projects

- Executive support: develop a working plan for CE office
Transformation Links: 4Aii, 4Bi, 4Biv
- Executive support: refocus for CE and WPD - internal and external
Transformation Links: 4Aii, 4Bi, 4Biv
- Facilities Management: Relocation of three entities - INZ, DNCL, NZRS to one location
Transformation Links: 4Biii
- Reception: overview of duties given to gain enhancements and develop a more in-depth work plan for services
Transformation Links: 4Aii, 4Bi, 4Bii, 4Biv
- Community Programme Support: Web-based/ Online Grants Management solution in place
Transformation Links: 4Aii, 4Bi, 4Biv

- ICT Management: One-stop shop IT solution provider for both WLG & AKL office.

Transformation Links: 4Aii, 4Bi, 4Biv

Core Operations Budget Summary

Core Operations

Remuneration	\$625,810	44%
Depreciation	\$60,000	4%
Operating Expenses	\$401,575	28%
Overhead	\$323,444	23%
Core Operations	\$1,410,829	100%

Note: of this total budget for Core Operations \$284,000 is funded through recharge to subsidiary companies for services provided to them, e.g. overhead charges, cleaning, power, rent, and security, the remaining balance is for accounting and reception services, video conferencing, general office expenses, and printing and stationery costs

4.B Communications

Communications is a vital function for an organisation whose core activity is sharing information with others. It is integral to the three main programmes of work (Internet Issues, Community and International), as it is closely related to how these programmes are perceived and even in many cases whether their outcomes can be achieved.

As such, communications is largely an ancillary portfolio, designed to support the main programmes. It also has a strong internal component. We take a strategic and considered approach to our communications efforts to ensure that key audiences are aware of us and build positive perceptions of our work, and to contribute to the reality of InternetNZ's positive impact for the local Internet community.

Our goal for this year is that *members and stakeholders have a clear perception of our role and work due to high quality, regular communications across the organisation's work.*

We will measure success in this area through:

1. All fixed timetable events are communicated clearly and well subscribed (e.g. funding rounds)
2. 'No surprises' – PAG and Members are not surprised, nor disappointed by InternetNZ's position on any given issue

3. Qualitative and quantitative research into communications effectiveness & stakeholder perceptions demonstrates improvement

Activities - Baseline

- Communication goes out monthly with work updates on Issues, Community and International Programmes

Transformation Links: 4Ci, 4Cii, 4Ciii

- A plan is developed to shape perceptions of InternetNZ among key stakeholders to explain our mandate

Transformation Links: 4Ci, 4Ciii, 4Civ

- Stakeholder perception survey is held annually

Transformation Links: 4Cii, 4Civ

4.C Events

Events is also a support function that primarily supports the Internet Issues and Community Development aspects of this plan. It also plays an important role in internal member communications, in keeping the membership base informed about InternetNZ's work. Our goal for this year in events is *to deliver a series of fantastic, engaging events, professionally.*

Activities - Baseline

- NetHui 2015 - July 2015

Transformation Links: 4Di, 4Dii, 4Diii

- Member meetups (October and March)

Transformation Links: 4Di

Activities - Key Projects

- ANZIAs - August 2015

Transformation Links: 4Diii

- APRICOT 2016 - February 2016

Transformation Links: 4Diii

5. Governance and Membership

As an incorporated society, InternetNZ is made up of members - both individuals and organisations. The members elect the Council: the governing body of the organisation.

Our vision for the membership area is that membership is buoyant and growing, and that the organisation gives members tools to engage effectively in its work, connect with each other, and hold InternetNZ to account. It is some time since the

work of members was reviewed. A committee of Council is engaged in a review now, and while we think the likely conclusions will fit within the transformations set out below, new ideas may arise which will be incorporated as required.

Note that the transformations set out below are based on those in the 2015-2018 Strategic Plan and so are on a three-year timeframe.

5.A Membership

As a membership organisation, InternetNZ has an obligation to be open and accessible to current and new members interested in the organisation's cause and mission. Internet Community members join and participate in the organisation to contribute to the cause and to be part of the Internet community's development.

Operationally, the organisation needs to explain and promote membership and its role properly, and administer membership competently. While it is likely that our membership will only ever comprise a small part of the Internet community, the more broadly based it is the better connection there will be between InternetNZ and the Internet community.

It is a joint responsibility of the operational staff, the elected Council, and the membership more broadly to develop and grow our membership. The transformations set out here cannot be achieved by staff action alone.

Our goal this year is to refresh the membership offer, so that people can easily join, and have a positive experience in contributing to our work when they do. This will help widen the circle of membership and should in doing so see a larger and more diverse membership. Measures are still being developed for this goal.

Activities - Baseline

- **Membership Survey:** done biennially rather than annually, in June and December, and questions revised to be more useful (without losing continuity with previous surveys).

Transformation Links: 5Ai, 5Aiii

Activities - Key Projects

- **Membership Campaign:** once the membership offer is refreshed, materials to allow for a range of small scale membership campaigns will be developed and we will try a range of approaches to work out what yields best 'bang for buck'.

Transformation Links: 5Ai, 5Aii

- **Contacting Previous Members:** once the new offer is developed and in place, we will reach out to past members who have not renewed, and see if the new approach attracts them back.

Transformation Links: 5Ai, 5Aiii

5.B Governance

InternetNZ is a membership-based organisation which is governed by a Council of twelve members, elected by and from the Membership and comprising a President, Vice President and ten Councillors. This section sets out the transformations and activities that relate to the governance role including our role as the designated manager for the .nz country code top level domain.

Activities - Baseline

- **Elections and AGM:** Each year there is an election for Council members. This year a President, Vice President and two Councillors will be elected, with the results being finalised at the AGM to be held at the end of July.

Transformation Links: 5Bi, 5Bii, 5Biii

- **Regular Council meetings:** the Council meets six times a year to govern the organisation.

Transformation Links: 5Bii, 5Biii

Activities - Key Projects

- **A new .nz Framework policy and updated Operating Agreements and Statements of Expectations for subsidiaries in place.**

Following the work of the .nz Framework review, there is a need to consolidate the new settlement in a single overarching Governance Policy that sets out the roles and relationships for the three parts of the group in the management of .nz. Subsequent to this the Operating Agreements for each subsidiary need updating, and then the 2016/17 Statements of Expectations will be updated as well.

Transformation Links: 5Bii, 5Biii

- **Commence planned reviews of the Governance Policy framework.**

While the Governance Policy framework has been reviewed and made more coherent leading up to this business year, it is time to commence the regular planned reviews of the policies it contains. This will be ongoing work through the year with various policies reviewed at each Council meeting

Transformation Links: 5Bii, 5Biii

Governance & Membership Budget Summary

Governance and Membership

Council & Members	\$395,700	93%
.nz Stewardship	\$30,000	7%
Governance and Membership	\$425,700	100%