

# Plan for 2016

## Activity Plan and Budget

5 April 2016



# Summary

This 2016/17 Activity Plan sets out an ambitious agenda for InternetNZ. Highlights include the following:

- New **Focus Areas** with keystone projects – these will blend Issues and Community team members and involve policy, technical and collaboration approaches:
  - **Access to the Internet**
    - Mapping and solving digital divides
    - Internet infrastructure – the Telco Act review
  - **Use of the Internet for everyone's benefit**
    - Protecting creative potential – the Copyright Act review
    - Sharing stories about innovative Internet use
  - **Identity, privacy and security in the Internet age**
    - Controlling your data online
    - Improving the security of data online
- An expanded **community funding** envelope (up by 20% to \$600k)
- A new approach to **NetHui**, with three regional events in 2016 leading into a classic national event in 2017
- A proposed **Oceania Internet Governance School** in collaboration with regional and global partners
- A boost to our **Communications** capacity in order to enhance the quantity and quality of communications for all stakeholders, members and the general public
- Ongoing baseline work in our **Issues, Community and International Programmes** – doing the basics right
- Improvements to our **Operations** capability, with new responsibilities for Andrew Cushen in this area

In doing this work, the team has three overall goals in mind:

- Communicating our work and perspectives more effectively
- Better and broader Outreach to more of the Internet community
- An increased professionalism in all that we do

The **Budget** to finance this year's Activity Plan includes an **overall expenditure increase of 4%** (\$169k) to a total of **\$4.551m**. The budget forecasts an **operating deficit of \$294k**. The total **staffing** funded to deliver the plan **rises from 11 FTE to 14 FTE**. Based on currently available information, the **balance sheet** would (on a conservative basis) be approximately **\$4.5m at 31 March 2017**.

We welcome your feedback – Council will finalise this plan on 5 April 2015.

Jordan Carter  
Chief Executive

# Introduction

This Activity Plan and Budget for 2016/17 sets out InternetNZ's plans for the year.

This year, we build on the presentation of our work for last year by introducing a new outward focus for our work. The first part of this Activity Plan outlines key projects in three Focus Areas:

- Access to the internet
- Use of the Internet for everyone's benefit
- Identity, privacy and security in the Internet age

These Focus Areas will link work across the organisation, in both our Issues and Community programmes. We will foster collaboration in these areas with the Internet community, in order to gain additional perspectives in our work and learn from other organisations. This insight will, in turn, drive the policy work in these projects.

In addition to the Focus Areas, we set out information about our usual Issues, Community and International programmes. There is a wide array of "business as usual" activity.

Underpinning all our work in 2016 are three core themes: **professionalism**, **outreach** and **communication**. Council has asked us to focus on **outreach** improvements and better engagement: to do this, we need a stronger **communications** function. To do all our work as effectively and efficiently as we can, a sharper sense of **professionalism** will be our watch-word.

These Focus Areas and operational themes reflect the feedback that we have received from members and the broader community, as well as our own analysis of where InternetNZ can make most difference in delivering our vision of **a better world through a better Internet**.

When these Focus Areas and operational themes are taken together, this Activity Plan represents solid progress in our delivery of the 2015-2018 Strategy.

We present this Activity Plan with summary Budget information so that members and other interested stakeholders may clearly see what we intend to do and how we intend to resource those commitments. For more detail, please read the companion paper setting out the detail of Budget 2016/17.

As always, we welcome feedback on this Activity Plan. It will be presented to the Council for discussion and adoption or revision at a meeting being held on 5 April.

Jordan Carter  
Chief Executive

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## Focus Areas

We have developed a proposed new approach to our proactive outward-facing work this year. Through a process of discussion among members and stakeholders, and analysis of the Internet and the broader environment, we've identified three areas to focus our work on. These are:

- Access to the Internet
- Use of the Internet for everyone's benefit
- Identity, privacy and security in the Internet age

In each Focus Area, we note two or three projects we will do, along with supporting activities. Each of the projects has a goal we'll seek to bring about during the year, or significantly work towards.

Each has a number of activities setting out, at quite a granular level, what we will do in each project area for the year. There is a mix of collaboration, policy work and "doing stuff" in each project, blending all of InternetNZ's ways of working to bring about the desired goals.

We have presented these areas in considerable depth in this Activity Plan, because they form the core of our proactive agenda, and because it is a new mode of presentation. We look forward to your feedback.

## Focus Area 1: Access to the Internet

Being able to get online is a precondition to being able to gain from the Internet. Through fixed and wireless networks, more New Zealanders than ever before are online, and there are a growing set of choices about how to get online. Since the Internet is ever more important to being able to participate in society, the "digital divide" between those who are online and those who aren't is widening, even as the number of people without access is falling.

In this area of work we'll focus on two projects in 2016-17:

- understanding digital divides
- improving Internet infrastructure.

### Project 1-A: Understanding digital divides

We have an opportunity to make a meaningful contribution to deepening the understanding of digital divides in New Zealand. We can do this through using our tools, analysis and relationships to produce new datasets that analyse and communicate the issues.

We can combine these and other tools and datasets into new analysis and tools that show where and how people are excluded from participating in the Internet in New Zealand. With that information on hand, New Zealand will have a better idea of what sorts of digital divides exist – and can develop a greater understanding of which of these can and should be closed, and how.

**Our proposed goal** in 2016/17 is to become recognised as the authority on digital divides in New Zealand, enabled by our data-driven approach and analysis on the issues. This will help ensure that there is evidence to argue that addressable divides be solved.

To achieve this goal in this project, we will deliver the following activities:

### World Internet Project

Utilise and promote the World Internet Project 2015 survey and other relevant New Zealand research which supports understanding of digital divides in New Zealand.

### Digital Inclusion Map

Develop the Digital Inclusion Map with the 2020 Trust ([www.digitalinclusion.nz](http://www.digitalinclusion.nz)) into being the authoritative source of information about the digital divide in New Zealand, and about initiatives that seek to address those divides.

### Fostering Use of Inclusion Map

Foster effective utilisation of that new Digital Inclusion Map by the Internet community, though encouraging new community forums to collaborate on addressing divides and utilising the data available to target, measure and celebrate inclusion initiatives.

## Project 1-B: Improving Internet infrastructure

New Zealand's Internet infrastructure is broad and varied. A critical component is the means by which people can connect to the Internet. In this, the country is reliant upon telecommunications networks. Telecommunications network operators need to be able to build and maintain networks that can cater for the requirements of the modern Internet; that have sufficient coverage to include as many New Zealanders as possible, and to do all this at prices that New Zealanders can afford. Meanwhile, the fundamental economics of these networks is changing: the Internet means value is realised over the top, in ways network operators cannot easily monetise.

This exposes a number of challenges that will play out in New Zealand, just as they are playing out overseas:

- how to incentivise investment in Internet infrastructure, when the value of that to network builders is sometimes hard to capture
- how to prevent network builders from introducing charging mechanisms and other behaviours that challenge the Internet as a global "commons" for communication
- how to ensure that decisions about resources that allow communication (especially spectrum) are made with openness, diversity and competition in mind
- how networks can transition toward Internet-centric design and economics from their current, telephony focussed base.

Many of these issues are playing out in New Zealand in the current review of the Telecommunications Act. Participating in this review will be a focus in 2016/17.

Our **proposed goal** in 2016/17 is to ensure that the Review of the Telecommunications Act results in legislative changes that support the development of high quality connectivity to all New Zealanders, at reasonable prices, and in a manner that allows for Internet innovation.

To achieve this goal in this project, we will deliver the following activities:

### **Telco Act Review**

Lead discussion in the Telecommunications Act Review to ensure a wider range of perspectives are taken into account, through collaborating with MBIE in creating broad discussion forums and in preparing submissions, ideas and contributions to this policy debate consistent with our principles.

### **Independent Access Review**

Create our own analysis of the state of access networks in New Zealand to both “keep the industry honest” about the state of delivery and performance, but also focus attention where necessary on those New Zealanders that may still miss out from the Internet in New Zealand.

## Focus Area 2: Use of the Internet for everyone's benefit

The beneficial potential of the Internet is nowhere near fully realised. Its ability to foster communication, collaboration and creativity has much, much more to deliver New Zealand - both for economic and social ends. InternetNZ's role is to protect this potential and to promote these benefits and uses. Once connectivity is provided, this effective utilisation challenge is the next frontier.

In this Focus Area of encouraging the use of the Internet for everybody's benefit, we will focus on two projects in particular that are consistent with our unique role as a voice for the Internet as a holistic system:

- protecting the Internet's creative and economic potential
- demonstrating and exploring the changes in society due to the Internet

### Project 2-A: Protecting the Internet's creative and economic potential

The Internet is a powerful tool for the creation, as well as for the consumption, of various media. It is the creative or generative character of the Internet that makes it the seedbed for so much innovation and change, and in turn provides the platform for social and economic benefits for New Zealand.

One particular example of a challenge in this regard is in the ways the law protects content through copyright. The new modes of distribution the Internet allows, and its power as a "copying machine," challenges the historic model of owners of content completely controlling distribution.

Powerful interests with much at stake see to extend regulatory models that worked in the physical world into the online world, and pressure to do this arises both locally and overseas (e.g. the freezing of intellectual property regulation in trade agreements like the Trans Pacific Partnership). In so doing, obsolete models of intellectual property policy can become locked in place. This in turn risks harming the generative and creative potential that comes from transformation, remix, reuse and renewal that the Internet allows. On the other hand, the set of rights copyright grants to performers and creators is a real incentive to production and creation of new ideas, expressions of culture and so on. The balance is forever changing, and needs to be re-considered with the public interest in mind as technology changes over time.

Our **proposed goal** in 2016/17 is to shape the discussion on intellectual property - copyright in particular - in recognition of this need for balance in the public interest. When the review does happen, the concept of the generative Internet should be seen as an important one, with a knowledgeable and mobilised community that can argue for the potential of the Internet at the heart of the balance that is required.

To achieve this goal in this project, we will deliver the following activities:



### Copyright and TPP

Respond to the ongoing legislative agenda in copyright and intellectual property rights, in response both to the Trans-Pacific Partnership and to the ongoing wider legislative reform agenda in copyright, with the goal of delivering flexible, adaptable, incentivising and realistic legislation in these areas.

### Digital Regulation

Work with the New Zealand Initiative on a Digital Regulation project, and how the New Zealand Government, local government and our economic actors could better enable the economically beneficial use of the Internet through sensible digital regulation.

## Project 2-B: Society and the Internet

The Internet is changing the way our society operates, just as it is opening up ever more opportunities for our communities to use the Internet to create, share and collaborate. It is also changing the lives of the people in our communities.

People learn about what they can do on the Internet best from other people. To share stories is, simple as it sounds, critical to the diffusion and uptake of these new ideas for all kinds of economic and social benefits of the Internet. Showcasing an array of ideas and providing forums, collaborations and resources that allow others to replicate those successes, or further refine these uses for their own purposes, is one of the most incredible untapped opportunities for the Internet in New Zealand.

Our **proposed goal** for 2016/17 is to work together with the Internet community and a range of organisations including our Strategic Partners, to demonstrate and explore usages of the Internet that can unlock new potential and present both opportunities and challenges, and make these available to the general public.

To achieve this goal in this project, we will deliver the following activities:

### Speaker Series

An enhanced Speaker Series of events, where we will showcase perspectives of different parties involved in a particular issue relating to the Internet in New Zealand, augmented with specific community resources and discussion documents that perpetuate the learnings from these events and InternetNZ's own positions on key issues related to the topics.

### Collaborations

Specific targeted collaborations with our Strategic Partners and other like minded organisations, to explore issues in depth and strength together – like the Internet of Things with TUANZ, open data uses through the Internet with FigureNZ, effective Government use of the Internet with the Innovation Partnership.

## Focus Area 3: Identity, privacy and security in the Internet age

Security and privacy on the Internet is one of the primary challenges of our time. Our understanding of what it means to be private is changing in the online world, as more people willingly exchange personal information for enhanced, Internet enabled services. However, we also increasingly deal with the risks and challenges presented by this reality through making informed choices about our privacy online.

This reshaping of our environment creates challenges in terms of how all New Zealanders manage their online identities. In turn, there is a huge learning process to go through for society in establishing new norms of behaviour – for people at work and at home, for companies and governments – to protect human rights and freedoms in an environment where trust is both reasonable, and deserved.

We also live in an ever more challenging world when considering Internet security in general. As more of our lives and economies move online, illegitimately accessing information becomes an ever more attractive prospect for organisations and individuals that may seek to do harm.

The open Internet is not, by design, “safe” or “secure.” But people on the edges of the network can use technology and shape their behaviour in ways that support their ability to be safe, private, and in control of their identities. To the extent that they do so, other more dangerous pressures to render the Internet “safe” at the expense of its ability to remain an open infrastructure for innovation and change are more easily resisted.

We will respond to these challenges through two projects:

- controlling your data online
- securing data online.

### Project 3-A: Controlling your data online

We will lead a series of conversations with the Internet community around expectations of privacy and control of personal data in the age of freemium (user is the product) services, ever-more-extensive sensor infrastructure and surveillance possibilities. InternetNZ can lead change by pushing for the following concepts (as examples) to become widely accepted:

- compulsory disclosure on security breaches that include leaking of personal information
- encrypted storage of personal information
- easy, genuine and guaranteed account closure and deletion of personal information.

Such conversations and actions can help identify directions for legislative and policy change, as well as commercial and individual behaviour, to maximise people’s autonomy and the integrity of their personal information.

Leading such debates will have flow-on effects on the work of others. For instance, the review of the Privacy Act is likely to make progress in 2016, and leading these debates will help us, and others, make the most effective possible contribution to the review.

Our **proposed goal** in 2016/17 is to provide leadership, alongside others, about privacy and anonymity that help New Zealanders to decide what the issues are. From there, people will be able to make informed choices about the information they share, in exchange for a clear understanding of the benefits that such sharing will entail.

To achieve this goal in this project, we will deliver the following activities:

#### Easy Transparency

Develop a series of resources that make it easy for New Zealand organisations to inform the public information about how many times government agencies ask them for information - aka transparency reports.

#### Easy Encryption

Develop a series of resources that explain how New Zealanders can make use of readily available encryption tools to increase their privacy online.

### Project 3-B: Securing data online

The information security environment continues to develop rapidly in New Zealand, in response to ever emerging threats and opportunities around securing data online. Simultaneously, understanding about how to secure data online is not high, creating new challenges and obligations for organisations that hold data about and for New Zealanders. Added to this are ever changing and evolving expectations from the public about how their data is handled, protected and secured. The Government is also increasingly interested in Internet security, as reflected in the Government Cyber Security Strategy released in December 2015, and in the ongoing work being done by the Government through the ConnectSmart initiative.

InternetNZ is well positioned to add our own initiatives into this mix, that both make a meaningful contribution to the Government's Strategy and to the ConnectSmart ecosystem. In doing so, we will seek to work through those organisations that hold data, to lift their understanding and capability to secure the information of New Zealanders. In future Activity Plans we will augment this work with further, public facing initiatives.

Our **proposed goal** in 2016/17 is to increase the understanding of responsibility that New Zealand organisations have in securing information about New Zealanders online.

To achieve this goal in this project, we will deliver the following activities:

#### Am I a Network Operator?

Develop a series of resources clarifying the law around network operators and how and when particular legal obligations around information security apply.

#### Information Security Makeover

A campaign around information security makeovers, where we will demonstrate how organisations can secure their data online through practical demonstrated actions in a competition like setting.

# Internet Issues Programme

The primary strategic transformation for 2015-2018 for the Issues Programme remains to “**be an authority on Internet Issues.**”

This 2016-17 Activity Plan represents the second year of our delivery of that goal. We met our primary goal in the 2015/16 Activity Plan by building a team to deliver the Programme. We successfully created an “engine room” in the Issues team – this year is about what that engine is capable of.

The main delivery on issues is in the Focus Areas set out above. Beyond this, our goals in the 2016/17 Activity Plan represent the next step in fulfilling this strategy as well as reflect the operational themes mentioned earlier in this document. 2016/17 is about:

- **Professionalism:** committed timetable of clear outputs
- **Outreach:** working collaboratively with partners
- **Communications:** communicating our work for maximum impact.

## Activities – Baseline

- **Updating the State of the Internet Report (SOTI):** Continue to develop this Report as an authoritative source for information about the Internet in New Zealand by publishing the 2017 edition.
- **Response to emerging Internet issues:** We will retain capacity where possible, and otherwise reprioritise as required, to ensure that InternetNZ is able to respond to emerging Internet issues during the year.

## Activities – New Outputs

The Activities that the Issues team will deliver are primarily covered in the Focus Areas part of this document.

# Community 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.

The Community Programme activities for 2016/17 continue towards achieving the strategic transformations and goals for the 2015-18 Strategic Plan, while community focused activities are part of the Focus Areas for 2016/17 as well. The primary strategic transformation for the Community Programme which this plan supports is that **the Internet community is well developed, connected, collaborating and contributing as much as it can to the development of the Internet for New Zealand**. We work to empower and develop the Internet community to take responsibility for and to shape the future of the Internet in New Zealand.

Highlights of the community programme activities this year include trailing a new approach to NetHui, and a focus on community grants professionalisation, as well as ongoing support through community grants and strategic partnerships, continuing development of the New Zealand Internet Research Forum, our sponsorship of events, and support of community organisations.

These highlights reflect community programme goals in the 2016/17 Activity Plan which reflect the operational themes mentioned earlier in this document. 2016/17 is about:

- **Professionalism:** working to continue professionalising community grants processes
- **Outreach:** reaching out more broadly into New Zealand communities with our NetHui events, as well as a focus on building strong understanding of and relationships within the research sector
- **Communications:** improving communications around community funding and seeking new channels to reach out more broadly into New Zealand on community engagement events

## 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. Additionally, community grants work includes on-going engagement with existing and potential grant recipients.
- **Strategic Partnerships:** community funding support of partners and collaborate on areas of focus, facilitating interaction between partners and the Internet community. Engaging with and reviewing potential future partnership opportunities.
- **Community Sponsorship:** reach new communities and events through strategic sponsorship to support community events and awards.
- **Community Organisation Support:** providing ongoing support as committed and building and maintaining effective working relationships with TUANZ, NZITF, NZNOG, and Kiwicon, as well as managing ad hoc and other requests for support.
- **New Zealand Internet Research Forum:** this year the focus will be on supporting the New Zealand Internet research community by supporting an online NZIRF open research hub, as scoped at NZIRF 2016, as well as meet-ups and connections within the community, looking to hold the next NZIRF event in late 2017. Also, collaboration with e-research conference and broadened Internet research events and groups will be explored and delivered.

## Activities – New Outputs

The Activities that the Issues team will deliver are primarily covered in the Focus Areas part of this document.

- **NetHui 2016:** deliver a series of three NetHui events across New Zealand as a new format, designed to increase the visibility and participation of NetHui in new locations and communities.
- **NetHui Collaborations:** collaborate with ITX and Open Source Open Society Collaborations in Wellington in July and August 2016 to deliver 'NetHui Sessions' at these events as well as increase access and engagement from broader communities through supporting scholarships and livestreaming for the events.
- **Māori Engagement Project:** support the work of the Māori Engagement Committee of Council and engage tikanga and language expertise and training to support governance and operational practices.
- **Community Grants Professionalisation Project:** new reporting and communications processes will be implemented to increase outreach with grants recipients and information about grants into the broader community. Also the policy framework, including assessment process, will be reviewed to ensure scalability and appropriate resourcing. Additionally, an Impact Assessment framework will be developed for adoption.

# International Programme

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.

Our focus in this year's Activity Plan is to continue to engage in and support Internet governance processes as InternetNZ, while building New Zealand Internet community leadership capacity in Internet governance.

## Activities – Baseline

- **International Internet governance organisations and forums:** Internet Governance Forum, Australia IGF, Asia-Pacific regional IGF, Pacific Islands IGF, APRICOT, IETF etc.
- **ICANN engagement:** as ccTLD manager for .NZ and as a civil society organisation.
- **Support of New Zealand Internet Governance engagement:** We will continue to support the work of the New Zealand Government in Internet governance, with an ongoing focus on ITU, ICANN and World Summit on the Information Society (WSIS) follow-up processes.
- **International Group Strategy:** Supporting growing professionalism and coordination in outreach across the InternetNZ Group by reinvigorating the Group International strategy.

## Activities – New Outputs

- **Oceania Summer School of Internet Governance:** Having progressed discussions with a range of international partners on the concept of an Oceania School of Internet Governance (OSIG), we plan to convene a project committee of partners to develop and host an inaugural event for the region, including New Zealand, Australia and the Pacific Islands. Confirmed organisations interested in participating include University of Queensland, APC, ISOC, PICISOC, ICANN and Internet Australia, with other key partnerships in the region likely. Details will be committee led but early 2017 is anticipated for the event, if hosted at the University of Queensland. The delivery of an Oceania Summer School of Internet Governance will help to deliver both community development transformations and international transformations, developing leadership capacity in the Internet community of New Zealand as well as providing opportunity to share knowledge, debate and share ideas with others from the region and international partners.

# Communications and Outreach

As an organisation, we communicate to project 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.

The primary strategic transformation for 2015-2018 for the Communications function is to deliver messages to our **membership and wider range of stakeholders that are effective and consistent**. In the second year of delivering that plan, and with reference to the operational themes for this activity plan year, the next phase of that development primarily deals with:

- **Communications:** delivering another step change in the quantity and quality of communications for all audiences, both external and internal (members), and through further professionalising our voice.
- **Outreach:** delivering on stakeholder management through utilising tools and processes to ensure appropriately targeted ongoing outreach and communications to specific audiences and stakeholder groups integrated into our programmes, projects and business as usual work.

This represents a significant step up from the current Baseline of activity. This Activity Plan and Budget therefore recommends that additional staffing be put into Communications to support this additional workload.

## Activities – Baseline

- **Core Communications:** Regular communication goes out to all internal and external stakeholders with work updates on Issues, Community and International Programmes.
- **Stakeholder Planning:** A plan is developed to shape perceptions among key stakeholders to explain our mandate and encourage dialogue and two-way relationships.
- **Stakeholder Outreach:** Ongoing organisational wide improvements in managing stakeholder outreach.

## Activities – New Outputs

- **Communications pipeline:** Delivering a managed set of communications media and assets that supports an improved pipeline of delivery from the programmes, and allows high quality content to be produced and delivered quickly.
- **Website Phase 2:** Delivery of the second phase of InternetNZ's website redevelopment, as launched at the end of 2014, by improving and enhancing core functionalities to make it operationally workable, user-friendly and professional.



# 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. This part of our Activity Plan deals with our work in these areas.

## Membership

Our strategic transformation for 2015-18 is that **members are clear about their role in InternetNZ, and understand the value in joining.**

Our goal in delivering to this transformation in this Activity Plan is to continue the transition from our historical position of a volunteer-based non-governmental organisation to the professional, widely-connected organisation that we are now. The role of members is less to “do the work” of the organisation, but is no less important for that: it is to add depth and perspectives, identify issues and help foster a community of people supportive of our objects and our work.

Advancing that transition requires some clear decisions about how members can continue to meaningfully contribute their ideas, energy and insights in ways that work for everyone.

## Activities – Baseline

- **Membership Survey:** done six-monthly rather than annually
- **Members Meetings:** done twice a year in planning and review

## Activities – New Outputs

- **Membership Process Improvements:** working with Council and members to identify ways to improve the membership offer, implementing these during the year, and reflecting on successes and lessons learned next year.

## Governance

Governance change is not a significant focus of this year’s Activity Plan, though we note the new pattern of Council meetings with four quarterly meetings dealing with standard reporting and accountability matters, a Strategic session and a meeting to determine the annual plan and Budget.

# Operations

The Operations team provides the administrative and operational support that makes the organisation work. This is a significant area of baseline, business as usual work, in many cases performed in support of other parts of the Group.

One of the inputs into this 2016/17 Activity Plan is a comprehensive assessment of the workload required maintaining this scope of Operations in a sustainable way, and therefore to have an accurate baseline from which the rest of the new activity can be measured and loaded. The Operations team underpins everything that the organisation does, and managing these functions correctly is an important enabler of the rest of the organisation's work.

The primary strategic transformation for 2015-2018 for the Operations team is to be **recognised as capable, organised and trusted**. In the second year of delivering that plan, and with reference to the operational themes for this Activity Plan year, the next phase of that development is centred around continually improving the professionalism of service delivery, through:

- **Capacity:** clear understanding, measurement and balancing of capacity to support the organisation.
- **Efficiency:** reviewing core processes to ensure that these are as efficient as possible, in light of wider organisational changes and greater expectations.

In the immediate term, the capacity challenge is the most pronounced. Once the Baseline responsibilities are taken into account, Operations is already working at capacity. This Activity Plan therefore recommends maintaining last year's budget provision for additional staffing capacity in Operations to support the delivery of this plan.

## Activities – Baseline

- **Financial Management:** full responsibility for all aspects of financial management and administration for InternetNZ and for significant components of DNCL and of supported partner organisations (NZITF, NZNOG, and IPv6).
- **Human Resource management:** managing our obligations as an employer.
- **Governance Support:** organise and provide support for the AGM, elections, Council meetings, strategy retreats, subsidiary board appointments, and committee secretariat support.
- **Subsidiary services and support:** including reception, meeting coordination, financials and IT for DNCL, and facilities management.
- **Statutory compliance obligations:** including all business legislation and in particular charities, health and safety and human resources legislation.
- **Chief Executive administrative support** as needed.
- **Overall office support** including reception functions, facilities management and support, and administration support (as needed).
- **IT management:** responsible for managing both internal IT assets and supplier relationships that provide them.
- **Travel management:** the centralised responsibility for managing all travel requests.
- **Internal policy development:** ownership and responsibility for maintenance of both operational and governance policies.
- **Event delivery:** supporting the programmes through full project management of standing external event commitments – budgeting, facilities, catering, programming, logistics – across the following events:

- NetHui (three events in 2016 – see projects)
- ANZIAs
- NZNOG
- ITx support
- Internal events as capacity allows.
- **Membership support and administration:** managing the full operational support requirements of our ~400 members, including:
  - subscription management of members optional mailing list (i.e. PAG, members-discuss) via their members profile or manually
  - membership renewal processes
  - membership joining and approval processes.
- **Programme support:** working with the Issues, Community and International Programmes to support their activities by:
  - grants administration: provide grants assessment process support and contract management
  - specific ad-hoc tasks as requested.

## Activities – New Outputs

We plan the following new outputs in 2016/17:

- **Internal phone system replacement:** replacing the PABX based system used internally.
- **NetHui:** project management of the NetHui series of events nationwide in October.
- **IT asset management:** develop an asset management process and policy detailing timeframes for replacement of office IT.
- **System interoperability:** develop integrations between various business and financial systems for efficiency (e.g. accounting and membership systems links).

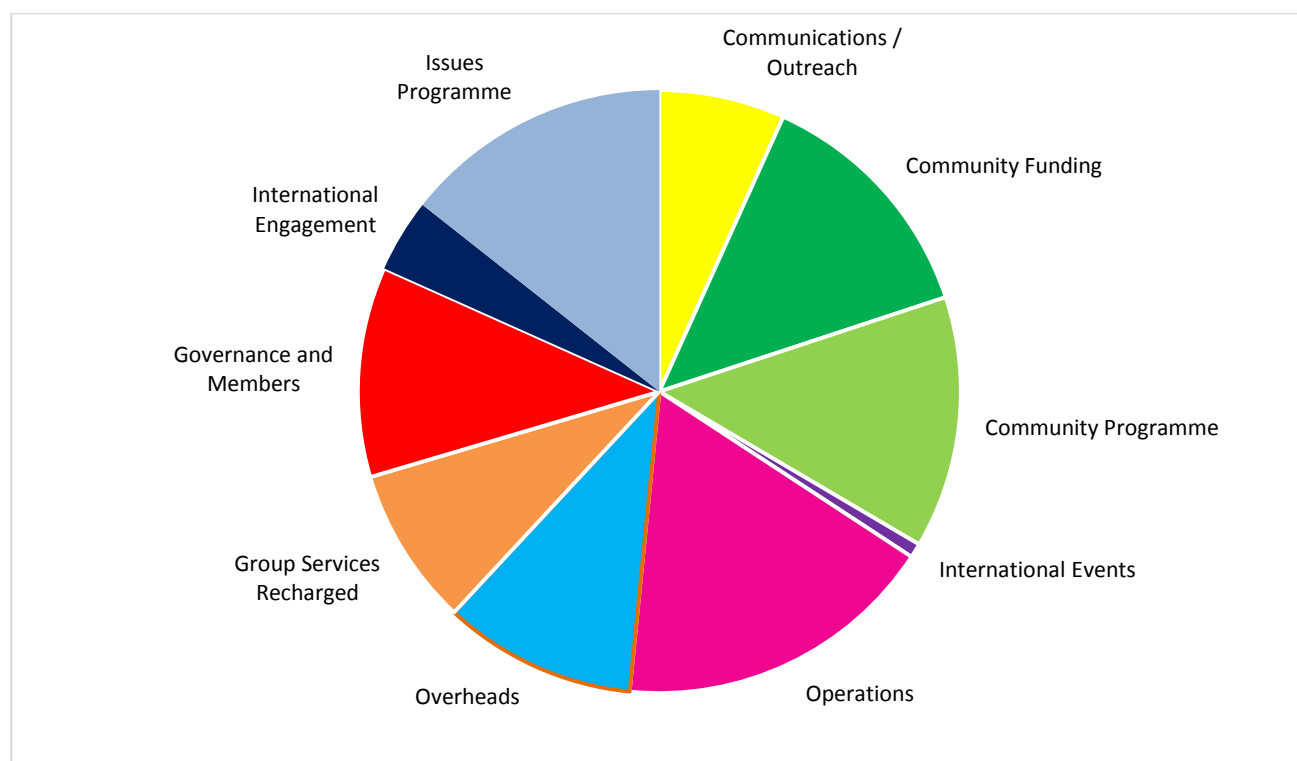
## Budget Summary

The budget has been prepared to resource the preceding Activity Plan for 2016/17. The draft 2016/17 budget results in a 4% increase in expenditure compared to 2015/16. Other than the reallocation to funding of \$100,000 from international events, the other areas requiring additional resourcing to achieve the Activity Plan are: Issues, Community Programme, Communications/Outreach, Operations, and Governance and Members. Details by area are provided in the full budget paper, being presented at this meeting.

### Comparison report with 2015/2016

2016/17 Draft Budget	2015/16	2016/17	Change over Last Year	
	Budget	Draft Budget	Amount	%
<b>Income</b>				
	4595	4257	-338	-7%
<b>Expenses</b>				
Internet Issues	594	654	60	10%
Community Funding (2015/16 figure includes the \$90k carried over from 2014/15 RN18/15)	590	600	10	2%
Community Programme	567	616	49	9%
International Engagement	249	179	-70	-28%
Communications/Outreach	205	307	102	50%
Operations	995	1176	181	18%
Overheads (2015/16 includes a \$80k one off amount for the move)	501	471	-30	-6%
Governance and Members	426	513	87	20%
International Events	255	35	-220	-86%
<b>Total Expenses \$000s</b>	<b>4382</b>	<b>4551</b>	<b>169</b>	<b>4%</b>
<b>Net Ordinary Income \$000s</b>	<b>213</b>	<b>-294</b>	<b>-507</b>	<b>-238%</b>
<b>Operational Expenditure reconciliation</b>				
<b>Total Expenses \$000s</b>	<b>4382</b>	<b>4551</b>		
Less subsidiaries reimbursement of shared services	-282	-387		
<b>Total Expenses \$000s</b>	<b>4100</b>	<b>4164</b>		

The following chart and table provide a visual of the financial and staffing allocation of the proposed budget across the work areas.



Activity	People FTE	
International Engagement	0.4	3%
Issues Programme	2.4	17%
Communications/Outreach	2.15	15%
Community Funding	1.25	9%
Community Programme	1.55	11%
International Events	0.1	1%
Operations	3.9	28%
Group Services Recharged	0.7	5%
Governance and Members	1.55	11%
<b>Total</b>	<b>14</b>	<b>100%</b>

## Stakeholder Overview

To demonstrate how we are delivering to the traditional “five key constituencies” utilised in international Internet governance circles, we have mapped the intended deliverables in this 2016/17 Activity Plan against the following stakeholder groups:

Stakeholder group	Project or activity
Government	Focus Area Access: Telco review project, Digital regulation project, International UN and ICANN engagement
Business	ITx NetHui collaboration, Digital regulation project, ISP scorecard project
Academia	NZ Internet Research Forum, community grants
Technical community	ITx NetHui collaboration, Kiwicon support, Focus Areas: access and use (security)
Civil society	Community funding, NetHui, sponsorship, Focus Area: use

Additionally, a range of projects will work to mix all stakeholders including NetHui, the Focus Area Access: Understanding the Digital Divide, and Focus Area Use: Speaker series project.

## Projects and Events Delivery Calendar

This delivery calendar provides a high-level summary of when some of the key projects and activities listed in this plan will be delivered. A more detailed Activity Plan Report will be provided every quarter, following Council meetings.

	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
<b>Focus Areas</b>	1-A: World Internet Project  2-A: Copyright & TPP  2-B: Collaborations: Tech Economy  3-B: Am I a Network Operator?  2-B: Speaker Series	1-B: Independent Access Review  2-B: Collaborations: Internet of Things  2-B: Speaker Series  3-A: Easy Transparency	1-B: Telco Act Review  2-A: Digital Regulation  2-B: Speaker Series  3-A: Easy Encryption  3-B: Information Security Makeover	1-A: Digital Inclusion Map  1-A: Fostering Use of Inclusion Map
<b>Issues Programme</b>				State of the Internet 2017
<b>Community Programme</b>	Grants Professionalisation Project	NetHui Collaborations: ITx and Open Source, Open Society  NZIRF online	NetHui 2016 Events  Grants round TBC	Grants round TBC NZIRF events NZNOG support
<b>International Programme</b>	ICANN		ICANN IGF	Oceania School of Internet Governance  ICANN
<b>Communications and Outreach</b>	Communications pipeline		Website phase 2	
<b>Governance and Members</b>	Council meeting	Council meeting	Council meeting	Council meeting
<b>Operations</b>		IT Asset management	Internal Phone system replacement	System Interoperability