



**Papers for Council Meeting
16 February 2015
Internet NZ
Level 9, 16 Willis Street, Wellington**

AGENDA - COUNCIL MEETING

Monday 16 February 2014

Level 9 16 Willis Street Wellington			
8.45 am	Refreshments on arrival		
9:00 am	Meeting start		
10.40 am	Morning tea		
1.00 pm	Lunch		
2.35 pm	Meeting close		
Section 1 - Council Governance			
9:00 am	1.	Welcome	
	2.	Council Only	S1-4
9.40am	3.	Apologies & Meeting Attendance Register	S1-5
	4.	Councillor's Declaration of Interest	S1-6-11
	5.	Confirm Minutes - December 2014 Meeting	S1-12-21
	6.	Actions from December 2014 Meeting	S1-22
	7.	Membership update - <i>to be tabled</i>	
	8.	Evote ratification	S1-24-26
9.50am	9.	Industry Scan - Issues & Opportunities (round-table Board discussion)	S1-27
Section 2 - Strategic Priorities			
10.20am	10.	INZ Strategic Plan 2015 - 2018	S1-28-43
10.40am	Morning Tea		
11.00am	11.	Business Plan 2015/16 <i>second set of papers</i>	
Section 3 - Matters for Decision			
	12.	Financial Reporting <i>second set of papers</i>	
11.30am	13.	Governance Framework <i>second set of papers</i> <ul style="list-style-type: none"> • Appointments policy • Policy Development policy 	
Section 4 - Matters for Discussion			
	14.	Early release documents	
12.00pm	15.	CEO Report	S1-48-53
12.40pm	16.	Internet Issues and Business Plan report	S1-54-88
12.50pm	17.	International Report	S1-89-91
1pm	Lunch		

Section 5 - Subsidiaries			
1.40pm	18.	3 rd quarterly report <i>second set of papers</i>	
	19.	Business Development (<i>verbal</i>)	
	20.	Subsidiaries reports (<i>verbal</i>)	
Section 6 - Other Matters			
2.20pm	21.	Matters for Communication - key messages	
2.35pm	22.	General Business	

2 Council only

3 Apologies

4 Councillor's Declaration of Interest



REGISTER OF INTERESTS
as at 31 January 2015
for Council meeting 16 February 2015
COUNCIL GOVERNANCE

INTERNETNZ COUNCILLOR REGISTER OF INTERESTS

Officers and Councillors are required to register any interests, commercial, political or organisational, which they believe may be relevant to the perception of their conduct as a Councillor or Officer. Officers and Councillors are, however, still required to declare a Conflict of Interest, or an Interest, and have that recorded in the Minutes.

Officers and Councillors receive the following annual honoraria:

Honoraria

President - \$30,000

Vice President - \$18,750

Councillor - \$15,000

Name: Jamie Baddeley

Position: President, InternetNZ

Term: AGM 2012 - AGM 2015

Declaration Date: 28 August 2007, updated 28 May 2014

Interests:

- Owner and Director of Viewpoint Consulting Ltd
- Viewpoint Consulting Ltd is a shareholder of FX Networks Ltd
- Registrant of vpc.co.nz, is.org.nz, internetstandards.org.nz
- Member of the New Zealand IPv6 Steering Group
- NZNOG Trustee
- Employee of TeamTalk
- Officer's Honorarium for InternetNZ

Name: Joy Liddicoat

Position: Vice President, InternetNZ

Term: 22-Aug-2014 (*by-election*)-AGM 2015

Declaration Date: 22 September 2014

Interests:

- Holder of .nz domain name registrations
- Holder of .com domain name registrations
- Member of the New Zealand Law Society
- Member and volunteer for TechLiberty
- Employee at the Association for Progressive Communications (APC)
- Representative of APC in the Non Commercial Users Constituency of ICANN

- Founding Director and Shareholder of Oceania Women's Satellite Network (OWNSAT) PTE Limited. OWNSAT is a shareholder in Kacific Broadband Satellite.
- Member of Pacific Chapter, Internet Society (PICISOC)
- Officer's honorarium for InternetNZ
- **Assistant Commissioner, Policy and Operations) at the Office of the Privacy Commissioner**

Name: Neil James

Position: Councillor, InternetNZ

Term: AGM 2013 - AGM 2016

Declaration Date: 28 August 2008, updated 20 November 2013

Interests:

- Fellow of IITP
- Member of the Dunedin Computers in Homes Steering Group
- Councillor's Honorarium for InternetNZ

Name: Hamish MacEwan

Position: Councillor, InternetNZ

Term: AGM 2012 - AGM 2015

Declaration Date: 24 August 2007; updated 31 March 2014

Interests:

- Self-employed Open ICT consultant
- Registrant of sundry .nz domains
- Member of Internet Party
- Councillor's Honorarium for InternetNZ

Name: Brenda Wallace

Position: Councillor, InternetNZ

Term: AGM 2012 - AGM 2015; updated 22 July 2014

Interests:

-
- Employee of Rabid Tech
- Member of Green Party of Aotearoa New Zealand
- A gazillion .nz domain names
- Organiser of Girl Geek Dinners Wellington
- Member and volunteer for Tech Liberty
- Councillor's Honorarium for InternetNZ

Name: Lance Wiggs

Position: Councillor, InternetNZ

Term: AGM 2013 - AGM 2016

Declaration Date: 9 August 2010, updated 22 June 2014

Interests:

- Director and shareholder in several NZ companies, generally operating online
- Including: Director and, through Punakaiki Fund, shareholder of ISP Vibe Communications Limited
- Direct and indirect owner of various .nz domain names (<40)

- Director of Lance Wiggs Capital Management
- Director, and, through LWCM, Manager of Punakaiki Fund Limited
- Member of two Return on Science Investment Committees
- Better By Capital provider for NZTE
- Member of the Institute of Directors
- Member of NZCS / Institute of IT Professionals
- Wife (Su Yin Khoo) is Director and Shareholder of Gather Conference Limited and Gather Workshops Limited, and has performed work for Kiwi Foo Camp
- Councillor's Honorarium for InternetNZ

Name: Dave Moskovitz

Position: Councillor, InternetNZ

Term: AGM 2011 - AGM 2017

Declaration Date: 9 August 2010, updated 20 November 2013

Interests:

- Registrant of .nz, .com, .org, .pe domains
- Director, Domain Name Commission Limited
- **Board memberships:**
- Think Tank Consulting Limited
- WebFund Limited
- Hyperstart Limited
- Golden Ticket Limited
- MusicHype Inc.
- Publons Limited
- Expander Limited
- Startup New Zealand Limited
- Open Polytechnic
- **Shareholdings (all of the above except for *SWNZ Limited and Open Polytechnic*, plus):**
- Lightning Lab 2013
- WIP APP Limited
- Learn Coach Limited
- Ponoko Limited
- Celsias Limited
- 8interactive Limited
- Admin Innovations Limited
- DIY Father Limited
- Smaratshow Limited
- Common Ledger Limited
- Cloud Cannon Limited
- Small holdings in numerous publicly listed companies
- **Non-profit Activity:**
- Global Facilitator
- Startup Weekend (Trustee)
- Pacific Internet Partners (Trustee)
- Think Tank Charitable Trust (Co-Chair)
- Wellington Council of Christians and Jews
- **Other memberships:**
- NZ Open Source Society
- NZ Rise
- Royal Society
- Registered marriage celebrant

- Councillor's Honorarium for InternetNZ

Name: Richard Wood

Position: Councillor, InternetNZ

Term: AGM 2013 - AGM 2016

Declaration Date: 15 July 2013, updated 31 January 2014

Interests:

- Holds .nz and .net domain name registrations
- Member of ISOC, PICISOC and Pacific Internet Partnership Inc.
- Councillor's Honorarium for InternetNZ
- **Employee of and investor in Parts Trader Markets Ltd**

Name: Amber Craig

Position: Councillor, InternetNZ

Term: AGM 2013 - AGM 2016

Declaration Date: 18 July 2013, updated 30 July 2014

Interests:

- Organiser of Girl Geek Dinners Wellington
- Consultant and organiser of some corporate unconferences
- Holds .nz domain name registrations
- Employee of ANZ
- Creator & Director of Beyond the Achievements
- Councillor's Honorarium for InternetNZ
- Family member work as part of DNCL internship

Name: Rochelle Furneaux

Position: Councillor, InternetNZ

Term: AGM 2014 - AGM 2017

Declaration Date: 13 February 2014

Interests:

- Shareholder of Enspiral Foundation Ltd
- Director and Shareholder of Enspiral Legal Ltd
- Director of Enspiral Spaces Ltd
- Member of New Zealand Law Society
- Councillor's Honorarium for InternetNZ
- Trustee at Fabriko Trust

Name: Sarah Lee

Position: Councillor, InternetNZ

Term: AGM 2014 - AGM 2017

Declaration Date: 23 September 2014

Interests:

Contact to 2020 Communications Trust

- Member of New Zealand Māori Internet Society
- Māori Advisory Group member for Injury Prevention Network
- Councillor's Honorarium for InternetNZ

Name: Hayden Glass

Position: Councillor, InternetNZ

Term: AGM 2014 - AGM 2017

Declaration Date: 23 September 2014

- **Interests:** Consulting Economist with the Sapere Research Group. Clients are generally
- telco/media/Internet companies and government agencies, and have included Chorus, Sky TV, Google, TUANZ, MBIE, and The Treasury, as well as the Innovation Partnership and Internet NZ.
- Convenor of the Moxie Sessions, an Auckland tech-economy discussion group Founder and Director of Kuda Ltd, a (very slow moving) big data analytics startup
- Volunteer at Wiki New Zealand
- Member of Techliberty
- Registrant of .org, .com and .nz domains

5 & 6 Minutes and Action Items



COUNCIL GOVERNANCE

DRAFT MINUTES 5 December 2014 Council Meeting

Status:	Draft
Present:	Jamie Baddeley (President), Joy Liddicoat (Vice President), Neil James, Hamish MacEwan, Dave Moskovitz, Brenda Wallace, Hayden Glass, Sarah Lee, Richard Wood, Amber Craig, Rochelle Furneaux and Lance Wiggs.
In Attendance:	Jordan Carter (Chief Executive), Marian Donaldson (minute taker), Debbie Monahan (Domain Name Commissioner, <i>in part</i>), David Farrar (DNCL Chair, <i>in part</i>), Richard Currey (NZRS Chair, <i>in part</i>), Jay Daley (NZRS CE, <i>in part</i>), Andrew Cushen (NZRS in part), Ellen Strickland, and Maria Reyes (InternetNZ Staff, <i>in part</i>).
Meeting Opened:	9.00am

1. Apologies

There were no apologies for the meeting.

2. Declaration of Interest

The declaration paper was tabled showing updated information on Dave Moskovitz and Rochelle Furneaux interests and noted the interests advised by Richard Wood.

3. Agenda consideration - in committee items

There were no in-committee agenda items noted.

4. Strategic Plan 2015-2020 and InternetNZ Draft Strategic Plan 2015-2018Group Strategic Plan 2015-2020

Jordan advised the draft group strategic plan clearly sets the direction of the group for the next five years. There will be six main areas of work to focus on.

Council discussed the target set in the transformation for business development and agreed to change it.

Jordan advised that the plan is now finalised, but that Council should consider any feedback from members and be prepared to make adjustments if required at the February meeting.

InternetNZ Draft Strategic Plan 2015-2018

Jordan presented the five areas of work set out in the draft InternetNZ Strategic Plan and explained how it fits under the Group Strategic Plan. He advised Council that compared with the Group Strategic Plan, this document is very much a working draft and that what is sought at this meeting is input for staff in further developing it.

Councillors gave a wide range of feedback and suggestions on the draft content, and staff will incorporate these in the next version of the Draft Strategic Plan which will come to Council in February 2015. It will then be discussed with members in March, before being finalised along with the business plan and Budget at the April 2015 meeting.

RN98/14 **THAT** Council adopt the Group Strategic Plan for 2015-2020 with agreed amendments to the targets for business development income.

RN99/14 **THAT** Council receive the DRAFT InternetNZ Strategic Plan for 2015-2018, and ask the Chief Executive to further develop it following feedback and suggested improvements so that the next version can be adopted at the February 2015 Council meeting.

(President/Vice President)

CARRIED U

5. Chief Executive's Report

Jordan advised Council that under the current structure in community engagement and issues development there is a need to increase personnel resource to deliver functions as set out in the strategic direction of the organisation. In essence the scope of the work to be done has grown faster than the people available to do the work.

Two Internet Issues advisors will be recruited early in the New Year, and a new position in the community area working for Ellen will be developed in the next two months and recruited later in 2015.

Jordan further advised that INZ have agreed to host the ANZIAs in 2015. Council agreed to this, but noted that there is a need to review this commitment following the 2015 event.

Business Plan Report

- Website was launched during the meeting, 5 December 2014.
- There is a strong need to focus on fewer items in business planning next financial year.
- The work programme has been too large this year although most initiatives have or will be achieved - this means that when events happen and responses are required there is little capacity available.

Internet Issues Report

The Internet Issues report was noted.

Budget 2015-16 - high level outline

Jordan presented the Council with the high level draft Budget 2015-16. A final version will be presented at the April 2015 Council meeting, after engagement with members in March on the plans proposed.

- Council were comfortable with the strategy set out in the paper for a much smaller planned deficit in 2015-16 and bringing the budget into balance in future years.
- The move from contracting to permanent staff was considered positive for the financial situation of the organisation.
- Consistent with the treatment by subsidiaries in the planning for 2015-16 budgets, no provision has been made for premises relocation or refurbishment. Agreement

will be sought from governing bodies before any commitments are made (and the Council will need to vote to affix the common seal to any new lease).

RN100/14 **THAT** Council approve the Chief Executive's report.

(R Furneaux/L Wiggs)
CARRIED U

RN101/14 **THAT** Council note the business plan and internet issues programme reports.

(D Moskovitz/S Lee)
CARRIED U

RN102/14 **THAT** Council receive the draft 2015/16 Budget and agreed the strategy and high level composition of expenditure for the 2015/16 budget.

(L Wiggs/A Craig)
CARRIED U

RN103/14 **THAT** Council approve the 2015/16 a draft operational budget limit of \$4.374 million and a draft capital budget limit of \$65,000.

RN104/14 **THAT** Council note and agree in principle that should income turn out to be lower than expected, the operational and capital budget limits will be maintained, with funding to come from retained earnings.

(L Wiggs/A Craig)
CARRIED U

6. Twenty Years of InternetNZ

A paper outlining the Twenty Years of InternetNZ was discussed. Further suggestions to the celebrations:

Tell our story, brand it, re-introduce ourselves, updating or refreshing Connecting the Clouds, align our events, dinner with fellows, sustained period of telling the story, international focus, reintroduce the organisation with its new branding and clearer purpose to the local community.

Council were asked to direct any other ideas and initiatives to the Chief Executive.

7. International update

Council informally noted the International update paper and noted the successful year for InternetNZ internationally.

8. Subsidiaries - DNCL and NZRS update

Alone time

No alone time was required at the meeting.

.nz Framework Review outcomes

Council discussed the paper from the CE setting out the outcomes of the .nz Framework Review.

It was agreed it was important to note that the paper did not create a new policy. Instead it is a record of the Working Group's agreed interpretation of the current

management framework for .nz and how it can be improved. The recording of this settlement in the framework spreadsheet adds clarity and shared understanding of how things work.

The question was raised as to when the Operating Agreements Review will take place and Jordan advised this will follow in the second half of 2015, once the proposed new .nz Framework policy is prepared and in place.

Councillors also noted the difference between Communications and Marketing in the framework, and asked if the distinction of these areas was understood by DNCL and NZRS and worked well in practice, which DNCL and NZRS confirmed was the case.

- RN105/14 **THAT** Council note the conclusions of the .nz Framework Review, and thanked the members of the Working Group for their work.
- RN106/14 **THAT** Council note the .nz Framework spreadsheet, including the elements and roles set out in it, as an accurate and agreed representation of these matters.
- RN107/14 **THAT** Council welcome DNCL's intention to develop a market regulation policy as part of the .nz policies framework.
- RN108/14 **THAT** Council agree that there be a governance-level policy setting out the high level matters related to InternetNZ's role as designated manager of the .nz ccTLD, consistent with the consensus arrived at in the course of this Review, and asks the Chief Executive to note that it wishes to finalise such a policy at its meeting in April 2015, if achievable.
- RN109/14 **THAT** Council require a full review of the Operating Agreements, and if necessary the constitutions of the subsidiary companies, to ensure they are aligned and fit for purpose consistent with the Framework.

(Vice President/D Moskowitz)

CARRIED U

.nz MoU discussion (confidential)

This paper was taken as read and Council discussed the matter of a .nz MoU in confidence. Overall risk profile is well covered.

The President and Vice President thanked the three Chief Executives for the very constructive work to date on the MoU.

The .nz MoU briefing was noted.

Statement of Expectations

There were no issues raised with the DNCL or NZRS Statements of Expectations.

- RN110/14 **THAT** Council adopt the Statement of Expectations for Domain Name Commission Limited.

RN111/14 **THAT** Council adopt the Statement of Expectations for New Zealand Domain Name Registry Limited (trading as NZRS).

(L Wiggs/A Craig)
CARRIED U

Joint .nz 2nd quarter report, DNCL 2nd quarter report and NZRS 2nd quarter report

AP40/14 Future quarterly .nz reports to extend the growth vs budget graph to show the budget for the remainder of the financial year.

RN112/14 **THAT** the Joint .nz 2 quarter report, DNCL 2nd quarter report and NZRS 2nd quarter report be received.

(H MacEwan/R Furneaux)
CARRIED U

Business Development (verbal)

Jay gave a verbal update on business development within NZRS. The main project is the National Broadband Map. Many of the issues with data providers are now resolved. Working through further negotiations with other parties.

NZRS name change

Council discussed the intended name change for NZRS and the associated changes to the company's Vision and Mission, which the Board advised Council of by letter a few weeks ago. A range of views were expressed, with Council noting that most of the changes were rightly the decision of the NZRS Board to make.

Jay asked that any queries or concerns with this name change be directed to him or Richard before their next Board meeting scheduled for 12 December 2014.

AP41/14 Richard to provide a 15 minute presentation at the next InternetNZ Council meeting in February 2015 on projected revenue for the shareholder.

9. Group Financial report (Deloitte)

Lance Wiggs requested that investments be shown separately in the report. It is not clear visually if investments have increased or decreased in \$ value.

AP42/14 Chief Executive to request that Deloitte in future separate investments from income.

The Group Financial report was received.

10. Governance Policy Framework

The collection of Governance Policies were tabled and discussed.

Council agreed that at the February meeting there should be consideration of a Policy Development Policy and any necessary changes to the Subsidiary “Board Appointments and Roles” policy since this will be required to be used before the April meeting.

At the April meeting Council should adopt the Treasury policy (which A&R will review early in the New Year), and would like to review a full set of editorial changes to the whole Governance Policy framework that improves their readability, breaks the content into logical separate policy documents, and ensures all internal references within the framework are accurate and correct.

Council also noted that matters like a Code of Ethics, Code of Conduct and Health and Safety Policy to be added to the framework.

Once this work is done, Council will schedule in depth reviews of key policies for each meeting. For those, it will ask staff to prepare an issues paper and proposed changes for discussion and agreement, following whatever process gets adopted in the PDP.

AP43/14 First governance policy for review at the February 2015 Council meeting will be the Board Appointments and Roles policy and the Policy Development Policy. Treasury policies to be presented once completed.

RN113/14 **THAT** Council receive the update on the Governance Policy Framework; and agreed the planned development schedule for the three outstanding policies yet to be completed as noted in the minutes.

(President/Vice President)
CARRIED U

11. Committees and other groups

Maori Engagement

The next steps for Maori engagement include: developing a strong governance level understanding amongst Council and InternetNZ’s formal structures and the membership; community engagement (all people – cultural respects for all races); a Kaumatua could be appointed to InternetNZ to help guide the organisation on specific matters and culture advice; a need to train staff to improve cultural awareness and understanding; a start building stronger links with a variety of Maori internet organisations. It was noted the Joy Liddicoat be included in the Maori Engagement working group.

AP44/14 Sarah Lee to start the process of identifying a potential Kaumatua for InternetNZ and report back to the February 2015 meeting.

Voting Working Group

No report received from the Voting Working Group.

Membership

It was noted that the Membership Working Group’s report set out some good suggestions for improvements and discussion with members is required.

- AP45/14 Agreed to check whether there is a need for member's physical address for the database - and if possible to move to retaining only email address and city.

Audit and Risk committee

New terms of reference for the Audit and Risk committee were adopted showing the inclusion of investment facility.

- RN114/14 **THAT** Council adopted the new Terms of Reference for the Audit and Risk committee.
- RN115/14 **THAT** Lance Wiggs and Joy Liddicoat be appointed to the Audit and Risk committee along with already appointed Neil James and Amber Craig.

(Vice President/H MacEwan)

CARRIED

ABSTAINED

J Liddicoat, L Wiggs

Grants Committee

Brenda advised that due to commitments she was unable to continue in her capacity as Councillor on the Grants Committee.

- RN116/14 **THAT** Council approve a change to the Grants Committee Terms of Reference to increase the number of members to four.
- RN117/14 **THAT** Sarah Lee and Neil James be appointed to the Grants Committee.

(President/R Wood)

CARRIED

12. Community Funding

Hayden left the meeting at 1.55pm due to conflict of interest

Lance left the meeting at 2pm due to conflict of interest

Strategic Partnerships report

Ellen gave an update on the strategic partners slate indicating the potential partnerships with Institute of Culture Discourse and Communications Auckland University of Technology (ICDC AUT), Wiki New Zealand, Victoria University School of Engineering and Computer Science (VUS ECS).

It was agreed by Council that the three suggested partnerships were all worthy and well aligned with InternetNZ.

- AP46/14 Further verbal update to be presented at the February meeting, with e-votes on agreements likely in late February or early March 2015.
- RN118/14 **THAT** the Strategic Partnership Slate 2015/16 paper be received.
- RN119/14 **THAT** the Chief Executive be authorised to further explore strategic partnerships with ICDC AUT, WikiNZ, and VUW ECS and present proposed

strategic partnerships with any or all of these organisations to Council in February 2015.

(R Furneaux/B Wallace)
CARRIED U

Community Funding Rounds update

This report was taken as read.

RN120/14 **THAT** Council approve the transfer of the \$37,000 unused funds from the Christchurch Funding Round to the current funding rounds.

(H MacEwan/S Lee)
CARRIED U

13. NetHui 2015 and outcomes of NetHui South 2014

NetHui South 2014

Ellen gave a verbal update on the success of NetHui South 2014 held November 2014 in Christchurch.

RN121/14 **THAT** Council thanked E Strickland and M Donaldson for contributing to the success of NetHui South 2014.

(President/R Furneaux)
CARRIED

NetHui 2015

Ellen presented the NetHui 2015 update noting plans are well underway for the event. Of note it has been agreed to host the Internet Society (ISOC) Board meeting prior and online AGM prior to NetHui 2015.

RN122/14 **THAT** Council received the NetHui report.

(H MacEwan/R Furneaux)
CARRIED

14. Consent Agenda Items

RN123/14 **THAT** the minutes of the meeting held on 3 October 2014 be received and adopted as a true and correct record, and **THAT** the following reports are received:

- a. Ratification of minutes: 3 October 2014
- b. Outstanding action points
- c. E-votes ratification
- d. Membership update

(President/Vice President)
CARRIED U

15. New Members List

RN124/14 **THAT** Council approved the new members be approved.

(President/H MacEwan)
CARRIED U

16. Other Business

There was no further business to report.

17. Meeting Feedback

- Hamish: Meeting went well, different feel holding the meeting in Auckland
Brenda: Hard holding the Grants Committee prior to the Council meeting; great meeting
Sarah: Meeting flowed well and great interaction
Amber: lots on the agenda but good meeting
Jamie: Meeting still felt rushed and not enough digging down. He feels sending big discussion items out two weeks prior to the meetings to get through matters better – strategic discussion – matters for discussion items
Joy: Papers need to be right. Note discussion points more clearly in advance
Dave: key areas of focus and focus ideas in advance. Got through lots of tricky issues today
Lance: well-run meeting – doesn't want papers early. Great dinner.
Jordan: big papers earlier to Council would work better for him.
Richard: Meeting was good; Grants Committee held too early
Rochelle: Papers were overwhelming in size
Hayden: SoE conversation was great. . Day went well. Get the difficult items out of the way first thing in the meetings. There is a need to discuss both operational and strategic issues – need some good conversations
Neil: Wasn't happy with the papers and the paper quality
- Next Meeting:** The next scheduled Council meeting is Monday 16 February 2015 in Wellington
- Meeting Closed:** The meeting closed at 3.05pm
- Signed as a true and correct record:**

Jamie Baddeley

President, CHAIR

2014 Action Point Register

Action	Who	Status	Due by	Comment
AUGUST				
AP 14/14	Jordan	Complete	October 2014	
AP 15/14	Jordan	Complete	December Council meeting	
AP 16/14	Kyrstal	Complete	December Council meeting	
AP 17/14	David	Complete	January 2015	
AP 18/14	Council/Jordan	Complete	Council strategy retreat	
AP 19/14	Jay (NZRS)	Complete	October 2014	
AP 20/14	Jordan	Complete	Council strategy retreat	
AP 21/14	Mary	Not done		staff view is that such a graph would be confusing
AP 22/14	President, Vice Pres. Cr MacEwan, Cr Furneaux	Complete	October 2014	
AP 23/14	President	Complete	October 2014	
AP 24/14	Maria	Complete	October 2014	
AP 25/14	Ellen/InternetNZ staff	Complete	October 2014	
AP 26/14	Maria/Ellen	Complete	October 2014	
AP 27/14	Jordan/Mary	Complete	October 2014	
AP 28/14	Jordan	Complete	October 2014	
AP 29/14	Cr Glass, Cr Craig, Vice Pres, Jordan, Maria	Complete	October 2014	
AP 30/14	Colin Jackson, Jordan	Complete	October 2014	
OCTOBER				
AP31/14	Jordan	Complete	November 2014	
AP32/14	Jordan	Complete	November 2014	
AP33/14	Jordan	ongoing		
AP34/14	Ellen	complete	December 2014	
AP35/14	Jordan	to do		not yet started
AP36/14	Jordan	complete	December 2014	
AP37/14	Ellen	complete	December 2014	
AP38/14	Ellen	Complete	December 2014	
AP39/14	Marian	Complete	November 2014	
DECEMBER				
AP40/14	Jay	In progress		Expected in 3rd quarterly report
AP41/14	Richard	Complete		On agenda for February 15 meeting
AP42/14	Jordan/Mary	Complete		
AP43/14	Jordan	Complete		On agenda for February 15 meeting
	Jordan	In progress		
AP44/14	Cr Lee	Complete		to advise at the February 15 meeting
AP45/14	Ellen/Maria	Complete		Inc Societies Act 1908 requires addresses to be colled (S22(2))
AP46/14	Ellen	Complete		on track

7 Membership Update

To be tabled.

8

Evote update



BOARD GOVERNANCE

EVOTE RATIFICATION

30 January 2015

E-votes Ratification

Author: Maria Reyes

There have been two e-votes conducted since the last Council Meeting:

Evote:	Motion:	For:	Against:	Abstain:
09122014	THAT Council approve that the declined grant of \$2,460 offered to DC Media Ltd via the Conference Attendance round, be added to the next Conference Attendance funding round.	Richard Wood Neil James Amber Craig Joy Liddicoat Hayden Glass Brenda Wallace Hamish MacEwan Lance Wiggs Jamie Baddeley Dave Moskovitz		
15122014	<p>1. THAT Gather Workshops: Rural workshops be awarded funding of \$15,000 from the Community Projects funding round.</p> <p>2. THAT Web Access Waikato be awarded funding of \$9,000 from the Community Projects funding round.</p> <p>3. THAT Blind Citizens NZ be awarded funding of \$15,000 from the Community Projects funding round.</p> <p>4. THAT Ask Away Forums be awarded funding of \$15,000</p>	Hamish MacEwan Rochelle Furneaux Neil James Richard Wood Dave Moskovitz Amber Craig Joy Liddicoat Brenda Wallace Hayden Glass Jamie Baddeley		Sarah Lee Lance Wiggs

	<p>from the Community Projects funding round.</p> <p>5. THAT Techspace Greymouth be awarded funding of \$26,000 from the Community Projects funding round.</p>			
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Recommendation: THAT the e-votes be ratified.

9 Industry Scan

10 INZ Strategic Plan 2015-20

STRATEGIC PRIORITIES

Version 2 of the Draft Strategic Plan

This three-year Strategic Plan is based on the discussion at the Strategy Retreat held in September 2014, and further work, refinement and discussion across the Group following the October Council meeting. It was then developed further to the current draft based on the feedback at the December meeting.

It is presented to Council at this February 2015 meeting for approval, to then allow a period of member review and feedback as set out in the recommendation.

The Group Strategic Plan is the top level strategic document. This Strategic Plan sets out the key areas of focus and transformations to be targeted by the InternetNZ business unit. It is set out with the following sections:

- Internet Issues
- Community Development
- International work
- Operations (including Communications and Events)
- Governance and Membership

I anticipate that this Strategic Plan will be reviewed in 2016-17 to ensure it is still fit for purpose, and that a new plan will be prepared either in that year or the year following.

The Draft Business Plan for 2015/16 that we have prepared for consideration at this meeting shows how we will implement this strategy in its first year.

Recommendation

Council is asked to consider the following recommendation:

THAT Council approve the InternetNZ Strategic Plan for 2015-2018 and ask the Chief Executive to circulate it for member review.

Jordan Carter
Chief Executive

29 January 2015

Strategic Plan 2015-18

Introduction

InternetNZ is an Internet community organisation with a cause. The cause is the open Internet; the Internet community is made up of those New Zealanders who work to shape the Internet's growth, development and use. Our vision is of a better world through a better Internet, and our mission is to promote the Internet's benefits and uses, whilst protecting its potential.

This draft Strategic Plan for the three years 2015-2018 sits under the Group Strategic Plan. For our business unit, it sets out the core areas of work we will focus on. It relates well to the work that members and others are already familiar with:

- providing authoritative information and advice on Internet issues;
- creating platforms & events for discussion of the Internet and its impact;
- maintaining and growing a community funding programme;
- being an international voice for the NZ Internet community and reflecting global debates into the local community; and
- providing member services and support to the Council

For each area this plan sets out the high level change we seek to drive for the organisation or for the Internet community (the key "transformation"), and then breaks this down into more specific changes sought in the three-year time frame.

Each year, the Business Plan will set out how the organisation will pursue this strategy and where resources are being focused. By sharing this strategic thinking up-front, our expectation is that there will be few surprises from year to year - and a clear direction playing out.

On the Council's behalf, we welcome feedback and thoughts regarding the content and the approach set out here. The Council will review that feedback and develop any consequent changes to this Plan for adoption at its meeting in April.

Jamie Baddeley
President

Jordan Carter
Chief Executive

Note: Feedback is best directed to the Chief Executive at jordan@internetnz.net.nz, or on the members-discuss@mailman.internetnz.net.nz email list.

Summary of Key Areas and Transformations

The InternetNZ part of the InternetNZ Group has primary responsibility for the following areas of work:

1. Internet Issues
2. Community Development
3. International Engagement
4. Core Operations
5. Governance and Membership.

The high-level transformation we seek to bring about in each of these areas is summarised below:

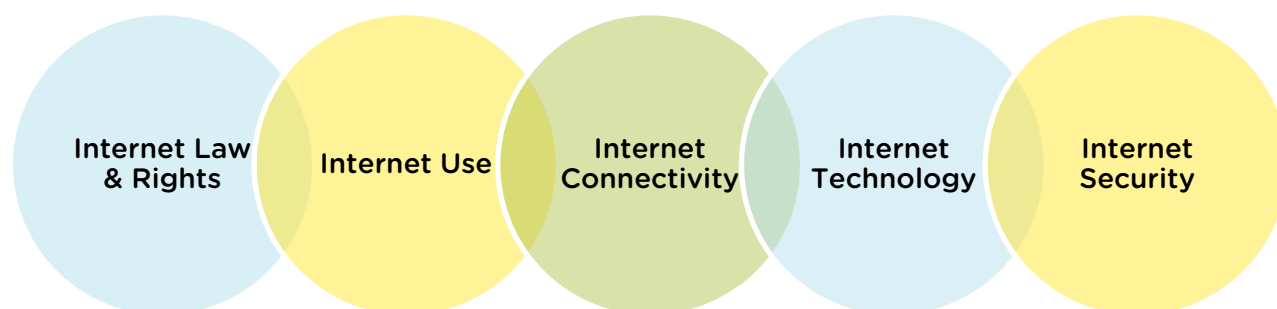
Transformation/s			Lead
	From	To	
1	InternetNZ is a substantial contributor on Internet Issues	InternetNZ is the authority on Internet Issues	Work Programme Director
2	The Internet Community is loosely connected and making contribution to the development of the Internet in New Zealand in respective areas of work.	The Internet Community is well developed, connected, collaborating and contributing as much as it can to the development of the Internet for New Zealand.	Community and Collaboration Lead
3	InternetNZ contributes effectively to global Internet debates to preserve the Open Internet.	InternetNZ contributes effectively to global Internet debates to preserve the Open Internet, and effectively shares those debates and lessons at home	Chief Executive
4	The Core Operations Team has not had a strategy or plan to allow them to develop as a function.	The Core Operations Team is recognised as being Capable, Organised and Trusted due to the delivery of their plan.	Core Operations Team
5	Member value proposition is unclear, and as such membership is not what it could be.	Members are clear about their role in InternetNZ, and understand the value in joining.	Chief Executive

The following sections outline in more detail what we are seeking to achieve in each area.

Area 1: Internet Issues

This Internet Issues plan serves to further our mission: to promote the Internet's benefits and uses, and protect its potential. We do this by working with the Internet Community on a wide range of Internet issues; by working collaboratively, in a multistakeholder fashion, with our key constituencies of businesses, academia, community organisations, technical experts and governments; and by focussing our efforts on five key "portfolios" of benefits, uses and potential:¹

Internet Issues Programme



The Primary Transformation that we are committed to as part of the InternetNZ Group Strategic Plan is:

From	To
We are seen as a significant contributor to many Internet Issues in New Zealand, and are trusted by many of our key stakeholders	We are the Authority on Internet Issues in New Zealand, and are trusted by our members, the Internet community and the multistakeholder constituency to represent, develop and advocate for these issues

This Internet Issues plan outlines the transformations that InternetNZ will seek to bring about between 2015-2018 that will deliver to that primary transformation in the InternetNZ Group Strategic Plan. These transformations are both Internet Issues Programme-wide and also specifically for each of the portfolios listed above as expressed in this document.

¹ The Internet Security Portfolio is new; and the Internet Governance Portfolio has been removed. The latter is now delivered separately as part of the International Strategy. Internet Governance thinking, and the transmission from International engagements into the Internet Issue Programme, remains inherent in this restructuring.

Key Areas and Transformations

Internet Issues Programme

The Internet Issues Programme level of this plan encompasses those transformations relating to team profile, process and capability. These transformations will provide a strong platform for the transformations contemplated in the specific Portfolios of the Internet Issues Programme.

Transformation/s		
	From	To
1	We are seen as a leading contributor to debate on Internet issues in New Zealand	We are seen as <i>the</i> leading voice on Internet issues in New Zealand
2	We produce a range of ad-hoc publications and events on a variety of topics	We produce high quality communications, publications and engagement events that are the cornerstone of Internet issue discussion in New Zealand
3	The role of members in Issue development is unclear	We utilise our membership base to produce unique high quality, multistakeholder-informed advice on Internet Issues
4	InternetNZ's Internet Issues team is one permanent staff member supported with contractors, and unclear processes for Issue development.	The InternetNZ Internet Issues team is staffed with passionate advocates for the open Internet, and are working successfully and resiliently within well-defined processes.
5	Issues work often policy-based	Issues work balanced across policy, technical, data and analysis approaches

Internet Law & Rights Portfolio

The Internet Law & Rights Portfolio of the Issues Programme encompasses InternetNZ's work to inform and enhance the legal and political environments that shape the Internet and its use both domestically and internationally, and to ensure that Human Rights are recognised and respected in the online environment.

Transformation/s		
	From	To
1	New Zealand Government's approach to Internet policy is generally good but variable	New Zealand Government's approach to Internet policy is consistently world-leading
2	Legislators and public agencies do not have sufficient knowledge of the Internet and the online economy to effectively legislate	Legislators and public agencies are informed and multistakeholder in legislating matters related to the Internet and take a multistakeholder approach to developing Internet-relevant legislation
3	Confusion about how law and policy recognises Human Rights in the online environment	Human rights are appropriately recognised, respected, and extended in their application to the online environment

Internet Use Portfolio

The Internet Use Portfolio of the Issues Programme encompasses InternetNZ's activity to encourage and drive uptake and usage of the Internet in New Zealand homes, businesses and communities.

Transformation/s		
	From	To
1	Drivers and benefits of Internet uptake and use in NZ not clearly understood	Drivers of Internet uptake and use in NZ known, and the benefits of usage and uptake clearly appreciated.
2	New Zealanders utilise the Internet well for social application, but not well in business settings, as demonstrated in international benchmarks	New Zealanders are capable and confident users of Internet technology, demonstrated in international benchmarks
3	Internet-based solutions are viewed as secondary to traditional solutions	Internet-based solutions are respected as viable and indeed excellent solutions to user scenarios by a wide range of stakeholders

Internet Connectivity Portfolio

The Internet Connectivity Portfolio of the Issues Programme encompasses InternetNZ's activity to deliver the ability to connect to the Internet wherever you are in New Zealand.

Transformation/s		
	From	To
1	Future regulatory models unclear, and discussion on them dominated by narrow commercial concerns	Regulatory standards developed and articulated through to 2020 through a multistakeholder process.
2	Some New Zealanders are unable to connect to the Internet with speed that allows them to fully participate online	All New Zealanders are able to participate online due to affordable, ubiquitous and open Internet.
3	Many New Zealanders face challenges in accessing the internet - be they economic, social, geographic or cultural.	Digital divides of all kinds - economic, social, geographic, cultural - are understood, and plans are being implemented to address and remove them.

Internet Technology Portfolio

The Internet Technology portfolio concerns InternetNZ's advocacy and development of protocols and technologies that allow the Internet to function and to develop, while also continually pushing for enhancement of these functions.

Transformation/s		
	From	To
1	Best practice in future proofing networks for demand, features, resilience and stability is not developed and shared effectively in New Zealand	Best practice in future proofing networks for demand, features, resilience and stability are developed and shared in New Zealand
2	Our engagement with the development of Open Protocol Standards lacks strategy and focus	Our strategy and engagement with the development of Open Protocol Standards bodies well documented and focused
3	The technical components within the New Zealand Internet community are not well mapped	The technical components within the New Zealand Internet community are well mapped, understood and appropriately engaged

Internet Security Portfolio

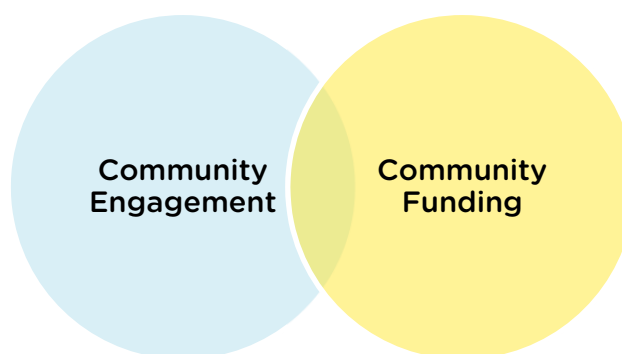
The Internet Security portfolio is a new portfolio for InternetNZ. It encompasses InternetNZ's efforts to enhance the Internet's protections from surveillance and intrusion, and to ensure that all users of the Internet are able to maintain their confidence in the platform.

Transformation/s		
	From	To
1	New Zealand does not have an appropriate all of economy and society model for managing Internet Security issues.	New Zealand has an all of economy and society model for managing Internet Security issues.
2	A large proportion of the New Zealand Internet Community is unable to make informed choices about their security online due to a lack of knowledge, and appropriate tools.	The New Zealand Internet Community has the tools and knowledge to make informed choices about their level of security online.
3	It is unclear the degree to which the New Zealand Government undertakes mass surveillance through the Internet, hampering the ability of the Internet Community to respond.	It is clear whether and to what degree the New Zealand Government seeks to undertake mass surveillance through the Internet, to allow for informed policy and technical actions in response.

Area 2: Community Development

The Internet community is made up of those New Zealanders who 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. Transformations for each of these areas are outlined below.



Key Areas and Transformations

Community Development Programme

Transformation/s		
	From	To
1	The Internet Community is loosely connected and making contribution to the development of the Internet in New Zealand in respective areas of work.	The Internet Community is well developed, connected, collaborating and contributing as much as it can to the development of the Internet for New Zealand.
2	The role of the Internet Community in the development of the Internet is not seen as core to its development.	The role and responsibility of the Internet Community in the development of the Internet is widely understood.
3	InternetNZ supports the work of people and organisations with areas of work related to InternetNZ and the Internet in New Zealand.	InternetNZ supports the Internet Community in the activities and decisions which shape the development of the Internet for New Zealand.

Community Funding Portfolio

The Community Funding portfolio encompasses Community Grants and Strategic Partnerships. Community Grants are comprised of competitive funding rounds, supplemented where necessary by On Demand Grants. Community Grants are

designed to directly support the work of the Internet community in actively engaging in the development of the Internet for New Zealand's benefit.

We also fund Strategic Partner organisations, which receive funding for their own work as well as work collaboratively on agreed areas of focus which advance the objectives of both organisations, linking at times to the Internet Issues strategy and International strategy.

Transformation/s		
	From	To
1	Community funding is \$0.5m per year	Community funding is \$1.0m per year
2	Community funding effectiveness is not understood or communicated	Community funding is, and is seen to be, effective
3	InternetNZ's community funding is not well understood.	InternetNZ's community funding is well understood by the Internet community and key InternetNZ stakeholders

Community Engagement Portfolio

The Community Engagement portfolio is a focused on developing the Internet community understanding of the development of the Internet and their role in it and on Internet issues, as well as facilitating connections for collaboration within the Internet community related to the actions and decisions involved in the development of the Internet.

Community engagement portfolio work encompasses NetHui and other community events, as well as supporting community organisations and platforms through in-kind and administrative support and financial event sponsorship support.

Transformation/s		
	From	To
1	The NZ Internet Community through NetHui is made aware of and engaged in some of decisions and activities related to the future of the Internet in NZ.	The NZ Internet Community is supported by InternetNZ platforms, including NetHui, to engage in a broad range of decisions and activities related to the future of the Internet in NZ.
2	Our support of community organisations and platforms is not well known or strongly strategic in contributing to the development of the Internet community.	Our support for community organisation, platforms and events is strategic and effective in supporting Internet community development and recognised as such within the community.
3	NetHui and NetHui South are large forums for discussion and community gathering on matters relating to the Internet in New Zealand, occurring annually/semi-annually in main centres organised by InternetNZ.	NetHui are a key forum which bring together community discussion and community connection on matter relating to the Internet in New Zealand, which occur as needed and relevant to the Internet community, with community ownership and delivery of the event supported by InternetNZ.

Area 3: International Engagement

InternetNZ plays an important role in representing New Zealand's interests to the global Internet Community; both in our role as the designated ccTLD manager for .nz; but also as a stakeholder in global Internet Governance and ensuring that at this level, the Internet remains open and uncapturable.

By participating internationally, we seek to be a two-way conduit: reflecting New Zealand's voice in international debates, and applying locally the knowledge and contacts gained through international involvement.

Across the group, a draft strategy has been prepared and a joint programme of work is under way to ensure best possible coordination of international efforts. That will result in a group International Strategy and out of that work, the following content will be revised.

In line with the two-way conduit notion discussed above, there are strong linkages between this area of focus and the Internet Issues Programme and the Community Development Programme. In particular, these are:

- Our international engagement informs a number of the initiatives that we undertake in various Portfolios of the Internet Issues Programme, as we seek to join worthwhile international projects that deliver the transformations set out.
- The global Internet Community is also one that we seek to enhance our linkages with through the Community Development Programme; and likewise, we seek to enhance the relationships of the New Zealand Internet Community with their counterparts overseas, to enable greater collaboration and idea sharing.

The transformations outlined in this area therefore reflect specific objectives that can only be achieved through our international engagements, and is therefore quite light. These matters are further enhanced in the separate Programmes as outlined above.

At a group level, the key transformation at this point is as follows:

From	To
InternetNZ contributes effectively to global Internet debates	InternetNZ contributes effectively to global Internet debates and effectively shares those debates and lessons at home

The transformations contemplated in this Strategy contribute to this overarching transformation, and the others set out in the Group Strategic Plan and in the developing International Strategy, by detailing the specific areas of focus that InternetNZ have in International engagement.

Transformations

Transformation/s		
	From	To
1	Key issues in international management	Key issues in international management of

	of the Internet, such as the IANA transition, threaten the openness and uncapturability of the Internet	the Internet, such as the IANA transition, are concluded in a manner that supports the open and uncapturable Internet
2	Shallow multistakeholderism is evident in the Internet Governance world, and the framing dominated by Governments and the ITU	Multistakeholderism is firmly embedded in the Internet Governance world with all stakeholders participating in a balanced fashion
3	Stakeholders do not understand Internet Governance and its relevance	Stakeholders understand and appreciate why we do this international work and they have the tools to engage in a true multistakeholder fashion
4	International learnings, opportunities and contacts are utilised in an ad-hoc fashion in the Internet Issues Programme.	Learnings, opportunities and contacts from our international activity are appropriately leveraged in all our work in New Zealand
5	We seek to exemplify multistakeholderism through informing the New Zealand Internet Community of our international work	We exemplify multistakeholderism in our international work by ensuring that our perspectives on issues are representative of the diversity of views from the New Zealand Internet Community

Area 4: Core Operations

InternetNZ has grown markedly over the past 10 years, and alongside it the scale and complexity of the operations required to support InternetNZ. Operational considerations do not garner much in the way of interest aside from what is absolutely necessary to enable InternetNZ to continue to trade. There is no clear accountability for strategic leadership of the Operations side of InternetNZ, and limited capacity strategically to allow for this.

Due to this lack of review and attention over such a significant time period, Operations at InternetNZ risk being unclear in responsibilities, accountabilities and actions; inefficient, unduly complicated and time consuming, or simply not enabling the best use of either staff members or management time. Again, none of this is intended as criticism of the staff members concerned in performing these tasks - this problem instead has an organisational-wide focus.

To resolve this, InternetNZ has reorganised our core operations function into what is now known as the Core Operations Team (COT). COT also outlines their vision for their team, as Capable, Organised and Trusted.

Scope

The scope of the Core Operations Team (COT) at InternetNZ includes:

- 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

A related function, considered separately from Core Operations, is the Communications and Events functions at InternetNZ. Transformations in these areas are also contemplated below.

Key Areas and Transformations

This Core Operations Plan addresses these gaps. Unlike the other areas of this InternetNZ Strategic Plan, this COT proposes two phases of transformation - short and long term - to address the range of opportunities in this area.

Operations Phase One Transformations - Year 1

Transformation/s	
From	To
Staff unclear who is responsible for which functions	All staff have clarity in their roles, responsibilities and deliverables
Status quo - the way we have always done things	Continually improving efficiency and effectiveness through more defined roles
The risk of skills not aligned	Roles that best utilise skills, experience and interests
InternetNZ risks non-compliance with our legal, statutory or governance commitments	InternetNZ meets or exceeds all requirements

Operations Phase Two Transformations - Years 2-3

Transformation/s	
From	To
Status quo - the way we have always done things	Continually improving efficiency and effectiveness through more defined roles
InternetNZ Operations procedures, tools and practices are outdated and inefficient	InternetNZ Operations procedures, tools and practices are high performing against a relevant benchmark
A workplace where we work	A workplace where we can develop and achieve broader development, goals and interest
Support based services	Proven and trusted solutions based environment aligned to the strategic direction
InternetNZ risks non-compliance with our legal, statutory or governance commitments	InternetNZ meets or exceeds all requirements

Communications

Communications is 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.

Transformation/s		
	From	To
1	Communications with our membership and our wider range of stakeholders are largely ad-hoc, in the form of press releases and blog posts; or as required, such as Annual Reports	Communications with our membership and our wider range of stakeholders are effective and consistent
2	We utilise our website and social media presences in an ad-hoc and sporadic fashion	We effectively utilise our website and social media presences to keep members, the Internet Community and stakeholders informed in a timely fashion
3	Communications support for Internet Issues and Community Development work is provided well, but on an as-needed basis.	The Communications function effectively supports the Internet Issues and Community Development Programmes in increasing the visibility and impact of their work.
4	We are one of a variety of commenting parties on Internet Issues.	We are a trusted advisor of the media on Internet issues and is the first port of call for comment and advice on Internet matters.

Events

In the context of this InternetNZ Strategic Plan, 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 InternetNZ membership base informed about InternetNZ's work.

Transformation/s		
	From	To
1	Events are an underutilised option for Internet Issues engagement, used in an ad-hoc fashion.	Events are an integral part of delivering the Internet Issues Programme, and provides excellent support that programme in engaging with members and external stakeholders
2	Events support the delivery of the Community Development Programme, through providing internal administrative and logistical support.	Events are a fundamental component of the Community Development Programme, and are delivered in a manner that reflects the community development goals, including community ownership and self-direction.
3	There is no clear process, ownership or project management methodologies used to support excellence in event delivery.	Events are well planned, well executed, satisfy the purpose of the event and attendees, and staff.

Area 5: Governance & Members

As an incorporated society, InternetNZ is made up of members – both individuals and organisations. The members elect the Council which is 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 it 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.

Key Areas and Transformations

Membership

Transformation/s		
	From	To
1	Membership proposition is unclear – why should people join InternetNZ and what is their role once they do?	The membership proposition is well understood by members, and they know both what their role is in the organisation and how to exercise it.
2	Membership of approximately 300-400	Membership has increased to >1,000, though effective targeting of stakeholders that share InternetNZ's vision, mission and values.
3	Member satisfaction is high, but variable and shows room for improvement.	90% of the membership base is happy with InternetNZ and its direction, and the role that they play in delivering to our goals.

Governance

Transformation/s		
	From	To
1	Council does not fully reflect the diversity of the New Zealand Internet Community	Council elections continue to attract high quality candidates, and reflects the diversity of the New Zealand Internet Community
2	Practices in Governance and Management division of responsibility is not always well understood.	Practices in Governance and Management division of responsibility are well understood and entrenched.
3	Council does not have the structures and processes to govern InternetNZ and its subsidiaries in a manner that is most productive.	Council has the inputs necessary to fulfil its role as the strategic Governor of InternetNZ and its subsidiaries.

11 Business Plan 2015/16

Second set of papers

12 Financial Reporting

Second set of papers.

13 Governance Framework

Second set of papers.

14 Early Release Documents

15 CEO Report



Paper for 16 February 2015 Council meeting

MATTERS FOR DISCUSSION

Chief Executive's Report

Author: Jordan Carter, Chief Executive

Purpose of paper: Report for the two months to 31 January 2015

Introduction

This report sets out critical risks or other risks Council should be aware of, my priorities in the period since the December Council meeting, planned priorities for the three months from now until the end of April 2015, longer range priorities, and a brief update on staffing and contractor issues.

Andrew Cushen was Acting Chief Executive from 18 December to 25 January, and did an exemplary job in leading the organisation in my absence. I would like to record my thanks to him for being a reliable deputy who is, after only eight months in his role, able to step up in this way. The section of this report dealing with priorities since the last meeting is largely his work.

I am back refreshed and eager to really see our team deliver in 2015/16.

Papers that form part of this report are attached as follows:

- Business Plan Report to 31 January 2015
- Internet Issues Programme Report to 31 January 2015

As always, feedback from Councillors, members or anyone else on the content of this report is very welcome.

1: Critical / Other / Potential Risks

There are no critical risks to advise the Council of at the reporting date.

2: Recent Priorities

Chief Executive

The December/January period is obviously a quieter time of year, and our

delivery reflects this. Since the December meeting of the Council, Andrew has been focused on the following issues, generally in descending priority order:

- Business Planning for 2015/16
- Refinement of strategy following Council feedback
- Engagement and response to price rises from major Telcos in January 2015.
- Induction of Yvonne as new Events lead.
- NetHui 2015 contract negotiations with SkyCity
- End of year close down and start of year start up.

While travelling in Europe for my summer break, I also conducted a number of meetings including:

- Participation in ICANN's Accountability working group meeting
- Discussions with Nominet, CENTR and Afnic on ICANN accountability issues
- A dinner with ISOC staff in Paris, and a visit to ISOC premises in Geneva

There were no planned priorities identified for focus in the previous report that have not progressed as expected, apart from any substantive work on the .nz MOU with the New Zealand Government. This will be a focus in the next period.

Operating team

The Business Plan Report and Internet Issues Report set out the progress the team has been making on progressing the Business Plan. I welcome feedback from Council members as to what is incorporated there.

I draw Council's attention in particular to the following:

Community Engagement and Funding:

- Preparations for the delivery of the NZ Internet Research Forum Event
- NZNOG held successfully
- Stage One of Canterbury Projects Community Grants Round complete
- Internet Research Community Grants Round 2014/15 progressed/launched
- Meetings with potential Strategic Partners to draft proposals underway

Internet Issues:

- The release of the Net Neutrality "Pre-Public Discussion Document" to members and selected internal stakeholders;
- Holding another MBIE stakeholder engagement session, and being invited to participate in the CEO level forum on the same
- Submission on the Section 30R review of UBA.

Identity:

- Launch of the new InternetNZ website
- Development of a new external reporting methodology

Other details are in the reports, which I encourage you to read.

3: Priorities for the next three months

Chief Executive

The following are my planned broad areas of focus in the period to the end of April, in priority order:

1. **Business Plan:** developing the Draft Business Plan matters agreed at this meeting into a workable, exciting plan of activity for the organisation in 2015/16, including through the membership engagement process to come in March.
2. **APRICOT 2015:** I will attend the APRICOT meeting in Japan in February helping spread the word about our hosting of the event in 2016, and ensuring we are across all the organisational requirements for our hosting.
3. **Subsidiary and .nz stewardship:** three aspects will demand attention, noting that there was not a great deal of progress on this in the past two months: developing the “.nz policy” arising from the .nz Framework review; ongoing discussions regarding an MOU between MBIE and InternetNZ regarding .nz; and finalising changes to the copyright situation for .nz WHOS data.
4. **Members:** assisting with the work of the Membership working group and implementing the findings as they arise and are agreed among members to improve what our team does in this area.
5. **Business development:** working with NZRS to kick off the strategy development under the Strategic Plan’s requirement for new thinking in this area.
6. **Our team:** with new arrivals in place or pending, there will be work to draw the team together, and to set up really good performance and training plans for 2015/16. The latter will be done by the time of the next Council; the former will be ongoing through the year.
7. **Governance policy framework:** proceeding with the work agreed at the December 2014 meeting, which concludes in April.
8. **Our reintroduction:** as part of the twenty year celebrations, it is timely to effectively reintroduce InternetNZ to stakeholders, with our new brand and clearer focus. This will be an ongoing task through the year, but will commence in the coming three months.
9. **Stakeholders:** I need to do a round of stakeholder engagement in the next few months after an overly-busy end of 2014.
10. **International:** ICANN accountability remains my focus, through participating in the Working Group being established to discuss this. I have also been appointed by ICANN’s ccNSO as a co-chair of the working group dealing with Internet Governance - this is a liaison and information sharing

role. As well, I will be helping progress the work of developing our updated International Strategy and plan.

I particularly welcome Council feedback on my priorities, and on any other matters that need to be picked up and advanced.

While I realise this is a long list of things to be thinking about, none of these are particularly optional, and I will manage my time appropriately in progressing them.

Operating Team

In general, the team will be further developing the 2015/16 Business Plan and translating that into work plans for the coming year, while completing as much as possible of the 2014/15 plan. Besides this, the following priorities are evident:

- **Community Engagement:** Planning for NetHui 2015 will be the main focus.
- **Community Funding:** Starting the Internet Research round, and Conference Attendance rounds, along with negotiation of new Strategic Partnerships.
- **Internet Issues:** Network neutrality, State of the Internet report, FPP work, 2020 telco regulatory framework, and RealMe project remain at the forefront.
- **Identity:** Revised and updated communications plans in place, new Work Update publication in use, internal communications review completed.
- **Core operations:** new team allocation of responsibilities in place and plan being developed from here.

More detail of what is coming up is available in the Business Plan and Internet Issues Reports, which set out scheduled dates for all the tasks in the plans.

4: Longer Range Priorities

The big picture issues on my mind, in no particular priority order at this stage, are again fairly similar to those set out in my previous report, and are:

- **Securitisation:** I believe that in 2015 there will be an increasing tendency on the part of states to continue to use national security rationales to undermine the open Internet. Understanding this and its implications is important for us.
- **Team and Group culture and dynamics:** getting the best bang-for-buck across the group is important, and there are some self-imposed limitations we should sort out.
- **Identity:** living up to the new brand identity and “spreading the word” on this, so that our public profile becomes clearer.
- **Making business development work:** the strategic direction for our business development efforts needs clarity and drive – and this will be an area for focus for me next year.
- **Role of and relationship with Members:** there is a good deal to do to better understand our members and develop a stronger culture of respect and inclusion among them.

5: Staffing and Contractor matters

Yvonne Shelton, our new Events Lead, started on 12 January 2015. She has already made impressive progress on integrating with the InternetNZ team and subsidiaries, and in getting started on planning an excellent NetHui 2015.

Andrew Cushen was, as noted, Acting Chief Executive between the 18th of December and 25th of January.

In general, staff have had an excellent start to 2015, with a very enjoyable energy and productivity in the office.

Recruitment is under way for two Internet Issues advisors, and we are planning to recruit another staff member later in the year to focus on community. This will see the team filled out to the expected extent that will allow delivery of the 2015/16 Business Plan.

6: Other matters

- None to report.

I welcome questions, comments and feedback on the content of this report or on any other matter.

In closing - Happy New Year!

Jordan Carter
Chief Executive

29 January 2015

16 Internet Issues and Business Plan report



MATTERS FOR DISCUSSION

Paper for 16 February 2015 Council meeting

Internet Issues Programme Report - February 2015

Commentary

A number of items have been completed since the last report, despite the obvious constraints given the time of the year and my focus being on Acting CE responsibilities. All of the identified “Next Priority” items highlighted in the last report to Council have been progressed.

There is a lot of work to do in this programme between now and the end of this year. Some items of this plan will be held over into the next year, in most cases simply because the externally set timing of them means that no further work is able to be done unilaterally by InternetNZ. Nevertheless, by the end of this financial year, the Issues team would have completed the vast majority of items in the most comprehensive and challenging Issues plan that this organisation has undertaken.

New initiatives also occur, and the dynamic process of managing this programme’s capacity in deferring work to allow resource focus in areas of importance continues. These changing priorities continue to be reflected in this report, and as always I welcome discussion and correction on these prioritisations by the Council.

Progress made since last report:

		Done	In Progress	Not Started
Priority A	Dec	8/11	3/11	0/11
	Oct	6/11	5/11	0/11
Priority B	Dec	4/20	12/20	4/20
	Oct	3/19	12/19	4/19

Priority C & D	Dec	7/9	1/9	1/9
	Oct	6/9	2/9	1/9
New	Dec	1/7	6/7	0/7
	Oct	0/6	6/6	0/6

Highlights:

- The release of the Net Neutrality “Pre-Public Discussion Document” to members and selected internal stakeholders;
- Holding another MBIE stakeholder engagement session, and being invited to participate in the CEO level forum on the same
- Submission on the Section 30R review of UBA.
- Progress in coordinating our approach to Copper/FPP issues, with a “coalition of the willing.
- Progress made on reviewing RealMe
- Progress made on Internet Law Observatory.

Lowlights:

- The absolutely massive amount of material to consider as part of the Copper/FPP review process. This item will blow both the time allowed for it and the corresponding budget, and will progress well into the 2015/16 plan year.
- Challenges of being Acting CE.

Next Priorities:

- AD: Net Neutrality
- 1C: State of the Internet Report
- CA: Ongoing participation in the FPP process with the Commission.
- Staff hiring, business planning and strategy completion.
- Finishing off as much else as possible.

Reporting Key

DONE = Item Completed

IP = In Progress in accordance with the Business Plan

DLY = Delayed and out of alignment with Business Plan

DEFER = Deferred to next Financial Year Business Plan

NS = Not started in accordance with the Business Plan

NEW = A new item not included in the Business Plan

1: Internet Issues Programme

Lead Staff: Andrew Cushen

Transformations

	Current state	→	Desired state
1.1	InternetNZ is one of a number of groups active in Internet Issues.	→	InternetNZ is a leading provider of information, discussion, debate on, and solutions to, Internet Issues in New Zealand.
1.2	InternetNZ’s approach to issues is largely reactive	→	InternetNZ is a proactive leader of its objectives, while also responding in a timely and considered manner to reactive issues.
1.3	InternetNZ’s approach to issue and policy development is unclear, and New Zealand’s Internet community wishes to have clearer grounds for involvement in discussion, priorities, objectives and desired outcomes.	→	InternetNZ has a clearly defined issue and policy development process, and utilises the skills, experience and perspective of its members effectively to deliver against InternetNZ’s policy principles.
1.4	Link to community and collaboration programme is ad-hoc	→	Explicit link between the Internet Use portfolio and Community and collaboration programme

2014/15 Goal

Goal	<i>InternetNZ is the known by its actions and deliverables, and is looked to as a leader of both considered thought and careful action in furthering a better world through a better Internet.</i>				
Measures	<ol style="list-style-type: none"> 1. InternetNZ is called upon by the media as a trusted authority on Internet Issues 2. Success in advancing positions taken on various issues, to the benefit of the open Internet 3. Delivery of each of the Issues Portfolios below 				
	Activity	Priority	Status	When	Comment

1.A	Develop a statement of important issues for release during the 2014 General Election campaign to provide InternetNZ's perspective on Internet Policy issues.	A	DONE		Engagement with parties now
1.B	Inform New Zealand voters interested in Internet Issues about our perspective on these, so they have the opportunity to make informed choices in Election 2014	A	DONE		Net Safe videos Summary blog posts Policy questionnaires
1.C	Development of a New Zealand "State of the Internet" report to highlight key trends and perspectives on the Internet in NZ	B	DLY	Developing now; launch March	Looking to work with WikiNZ on a new concept.
1.D	Provide a briefing to the Incoming Government, particularly the incoming Minister of ICT, on Internet related issues as a method of advising the Government on key Internet Issues	B	DONE		
1.E	Clarify the role of and staff relationship with the Policy Advisory Group, providing it with an appropriate role in the policy development process, a forum through which members can be heard, and in which robust debate on Internet Issues and our perspectives may be had.	C	DONE	Feb-Mar	As per PAG on 2 nd of Dec
1.F	Methodology and practice established between the Issues Programme and the Community Engagement and Community Funding work areas to determine the appropriate method for advancing particular opportunities	C	DONE	Oct	As part of wider strategy work.

1A: Internet Law & Rights Portfolio

Lead Staff: Andrew Cushen with Susan Chalmers

Transformations

	Current state	→	Desired state
A.1	New legislation does not take the Internet into account at a principled, fundamental level	→	New legislation understands and takes into account the Internet at a principled, fundamental level.
A.2	Legislation currently progressing through the House, or already implemented but subject to review, is harmful to the open Internet	→	We engage in the legislative process to advise upon Internet-friendly approaches to current legislative challenges.
A.3	Legislators and public agencies do not always have sufficient knowledge of the Internet and the online economy to effectively legislate	→	Legislators and public agencies are informed and adopt a multistakeholder approach in legislating for matters related to the Internet.
A.4	Confusion about how law and policy recognises Human Rights in the online environment.	→	Human rights are appropriately recognised, respected, and extended in their application to the online environment

2014/15 Goal

In this portfolio, the key outcome we are seeking to bring about this year is as follows:

Goal	<i>New Zealand's legal system is tangibly improved in respect of how it promotes and protects people's rights in the online environment.</i>
Measures	1. Current proposed legislation and debates on "Internet Rights" reflect these as "Human Rights on the Internet", rather than as a separate construct.

	<ol style="list-style-type: none"> 2. Submission process concluded on Harmful Digital Communications and community of interest on this matter fostered 3. InternetNZ takes a leading position on the Net Neutrality debate in New Zealand in accordance with the NZ market structure and legislative landscape 4. InternetNZ takes a leading position on State Surveillance on the Internet, advocating for the right for New Zealanders to be able to use the Internet without having their privacy violated.
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	Activity	Priority	Status	When	Comment
A.A	Internet Law Observatory - work on the establishment of this as a new body with its phase one objective to report on new legislation with an Internet centric lens.	B	IP	March	Phase 1 of initial scoping undertaken. Phase 2 in works.
A.B	Copyright review - establish a position on what Internet friendly copyright law would look like and promulgate it.	B	DLY	Sept-Nov	Initial report delivered, consultation in Feb
A.C	Harmful digital communications - continue to advise Parliament on this legislation, recognising that there is indeed harm being done and develop our position with regard to approved agency	B	IP	Feb-March	Awaiting review from Parliament.
A.D	Net neutrality - clarify the NZ-centric viewpoint on net neutrality, and seek to establish a leadership position on how the appropriate protections need to be built into NZ law and regulation and commercial operations	A	IP	Feb-Mar	Net Neutrality discussion document released to members. Further engagement from here.
A.E	State surveillance - articulate, develop and deliver a programme of work that preserves New Zealander's right to privacy over the internet.	A	DONE	Jan	Creation of new Security Portfolio to focus long term.
A.F	Internet rights - understanding which Human Rights are being recognised and respected in the	B	IP	Jan-Mar	Scoping underway

	online environment through current legislation, and which are not, and then fostering discussion on which legislation need be updated, left alone, or created in order to bring the current regulatory regime up to date.				
A.G	Parliamentary Internet Forum - review the construct of this community with the objective of fostering and develop it further.	C	DONE	Oct-Nov	Discussion had with all members, will kick off again in first quarter.
	Consider the ramifications of Slingshot's Global Mode service, and advise the New Zealand Internet Community accordingly.		NEW	Dec-Mar	Report received and discussions had. Further meeting with Chief Censor to discuss.
	Parliamentary engagement with Google, Facebook, Twitter on effective use of the Internet by Parliamentarians. INZ providing funding.		NEW	Feb	Scheduling to be confirmed. Likely 18 Feb.

1B: Internet Use Portfolio

Lead Staff: Andrew Cushen

Transformations

	Current state	→	Desired state
B.1	Drivers and benefits of Internet uptake and use in NZ not clearly understood	→	Drivers of Internet uptake and use in NZ known, and the benefits of usage and uptake clearly appreciated.
B.2	Collaboration with the Internet Community on delivering initiatives to improve uptake and use ad-hoc	→	Deliberate targeting of Collaboration and Community Funding to deliver to uptake and usage goals.
B.3	Methods for reviewing and communicating lessons and successes in driving greater uptake and use of the Internet not developed	→	Clear methodology for reviewing success against targets and for communicating outcomes to all interested stakeholders.

2014/15 Goal

In this portfolio, the key outcome we are seeking to bring about this year is as follows:

Goal	<i>For InternetNZ to be acknowledged as an authority in understanding how and why New Zealanders use the Internet, and effectively argue for and implements programmes that encourage uptake and usage of the Internet in New Zealand</i>
Measures	<ol style="list-style-type: none"> 1. New Internet Research commissioned, publicised and recognised as high quality 2. Mechanism for delivery of insights in collaboration with the Internet Community developed and deployed 3. Developing measures for better and more use happening as a result of 1 & 2

	Activity	Priority	Status	When	Comment
B.A	Commission new research into uptake and use in New Zealand, preferably in a manner that allows for comparison internationally - likely to be in partnership with the Web Index	A	DONE	Feb	Delivered via the Research Community Engagement, and also through revised SOTI
B.B	Whangarei transformation study - kick off a process to look at what being the first fully fibre-deployed city in NZ does on key economic and social indicators (look to a partnership with Northpower, CFH and/or MBIE)	B	IP	Jan-Mar	Will partner on a similar study with NPW
B.C	Assess the progress of the Government on Better Public Services goals 9 & 10 and make proactive suggestions for further enhancement in these areas	D	DEFER		Unlikely to progress this year
B.D	REANNZ collaboration to highlight the benefits of connectivity with their network, and their ability to transform the higher education experience	B	DEFER	Jan-Mar	
B.E	Work with NZRS on understanding and driving SME uptake, enhancing the current Digital Journey tool, and look to coordinate this with initiatives by relevant government agencies	C	DONE	Oct-Dec	Digital Journey Phase 2 funding provided, launching in New Year
B.F	Process and methodology developed with Community Funding and Engagement Programmes to best target those to common Internet Use goals.	A	DONE	Oct	As part of wider strategy work.
B.G	Reporting methodology developed and deployed to robustly track and quantify improvements made	B	IP		Included in State of the Internet Scope
B.H	Contract with NetSafe to undertake work around understanding 'Digital Challenges', including cybercrime and safety issues and the role of law enforcement.	B	NS	?	Discussed with Net Safe to clarify their timing.
	Online Voting - furthering the outcomes of the Online Voting Working Party Commissioned by the Department of Internal Affairs.		NEW	Oct-Nov	DIA has called for interested parties to form a "round table" on further

					assessing this initiative.
	South Auckland Digital Inclusion - opportunity to play a leading role with 2020 in coordinating digital inclusion initiatives in South Auckland, as a trial for larger interventions in future years.		NEW		Will lead to a more substantial initiative in FY15/16
	Internet Research Coordination - through MBIE, encouraged the creation of a research funder's forum. Initial work to establish a shared sector research plan.		NEW		Next meeting scheduled for 26 Feb, to further the sector research agenda.

1C: Internet Connectivity Portfolio

Lead Staff: Reg Hammond

Transformations

	Current state	→	Desired state
C.1	Regulatory and policy setting debates led by telecommunications and narrow commercial interests	→	Regulatory and policy setting debates reflect Multistakeholderism
C.2	Future regulatory models unclear	→	Regulatory standards developed and articulated through to 2020
C.3	High speed connectivity to some	→	High speed connectivity to all
C.4	Internet as a value added service	→	Internet as a utility

2014/15 Goal

In this portfolio, the key outcome we are seeking to bring about this year is as follows:

Goal	<i>A process for the development of a 2020 policy and regulatory landscape is set at both a central and local government level, while the short term interests of consumers in viable copper services are protected to ensure widespread, competitive and affordable Internet access in New Zealand</i>
Measures	<ol style="list-style-type: none"> 1. Copper FPP process resolves with the consumer interest protected 2. Clarity on the process to be used to develop a 2020 policy and regulatory landscape

	Activity	Priority	Status	When	Comment
C.A	Participate in the Commerce Commission-led copper pricing processes for UCLL and UBA, representing the consumer interest in these matters.	B	IP	Ongoing	Release of draft Final Determination in December. Mountain of work thereafter Section 30R submission made 27/01. Further submissions in Feb.
C.B	Lead a process of discussion and development within the industry to assist MBIE in developing a coherent and Internet and consumer-friendly regulatory model for New Zealand.	A	DONE		MBIE workshop 2020+ went excellently.
C.C	Encourage local government to understand their role in encouraging deployment and connectivity and to assist infrastructure deployments through an appropriately targeted relationship with Local Government New Zealand	D	DONE		Attendance at LGNZ conference led to relationships & initiatives for 2015/16 Business Plan.
C.D	Lead discussions on what a “next generation” approach is to Universal Service Obligations	B	DEFER	Oct/Nov	Unlikely to progress in this form this year - 2020 review pre-eminent
	Hills Holes and Poles - an investigation into Rural Connectivity Solutions to build capability and inform the RBI extension process		NEW	Nov-Mar	Phase 4 delivered; Phase 5 remaining, which is to stitch together learning material.
	MBIE discussions - Phase 2, competition workshops to be held in December		NEW DONE	Dec	Positive feedback from MBIE and attendees.
	Radiocommunications Act Review - INZ submission lodged in October; INZ’s perspective concerns spectrum liberalisation to increase alternative use and competition		NEW	2015/16	Further engagement as the process continues in 2015.
	Legislative review - MBIE has commenced the formal		NEW	2015/16	This will be a big focus for

	stages of reviewing the Telecommunications Act, and related legislation.				INZ continuing into 2015
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1D: Internet Governance Portfolio

Lead Staff: Jordan Carter

Transformations

	Current state	→	Desired state
D.1	Debate on Internet Governance is largely framed by governments and the ITU	→	Debate on Internet Governance is largely framed by Internet Stakeholders.
D.2	NZ Government is an ally of the open Internet	→	NZ Government is a principled advocate of the open Internet
D.3	Shallow multistakeholderism is evident in the Internet Governance world	→	Multistakeholderism is firmly embedded in the Internet Governance world
D.4	Stakeholders do not understand Internet Governance and its relevance	→	Stakeholders understand and appreciate why we do this and they may appropriately engage in a true multistakeholder fashion

2014/15 Goal

In this portfolio, the key outcome we are seeking to bring about this year is as follows:

Goal	<i>We effectively contribute to Internet Governance processes regionally and globally.</i>
Measures	<ol style="list-style-type: none"> 1. Local multistakeholder model developed by furthering collaboration with the five “key constituencies” and effectively discussing and collaborating with them 2. Reflect New Zealand Internet governance debates in wider forums and reflect those wider debates in New Zealand forums 3. Group International Strategy and Plan are fully developed and signed off by Council in October 2014

	Activity	Priority	Status	When	Comment
D.A	Support ICANN's evolution in the post-NTIA era, including through a workable structural separation of the IANA functions	A	IP	Ongoing	See other updates
D.B	Develop International Strategy and Plan to guide participation in international activities across the different parts of the InternetNZ Group	B	DONE	Jan	Included in overall business planning.
D.C	Implement process changes and relevant tools for better collaboration and information sharing regarding Internet Governance work across the group.	A	DONE	Oct-Nov	Mapping of internal interest, goals and responsibilities done.
D.D	Develop and use an assessment framework for the difference InternetNZ makes in Internet Governance	B	NS	Oct-Nov	
D.E	Consider the overall level of resource devoted to Internet Governance participation	C	DONE	Jan-Mar	Will be fully considered as part of 2015/16 budget.
D.F	Participate in a range of Internet Governance fora: <ul style="list-style-type: none"> • ICANN • ITU • United Nations (IGF, WSIS) • Other (NetMundial, Pacific, contingency) Note: these costs relate to all travel and accommodation costs for attendances at the specified forums. ICANN attendance is high in 2014/15 as continued handover	B	IP	Ongoing	See other updates on international work.

	<p>of relationships and responsibilities from the outgoing International Director to permanent staff continues, and will reduce in 2015/16 and beyond.</p>				
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1E: Internet Technology Portfolio

Lead Staff: Dean Pemberton

Transformations

	Current state	→	Desired state
E.1	Communications on the Internet not authorised and identified by reliable systems	→	Reliable systems in place to identify and authorise online communications
E.2	Network design does not anticipate likely future demands, features, resilience and stability	→	Best practice in future proofing networks for demand, features, resilience and stability are developed and shared
E.3	Many online activities, products and services are insecure	→	All Internet products and services have positive security models
E.4	InternetNZ engagement with the development of Open Protocol Standards lacks strategy and focus	→	InternetNZ's strategy and engagement with the development of Open Protocol Standards bodies well documented and focused
E.5	The technical components within the New Zealand Internet community are not well mapped	→	The technical components within the New Zealand Internet community are well mapped.

2014/15 Goal

In this area/portfolio, the key outcome we are seeking to bring about this year is as follows:

Goal	<i>To ensure that we are a leading supporter of the technical development of the Internet in New Zealand by developing and sharing robust analysis of key technical challenges.</i>
Measures	1. Successful InTAC conference held as judged by participant feedback

	<p>2. Publication of technical analysis on issues related to transformations in the business year</p> <p>3. Feedback from the New Zealand technical community is largely supportive of InternetNZ's stances and activities</p> <p>4. We are represented and engaged at IETF and RIR policy and protocol standards development fora</p>
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	Activity	Priority	Status	When	Comment
E.A	Undertake an evaluation of the RealMe system, including a review of alternatives, and determine whether and how this could be more widely implemented, in collaboration with DIA if appropriate and available.	A	IP	Oct-Dec	Reframing into a report into the requirements for Trust/Identity/Authentication in the New Zealand context. This will also encompass the next point
E.B	Research and advise upon systems that allow users to remain anonymous on the Internet while still complying with local laws and regulations	B	IP	Oct-Nov	See Above
E.C	Advocate for the widespread adoption of DNSSEC to ensure that the domain name resolution system is protected from interception and redirection	B	NS		Inherently tied to NZRS objectives - unclear at this point.
E.D	Undertake or commission research into possible CSIRT models for NZ. This should include collaboration with PacCERT where possible.	A	DONE		Draft report received & reviewed. Released in early October
E.E	Advocating for the deployment of RPKI to ensure that the Internet routing system is free of interference and can be trusted, in collaboration with NZRS.	B	NS		Inherently tied to NZRS objectives - unclear at this point.
E.F	Ensure that Internet exchanges within NZ are operating at an appropriate level to attract large global participants (e.g. CDN providers) to best provide content and services to NZers.	D	IP	Jan-Mar	Monitoring the IXP panel at NZNOG. Ensuring that where IXPs are claiming to be neutral that this is actually the case. Considering production of

					“What it means to be Neutral” document
E.G	Publish and promote material educating the NZ Technical community regarding new technologies such as Software Defined Networking (SDN)	C	DONE		SDN tutorial at APNIC38. SDN being taught at VUW. Invited to participate at REANNZ SDNCon. Will continue to look for ways to promote.
E.H	Active participation with the APNIC, RIPE NCC and IETF communities to ensure that both New Zealand views are represented in policies and that emerging technologies are communicated to the NZ Internet community.	B	DONE		Attendance and active involvement at APNIC38 is the last of these engagements in this year.
E.I	Organise and hold InTAC conference	B	DONE		Successful & positive feedback.



Paper for 16 February 2015 Council meeting

MATTERS FOR DISCUSSION

Business Plan Report - two months to 31 January 2015

Commentary

This report provides information on progress against agreed Business Plan requirements. The companion Internet Issues Programme Report deals with that part of the business plan separately, as it is likely to be of most interest to members and the public.

Highlights:

Community Engagement and Funding:

- Preparations for the delivery of the NZ Internet Research Forum Event
- NZNOG held successfully
- Stage One of Canterbury Projects Community Grants Round complete
- Internet Research Community Grants Round 2014/15 progressed/launched (tbc)
- Meetings with potential Strategic Partners to draft proposals underway
- NetHui 2015 planning well under way

Identity:

- Beginning review of internal communications across the Group, Council and members
- Website rolled out to wide acclaim
- Writing of communications plans for all future community funding rounds and for the Internet Issues Work Programme
- Development of work updates to send to members and post on website.

Improved Organisation Performance

- Ongoing reorganisation and streamlining of the Core Operations Team
- An appropriately celebratory end to what was an incredibly busy 2014

Lowlights:

- None to report

Next Priorities:

- Work update publication for members and external stakeholders
- Community Grants Rounds:
 - o Research 2014/15
 - o Round 2015/16 plan and criteria recommendations
- Strategic Partnership Portfolio agreed
- NetHui 2015 & Apricot 2016 planning
- Internal communications review
- Completing other 2014/15 planned projects

Reporting Key

DONE = Item Completed

IP = In Progress in accordance with the Business Plan

DLY = Delayed and out of alignment with Business Plan

NS = Not started in accordance with the Business Plan

2: Community Engagement

Lead Staff: Ellen Strickland

Transformations

	Current state	→	Desired state
2.1	The NZ Internet Community is poorly defined	→	An understanding of the NZ Internet community, encompassing all user categories in New Zealand, is developed by InternetNZ, with the community.
2.2	The role of NZ Internet Community in the development of the Internet is seen as important but not core to its development.	→	The role of the NZ Internet Community, and its importance, in the decisions and activities related to the development of the Internet is understood widely.
2.3	The NZ Internet Community through NetHui is made aware of and engaged in some of decisions and activities related to the future of the Internet in NZ.	→	The NZ Internet Community is supported by InternetNZ with processes and platforms, including NetHui, to engage in a broad range of decisions and activities related to the future of the Internet in NZ.

2014/15 Goal

In this area/portfolio, the key outcome we are seeking to bring about this year is as follows:

Goal	<i>Develop and share understanding of, and support, the New Zealand Internet Community.</i>
Measures	<ol style="list-style-type: none"> 1. New Zealand Internet Community “map” (i.e. directory and understanding of interrelationships) developed and published. 2. All InternetNZ work includes a ‘community’ check, with a focus on supporting and ensuring community engagement, as appropriate. 3. InternetNZ engages with and supports a range of community existing processes and

platforms.

	Activity	Priority	Status	When	Comment
2.A	NetHui14	A	DONE		
2.B	NetHui South	A	DONE		
2.C	Community platform development: Internet Research focus (with Strategic Partner AUT ICDC)	C	IP	9 FEB	At AUT Auckland
2.D	Sponsorship Process for Community events (also related to Work Area 5 Identity)	B	DONE		
2.E	Develop and host public events (i.e. speaker series) for the NZ Internet Community	C	NS		One off public events in AKL & WLG are planned for first quarter 2015 but this concept and a series of events will be fully developed for 2015-16 Business Plan
2.F	Relationship and Engagement Management System Implemented (with CRM)	B	IP		
2.G	Development of NZ Internet Community Map	B	IP		
2.H	Baseline research of community engagement in existing processes, esp NetHui	B	IP		With Stakeholder Survey
2.I	Support for other community organisations (NZNOG, NZITF etc) clarified and framework created.	B	IP		MoU developed and discussing with orgs
2.J	NZNOG Conference support	B	DONE		NGNOG held last week of January. Support provided through Orange, and Yvonne attended for first time

3: Community Funding

Lead Staff: Ellen Strickland

Transformations

	Current state		Desired state
3.1	Community Funding has a low profile.		The broader community views Community Funding as a beneficial and integral part of InternetNZ's activities.
3.2	How community funding works is not widely known about or understood by potential funding recipients and partners.		Potential partners and recipients know about InternetNZ Community Funding and understand how it works.
3.3	Community Funding has an unclear impact.		InternetNZ understands and communicates the impact of Community Funding.
3.4	Community Funding supports work of people and organisations with areas of work related to InternetNZ's objects.		Community Funding supports work of others through Community Grants and both supports and works directly with Strategic Partnership organisations.

2014/15 Goal

In this area/portfolio, the key outcome we are seeking to bring about this year is as follows:

Goal	<i>Maximise the impact in New Zealand of the community funding programme, including telling the story better so more people are aware of this work.</i>
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Measures	<ol style="list-style-type: none"> 1. Create and implement a process to measure the Community Funding: understand baseline and changes of who, what and how is funded. 2. Process to understand impact of funding, including benefits and results, developed and implemented to demonstrate the public benefit of InternetNZ funding. 3. Perceptions of stakeholders, internal and external, on components of community funding understood. 4. A plan implemented to communicate the beneficial and important role of Community Funding with the wider community and that Community Funding applicants and recipient have a clear understanding of process as.
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	Activity	Priority	Status	When	Comment
3.A	Baseline research on stakeholder perceptions and awareness of Community Funding (note - linkage to 4.G)	B	IP		As part of Stakeholder Survey
3.B	Finalisation & implementation of Community Funding review processes	B	DONE		
3.C	Communications plans developed and implemented for Community Funding, including for each Partnership and Community Grants.	A	IP		Communications Leading: Grants plan in draft and awaiting draft partnership comms plans.
3.D	Implement funding rounds: <ul style="list-style-type: none"> - June/July: Community Projects and Conference Att'd - Nov/Dec: Special Canterbury Funding Round - Dec/Jan: Internet Research and Conference Attendance 	A	DLY		Projects completed. Canterbury in Stage Two. Research accepting Stage one applications.

	Activity	Priority	Status	When	Comment
3.E	New Partnerships for 2015 onwards identified, negotiated and agreed with Council and in accordance with InternetNZ's charitable obligations to benefit the public.	A	IP		Now meeting with proposed partners accepted at Dec Council meeting. Proposed partnerships to be sent to Council in late Feb 2015
3.F	Develop framework for measuring for impact of Community Funding	B	NS		Fully implementing the new processes for community grants has taken more time & resource than anticipated. It is appropriate this framework be developed once these new processes are embedded and therefore this will be rolled over as a priority in the 2015-16 Business Plan.
3.G	Community Funding Reports and Information related to impact are available	B	DONE		Reports available but impact will be next year when 3.F is completed.
3H	Management and review of Ad Hoc Community Grant Requests under \$5k	B	DONE		
3.I-P	Area of Focus Activities with Strategic Partners (related to Engagement & Issues areas)	B	IP		See Strategic Partnerships Council paper

4: Our New Identity

Lead Staff: David Cormack

Transformations

	Current state		Desired state
4.1	Current brand is not immediately recognisable or connected to who we are and what we do as an organisation		New brand connected to charitable objects, issues and interests, brand is recognisable and respected
4.2	Stakeholder perceptions not objectively analysed and collected		Stakeholder perceptions evaluated and benchmarked, and an appropriate management plan linked to new identity developed and implemented
4.3	Ambitions and purpose not widely understood or defined both internally and externally		Clear articulation of our vision, mission and objects and alignment across the Group about our various roles in supporting and delivering to them
4.4	We are sometimes seen variously as overly technical, reactionary and anti-government, anti-industry, theoretical & unrealistic		We are viewed as a trusted authority by all stakeholders, recognised for the range of work we do, and the range of work we do our vision, mission and objects, are understood

2014/15 Goal

In this area/portfolio, the key outcome we are seeking to bring about this year is as follows:

Goal	<i>To develop and live up to our new identity in all that we do.</i>
Measures	<ol style="list-style-type: none"> 1. Brand refresh adopted and implemented 2. New website rolled out successfully, and other online presences updated accordingly 3. Increased identity recognition measured among stakeholders and the public. 4. Develop and articulate a core story, encompassing our vision, mission and objects that will provide a clear understanding of who we are, and what we do across the InternetNZ Group, with all constituent parts of the organisation understanding how they contribute to this vision.

	Activity	Priority	Status	When	Comment
4. A	New brand identity developed, signed off and implemented across InternetNZ activities and presences	A	D O N E		Brand identity completely rolled out. All collateral now has new logo.
4. B	New website developed, signed off and implemented	A	D O N E	Dec 1	Website launched. Redirects created for most popular pages, ongoing work on broken links from old site.
4.C	New “core story” for InternetNZ developed, signed off and used whenever appropriate to explain who we are, what we do and why we do it and representing our mission and objects.	A	D O N E		
4.E	Public Relations and Communications strategies refreshed in light of the new brand framework, and continually revised on a quarterly basis.	B	I P		Strategies developed for funding rounds and for Work Programme. Work update drafted for CE review.

4.F	Relationship between the InternetNZ brand and those of DNCL, NZRS and .NZ reviewed and a brands framework developed for use across the group.	B	NS		
4.G	Comprehensive stakeholder review completed and baseline established for further engagement and development (note - linkage to 3.A)	B	IP	March 1 2015	Stakeholder list provided to PR company. Interviews have begun.

5: Improved Organisational Performance

Lead Staff: Jordan Carter

Transformations

	Current state	→	Desired state
5.1	Performance management, goal setting and expectation management done in an ad-hoc fashion	→	Performance, goals and expectations clearly discussed, set and managed in accordance with best practice
5.2	Accountabilities and priorities are not always clear across the organisation	→	Staff, contractors, and Council are all clear about their accountability for achieving our goals and performance
5.3	No established methodology or baseline for discussing improvements in performance and measuring success	→	Baseline set and performance and successes understood and measured.
5.4	Tools, processes and structures are not necessarily available	→	Tools, processes and structures enable continual improved performance
5.5	Our internal team culture does not encourage cooperation, collaboration, performance or enjoyment to the degree it could	→	Our internal team culture facilitates a stronger, more collaborative working environment for greater performance and enjoyment

2014/15 Goal

In this area/portfolio, the key outcome we are seeking to bring about this year is as follows:

Goal	<i>Our members, the Council and the public at large can clearly see what we do as an organisation so they can hold us to account for measurable performance in all our work;</i>
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Measures	1. New processes introduced that allow for clear management of staff and contractor priorities, goals and objective 2. New quarterly activity reporting to members and the community introduced 3. Planning and accountability documents clear about the outcomes sought and the measures of success of these				
	Activity	Priority	Status	When	Comment
5.A	Develop and implement good performance management, measurement and analysis frameworks that over time provide the information to continuously improve performance (both objective and subjective).	A	DONE		Framework in place and in use, and will be improved over time.
5.B	Identify barriers/incentives to working efficiently and effectively across the InternetNZ group and within the internal InternetNZ operating team and develop strategies to address those barriers/incentives.	A	IP		Ongoing work in the group; largely complete in InternetNZ team.
5.C	The right tools are available to support efficient working, reduce duplication and encourage collaboration.	B	IP		This is largely a work organisation and tools combination, progress on both.
5.D	Internal communications, meetings and collaboration methods refined to make these as efficient as possible.	B	IP		Ongoing work.
5.E	Develop and implement new external engagement and relationship management systems and processes.	B	DONE		Deployment of tools done; use improving.
5.F	Develop and implement new reporting framework on progress made on the business plan, with this reporting done on a quarterly basis.	A	DONE		Concept in place, first round end of January.
5.G	Develop and implement an appropriate recognition structure that supports highlighting excellent performance and provides incentives for the same (note, not necessarily financial).	B	NS		For 2015/16.

6: Core Operations

Note: A detailed plan for this area is now being developed for implementation in the 2015/16 Business Plan.

Work done in the period to 31 January

- COT Strategic planning finalised, business planning started, and portfolio transitioning commenced
- Property viewing - in preparation for lease expiry in Nov 2015
- Council paper preparation
- Travel tender planning and invite to tender sent
- Governance documents revision - in progress
- Staff business planning retreat preparation - in February
- Continued Community Funding management and support
- Canterbury funding round underway
- Contribute to Election working group
- Audit of CiviCRM database
- Membership database training
- Research Grants systems available
- Induction of Events Lead Yvonne Shelton
- Prepare and produce DNCL accounts and financial reports for Nov and Dec
- Monthly/Weekly Creditors payments for DNCL and INZ
- Prepare and produce INZ's management accounts and financial reports for Nov and Dec
- QE Dec Financials to Deloitte for inclusion in the Group Consolidated reports
- NZITF Annual Accounts completed and reviewed
- Interim audit in January 2015
- Audit and Risk Committee support and meeting
- Invite to tender for audit services underway

7: Governance and Members

Note: A detailed plan for this area is now being developed for implementation in the 2015/16 Business Plan.

Work done in the period to 31 January

- Council meeting held December 2014 in Auckland
- Preparations for Council meeting in February 2015
- Preparations for next meeting of Council working group on membership
- Elections Working Group progressing under Colin Jackson's leadership
- Discussion of .nz Memorandum of Understanding with NZ Government had at Council in December
- Preparation under way for member engagements in March 2015

Jordan Carter

Chief Executive

30 January 2015

17 International Report



Paper for 16 February 2015 Council meeting

MATTERS FOR DISCUSSION

International Update: December 2014-February 2015

Since the last Council meeting, not much international activity has occurred. Two items are reported for completeness. The usual joint ICANN report will be forthcoming in the week following the ICANN meeting in Singapore on 8-12 February.

Jordan Carter

Jordan attended the face-to-face meeting of the ICANN Accountability working group he is a member of in Frankfurt, Germany on 19-20 January. The working group is to deliver suggested improvements to ICANN's accountability to the Internet community, and is interrelated with the work of developing a transition of the stewardship of the IANA functions.

At the meeting, Jordan was appointed as a rapporteur for one of the strands of work. He will attend the next ICANN meeting in Singapore with a major focus on progressing this work, along with the work of the Cross-Community Working Group on Internet Governance.

Keith Davidson

Keith has not been offshore since the December Council meeting, and next trip for him is to Singapore for ICANN for four different meetings:

- 5 - 6 February - IANA Transition Group meeting
- 8 - 12 February - ICANN 52
- 13 February - Joint ISOC and ICANN Board meeting
- 14 - 15 February - ISOC board meeting

His schedule has remained incredibly busy nonetheless, with the following issues dominating his time:

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- Assessment of nominations for the ISOC Board, with interviews of a long short-list being held late January
 - Creation of a paper for the ISOC Board on the topic of potentially introducing ISOC Board remuneration, and subsequent debate
 - Weekly calls on the IANA Transition Group and the ICANN Cross Community Working Group on IANA (Names Proposal) and some sub-groups attached
 - ccNSO coordination and preparation calls with Chair / Vice Chair and Secretariat of the ccNSO. Main coordination is around IANA transition and ICANN Accountability and main preparation is around the ccNSO Council workshops and meetings being held in Singapore in February

29 January 2015

18^{3rd} Quarterly Report

Second set of papers.

19 Business Development

Verbal.

20 Subsidiaries Report

Verbal.

21 Matters for Communication – key messages

22 General Business