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 town 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   Jordan Carter
President   **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:
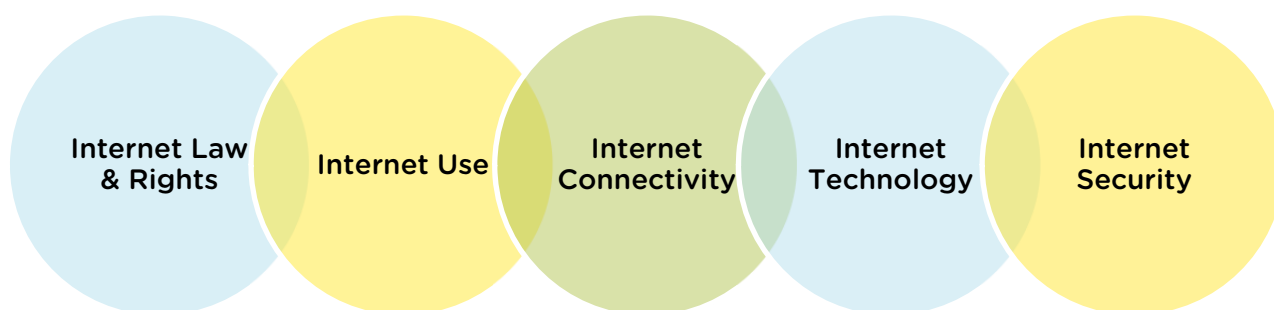
	Transformation/s		Lead
	From	**To**	
1	InternetNZ is a substantial contributor on Internet Issues	InternetNZ is the authority on Internet Issues	Work Programme Director
2	The Internet Community is loosely connected and making contribution to the development of the Internet in New Zealand in respective 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

| Internet Law & Rights | Internet Use | Internet Connectivity | Internet Technology | Internet Security |

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.

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[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-Ai	We are seen as a leading contributor to debate on Internet issues in New Zealand	We are seen as *the* leading voice on Internet issues in New Zealand
1Aii	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
1Aiii	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
1Aiv	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.
1Av	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
1Bi	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
1Bii	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
1Biii	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**
1Ci	Drivers of Internet uptake and use in NZ not clearly understood	Drivers of Internet uptake and use in NZ known,
1Cii	The benefits of Internet uptake and use in NZ are not clearly understood.	The benefits of usage and uptake of the Internet are clearly appreciated.
1Ciii	New Zealanders utilise the Internet well for social application, but not well in business settings	All New Zealanders are capable and confident users of Internet technology,

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**
1Di	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.
1Dii	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.
1Diii	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.

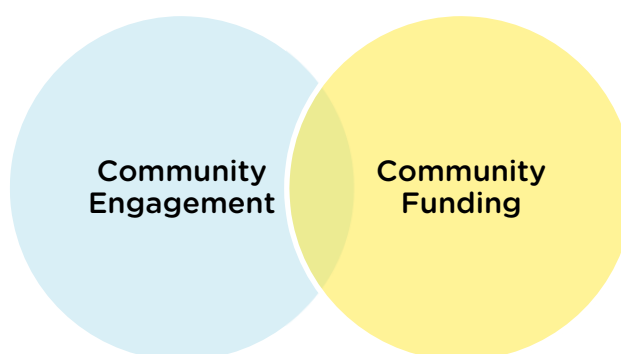|	Transformation/s	
	From	**To**
1Ei	Best practice in future proofing networks for demand, features, resilience and stability is not developed and shared effectively in New Zealand	Best practice in future proofing networks for demand, features, resilience and stability are developed and shared in New Zealand
1Eii	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
1Eiii	The Internet technical community of New Zealand is not well mapped	The Internet technical community of New Zealand is 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**
1Fi	New Zealand does not have an approach inclusive of all stakeholders for managing Internet Security issues.	New Zealand has an approach inclusive of all stakeholders for managing Internet Security issues.
1Fii	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.
1Fiii	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 can shape the Internet's growth, development and use, including in business, government, academia, technical and community-based organisations and as individuals. We work to empower and develop that Internet community, as integral to the ongoing development of the Internet in the public interest.

Because of the decentralised nature of Internet and its development, supporting the Internet community is of critical importance to the future of the Internet for New Zealand and towards our cause, the Open Internet. In this area we work to empower and develop the Internet community to take responsibility for and to shape the future of the Internet in New Zealand. There are two primary roles through which this work is undertaken – through our Community Engagement Portfolio and the Community Funding Portfolio. Transformations for each of these areas are outlined below.

Community Engagement   Community Funding

Key Areas and Transformations

Community Development Programme

Transformation/s		
	From	To
2Ai	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.
2Aii	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.
2Aiii	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**
2Bi	Community funding is $0.5m per year	Community funding is $1.0m per year
2Bii	Community funding effectiveness is not understood or communicated	Community funding is, and is seen to be, effective
2Biii	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**
2Ci	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.
2Cii	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.

2Ciii	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**
3Ai	Key issues in international management of the Internet, such as the IANA transition, threaten the openness and uncapturability of the Internet	Key issues in international management of the Internet, such as the IANA transition, are concluded in a manner that supports the open and uncapturable Internet
3Aii	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
#Aiii	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
3Aiv	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
3Av	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 has also grown. The Core Operations Team (COT) delivers services to Council and members, to the InternetNZ staff and contractors team, to other business units in the InternetNZ Group, and to InternetNZ partners and community organisations.

The vision we have for core operations is to be capable, organised and trusted across the group and for & by external clients. In 2015 and beyond the team is working through a comprehensive analysis and review of its functions and roles, and is united around delivering the vision noted above.

Scope

The scope of the Core Operations Team (COT) 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

Given the vision above and the renewed focus on core operations in this Strategic Plan, the team 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**
4Ai	Staff unclear who is responsible for which functions	All staff have clarity in their roles, responsibilities and deliverables
4Aii	Status quo - the way we have always done things	Continually improving efficiency and effectiveness through more defined roles
4Aiii	The risk of skills not aligned	Roles that best utilise skills, experience and interests
4Aiv	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**
4Bi	Status quo - the way we have always done things	Continually improving efficiency and effectiveness through more defined roles
4Bii	InternetNZ Operations procedures, tools and practices are outdated and inefficient	InternetNZ Operations procedures, tools and practices are high performing against a relevant benchmark
4Biii	A workplace where we work	A workplace where we can develop and achieve broader development, goals and interest
4Biv	Support based services	Proven and trusted solutions based environment aligned to the strategic direction
4Bv	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**
4Ci	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
4Cii	We utilises our website and social media presences in an ad-hoc and sporadic fashion	We effectively utilises our website and social media presences to keep members, the Internet Community and stakeholders informed in a timely fashion
4Ciii	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.
4Civ	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 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 members informed about and participating in our work.

	Transformation/s	
	From	**To**
4Di	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
4Dii	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.
4Diii	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**
5Ai	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.
5Aii	Membership of approximately 300-400	Membership has increased to >1,000, though effective targeting of stakeholders that share InternetNZ's vision, mission and values.
5Aiii	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**
5Bi	Council does not fully reflect the diversity of the New Zealand Internet Community	Council reflects the diversity of the New Zealand Internet Community
5Bii	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.
5Biii	Council has most of the inputs necessary to fulfil its role as InternetNZ's governing body	Council has all of the inputs necessary to fulfil its role as InternetNZ's governing body .