

STRATEGIC FRAMEWORK 2019-2022

Introduction

This Strategic Framework is founded on our history as an organisation that is at the heart of New Zealand's Internet. Operating .nz as a world class ccTLD, and reinvesting the profits into public good investment, is our business model. Our purpose is **helping New Zealanders harness the power of the Internet**. Our vision is of **an Internet that is open, secure and for all New Zealanders**.

In starting our strategic thinking, we took a careful look at the environment within which the Internet operates. From that thinking we identified three areas that need attention to help our purpose be achieved. They are: making sure everyone can make use of the Internet; making sure that trust and security are improved; and protecting the essential openness of the Internet within our country and around the world.

This shows the terrain on which we work. What we do is operate .nz excellently, support the Internet community, offer insight and influence others, and develop new commercial services. These are the four strands of our mission.

The plan set out over the following pages is our foundation. Reading it will give you clarity on what we are trying to achieve - how we translate our purpose into action. The steps we take year to year - the specific Goals to focus our work, and the projects that we will undertake to achieve them - will be set out in our yearly Plan and Budget.

We commend this plan to you and thank you for reading it.

Jamie Baddeley
President

Jordan Carter
Group Chief Executive

- Purpose:** Helping New Zealanders harness the power of the Internet.
- Vision:** An Internet that is open, secure, and for all New Zealanders.
- Whakatauki:** Kua raranga tahi tatou he whariki ipurangi mo apopo.
Together we weave the mat, in terms of the Internet, for future generations.
- Mission:** To operate .nz excellently, develop new commercial services, support the Internet community and offer insight & exercise influence - all to help New Zealanders harness the power of the Internet.

Our values:

We have each other's back	We all bring something important to the table. We want people in our team to have a strong sense of belonging. Everyone has a place. We are all here on merit and bring different perspectives from our backgrounds to what we do. We respect each other's abilities; using our complimentary skills to make us more effective. Ultimately, that makes us a more formidable and cohesive team.
We're constantly curious	We work in a fast paced world and things are changing rapidly around us. We keep watch on what's going on in our sector, and explore new ideas as we come across them. Because of our institutional knowledge and capability, we can act quickly and with purpose. We are rigorous and commit only when we have the evidence to support doing something, or things stack up well. We adapt when we need to and always look for opportunities to learn and improve.
We all have a part to play	We're all on this journey and the only way to get there is together. We've all got a part to play in keeping up our momentum. We've got a really good idea of where we're heading, and there are some things we'll continue to work out along the way. When we get wins and reach milestones, we celebrate them. When things don't go so well we'll take the learnings and keep on keeping on.
We walk the talk	We're open and transparent. We have a big responsibility and take what we do seriously. We make sure we do as we say we do. We'll always work in the best interests of the community we serve. We see ourselves as Kaitiaki (guardians) of a mission-critical sector; one that enables New Zealand Inc to do well. We act ethically and with integrity.

Table 1: Purpose, areas, mission and foundations

PURPOSE: Helping New Zealanders harness the power of the Internet			
	WHY/AREA: Openness	WHY/AREA: Security & Trust	WHY/AREA: Internet for All
WHAT: Operate an excellent .nz ccTLD			
WHAT: Non-.nz commercial activity			
WHAT: Support the Internet community			
WHAT: Inform and influence			
HOW: Great organisational capability (build people, improve processes)			
HOW: Financial sustainability (diverse income, well-managed assets)			
HOW: Ecosystem player, partner and funder (work with others, fill our niche, make grants)			
HOW: Efficient and effective (focus effort for greatest impact)			
HOW: Insight, evidence and analysis (reality-based).			

	Why we we do it (PURPOSE)
	What we do (MISSION)
	What we do (MISSION) (earns income)
	How we do it (FOUNDATIONS)

Explanation of Table 1: Purpose, areas, mission and foundations

Our WHYs: These are the key areas our understanding of the Internet policy and technology environment suggests are where we need to focus our work, so that the opportunities (or threats) they present to achieving our purpose.

The work we do (our HOWs or mission) will always contribute to one of these three **Areas**.

Internet for all, so all the people of Aotearoa-NZ can improve their wellbeing.

- An element of access (being able to readily use good quality Internet).
- An element of opportunity (actually being able to do great stuff once you have access).

Security is enhanced, so people of Aotearoa-NZ can have the trust and confidence to make beneficial use of the Internet.

- An element of informed choice, personal capability (more people know what is safe to do & how to safely do it)
- An element of security (more aspects of what people do online are genuinely secure)

Openness - of the Internet's architecture, governance and technologies, so that people of Aotearoa-NZ can benefit from innovation and from communication world-wide.

- An element of supporting, using and arguing for the technologies and architecture of Open.
- Supporting Kiwi voices in the open governance and technological development of the Internet.

Note: Openness is a precondition for innovative use of the Internet to thrive.

Mission (WHATs)

These are the domains in which we work – they are our answer to the question “what does InternetNZ do?”. Activities that don’t fall into these four areas face a very high burden of proof before being done.

Operate an excellent .nz ccTLD

We are guardians of .nz and we operate it as a secure, reliable and accessible ccTLD, so as to maximise its contribution to Aotearoa-New Zealand. This is our critical function and primary operational responsibility.

Non-.nz commercial activity and investment

We use our capability and resources to develop or invest in other commercial activity that is not directly reliant on operating the .nz ccTLD. This could be services / products for other TLDs, or other types of products in our areas of high-reliability IT services and infrastructure or data science.

Support the Internet community

Through great collaboration and an ecosystem-focused role, we support the development of the New Zealand Internet community and the ecosystem that it forms, so as to maximise its resilience and capacity, and so it can make the greatest contribution to our overall purpose.

Inform and influence

We share information and insight about the Internet and the .nz domain so that others’ decisions and actions are well informed and based on a sound understanding of the reality of the Internet and its technologies - with the aim of supporting our purpose.

Foundations (HOWs)

These are the tools and approaches we take to doing our work. They give a sense of how InternetNZ deploys its resources to support our mission and our purpose.

Great organisational capability (build people, improve processes)

We will be a workplace that attracts skilled people, and supports the growth and development of our people's skills and careers. We aim to be a place people want to stay with once they join. To do that and to achieve our goals we will be a workplace that is effective, well organised and where good processes and systems support the work we do.

Financial sustainability (diverse income, well-managed assets)

We are broadening our sources of income and managing our balance sheet carefully to reduce our organisational dependence on income from operating the .nz ccTLD, and maximising the difference we can make for the country.

Ecosystem player, partner and funder (work with others, fill our niche, make grants)

We pay attention to the health of the Internet ecosystem, and what we do enhances its functional completeness (the right components are there) and its connectedness and capability (the flows of energy and resources are good). We have a funding programme that makes grants and supports partnerships to help achieve our goals.

Efficient and effective (focus effort for greatest impact)

On any issue, we act with reference to other players and the environment, to most effectively and efficiently achieve good impact on our overall goals (even if this is an uncomfortable space for us). We monitor to see what difference we're making, and where we see that things we're doing aren't right any more, we stop doing them or change them. We're transparent and open about this.

Insight, evidence and analysis (reality-based)

The basis for our decisions and our action is the best available information, and sound logic. We know our stuff regarding the Internet and .nz. We're transparent and open about the information bases for our decisions, and have a sound process for assessing, deciding and re-assessing.

Table 2: End states.

PURPOSE: Helping New Zealanders harness the power of the Internet			
	WHY: Internet for All	WHY: Security & Trust	WHY: Openness
END STATE: In 3 years	Digital inclusion policy changes and investments, by government and others, have led to a significant decline in digital exclusion as measured by agreed indicators.	People understand how to manage and protect themselves and their data online. The online services ecosystem supports accountability for sound security practices.	Local Internet governance, including InternetNZ and the .nz ccTLD, remains multistakeholder, with operations based on open Internet tech. Stakeholders recognise and support this approach. InternetNZ supports others to operate as exemplars of openness.
END STATE: In 5 years	Useable Internet access (100+mbps) is available & affordable everywhere in Ao-NZ. Digital exclusion measures continue to show significant improvements.	People are increasingly managing and enhancing the security of their online lives. In Ao-NZ, security-by-design and privacy-by-design are ubiquitous in well-used services, contributing to their trustedness.	Internet openness in all its dimensions is supported and sustained in Ao-NZ. Services, infrastructure, governance and technologies in Internet-related areas are increasingly open.
END STATE: In 10 years	There is no need for “digital inclusion” related investments or policies. Access across Ao-NZ is ubiquitous, trust is high and the skills & motivation to make use of the Internet are high among adults & taught to all during school.	The ecosystem makes it non-viable to produce non-secure products and services or exploit unsafe tradeoffs. People have - and make use of - their power and understanding.	Ao-NZ is acknowledged as a world leader in Internet openness, and actively contributes to world Internet openness.

An **end-state** defines a future reality that the organisation’s work is seeking to bring about. These end-states are ones against which we test our Annual Plan, to make sure the work we undertake is contributing to bringing them about.