

Our Plan 2020/21

ITEM NO: 2.1

AUTHOR: Jordan Carter

PURPOSE: Operating plan for the 2020/21 business year, including information about the overall situation, our goals in the current situation, key projects related to our strategic goals, and key other BAU pieces of work.

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Introduction and Context

For the second year in a row, InternetNZ's planning process has been overtaken by awful events.

The global health emergency created by the COVID-19 pandemic has become an overwhelming factor with which the whole of Aotearoa and the whole of the world is coming to grips. It is creating significant social dislocation, economic disruption and reordering of our lives - and the impact is likely to intensify in the months ahead.

The practical impact on our organisation is far more profound than anything we have experienced since we were founded in 1995. Managing through this is going to be a challenge for all of us, but one I am confident that we can rise to.

In this time of deep uncertainty, the level of planning necessary is, in a strange sort of way, slightly reduced. Things are changing so quickly that the best we can do is be clear about our goals & direction, and then be very flexible about how we move to bring them about.

We believe that the fundamental strategic framework of InternetNZ remains sound. Helping people harness the power of the Internet is essential when our usual physical connections with each other are curtailed. An Internet for All is more important than ever. An Internet for Good still remains necessary, but more in the longer run.

So within that framework, we will focus our work - around some operating goals that guide the start of the year for us, and within the strategic goals Council has already worked through.

Our outstanding team of dedicated people wants to do their best for the Internet and for the organisation. Regardless, the realities of this situation mean that our work will be

disrupted, and we will not achieve as much as we would in normal times. In this, we are like every other organisation in the country - it cannot be avoided, and responding to the situation has to be top of our list.

Our team will focus on looking after each other, delivering .nz, and helping Kiwis use the promise of the Internet to make the next few months and years better than they would otherwise have been.

At this stage, we do not see significant revenue risks to re-shape this plan, but that is certainly a possibility and is factored into our thinking, if not clearly in this document.

I look forward to the discussion with Council on what is in this plan, so that we can together commit to the right approach for InternetNZ in this difficult situation.

Jordan Carter
Group CEO

Our goals in the next few months

The Senior Leadership Team agreed this week to outline the following four goals to drive our work in the short term, as the organisation and the community respond to the initial impact of the COVID-19 pandemic.

Goal	
Looking after our people	We will take a conservative approach to protecting people's health and wellbeing, and manage our work and efforts aware of the stress of the current environment. We will support all of our people, whether they are well or sick.
Looking after .nz	We will keep .nz operating whatever happens, because it is vital for New Zealand. We will be vigilant in ensuring the rules are complied with, especially with the heightened risk of misinformation.
Sharing the stories	During this period of national and global disruption, we will do what we can to demonstrate and share (and inspire others to share) ways the Internet can help.
Investing to help	We will shape our work to invest in people's efforts to meet the challenges of this pandemic, using the Internet for good or to spread access to it, recognising that our scale and resources are small. Digital inclusion will be central to this work.

Operational Focus - critical elements

During the first part of the year, as the situation evolves and develops, we plan to focus on the following critical elements of our work. Delivering on these is our starting point. The rest of the work set out follows as capability allows.

First Priority	
.nz services	The ongoing operation of the .nz registry and DNS, and associated support functions including the DNCL call centre, dispute resolution and compliance functions. Liaison with channel as required.
Finance	Billing and payment of suppliers, payroll for staff, accounting and reporting services to ensure basic functioning of the organisation, and legal compliance requirements, continue.
HR and People	Managing and supporting through the COVID-19 situation, focusing on good support by managers and doing what we can to support health, safety, and wellbeing.

Internal IT	Making sure our internal systems support our staff and our work reliably and flexibly.
Governance	Making sure the Council and the executive can continue their role and that we manage risk and compliance appropriately.
COVID-19 management	Internal work to manage our response to the COVID-19 pandemic, including internal and external communications, wellbeing, services and so on.
Second Priority	
Other products	Ongoing sales, operations and support of other products and services.
Communications	Reactive and proactive work as required.
Data	Collections maintenance and urgent analysis as needed.
Year end	Financial accounting and audit for the 2019/20 year.
.nz crisis response	Dealing with any other unexpected situations.

Key Projects on the Strategic Goals

This section sets out the key initiatives associated with the five Strategic Goals. It is brief and short because, given the capacity constraints we face in the current environment, the organisation will not be able to deliver as much as it usually would expect to. Explanation of the Strategic Goals and how we measure progress against them are in the Annex.

Goal 1: Develop an Internet for Good	
Sharing insights to help w COVID	How can the Internet help in the COVID-19 pandemic response? Share insights directly and through/with others.
What is an Internet for Good?	Longer timeframe - Collaborate and instigate community discussion to agree a vision of what an Internet for Good is.
Influencing government domestic policy	We will continue to contribute to government policy work addressing online harms, including the proposed changes to the Films Videos Publications Classification Act, and the upcoming review of media regulation. (Already underway in 2019/20.)
Regulation and Social Media	A piece of research analysing options and possibilities on this area of an Internet for Good. (Already underway in 2019/20.)

Election 2020	Depends on capacity: Participate as possible in debates and provide analysis and information about combating mis- mal- and dis-information in the context of General Election 2020.
Healthy technical practices	Delayed - depends on capacity: Working with ISPs and other network players to support healthy technical practices, such as MANRS or other domain security practices and services.
Internet for Good International Participation programme	On hold due to COVID - expanding the range of Kiwi voices in Internet governance, technical and policy forums, through scholarships and participation programmes.
Goal 2: Improved digital inclusion	
COVID-19 drive for digital inclusion	How do we work to see improved digital inclusion to help support the community during the COVID-19 pandemic and beyond? (Planning on this starting now.)
Investment to change the inclusion situation	Direct investment through grants and partnerships, and inspiring government and private sector investment in better digital inclusion outcomes. The focus will be across the different elements of digital inclusion: access, skills, motivation and trust.
Online home	Delayed - depends on capacity: launch a new online home for digital inclusion, to instigate better collaboration and shared investment in making a difference. (Already underway in 2019/20.)
Evaluation tool for providers of digital inclusion initiatives	Delay possible: A toolkit for InternetNZ and others to evaluate the impact of digital inclusion initiatives. The development of this toolkit will continue, but it may not be ready by December as first planned. (Already underway in 2019/20.)
Goal 3: Grow .nz	
How do we explain what domain names offer?	A project to do some deep thinking on the nature of .nz. How do we make domain names more relevant to coming generations, and how do we and the channel convince people of the value of .nz?
New website	Longer timeframe - launch a new website for InternetNZ with .nz at the core, better promoting the service to the public. (Already underway in 2019/20.)
.nz Policy Review	Longer timeframe - complete the independent review of the .nz policies, and develop the replacement policy framework. Will take longer due to competing commitments for Panel members and impossibility of effective public engagement during the current stages of the COVID-19 pandemic. (Already underway in 2019/20.)

.nz Registry replacement project	Longer timeframe - continue with the project to replace the systems for the .nz shared registry system. Will take longer due to competition for internal resources to develop RFP, and potential limits on capability of RFP respondents to respond. (Already underway in 2019/20.)
Goal 4: Sell new products	
Defenz	Sell the Defenz firewall service.
.nz Registry Lock	Longer timeframe - work with registrars and consult with the public on implementing a Registry Lock in .nz. (Already underway in 2019/20.)
Digital identity	Longer timeframe - Exploring how we can participate in the digital identity ecosystem developing in New Zealand, and connecting the domain name space into that work. (Nascent work begun in 2019/20.)
Goal 5: Improving InternetNZ's performance Note: this goal has become more challenging due to the impact of COVID-19 on work environment and capacity.	
People strategy	Develop with our team a People Strategy to support ongoing performance and development by all, and to support our ongoing evolution as an organisation.
Better tools	Improved ways to manage project and BAU work.

Key other BAU work

The above material represents our focus. Normal organisational functions continue. We draw attention to a few specifics here that are impacted in some unusual ways by the current situation.

Area	Information
NetHui 2020	Will move to an online-mainly experience, with the option of a physical event to manage the network-building parts of NetHui late in calendar 2020.
AGM	This may need to occur online in July, depending on public health conditions at the time.

International	With international events cancelled and international travel not available, participation in some events that become remote-only should be possible.
Funding	We reach our historic commitment of \$1m for community funding in 2020/21. The reforms already instituted in a process sense will continue to bed in, and we will also make sure to invest in the goals noted above.
Security and risk management	The arrival of our first CSO in 2019/20 will be joined once the pandemic situation eases by further staffing. We continue to evolve our incident management, enterprise and security risk management approaches.
Membership	With our community team now fully staffed, notwithstanding the pandemic situation, we will be exploring new ways to engage with members and new ways to recruit new members.

Recommendations

THAT Council **note** the 2020/21 Plan, **noting further** the uncertain operating conditions under which it has been prepared.

THAT Council **note and endorse** the short term goals set out in this paper, guiding our focus in the initial part of the year in responding to the COVID-19 pandemic.

THAT Council **adopt** the Strategic Goals and Measures in the Annex.

Jordan Carter
Group Chief Executive

20 March 2020

Annex: Strategic Goals 2020-2022

This Annex shows the final proposed Strategic Goals and Measures, arising from the Council discussion in February 2020, including updated measures (in bold). The work associated with doing the goals in the 20/21 business year is in the body of this paper.

In summary the Goals are:

1. Develop the Internet for Good
2. Improved digital inclusion
3. Grow .nz
4. Sell new products
5. Improving InternetNZ's performance

Goal 1: Develop the Internet for Good

Work in Aotearoa and globally to help develop an Internet for Good.

The Christchurch attacks in March 2019 opened up a debate about the gap between the Internet we have today and the Internet we need. This debate was happening before the attacks but the effect of Christchurch has raised the stakes in Aotearoa.

The country needs to make a contribution to shaping the Internet the world needs for the 2020s and beyond. The world needs an Internet for Good, built with the public interest at its core.

This goal is about the tangible impact we can make by helping to define what the Internet for Good looks like, and then in rallying NZ's Internet and policy community to act here and overseas to change and improve the Internet in line with that shared vision.

Measures

- Engagement with relevant national and international stakeholders to develop a shared vision of what an Internet for Good is.
- Stakeholder awareness and engagement with the vision for an Internet for Good increases over time.
- Action taken by us and by other stakeholders, nationally and internationally, changes and improves the Internet in line with our shared vision.

Goal 2: Improved digital inclusion

New investment and community-driven action drives significant improvements to digital inclusion across Aotearoa.

Digital inclusion is essential if the Internet is going to be for everyone. To assure the wellbeing of individuals, families and communities in the 2020s, digital inclusion needs to be universal - everyone needs the chance to participate in the online world.

The challenge with digital inclusion is that no one actor, sector or community can achieve it on their own. Action is needed by a broad coalition of actors, and investment is needed by government and the private sector. So are changes in how we do things, so that digital inclusion is built in from the ground up.

Building on the foundations and understanding developed in 2019/20, we will continue to work on digital inclusion in collaboration with the broad community of actors interested in or influential about it.

Measures

- Digital inclusion investment by government and others reaches \$20m/year, and directly affects 50,000+ people.
 - Measure at 30/9/20 from previous goals.
Note - may not be able to measure impact on # of people at that time.
- The Online Home for Digital Inclusion is attracting use and positive stakeholder feedback.

Goal 3: Grow .nz

To fund increased public good investment, grow the use, value and revenue from .nz domain names.

The .nz domain name space is our premier product. It offers huge value to New Zealand. This goal is about increasing the value it provides to the country through greater use and new features. We will reinforce its reliability and security through new systems and an up to date policy framework.

We will capture some of that value through flexible pricing approaches that recognise the market stage .nz is in - a mature product in a low- to no-growth situation.

Measures

- increased revenue from domain name registrations.
 - More than 15% in the two year period to 31/3/22.
 - Flexible between registration numbers and price.
- active use of domain names is increased, improving retention and registration term.
- **share of revenue devoted to public good investment.**

Goal 4: Sell new products

Develop new sources of revenue through ongoing investment in and sales of new products.

Rationale

InternetNZ's vision is broader than the domain name system. By developing new products and services we can reduce our financial dependence on .nz, introduce products that help achieve our vision, and raise more funds to invest in public good work.

In the current year we have begun to prove that new products can be done in a commercially successful way. By the time these goals are agreed, we'll have solid evidence in the form of a new product and a developing sales pipeline of potential customers. .

This is about growing the portfolio and ensuring that the products we offer are making a business return, to help fund our public good investment.

Measures

- Registry Lock is for sale in the 2020-21 financial year.
- The Broadband Map is covering its costs by 31 March 2021.
- Defenz reaches net profit in the 2021-22 financial year.
- **New products reach net profit within 24 months of first sale.**

Goal 5: Improving InternetNZ's performance

Develop InternetNZ as a high performing organisation and an excellent place to work.

We can make the biggest contribution to our vision and mission by being a high performance organisation - individually, as teams and together across the group. And we can attract and retain staff by being a great place to work.

We will build on the work done so far in founding the organisation following the 2018 structural changes to understand drivers of performance and promote pride in our work and its impacts. We will do this by developing a high level of trust and innovation within the organisation and embracing diversity to grow

Measures

- Staff baseline feedback from March 2020 is improved by March 2022
 - Perceptions on high performance and great place to work
 - Improvements in areas such as
 - Internal Communications
 - Staff development
 - Organisational Learning
- Resource planning and BAU/Project Management tools established and drives demonstrable changes.
- **Staff churn / turnover measures.**