

## SMART Goals, Key Projects and Capability 2019/2020

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**Purpose of paper:** To seek Council decision on the key goals for the 2019/20 Plan.

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### Introduction

We have a responsibility to focus our effort and resources on work that is most critical to our vision: an Internet that is open, secure and for *all* New Zealanders.

To achieve that focus, we have developed 5 goals to drive our work this year. They are designed to be specific and measurable, achievable within a 12-18 month timeframe, and viable given our resources and capability.

The first section of this paper sets out what each goal is, how it will be measured, and sets out initial thinking on some key projects we could undertake to achieve each goal.

These goals are **different** to those agreed by Council in November.

They are more “S.M.A.R.T” and they are, in our view, a stronger reflection of where the organisation should focus its work to advance in line with our Strategic Framework.

They are also presented in **priority order**.

A second section, to be developed for the final Plan, will set out projects that contribute to the elements of our mission but are more business-as-usual.

The third section, partly present in draft, will outline capability projects and resources that will help us do our work better. This is where we have placed work on our relationship with Te Ao Māori.

The next phases of our planning, once the goals are agreed, will be to further develop projects that achieve the goals and cost the work consistent with the high level financial plan.

**Goal 1:** To fund increased public good investment, drive higher sustainable growth in registrations of .nz domain names. Lead - David

**Rationale -**

This is a new goal. InternetNZ's ability to do its work is financed by .nz. The use of .nz domain names is a key way we help NZers harness the power of the Internet.

Setting a goal about growth will focus our attention on understanding how to make .nz more valuable to more people, and working out how we can inspire our channel partners to encourage registrations.

Sustainability is about "no cheap shots" - we want incremental improvement in outcomes that is sustained over time, not a quick lift followed by a quick drop.

This will grow our income for our key product faster than 'leaving it alone', allowing further public good investment sooner.

***Strategic alignment***

WHY: Purpose.

WHAT: Operate an excellent .nz ccTLD for Aotearoa New Zealand.

HOW: Various.

**Measures**

- increased revenue from domain name registrations (4+% year on year)
- increased numbers of domain name creates
- increased proportion of domain names are renewed
- average registration and renewal terms increase

Possible Projects	Explanation	Timeframe
<i>.nz website</i>	Serves needs of Registrars and Potential Registrants, platform for marketing	Q1-Q2 2019/20
<i>Marketing - Registrar Channel</i>	Influence increase in registrations of domains and market share in NZ. Adopt international best practice for registrar marketing engagement.	Q1-Q2 2019/20
<i>Marketing - Potential Registrants (dependency on web platform)</i>	Influence increase in registrations of domains and market share in NZ. Evidence and experiment based to establish what levers can be used to impact growth	Q3-Q4 2019/20

**Goal 2:** Modernise and improve the policy and security environment for .nz, consistent with our aim of being a globally excellent ccTLD. Lead - Jordan

**Rationale -**

This goal began as a commitment to understanding and improving excellence in .nz. We have decided to be more specific in the 2019/20 timeframe by recognising two committed areas of work that will contribute to this.

Our strategy process identified security and stability as a threat to realising our purpose and to our ccTLD responsibilities. A security improvement programme for InternetNZ and .nz flows from this.

Refreshing the .nz policy framework through a community review process, and clearly separating policy from process, will improve its quality and usability and ensure it is responsive to the public's needs.

***Strategic alignment***

WHY: Purpose.

WHAT: Operate an excellent .nz ccTLD for Aotearoa New Zealand.

HOW: Various.

**Measures**

- Progress to agreed milestones as documented in comprehensive review
- our cyber security investment and practice is improved on 18/19 baselines, consistent with our role and the threats posed by our environment
- all high priority risks identified in the 2019 risk register review are sufficiently mitigated
- work with registrars to develop and implement improved security covering
  - at least 80% of the market
  - registrars of high profile domain names

Possible Projects	Explanation	Timeframe
Risk review	Following a revised threat assessment, compile and respond to a new risk register for the group.	Q1
.nz Policy framework review	Comprehensive review to modernise the policy framework for the .nz domain name space.	Q1 2019/20 to Q2 2020/2021
.nz security state assessment	Work with registrars to develop a shared understanding of the risks that .nz faces and how we can work together to mitigate these.	Q1-Q2

**Goal 3** InternetNZ will have two new non-.nz services, validated through our new business processes, delivering annual recurring revenue and each on a path to profitability. Lead - David

**Rationale -**

By successfully developing new products and services aimed at making a profit, we can help more people harness the power of the Internet in new ways. In so doing we can improve our financial resilience and devote further resources to public good investment.

A rigorous approach to product development will drive success in these goals. The approach is set out in a companion paper outlining the Commercial Strategy and approach.

***Strategic alignment***

WHY: Any of the WHYS - openness, security, for all.

WHAT: Non-.nz commercial activity.

HOW: Great org capability, financial sustainability.

**Measures**

- business processes that generate a pipeline of ideas, and develop these in reasonable timeframes, are established and operating
- two new services are planned, built, launched and have earned first sale revenue
- each new service has reached net profit within 24 months of first sale

Possible Projects	Explanation	Timeframe
<i>Innovation Pipeline</i>	Moves ideas through a process of - ideation - exploration - validation Each of these will require cross organisation input. Allowance for time and budget in explore to develop prototypes, run experiments etc.	Q1-Q4
<i>New product 1(TBC DNS F/W)</i>	Business Case, Build, Marketing, Launch and operation of a new service.	Q1-Q2
<i>New product 2</i>	Business Case, Build, Marketing, Launch and operation of a new service	Q2-Q4

**Goal 4:** InternetNZ will collaborate with others to identify, agree and effect significant progress on four interventions to bridge different digital divides (motivation, access, trust, skills). Lead - Ellen.

**Rationale -**

Significant digital divides block people from being able to realise their potential, given how much of life now happens online.

We want to influence significant action on closing digital divides by others, so that resources far greater than we can deploy are helping to meet the challenge.

We also understand that working out what will work best will take patient collaboration and shared understanding, so that will ground our approach.

***Strategic alignment***

WHY: Internet for all

WHAT: Inform and influence

HOW: Ecosystem player; insight, evidence and analysis.

**Measures**

- demonstrated collaboration with key stakeholders and these stakeholders acknowledge a leading role.
- progress through interventions cover a range of drivers of digital divides and of communities facing them.
- the impact is of an adequately extensive scale, which can be judged by, for example:
  - new funding of \$20m per year is being invested in digital divides initiatives.
  - 50,000 people are on track to benefit each year from these new initiatives.

Possible Projects	Explanation	Timeframe
<i>Government Engagement</i>	Exercise influence with officials and politicians, through public and private means, to help secure the overall goal.	Q1-3 2019/20
<i>Digital Divides / Broadband Map</i>	Find opportunities to combine resources and maximise the combined impact of digital divides and broadband map to better inform and influence stakeholders with data about digital divides"	Q1
<i>Community Grants round focused on Digital Divides Projects and Research</i>	Have special grant round for Digital Divides related projects and research	Q2 (if funding)

**Goal 5:** To champion the open Internet, InternetNZ shares analysis of the state of Internet openness, designs opportunities to improve it, and we as well as others take action inspired by this work. Lead - Andrew

**Rationale -**

No other organisation understands what Internet openness means as well as us. Our environment scanning identified significant threats to it, which is why it is a “WHY” in our strategic framework.

This goal sees us communicating clearly what the concept means, sharing analysis of the current situation and seeing those findings applied both by ourselves and by other organisations.

Aotearoa-New Zealand can be a champion of Internet openness. Achieving this goal will help us make that so.

***Strategic alignment***

WHY: Openness

WHAT: Inform and influence, Support the Internet community

HOW: Ecosystem player; insight, evidence and analysis.

**Measures**

- “Internet openness” is defined and its dimensions are explained.
- a local analysis is collaboratively developed and published.
- findings are applied to InternetNZ activity.
- identified stakeholders who can make a difference are meaningfully committed to doing so.

Possible Projects	Explanation	Timeframe
<i>Define/Explain “Internet Openness”</i>	Research, develop and release our view of “Internet openness”, identifying its dimensions and serving as a base for the rest of engagement and discussion.	Q1-Q2
<i>NetHui 2019</i>	Openness as a theme of NetHui, and use this as a space to discuss and engage stakeholders.	Q3
<i>Colmar Brunton Research 2019</i>	Ask NZers in general about their perceptions of Openness	Q3-Q4

The full Plan for the year will include final proposed projects as above (the above possible ones may remain, change or be replaced), a second section showing projects that relate to the Mission (where BAU work fits - to be developed) and a third on Capability projects (part of which is below).

## Capability

### Projects

To work effectively as an organisation, InternetNZ retains and grows the capability of outstanding people. The domains in which we do this are set out in

the Strategic Framework. In 2019/20, there are some projects we will complete to improve our capability.

Project	Explanation/Deliverable	Timeframe
<i>Maori Internet Community engagement.</i>	Building on the Council's work last year, identifying and developing relationships with key organisations and individuals in the Māori Internet Community to inform shared objectives and understanding of our work in relation to Te Ao Māori.	Q1 2019/20
<i>Te Ao Maori.</i>	Building on Council's work last year, and the outcomes of the Engagement work in CPI, a new staged plan for changing and developing how InternetNZ works in relation to Te Ao Maori will be developed, with implementation beginning immediately.	Q2-Q3 2019/20
<i>Te Reo Maori</i>	Analyse and select some content to be translated and presented on line in Te Reo.	Q1-Q2 2019/20

Following the discussion at the Council meeting in November about the importance of developing InternetNZ's relationship with Te Ao Māori, we have set out the capability projects above. That work is very important because it is a foundation for us - it will help us better engage with the Māori Internet community, and it will help reflect our reality of being an organisation in Aotearoa New Zealand into the 2020s and beyond.

In terms of achieving our overall purpose and vision, we do not think it is in the same category as the SMART goals in this paper. It is permanent, not time bound, and designed to infuse the way we work at Council, staff, member level and with stakeholders. That is why we have described it as a "Capability" goal, with the projects above presented for comment.

## People

As set out in the high level budget summary, we are proposing some personnel increases that will either see us more adequately resource existing work, or introduce expanded capability to do new things.

The main areas proposed are:

Area	Info
Security	Create two new security-focused roles to provide focused leadership on security practice in the group, and to be a more capable advocate for security issues in community discussion.
Technology Services	Create two new roles - a new sysadmin and a new tester - to respond to existing demand and ensure that new product development demands can be catered for.
Outreach and Engagement	Budgets already include resource for a membership-focused role, but that has not yet been filled. It will be in 2019/20. In addition, an additional 0.5 FTE in communications staffing is proposed.
Commercial	New capacity will be required in the commercial team to manage our portfolio of products and to sell them.
Research	Add a Data Engineer as FTE to help build solid data collections and workflows that will provide evidence to support the strategic goals.

## Recommendations

THAT Council **adopt** the five key goals and their measures as presented in this paper, to drive focus and prioritisation of the organisation's work and resources in the 2019/20 year.

THAT Council **note** that the proposed projects under each goal will be further developed and may change by the time the final plan is presented.

THAT Council **note** that the proposed capability projects and people information in this paper will flow through to the 2019/20 Plan and Budget.