



Our strategy 2022-2025

About our strategy

Our Strategic framework - the following content sets out our high-level strategic framework and how our work aligns to the broader InternetNZ and .nz strategy, outcomes and values. To be successful we need to focus on the outcomes for the New Zealand community, as well as being the organisation we want to be.

Our vision

A .nz that is Fair for Everyone

To be a fair, independent and accessible self-regulator who provides trusted oversight of the .nz domain name space and an excellent dispute resolution service.

5 outcomes

1

Ensuring a fair, effective and efficient .nz self regulatory system

2

Driving a culture that promotes .nz market participants readiness and ability to comply with expectations set by policy, sound risk management approaches and broader New Zealand community standards

3

Fostering fairer, simpler and contemporary forums for people to resolve complaints with their service providers and disputes with each other

4

Driving DNCL's regulated population to tackle domain name abuse in line with cross sector and jurisdictional commitments to minimise online harm for consumers

5

Future proof our organisation and operating model to deliver services and value that matters to our stakeholders and creates a fun place to work

Our outcome indicators

Our **As Is** (current) to our **Will Be** (future) states and indicators to achieve our outcomes

TRANSFORMATION FROM

TO FUTURE READY

From: a .nz self regulatory system that is fit for purpose

To: a .nz self regulatory system that is nuanced and matched to the size and nature of the risks and harms to be addressed in the .nz domain name space.

From: Compliance activities that are reactionary and just able to assist people to comply with expectations set by policy, sound risk management approaches and broader New Zealand community standards.

To: Delivering a compliance program that enhances participation in the .nz market, enhances resilience and supports better outcomes for consumers and industry.

From: Fostering fairer, simpler and contemporary forums for people to resolve complaints and disputes.

To: Simplifying access to justice for the .nz end user community through integrated, people-centric and digital service solutions.

From: Operating a system that only takes reactive measures at the DNS level to combat domain name abuse.

To: Driving DNCL's regulated population to proactively tackle domain name abuse in line with cross sector and jurisdictional commitments.

From: Futured proof organisation and operating model to deliver services and value.

To: An inclusive, sustainable and robust organisation where speaking up, diversity and inclusion are part of our DNA.

Success measures

To succeed we will **leave behind the status quo** regarding our financial, organisational, stakeholder and operational activities. We aim to achieve these outcomes over 3 years.



Financial

- Costs are recovered for services and optimised to deliver value for money
- Income sources are retained
- Management fee is set to cover existing operating costs and long-term organisational sustainability



Organisational

- Staff are highly engaged, retained and have opportunities to thrive
- Staff absenteeism and turnover is minimal
- Evidence exists of DNCL as a Learning organisation
- DNCL is resilient continually mitigating risks in the midst of changes



Stakeholder

- Awareness of DNCL and its services in the New Zealand community increases
- Annual stakeholder surveys show high levels of stakeholder satisfaction with DNCL's services
- Consumer Net Promoter Score Industry Benchmarks are adopted and embedded in operations
- Data is turned into information and insights provided so people can understand the Commission and the .nz domain name space



Operational

- DNCL's management system is well understood and operates efficiently
- Ideas are executed and turned into reality
- Systems and processes are stable and refined to eliminate waste
- There is a continual process of detecting and reducing or eliminating errors in our services and processes