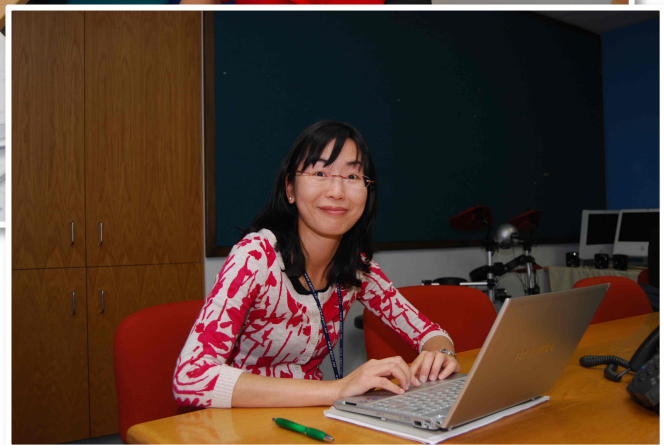
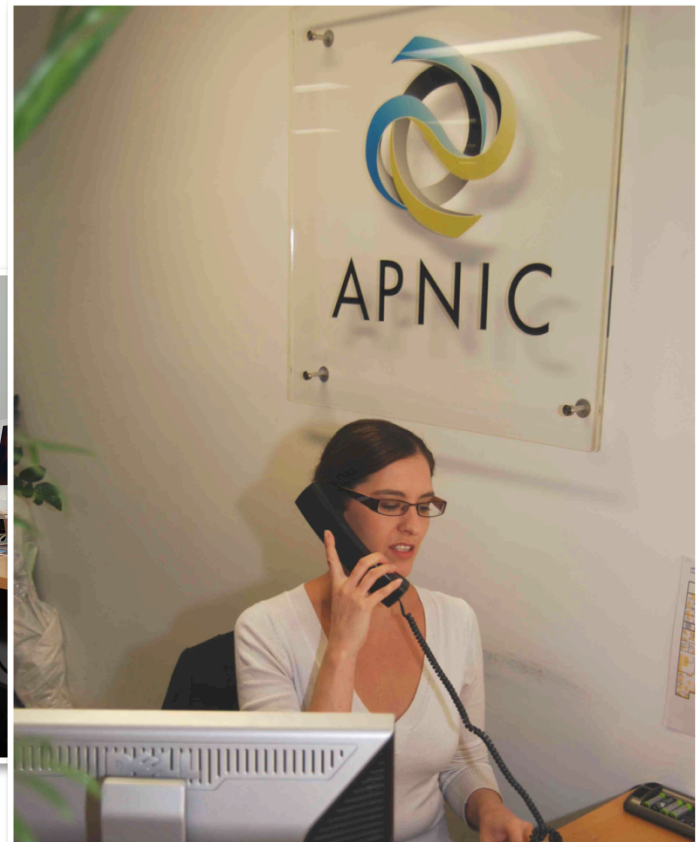


# Business Area Report

Richard Brown  
Business Area Director

APNIC 30 24 - 27 August 2010, Gold Coast, Australia



# Key Deliverables

- Delivering Value
  - New Member Fee Schedule implementation
  - APNIC's taxation status
- Corporate Support
  - Operational Planning
  - New building activities
  - HR Strategy
  - BCP activities
  - Financial reporting and compliance

# Delivering Value

- New Member Fee Schedule 2010
  - Over 75% of Members now invoiced
  - Forecast aligns closely to Budget
- Non-Member Fee Schedule
  - Effective 1 January 2011

# Delivering Value

- APNIC's taxation status
  - Process lasting > 2 Years
  - Objection to ATO ruling to be upheld
  - APNIC's "Mutual Organization" status ratified

# Corporate Support

- Operational Plan
  - Ongoing activity started 2009
  - Key elements and drivers
    - Membership Survey
    - Analysis of internal and external environment
    - Activity plan
    - Budget
  - Review every 6 months
    - Adjust to reflect changes in priority
  - Entire process undertaken every 2 years

# Corporate Support

- New building activities
  - Refurbishment to begin late August
  - Relocation planning well underway
  - Actual move mid-Dec
  - Change management program established



# Corporate Support

- HR Strategy
  - Continued focus on hiring high quality people with specialist skills to best represent our Members
  - Currently have staff from 23 different economies with 26 languages spoken
  - Internship program commenced April 2010
    - Allows foreign graduates opportunity to gain work experience



# Corporate Support

- HR Strategy
  - **Continuous improvement** philosophy incorporated from operational plan down into all individual key performance indicators
  - Systematic approach to align performance and remuneration continues
    - Formal job evaluation practices (Hay Group)
    - Performance review outcomes strictly aligned to market-based salary bands

# Corporate Support

- HR Strategy
  - Training and Development
    - Increased use of in-house and online group training to provide value
    - English conversation groups launched
    - RIR Staff Exchange Program started 2010
      - Retention/development tool and encourages sharing of RIR talents
      - Currently working closely with AfriNIC and RIPE NCC on specific requirements which are mutually beneficial
    - Formal certification in Training composition and delivery for Trainers and Internet Resource Analysts

# Corporate Support

- HR Strategy
  - Workplace Health and Safety
    - Inspected in July 2010 and received highest commendation
    - Ongoing First Aid training
    - Staff participation in Global Corporate Challenge (10,000 steps a day)
    - Management of leave to ensure healthy work-life balance and liability
    - Travel medical support provided to manage health risks

# Corporate Support

- Audit of Business Continuity Plan
  - BCP manual finalized and updates scheduled
  - BCP scenario testing undertaken on a monthly basis
  - Audit of BCP to be completed once move to new premises is completed

# Corporate Support

- Financial reporting and compliance
  - Activity-based costing
    - Ongoing process of refinement
    - Allocate all costs to activity at source
    - Activity vs financial view of costs
  - New Business Systems
    - Financial – Accounts/Reporting/Workflow
    - HCM – HR/Payroll/Expenses/Travel

# Thank You

[richard@apnic.net](mailto:richard@apnic.net)