



Gaven Morris, the ABC's Head of Continuous News, prepares for the midday news bulletin in the Sydney newsroom.

PUBLIC BROADCASTING PUBLIC BENEFIT

The ABC's custom-built iPad app is available free from iTunes, and offers a range of ABC news, television and radio content.



There is a lot going on behind the scenes at the ABC. The ABC depends on skilled and experienced people who are responsible day and night for making content, broadcasting content and everything in-between.

The ABC publishes the most extensive set of broadcasting guidelines available in Australia. The ABC Editorial Policies outline the editorial and ethical principles that are fundamental to the ABC, and reflect the standards that audiences expect of their national broadcaster. The ABC Editorial Policies, and the ABC's commitment to effective self-regulation, lie at the heart of its journalistic independence and integrity.

Running the ABC

Section

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The ABC is committed to keeping Australians informed about all of the things that are important to them, whether it is breaking news, analysis of the latest political events, or essential emergency broadcasting services. Australians trust the ABC to deliver balanced, independent news.

Systems and services performance

Editorial standards

Infrastructure and operations

ABC people

Strategy, marketing, communications and legal services

The astonishing growth of social media—such as Facebook, YouTube and Twitter—poses complex and still-evolving policy challenges for all large media organisations.

CONSISTENT AND RIGOROUS editorial standards are critical to the ABC's ability to meet its legislative obligations and public expectations. The *ABC Editorial Policies* are the Corporation's leading standards and a day-to-day reference for makers of content for radio, television, online and print. They give practical shape to statutory obligations in the *Australian Broadcasting Corporation Act 1983*, in particular the obligations to: provide services of a high standard, maintain independence and integrity, and ensure that the gathering and presentation of news and information is accurate and impartial according to the recognised standards of objective journalism. The *ABC Editorial Policies* set out the ABC's self-regulatory standards and how the Corporation enforces them. They are also the source for the *ABC Code of Practice*, which the ABC notifies to the Australian Communications and Media Authority (ACMA).

The *ABC Editorial Policies* are applied throughout the Corporation and are overseen by the Director of Editorial Policies. The Director's four main functions are: to advise, verify, and review in relation to compliance with the *ABC Editorial Policies* generally, and to oversee the ABC's central audience liaison and complaints handling system.

Advise

In order to ensure clarity and consistency in the interpretation of the *ABC Editorial Policies*, the Director of Editorial Policies advises the Managing Director and other Directors. The content areas have their own editorial policy specialists and day-to-day queries follow the longstanding procedure for upward referral. The Director of Editorial Policies also develops training and guidance material and provides a bi-monthly staff bulletin.

Verify

Quality Assurance projects are designed and implemented each year to check whether the ABC is meeting the high standards it sets for itself. The projects assess samples of content that have already been broadcast or published. They do not deal in any way with content that is yet to be broadcast or published; that is a quality control responsibility which properly rests with the content divisions, subject to the editorial control of the Managing Director. The quality assurance projects are also separate from the ABC's system for handling formal complaints about particular items of content.

The aim of the quality assurance work is to design and test fair and rigorous methodologies for projects that can then be undertaken regularly and cost effectively by the content areas themselves. The purpose is to contribute to accountability and to the continuous improvement of ABC content.

In 2009–10, projects included:

- an assessment of the impartiality of a sample of television news coverage of the Federal Government's second financial stimulus package;
- early steps in developing a way for the ABC to undertake, routinely and at manageable cost, assessments of the impartiality of its coverage of elections, based on reliable qualitative research techniques;
- compressing a range of materials into a short guide to how to differentiate between analysis and opinion content; and
- turning the lessons learned in previous years' projects on accuracy in news into a manual for content-makers to use to self-assess the accuracy of samples of their work.

Review

Self-regulation Framework Review

In August 2009, the ABC Board adopted the recommendations of a review of the ABC's self-regulation framework undertaken in 2008–09 by the Director of Editorial Policies with the Chairman, Maurice Newman. The *ABC Editorial Policies* are part of the larger framework, which includes training, dealing with audience responses, formal complaints handling, remedies and penalties, appropriate data collection and feedback through the Corporation of the results of self-regulation activities to promote both effective accountability and continuous quality improvement. The primary recommendations of the review were:

1. Revise the *ABC Editorial Policies* to distil key enforceable standards and restate them for an era of technological change
2. Streamline the complaints-handling system to make it more efficient and reinforce both accountability and continuous quality improvement
3. Gradually increase opportunities for audiences to respond directly to content areas, using technologies better and reducing bureaucracy
4. Collect better data about how self-regulation works in the ABC and create better feedback loops to use the data to reinforce accountability and improve quality
5. Increase training in awareness and application of editorial standards.

The review recognised that effective implementation of the recommendations will require commitment across all content areas. The final report of the review was made public on the ABC's website.

Revising the ABC Editorial Policies

The *ABC Editorial Policies* have been updated periodically over the past several decades. The swiftly-evolving media environment requires them to

be continuously reviewed and updated. In 2009–10, in accordance with the recommendations of the Self-regulation Framework Review, the Director of Editorial Policies led a thorough revision of the *ABC Editorial Policies*, with a particular focus on adapting to converging technologies.

The revision process and preparations for the gradual implementation of the other recommendations of the Self-regulation Framework Review were ongoing as at 30 June 2010. As part of implementing one of the recommendations—a renewed emphasis on training in editorial standards—an agreement was reached with the British Broadcasting Corporation to allow authorised ABC users access to the BBC College of Journalism Online, which contains a large amount of material on editorial standards which are similar to, though not the same as, the ABC's. The BBC online resources augment the ABC's own online and face-to-face training.

Use of Social Media

Social media such as Facebook, YouTube and Twitter are third-party platforms for ABC content, and ABC staff use social media for official and private purposes. The Director of Editorial Policies, in consultation with content areas, distilled the ABC's policies into a *Use of Social Media* policy that is designed to allow the Corporation to maximise the benefits of social media while minimising the risks. The policy identifies four essential standards to guide ABC employees and contractors in their use of social media:

1. Do not mix the professional and the personal in ways likely to bring the ABC into disrepute
2. Do not undermine your effectiveness at work
3. Do not imply ABC endorsement of your personal views
4. Do not disclose confidential information obtained through work. ■

The “engine room” of the ABC is the Operations Group. It provides a range of vital services and support functions across the Corporation.

THE PAST YEAR has been significant for the Operations Group. A continued focus on efficiency and innovation in the delivery of ABC services to audiences has included the introduction of new technology, production workflows and operational efficiencies.

Technology

In 2009–10, a significant area of focus for the ABC was the development of an overall technology strategy. The Director of Technology led an ABC Information, Communication and Technology (ICT) Strategy Scoping Exercise, during which senior ABC staff were interviewed to identify key priorities and themes for a new ICT Strategy, as well as strategic disciplines that will improve the ABC’s technology capability. The ABC ICT Strategy will address those priorities and themes and will be launched early in 2010–11.

In April 2010, an ICT Executive Committee was established. Membership of the ICT Executive Committee includes the Managing Director (Chair), Chief Operating Officer, Director of Technology and all content Directors. This Committee will be responsible for monitoring the effectiveness of the ABC ICT Strategy and governance framework.

Reflecting the importance of networked broadcast equipment in the ABC, and having regard to the changing technical environment, the Technology Division commenced work on streamlining the delivery of technical support services. Preparations began for the introduction of a common technology fault and maintenance management system across broadcast and information technology.

In 2010, the ABC reintroduced the annual Women in Broadcast Technology Scholarships, focusing on offering scholarships to women studying electrotechnology in the TAFE sector. The Scholarships aim to increase the number of female recruits into technical roles. As well as a cash prize, scholarship winners are employed temporarily on a structured work-experience program.

Transmission and distribution of ABC services

A continuing area of focus for the ABC in 2009–10 has been the Government’s timetable for conversion to exclusively digital television in Australia by the end of 2013. In 2009–10, the ABC extended the reach of its digital television services to 97.3% of the Australian population (see Appendix 21, page 209). On 30 June 2010, the Mildura region became the first area where analog television services were switched off; all television services in Mildura are now digital-only.

In July 2009, digital radio services were successfully introduced in the five major metropolitan markets.

The digital conversion of the links that carry ABC Local Radio services from studios to transmitters was completed in 2009–10. This digital network, known as the Apollo network, covers some 200 sites including studios, transmitters and sporting venues. In late 2009, technical issues with the new network resulted in a number of outages and programming difficulties. The network service provider, Telstra, analysed the faults and upgraded the network to better reflect the real-time nature of radio broadcasting. The upgrades have significantly improved the reliability of the network.

The Communications Networks Division continued to monitor areas where there had been concerns about transmission performance to ensure the ABC’s service provider, Broadcast Australia, improved the reliability of ABC services. Areas of focus included the performance of radio services in Latrobe Valley in Victoria, Rockhampton in Queensland, Adelaide in South Australia, and inland outback radio services in the Northern Territory.

ABC Distribution and Transmission Network aggregated performance 2009–10

ABC Service	No. of Transmitters	ABC Distribution Network (See Note 1)		Broadcast Australia Transmission Network (See Note 2)			Total Network Availability (See Note 3)		Total "On-Air" Availability (See Note 4)	
		2009–10	2008–09	Target	2009–10	2008–09	2009–10	2008–09	2009–10	2008–09
		%	%	%	%	%	%	%	%	%
Classic FM	68	99.98	99.98	99.83	99.89	99.89	97.85	97.46	99.85	99.79
<i>triple j</i>	58	99.98	99.98	99.82	99.88	99.91	96.97	95.99	99.84	99.82
Local Radio	242	99.88	99.77	99.79	99.81	99.81	96.51	95.75	99.74	99.71
NewsRadio	13	99.99	99.99	99.89	99.90	99.91	97.89	99.60	99.86	99.87
Radio National	256	99.97	99.97	99.74	99.82	99.79	97.38	97.21	99.78	99.74
Analog Television	439	99.61	99.98	99.75	99.77	99.79	95.89	95.17	99.74	99.67
Digital Television	341	99.97	99.85	99.77	99.87	99.91	96.96	97.82	99.82	99.74
NewsRadio Extension	53	99.99	99.98	99.83	99.92	99.91	99.30	99.02	99.79	99.27
Digital (DAB) Radio	5	99.47	–	99.98	100.00	–	99.33	–	99.93	–
State										
NSW	256	99.80	99.90	99.80	99.85	99.85	96.19	94.87	99.82	99.81
NT	54	99.78	99.94	99.71	99.74	99.74	98.45	98.42	99.65	99.66
QLD	310	99.80	99.96	99.76	99.79	99.77	98.52	97.29	99.74	99.72
SA	76	99.81	99.98	99.79	99.82	99.85	96.37	96.84	99.78	99.82
TAS	82	99.89	99.92	99.81	99.67	99.86	95.50	97.19	99.59	99.81
VIC	120	99.81	99.97	99.82	99.83	99.83	93.26	94.52	99.79	99.45
WA	178	99.78	99.87	99.75	99.84	99.77	96.10	94.75	99.77	99.67

Notes:

1. ABC Distribution Network: The ABC distribution network ensures programs are delivered from ABC studio to transmitters throughout Australia. Program distribution is achieved through the use of satellite and terrestrial fibre and copper networks provided by various telecommunications carriers. Contracts with these telecommunications carriers have been negotiated to be largely consistent with the ABC's transmission targets. The above results represent the aggregated performance of the telecommunications carriers over the period.

2. Broadcast Australia Transmission Network (ABC Transmission Provider): Transmission network performance is reported by Broadcast Australia as a contract deliverable. Performance of transmission services, in general, were broadly in line with expectations.

3. Total Network Availability shows the impact of all outages on the overall network: The above chart reflects all outages across the distribution and transmission networks regardless of the source or cause of the fault. The vast majority of reported outages were not in fact "off air" occurrences, but reduced levels of service, such as lower transmission power. Overall analog radio, analog television and digital television networks performed in line with expectations. ABC Transmission Network Services has identified a range of faults not previously included in the reporting process and has adjusted the reporting procedures to reflect these incidences. This change in the reporting structure has led to an adjustment in the reported performance. It should be noted there may not have been a significant decline against previous periods and that the new reporting structure now more accurately reflects the actual network performance.

4. Total "On-Air" Availability: The figures show "off-air" occurrences where no level of service continued to be provided throughout faults and maintenance activity. On-air availability improved marginally over all, compared to the previous year. The exception was Tasmania, which was below target. The impact of faults at the Mt Barrow, NE Tasmania transmission site (the parent service for many translators in Northern Tasmania), accounts for most of the decline in performance. The service provider has completed minor capital works to improve performance at this site. The ABC is closely monitoring its performance.

The Ignite studio automation system has increased the efficiency of news production.



Production facilities

In 2009–10, the ABC entered into a joint venture with WIN TV to build a new, digital play-out centre for television presentation called MediaHub. The facility has brought significant efficiency and operational benefits to ABC broadcast operations through the adoption of fully-automated and centralised television presentation operations. MediaHub has the capacity to deliver the ABC's multi-channels, with local state and territory breakout capability and the ability to handle multiple live broadcasts. It is a tapeless environment, configured to deliver 150 channels with scalable capacity available for over 300 channels. The facility has the capacity to store over 12 000 hours of content and 150 terabytes of data. Television play-out for ABC1, ABC2 and ABC3 was progressively transitioned to MediaHub in the last months of the financial year. MediaHub operates off-site in Ingleburn in western Sydney.

In 2009–10, the Broadcast Operations and Capital Works units designed and built a fully-automated, tapeless television play-out facility or "digital media gateway" at the Ultimo Centre in Sydney to support the launch of ABC3. Following the migration of ABC3 services to MediaHub in April 2010, the digital media gateway has become the point of delivery of all content for play-out to MediaHub. It is also a disaster recovery play-out facility as backup for MediaHub.

The ABC continued to implement recommendations from the Production Review, consolidating the file-based production process for news acquisition, editing, production and distribution. The process of automating news studios also continued. By October 2009, all 7pm *News* and local *Stateline* programs were being produced from automated studios, resulting in a significant reduction in the number of operational person hours required for each program. Desktop editing facilities and training were introduced into each television newsroom. Journalists were trained to edit simple stories from their desks, freeing up experienced editors for more complex work.

New Digital Electronic News Gathering vehicles were built and supplied to Western Australia, South Australia, Tasmania and Queensland to augment live news coverage of breaking events.

Available labour and facilities spare capacity were sold to the market where they were used for the production of Network Ten's *Rove*, *Talkin' 'bout Your Generation* and *Good News Week* and Foxtel's AFL coverage. The ABC's external hire activities generated \$6 million in gross revenue in 2009–10, providing a net return of \$2.3 million of new funds. This was returned to the ABC for investment in production of content. External hire activities represent 2% of total labour and facility hours. ■

The success of the ABC depends on the skills, talents and commitment of its workforce.

IN 2009–10, the ABC employed 5 442 people across every State and Territory, equivalent to 4 557 full-time employees. The majority of those employees were directly involved in content-making.

The workforce comprised 51% men and 49% women (the same as 2008–09). Indigenous employment levels increased from 1.2% to 1.4%.

ABC Values

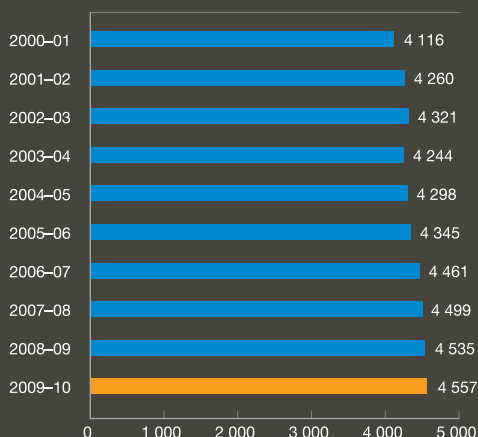
Since the launch of the ABC Values—Integrity, Respect, Collegiality and Innovation—in March 2009, the People and Learning Division has engaged in activities aimed at encouraging a values-based culture in the ABC. These activities included policy and system enhancement and the development of the *Our Values at Work* program, which will be implemented in 2010–11. The program will provide resources including a fifteen-minute DVD featuring ABC stories that exemplify the ABC Values, an intranet site and a handbook for managers. The resources focus on engaging managers and staff, and assisting them to develop a shared understanding of the ABC Values. ABC Values have also been included in staff induction programs.

In 2010, the Corporation introduced the ABC Spark Awards, an initiative to promote innovation, one of the ABC's Values. Jointly managed by the People and Learning and Innovation Divisions, this initiative provided staff across the Corporation with the opportunity to suggest ideas in three categories: content, business, and community. More than 400 entries were received. Winners will be announced in 2010–11.

The ABC employed the full-time equivalent of 4 557 people.

"Full-time equivalent" positions account for all employees, including those who work part-time or have other flexible working arrangements.

ABC Employees: Full-time equivalent

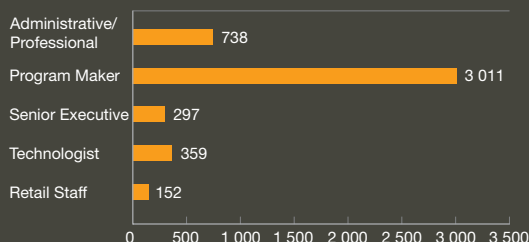


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66% of ABC employees were directly engaged in content making.

The ABC employs staff across five broad categories, each of which perform an important function in the ABC's operations.

ABC Employees: Distribution by job group



Recruiting and creating opportunities

In February 2010, the first phase of an online eRecruitment system commenced with the launch of an enhanced ABC Careers website (abc.net.au/careers) and internal careers site. This was the first step towards a new way of attracting and recruiting applicants online for vacancies within the ABC. Phase one focused on core features designed to maximise the candidate experience and improve the efficiency and visibility of administration and processing functions. The second phase, which

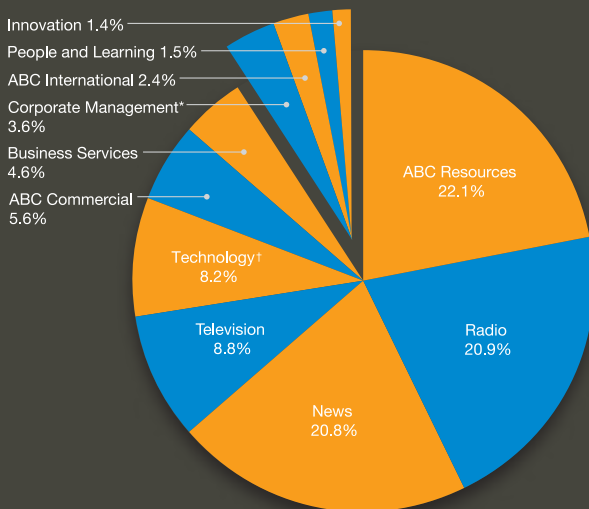
includes additional functionality to further streamline the recruitment process, and utilises social media platforms such as Twitter and Facebook, is scheduled for 2010–11.

A number of strategies aimed at increasing Indigenous employment levels were implemented across all Divisions. In July 2009, six Indigenous students from around NSW were awarded the inaugural ABC School to Work Indigenous Scholarships. This initiative, in conjunction with the NSW Department of Education, aims to encourage

More than 80% of ABC staff were employed in content making divisions.

Distribution of staff by division shows how the ABC is allocating its resources within its internal structure.

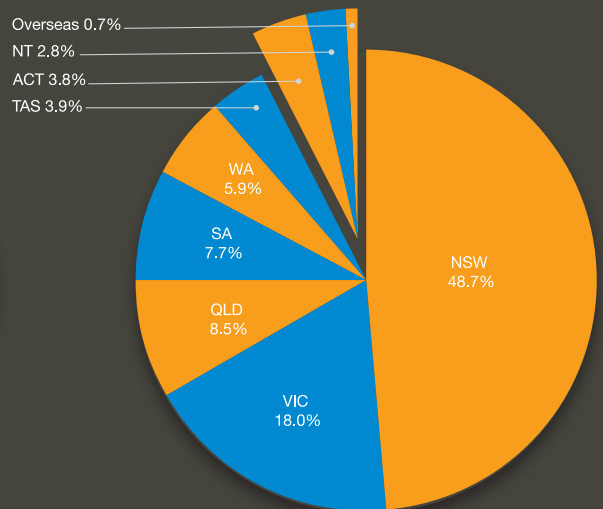
ABC Employees: Distribution by division



The ABC employed staff in every State and Territory.

The distribution of staff by region demonstrates the ABC's localism, as well as the spread of employment opportunities offered by the ABC.

ABC Employees: Distribution by region



* Includes Managing Director's Office, ABC Secretariat, Communications, Corporate Strategy and Marketing, Editorial Policies, Legal Services and the Office of the Chief Operating Officer.

† Includes Communications Networks.

young Indigenous people to attain their HSC and to build relationships between the ABC and potential job applicants. In addition, five Indigenous internships across the News, Radio and Technology Divisions have been offered to tertiary students.

In May 2010, the ABC commenced the national roll-out of the Indigenous Culture in the ABC program, comprising a workshop and extensive e-learning component. Following pilot sessions in South Australia, the program was rolled-out in the Australian Capital Territory. The program will be delivered nationally over the next two years. The Indigenous Culture in the ABC program is a key component of the ABC's *Reconciliation Action Plan*, endorsed by the ABC Board in 2009 (see page 108).

Managing conditions of employment at the ABC

In April 2010, the ABC initiated bargaining with the Community and Public Sector Union and the Media Entertainment and Arts Alliance, as bargaining representatives for employees, for a new ABC Employment Agreement. The new Agreement will replace the existing agreement, the operation of which had been extended to 1 July 2010. In preparation for the negotiations, People and Learning conducted an extensive consultation and planning process to determine strategic priorities. Priorities for the ABC included further streamlining processes, working more efficiently, developing and rewarding a high-performance culture and providing the organisation with greater flexibility through changes in forms of employment. The ABC sought a wages outcome that was both fair and reasonable for staff and affordable and sustainable for the Corporation. Negotiations commenced in April 2010 and extended beyond the nominal expiry date of the Agreement. An Agreement will be put to staff for vote early in 2010–11.

Throughout the year, People and Learning continued to work closely with Divisions to implement major organisational changes, including those resulting from the Production Review, the Web Content Management System, the Continuous News Centre, and the transition to MediaHub.

Health and safety

The ABC implemented a number of initiatives in 2009–10 to ensure the continued improvement of its Occupational Health and Safety (OHS) management system. These initiatives included implementing the ABC's Health and Safety Management Arrangements, codifying the framework for OHS consultation within the ABC, and developing a three-year OHS Business Plan to enhance and deliver OHS practices throughout the Corporation. Delivery of OHS training programs specific to divisional OHS risk and hazardous operations included Fatigue Management, Risk Assessment, Online Ergonomics, Manual Handling and OHS Induction. The News Division continued to deliver a Trauma Awareness Program to support staff whose work includes covering and dealing with potentially traumatic incidents.

The ABC's Worker's Compensation Premium increased by 139% for 2010–11. This was partly a result of incurred, but not reported data from 2008–09. The OHS Unit developed strategies to promote improved injury prevention and management over the year. Detailed information about the ABC's OHS performance is provided in Appendix 13 (page 184). ■

The ABC's corporate functions are performed by specialist groups across a number of Divisions.

Strategy and Governance

The Corporate Strategy and Governance unit provides advice to the ABC Board and management on technological innovations and world-wide trends in broadcasting and online services to inform decision-making.

The unit also provides strategic support, analysis and advice in relation to the ABC's external reporting and corporate governance activities. It coordinates corporate planning and cross-divisional policy work, produces the Annual Report and leads or participates in major corporate projects. During the year, the unit also developed the *ABC Strategic Plan 2010–13*.

Corporate Strategy and Governance has a central role in the ABC's regulatory response activities. In 2009–10, it wrote or coordinated submissions to various Government Departments and the ACMA. The unit also plays a key role in preparing the ABC's triennial funding submissions.

Audience Research

In 2009–10, the ABC subscribed to a range of quantitative services to measure audiences. The Corporation also commissioned a range of quantitative and qualitative research to help inform strategy, programming, scheduling and marketing decisions, and to gauge audience attitudes to its services.

Information about the ABC's audiences in 2009–10 can be found in Section 2, Audience Experiences (pages 31 to 69).

Marketing

Corporate Marketing within the ABC involves managing the ABC brand, its partnerships with other Australian organisations, corporate and community events and cross-divisional marketing needs.

The ABC obtains advice from its specialist digital marketing staff on its email and digital marketing services, as well as on social media.

ABC Brand

The ABC brand embodies the relationship between the Corporation and its audiences. The brand "custodian" for the ABC is the newly-created ABC Marketing Executive Group which is led by the Director of Strategy and Marketing and consists of Heads of Marketing and key stakeholders from all content divisions. The group meets monthly to discuss divisional and corporation-wide marketing priorities, activities and cross-promotional opportunities. In 2009–10, the group developed the ABC brand vision: "To enrich the lives of every Australian, every day".

From the brand vision, the Marketing Executive Group developed the ABC "DNA"—benefits, values, attributes, associations—which laid the foundations for the ABC's Strategic Marketing Plan. A key focus of the Plan is brand invigoration, encouraging Australians to engage with the ABC in more ways, more often. Launching in 2010–11, a new brand campaign invites audiences to "enter" the world of the ABC. The objective of the campaign is to re-energise the ABC brand, increase perceptions of the Corporation as innovative and a multi-platform broadcaster, encourage more Australians to engage with the ABC, and to increase awareness of the ABC's online content.

Marketing events

The ABC held a number of internal and external corporate events during the year, including the Sydney Media 140, TEDx Sydney, the annual ABC showcase at Parliament House in Canberra and the 2009 Boyer Lecture presented by General Peter Cosgrove.

The ABC Exhibition Trailer visited 14 community events, including the Australia Day Broadcast from Hyde Park with 702 ABC Sydney, the Darwin and Alice Springs Royal Shows, Womad in Adelaide, the Sydney Royal Easter Show, the Lismore Show, the Bega Festival, Tropfest Junior and the Apollo Bay Music Festival.

The Corporate Marketing unit organises and manages public tours of many of its facilities. Tours of the ABC Ultimo Centre in Sydney attracted 7 173 visitors in 2009–10. A total of 4 004 school students from different schools and 3 109 seniors from community groups visited the centre. Currently there are 17 volunteer tour guides involved in the Ultimo Tours program.

Communications

A focus of the ABC's communications strategy over the past year has been to advance the ABC's position as an innovative, publicly-valued organisation in a fast-moving media environment. This has included planning the ABC Showcase at Parliament House in March 2010 and co-ordinating the responses to regular hearings of Senate Estimates Committees.

The Communications Division played a key role in laying the groundwork for the Managing Director's speeches in 2010–11, and in navigating a path for the ABC through the robust debates that followed. Topics canvassed included the changing media landscape in the A.N. Smith Memorial Lecture at Melbourne University in October 2009; international diplomacy in the Bruce Allen Memorial Lecture at Macquarie University in November 2009; the value



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The ABC's interactive Exhibition Trailer travels the country showcasing ABC products and services. The Trailer features a small studio, interactive games, displays and online tours of ABC studios, and can also be used as a stage for live concerts and Outside Broadcasts.



ABC Chairman Maurice Newman turns the first sod on the site of the ABC's new Brisbane premises accompanied by (l-r) Queensland State Director Mike McGowan, Queensland Symphony Orchestra CEO Patrick Pickett and Architect Richard Kirk. Construction of the facility, located at South Bank in the arts and cultural centre of Brisbane, began in May 2010.

of public broadcasting in the CBA Lecture in London in September 2009 and again in South Africa at the CBA Conference in April 2010; and the ABC's newsgathering agenda at the Melbourne Press Club in February. As commercial media business models experience stress with the impact of economic and technological changes, the role of the ABC, and public broadcasting generally, has continued to be debated loudly and persistently.

Communications played its customary role in co-ordinating the ABC's response on a range of policy fronts, most notably working with the Strategy and Governance unit to develop the submission to the Federal Government's Digital Dividend Green Paper and in working with the Chief Operating Officer on Budget preparations. The latter resulted in a Cabinet decision to maintain the ABC's capital appropriation for another year.

State and Territory Directors

Reporting to the Director of Communications, the State and Territory Directors represent the ABC at a local level across Australia, playing an important external role in communicating the ABC's strategic objectives and in liaising with stakeholders, as well as building relationships with local communities and providing a central point of contact.

Internally, the Directors oversee the business of the ABC in their regions to promote and facilitate whole-of-business and cross-divisional outcomes in line with strategic goals.

Accommodation is a key directorial responsibility. The Queensland State Director is Project Co-ordinator for the new Brisbane building, which will open in 2011–12. The Victorian State Director leads the Melbourne Accommodation Project, which is planning and developing new, integrated premises for the ABC in Victoria.

State and Territory Directors undertake a range of strategic project work and chair or make significant contributions to a range of ABC national bodies, including the Occupational Health and Safety Committee, the Corporate Responsibility Reference Group, Leadership Alumni Committee and the Election Coverage Review Committee.

At a local level, each State and Territory Director chairs the State Leadership team, the Occupational Health and Safety Committee, the Emergency Co-ordination team, the Workplace Giving Committee, the Green Futures Committee and the Indigenous Working Group.

The Directors were involved in or facilitated a range of activity and reviews in their branches, including the self-regulation review; the review of the *ABC Editorial Policies*; local strategic planning and promotion of innovative activity such as the Spark Awards; NAIDOC activities and Corporate Social Responsibility initiatives.

To enhance relationships with local communities, State and Territory Directors participated in or chaired more than 30 external advisory committees, boards, trusts and foundations and attended hundreds of events and functions. They maintained strong partnerships between the ABC and emergency organisations and police, ensuring that protocols are in place for emergency broadcasting and business continuity.

Legal

ABC Legal provides a comprehensive range of legal services to the Corporation including pre-publication advice on a 24-hour, seven-days-per-week basis; conducting litigation on behalf of the Corporation; providing advice on contractual and rights issues, regulatory regimes and the statutory obligations of ABC Divisions; and providing advice on legal aspects of policy issues and developing submissions to parliament, government and other organisations about law reform.

ABC Legal was involved in contracting with Optus for VAST (Viewer Access Satellite Television), a new satellite service to provide digital television to viewers in Australia who are unable to receive terrestrial television services when analog transmission ceases.

Other significant contracts related to major comedy and drama projects, including *The Gruen Transfer*, *Outland*, *Angry Boys*, *I Rock* and *Bed of Roses*. In 2009–10, ABC Legal provided pre-publication advice on a number of controversial programs, including for *Four Corners* and *Australian Story*.

Legal continued its media law training program, which is aimed at minimising the ABC's exposure to legal proceedings by delivering a series of specialised media law workshops for content makers, covering topics such as contempt of court and defamation.

In November 2009, ABC Legal won the In-house Legal Team of the Year Award, presented by the Australian Corporate Lawyers Association. ■

