

GOVERNANCE

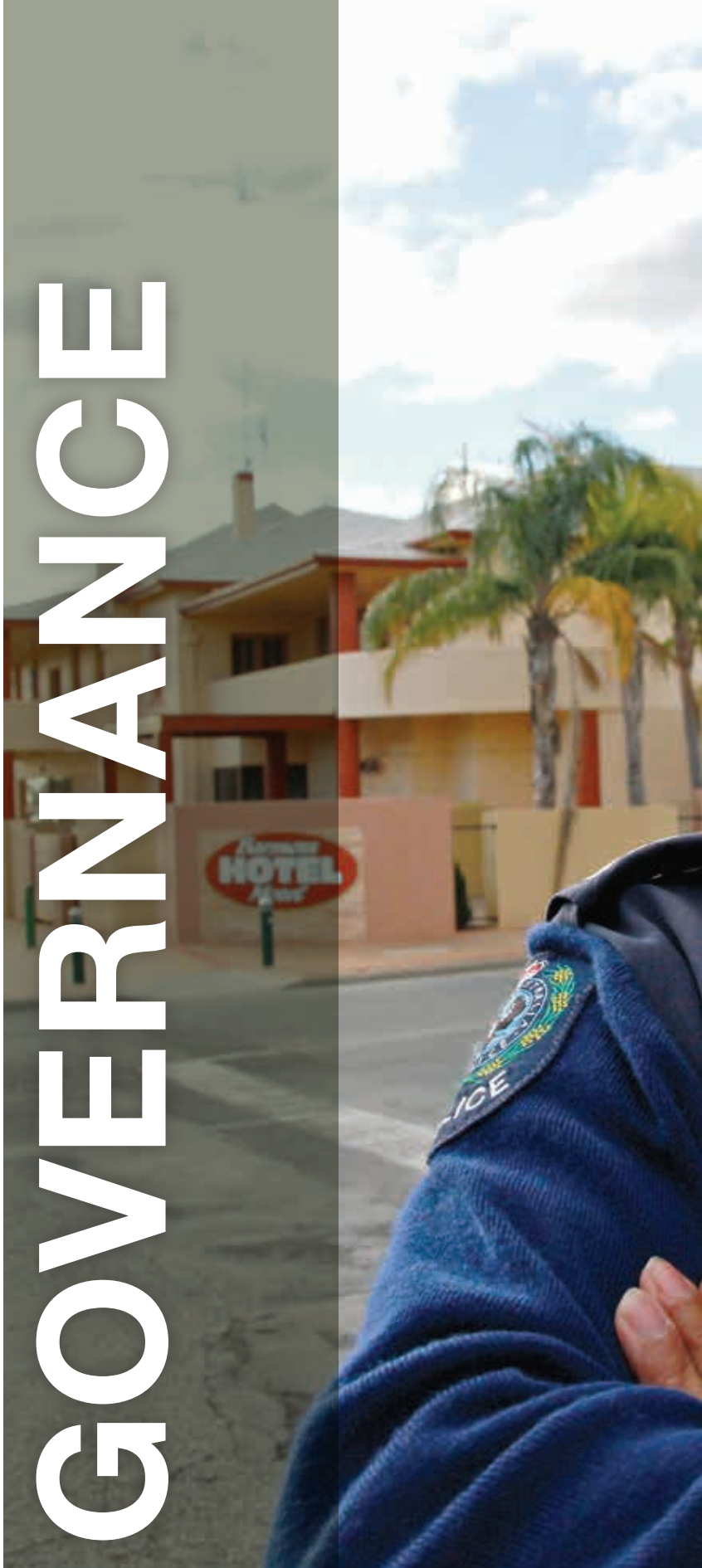
Corporate governance

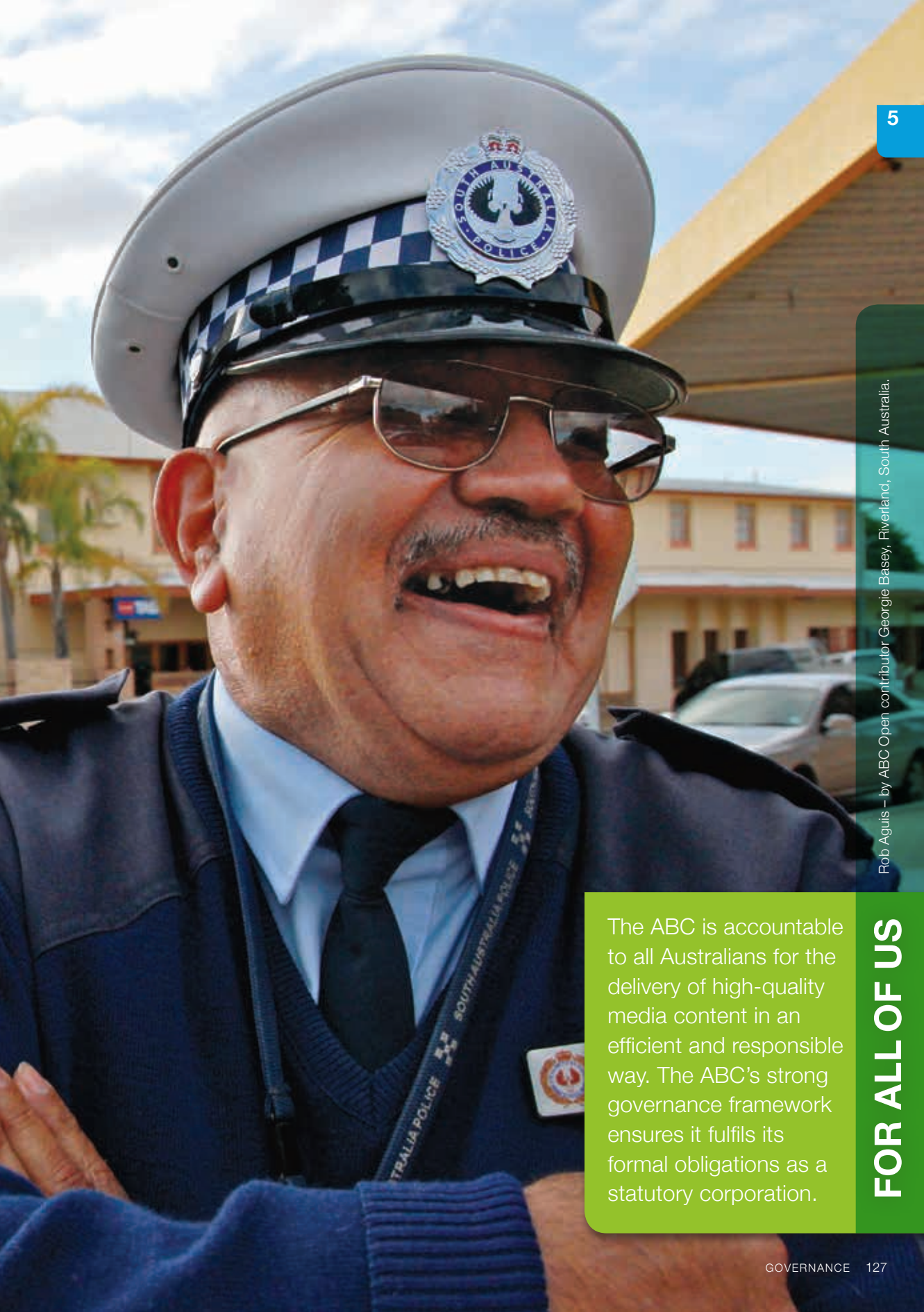
Performance against objectives

Government outcomes

Reconciliation Action Plan

ABC Advisory Council





The ABC is accountable to all Australians for the delivery of high-quality media content in an efficient and responsible way. The ABC's strong governance framework ensures it fulfils its formal obligations as a statutory corporation.

FOR ALL OF US

47,205

Audience contacts
lodged by ABC Audience and
Consumer Affairs in 2012–13

INFORMATION

97.3%

Contacts **responded**
to within **60 days**

47

Number of
investigations
finalised by ACMA

21,441

**Requests for
information** about
programs and products

16,225

Complaints about program
standards, scheduling and
other matters

1

Number of ACMA
investigations
finding a breach
of the *ABC Code
of Practice*

43

**Freedom of
Information requests**
received by the ABC
in the past year

CONTACTS

3,907

 Expressions of appreciation
of programs and presenters

TELEVISION

4.5 million

ABC **Radio** metropolitan
average **weekly reach**

9.43 million

ABC Television metropolitan
average **weekly reach**

78%

Percentage of
people who consider
the quality of
programming on ABC
Television is good

64%

Percentage of people who
consider the quality of
programming on **ABC
Radio is good**

68

Hours of **first-run
Australian drama**
content on ABC TV

RADIO

86%

Percentage of
people who describe
the **quality of
content** on ABC
Online as good

3.5 million

ABC **Online's** average
monthly reach

ONLINE

Enabling legislation

Governance and management processes

Corporate strategy setting

Meeting the ABC's reporting obligations

The ABC Board and management apply a corporate governance framework that aims to balance the ABC's performance as a creative media organisation, on the one hand and its need to comply with the formal obligations of a statutory corporation on the other.

Enabling legislation

ABC corporate objectives, strategies, policies and activities derive from the requirements of the *Australian Broadcasting Corporation Act 1983* ("ABC Act"). In particular, s.6 of the Act—the ABC Charter—outlines the functions of the Corporation and s.8 lays out the duties of the Board (see Appendix 1, page 216). The ABC Act expressly provides for both the editorial and administrative independence of the Corporation, thereby investing the Board with considerable discretion. In acknowledgement of that independence, the ABC accepts the obligation to meet the highest standards of public accountability.

In March 2013, legislative amendments were made to the ABC Act. The amendments represent the most significant changes to the ABC's enabling legislation. The ABC's Charter was amended to include in the ABC's functions the requirement "to provide digital media services".¹¹⁶ This amendment recognises the existing digital services currently provided by the Corporation, and expressly incorporates them into the ABC's functions. A further amendment was made to the ABC Act to prohibit the Commonwealth from entering into contracts for international broadcasting services with any person or body other than the ABC.¹¹⁷

Governance and management processes

Board governance

The roles and responsibilities of the Board are described on page 12.

The ABC Board held six meetings during 2012–13.

The Audit and Risk Committee met on five occasions and the Finance Committee met on four occasions. The Human Resources Committee did not meet during 2012–13, as all pertinent matters were dealt with by the full Board.

Further information about the ABC Board and its Committees is provided in Appendix 2 (see page 217).

¹¹⁶ ABC Act, s.6(1)(ba).

¹¹⁷ ABC Act, s.31AA.

Management processes

The Managing Director chairs a monthly meeting of the Executive, comprising Divisional Directors and the Heads of specialist support units reporting to him. This group also convenes briefly each Monday morning.

The Audience Strategy Group, comprising the Managing Director, Chief Operating Officer and Directors of content areas (Radio, News, Television, Innovation) is responsible for coordinating the ABC's cross-divisional content strategy.

The ABC's governance framework includes a number of executive and advisory groups which provide guidance and leadership around areas such as risk management, information technology, work health and safety, and policy development.

Internal audit

Group Audit provides an independent and objective audit and advisory service which is designed to add value and improve the Corporation's operations. Group Audit helps the ABC to achieve its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

In 2012–13 Group Audit completed scheduled audits which included comprehensive, compliance, information technology and project assurance audits. Group Audit also performed unscheduled reviews at the specific request of management and continued to use technology to undertake continuous auditing and monitoring of transactional data. As in previous years, Group Audit used a combination of in-house staff and external companies to deliver audits and provide the most appropriate industry experience and technical expertise. Group Audit also provided guidance and advice to ABC management and staff on good governance, risk management, controls and policies. As part of the ABC's best practice arrangements, the Head Group Audit met regularly with the Chair of the Audit and Risk Committee during the course of

the year in addition to formal Committee meetings. In 2012–13 Group Audit's processes were reviewed against the *Australian National Audit Office Better Practice Guide on Public Sector Internal Audit*, which confirmed they align with better practice.

Further information is provided in Appendix 2 (see page 217).

Fraud control

In 2012–13, the ABC continued to implement its *Fraud Control Plan 2011–13* to ensure the Corporation met the requirements of the *Commonwealth Fraud Control Guidelines*. It promoted awareness of its fraud control measures, including the Confidential Fraud Hotline. The Corporation also participated in the annual ABC *Commonwealth Fraud Control Guidelines Annual Reporting Survey*, which was administered by the Australian Institute of Criminology.

The Managing Director is satisfied that the ABC has in place appropriate procedures and processes relating to fraud prevention, detection, investigation, reporting and data collection, and that these comply with the *Commonwealth Fraud Control Guidelines*.

Risk management

The ABC conducts a review of the ABC's Corporate Risk Profile of strategic risks twice annually to ensure they adequately reflect the current operating environment. This involves Executive Risk Committee (ERC) members, comprising representatives from each division, who canvass and table the views of their respective divisions. Once consolidated, the final outcome is discussed and endorsed by the ERC, the ABC Executive and the Audit and Risk Committee.

Operational risks are identified and reviewed on an ongoing basis, and may be proactive and relate to planning activities, or reactive and relate to incidents that have occurred. The operational risks managed through this ongoing process provide a day-to-day identification and reporting mechanism within divisions.

The ABC participated in *Comcover's 2013 Risk Management Benchmarking Survey* of 143 government agencies, which rated the Corporation's risk management practices as "Structured", representing a score of 7.8 out of 10. The ABC continues to maintain strong results when compared to the average maturity level of overall Commonwealth government departments and agencies, and in relation to the ABC's peer group.

As a part of the ABC's overall governance and risk management framework, the ABC is committed to maintaining the stability and resilience of its operations before, during and after any business disruption event. This includes prioritising the safety and welfare of its staff at all times. The ABC achieves this through its Business Continuity Management (BCM) program, which oversees the operational, process and management planning for potential business disruption, as well coordinating crisis and emergency management and recovery activities.

Corporate strategy setting

Section 31A of the ABC Act requires the Board to develop corporate plans that set out the strategic direction for the ABC. During 2012–13, the ABC developed a new three-year Strategic Plan for the period 2013–16.

The *Strategic Plan 2013–16* reinforces the ABC's six high-level strategic goals:

Audience-focused
High-quality
Innovative
Values-based
Efficient
Responsible

The new Plan recognises the change made to the ABC Charter in 2013 to include the provision of digital media services. Increased focus on online and mobile services, continued provision of high quality content, exploring the potential of emerging platforms and devices, and performing its functions efficiently and responsibly are the cornerstones of the new Plan.

The *Strategic Plan 2013–13* will come into effect on 1 July 2013.

Meeting the ABC's reporting obligations

Report against the ABC Strategic Plan

The *ABC Strategic Plan 2010–13* sets out:

- Goals—the ABC's strategic objectives. The goals align with corporate strategy established by the Board and management and the ABC's Charter obligations.
- Strategic Priorities—statements describing the behaviour and activities which will enable the achievement of the goals.
- Performance Measures—a mixture of qualitative and quantitative metrics which are used to assess performance.

Performance against the *ABC Strategic Plan 2010–13* is set out at page 135.

Compliance reporting

In June 2008, the Department of Finance and Deregulation issued Finance Circular No. 2008/5 relating to *Commonwealth Authorities and Companies Act 1997* ("CAC Act") bodies in the general government sector. The Circular requires the ABC Board to report on compliance with the CAC Act, *CAC Orders 2011* and *CAC Regulations 1997* and the Corporation's financial sustainability to the Minister of Finance and Deregulation and the ABC's responsible Minister by 15 October each year.

To meet these requirements, the ABC has established an internal compliance reporting framework.

The Board signed and submitted the Compliance Report relating to the 2011–12 reporting period before the due date in October 2012.

Freedom of information

The *Freedom of Information Act 1982* ("FOI Act") gives the public the right to access documents held by the ABC. During the past year, the ABC received 43 requests for access to documents under the FOI Act.

Six requests were granted, six were granted in part, ten were refused, 13 were withdrawn or deemed to be withdrawn, and one was dealt with outside of the formal FOI process. Seven requests were still being processed at the end of the financial year. Of the ten requests which were refused, seven were outside the scope of the FOI Act. Part II of Schedule 2 of the FOI Act specifically excludes documents relating to the ABC's program material from the operation of the FOI Act.

In accordance with s8(1) of the FOI Act, the ABC has prepared an Agency Plan which describes how the ABC will comply with the Information Publication Scheme requirements set out in Part II of the FOI Act. The ABC's Agency Plan and Disclosure Log are published on the ABC's website: about.abc.net.au/how-the-abc-is-run/what-guides-us/freedom-of-information/

Annual report

The ABC is required by s.9 of the CAC Act to prepare an annual report. The report must be submitted to the responsible minister for presentation to the Parliament. The *ABC Annual Report 2011–12* was submitted to Senator the Hon Stephen Conroy, Minister for Broadband, Communications and the Digital Economy and was tabled in Parliament on 12 October 2012.

The *ABC Annual Report 2011–12* received a gold award in the Australasian Reporting Awards for the quality of its content and presentation. This was the tenth successive ABC Annual Report to win gold.

Audience contact

Another important avenue for assessing the ABC's performance with its core constituency is through audience feedback, including complaints.

Written complaints about issues such as factual inaccuracy, bias or inappropriate content are referred to the ABC's Audience and Consumer Affairs unit. Audience and Consumer Affairs is independent of ABC program areas and can investigate written complaints referring to possible breaches of the *ABC Editorial Policies* or *ABC Code of Practice*. The unit also coordinates responses to a range of programming and policy enquiries.

The ABC Reception Advice Line is the first point of contact for viewers and listeners experiencing technical problems receiving ABC television or radio. A summary of audience contacts to the Reception Advice Line is set out at page 147.

In 2012–13, Audience and Consumer Affairs logged 47 205 audience contacts, a 0.3% increase on the 47 050 contacts logged by Audience and Consumer Affairs in 2011–12.

The profile of contacts reported by Audience and Consumer Affairs reflects the particular remit of the unit. Written complaints alleging a breach of the *ABC Code of Practice* or *ABC Editorial Policies* received elsewhere in the ABC are required to be referred to Audience and Consumer Affairs in the first instance, whereas requests, suggestions, praise and other comments are not. This, and the unit's specialist complaints-handling focus, means that the proportion of contacts received by Audience and Consumer Affairs which are complaints will generally be higher than the proportion received elsewhere throughout the Corporation.

Summary of Contacts Received

Contact type	Email/Letter/Other	
	Number	%
Complaint	21 857	46.3
Request/Suggestion	17 226	36.5
Other	4 215	8.9
Appreciation	3 907	8.3
Total	47 205	100.0

Subject Matter of Contacts Received

Subject	Email/Letter/Other	
	Number	%
Requests for information, programs, product availability and other matters	21 441	45.4
Complaints about program standards, scheduling and other matters	16 225	34.4
Appreciation of programs and presenters	3 907	8.3
Party political bias	2 139	4.5
Bias (other than party political)*	1 523	3.2
Complaints of factual inaccuracy	1 385	2.9
Lack of balance	585	1.3
Total	47 205	100.0

* Includes claims of bias in relation to issues such as sport and religion.

Key concerns reflected in audience contacts received by Audience and Consumer Affairs this year included 590 written complaints in relation to promotions about specific programs as well as promotions generally. Concerns raised included that promotions were intrusive, too loud and that there were too many of them.

There were 523 complaints about a 7.30 interview between Leigh Sales and Opposition Leader, the Hon Tony Abbott MP on 22 August 2012. The majority of the complaints were that the interview reflected anti-Opposition bias or that it was conducted aggressively. There were also 376 appreciative contacts about the interview.

There were 394 complaints about the ABC's coverage of the 2012 London Paralympics, primarily that there was too much focus on commentators in the studio and that the commentary itself was of poor quality. There were also 456 appreciative contacts from viewers who praised the coverage as professional, informative and passionate.

The ABC received 375 complaints from viewers who were disappointed with the ABC's decision to discontinue production of the *Marngrook Footy Show*.

Of the 21 857 complaints received, 3 662 were claims of party political or other bias, 585 alleged lack of balance and 1 385 were claims of factual inaccuracy. These complaints related to a broad range of ABC programs and services.

Timeliness

Audience and Consumer Affairs seeks to respond to all contacts within 30 days of receipt, in accordance with the timeliness standard for complaint handling that is specified in the ABC's Complaint Handling Procedures.

Written complaints finalised		Number	%	Number	%
Response from A&CA	Response made within 30 days	5 527	74.3	7 440	35.0
	Response made within 60 days	7 242	97.3		
Referred to other areas of the ABC for direct response				8 148	38.3
No response required				5 692	26.7
Total written complaints finalised				21 280	100.0

Between 1 July 2012 and 30 June 2013, ABC Audience and Consumer Affairs responded directly to 13 608 audience contacts. Of these, 9 820 (72.2%) received responses within 30 days.

Complaint outcomes

During 2012–13, 21 280 written complaints were finalised by Audience and Consumer Affairs. The unit provided a personal response to 7 440 of these complaints (comprising 7 480 issues), of which 5 527 (74.3%) received responses within 30 days. There were 8 148 complaint contacts referred to other areas of the Corporation for direct response and no substantive response was required for 5 692 complaint contacts.

These 7 440 responses to complaints sent by Audience and Consumer Affairs this year includes two distinct groups of complaints:

- complaints investigated by Audience and Consumer Affairs which alleged breaches of the *ABC Editorial Policies* or *ABC Code of Practice*; and
- complaints about matters of personal preference which do not raise issues of compliance with the ABC's editorial standards, and for which Audience and Consumer Affairs provide an audience liaison service.

This latter group of complaints makes up the larger number of the total. As these complaints do not go to the ABC's editorial standards, they are not formally investigated and are not capable of being upheld.

During 2012–13, 3 177 complaint issues were investigated. A total of 220 (6.9%) were upheld in cases where Audience and Consumer Affairs determined that ABC editorial standards had not been met. A further 90 issues were resolved (2.8%) after the relevant content area took prompt and appropriate action to remedy the cause of the complaint.

All findings in relation to upheld and resolved complaints are brought to the attention of the senior editorial staff responsible. In 2012–13, actions taken in

response to upheld and resolved complaints included written apologies to complainants; on-air corrections; counselling or other action with staff; removal of inappropriate content or correction of material on ABC Online; and reviews of and improvements to procedures.

Summaries of upheld and resolved complaints are published on abc.net.au as individual complaints are finalised, providing timely access to complaint decisions. The ABC also publishes a quarterly statistical overview of audience contacts on its website.

Australian Communications and Media Authority

Members of the public who complain to the ABC about matters covered by the *ABC Code of Practice* and who are dissatisfied with the ABC's response, or who do not receive a response to their complaint within 60 days, may seek review from the Australian Communications and Media Authority (ACMA).

During 2012–13, the ACMA advised the ABC that it had finalised investigations into 47 such matters (compared to 55 in 2011–12).

In one case in 2012–13, the ACMA found a breach of the *ABC Code of Practice*:

- Fair and honest dealing: ACMA concluded that a *Media Watch* segment made an allegation against a journalist and was obliged to offer him a fair opportunity to respond.

ACMA was satisfied with actions taken by the ABC in response to this finding and did not invoke its further statutory powers that allow it to recommend that the ABC take further action.

Commonwealth Ombudsman

The Ombudsman's office commenced one investigation into the ABC's handling of a complaint during the current reporting period. The Ombudsman's office decided that the complaint did not warrant further investigation and therefore made no finding. ■

The ABC is required by the ABC Act to prepare corporate plans which outline the overall strategies and policies that the Corporation will follow to achieve its objectives and fulfil its functions. This report documents the ABC's performance against the six strategic goals in the *ABC Strategic Plan 2010–13*.

The ABC's performance is reported on two levels:

Goals: A “dash-board” summary of the ABC's performance in relation to its six strategic objectives.

Indicators: Summary results against specific measures, with cross-references to data and information which demonstrates the ABC's performance.

Goal

Audience focused: To provide a range of media experiences to meet the needs and expectations of diverse audiences. 1

High quality: To consistently deliver content which reflects the ABC's commitment to quality, independence and high editorial standards. 1

Innovative: To pursue new ideas, opportunities and partnerships, and grow our capabilities for the future. 1

Values based: To demonstrate ABC Values in every aspect of our work. 2

Efficient: To maximise the efficient and effective use of resources. 2

Responsible: To be visible and active in the community, setting high standards of social, environmental and regulatory responsibility. 1

Key

Assessment of overall performance (based on trends demonstrated by Performance Indicators):

- 1 Achieves or exceeds
- 2 Within acceptable range
- 3 Improvement required

Audience focused

To provide a range of media experiences to meet the needs and expectations of diverse audiences.

Performance indicator	2012–13 result		See also
Maintain or improve community satisfaction (compared to 2007–10 levels) expressed in terms of the percentage of Australians who consider that the ABC:		2 ¹¹⁸	30
– provides a good balance between programs of wide appeal and specialised interest	80% (85% average for 2007–10) ¹¹⁹		
– provides programs of an educational nature	83% (87% average for 2007–10)		
– encourages and promotes Australian performing arts, such as music and drama	79% (81% average for 2007–10)		
– is distinctively Australian and contributes to Australia's national identity.	82% (85% average for 2007–10)		
Increase the reach of ABC services in Australia	73% total reach (71% in 2011–12)	2	30
Maintain or increase the availability of ABC International services within its target markets using rebroadcast partners	Approximately 660 rebroadcast partners (667 in 2011–12)	1	66
Increase the usage of iview	4.8% increase in monthly visitors to iview	1	51
Increase access to ABC content via ABC Commercial's products and services	See Section 2, ABC Commercial	1	69
Increase the volume of ABC audio and video content that is accessed online, including streaming and vodcast and podcast downloads	4% increase in podcast downloads	2	146
Extend cross-promotion of ABC products and services across each platform and network	18% average cross-promotion across all ABC radio networks (20% in 2011–12) ¹²⁰	1	
Increase the volume of first-run Australian drama content on ABC TV	48 hours on ABC1 (66 hours in 2011–12)	2	231

118 Standards for assessing performance have been formulated taking into account the relevant margins of error. The standard is: a change of +5 percentage points is deemed achieved or exceeds (blue); within a 5 percentage point shift point is deemed within acceptable range (green); a change of -5 percentage points is deemed improvement required (red).

119 Comparative results for all community satisfaction measures are averages for the period 2007–10.

120 Radio cross promotion means promotion of all non-Radio activity (ABC Commercial, Television, Innovation, Corporate).

Performance indicator	2012–13 result		See also
Increase the volume of Australian children's content on ABC3 (as a % of total broadcast hours on that network)	49% (51.2% in 2011–12)	2	50
Maintain minimum levels of Australian music content broadcast on Radio networks	All radio networks exceeded the target levels of Australian music content	1	144
Maintain a broad genre mix to provide a balance between programs of wide appeal and specialised interest	Content broadcast on ABC1 and ABC2 across 12 genres	1	46
Continue to broadcast programs of an educational nature across all platforms	See Section 4, Corporate Responsibility (Information and education)	1	111
Maintain or increase the ABC's share of Australian television and radio audiences	Total radio share increased to a record high of 24.2% (23.6% in 2011–12) Total ABC free-to-air share (metropolitan day-time) increased to 24.3% (from 22.9%)	1	31
Maintain or increase the size of ABC International audiences	See Section 2, Audience Experiences (International Audiences)	1	63
Obtain general and targeted advice from the ABC Advisory Council regarding audience needs, interests and expectations	See Appendix 5, Corporate Governance (ABC Advisory Council)	1	153
Increase opportunities for audiences to contribute, discuss and share content and opinions on ABC platforms	See Section 2, Audience Experiences	1	129
Maximise the provision of ABC News content across existing and emerging platforms	See Section 2, Audience Experiences (News)	1	53
Provide a broad coverage of news from the Asia-Pacific region, including social, cultural, political and economic issues	See Section 2, Audience Experiences (International Audiences)	1	63

High quality

To consistently deliver content which reflects the ABC's commitment to quality, independence and high editorial standards.

Performance indicator	2012–13 result		See also
Increase compliance with the <i>ABC Editorial Policies</i> and the <i>ABC Code of Practice</i>	See Section 5, Governance (Corporate Governance)	1	129
Respond to all written complaints within the 60-day statutory timeframe set by the <i>Broadcasting Services Act 1992</i>	97.3% responded to within 60 days (99.4% in 2011–12)	2	133
Regularly evaluate programs for quality purposes	See Section 4, Corporate Responsibility (Sustainability in a Broadcasting Context)	1	106
Refresh editorial policies training for editorial staff each year	See Section 3, Inside the ABC (ABC People)	1	87
Maintain or improve community satisfaction (compared to 2007–10 levels) expressed in terms of the percentage of Australians who consider that the ABC:		2	30
– is balanced and even-handed when reporting news and current affairs	78% (82% in 2007–10)		
– provides quality programming on:			
Television	78% (82% average for 2007–10)		
Radio	64% (67% average for 2007–10)		
Online	86% (90% average for 2007–10)		
Reduce the incidence of material errors in ABC programs, and correct them as appropriate	See Section 4, Corporate Responsibility (Sustainability in a Broadcasting Context)	1	106
Maintain or increase awareness and usage in the South Pacific of the ABC's services to that region	See Section 2, Audience Experiences (International Audiences)	1	63

Innovative

To pursue new ideas, opportunities and partnerships, and grow our capabilities for the future.

Performance indicator	2012–13 result		See also
Maintain or improve community satisfaction (compared to 2007–10 levels) expressed in terms of the percentage of Australians who perceive the ABC to be innovative	73% (74% average for 2007–10)	2	30
Develop new ways to make ABC content available and accessible	See Section 2, Audience Experiences (Online)	1	59
Enter into new business arrangements for the production and distribution of ABC products	See Section 2, Audience Experiences (ABC Commercial)	1	69
Increase overall value of funding by securing grants, and by partnering with independent producers and government funding agencies as appropriate	\$101 million was combined with \$111 million of independent funding to deliver \$212 million of television production (leverage ratio of 2.1 :1)	1	
Develop and implement an integrated information, communication and technology strategy	See Section 3, Inside the ABC (Infrastructure and operations)	1	82
Provide efficient technical and strategic solutions for the development and publishing of ABC content to digital platforms	See Section 2, Audience Experiences (Online)	1	59
Receive industry nominations, awards and recognition for innovation	See Appendix 14, (Awards)	1	237
Invest a minimum 2% of base salary expenditure in training and development	1.82% (2.03% in 2011–12)	2	87
Increase the retention rate of high performing leaders	Insufficient data available to provide a meaningful assessment of performance		
Demonstrate a commitment to leadership development through targeted leadership programs	See Section 3, Inside the ABC (ABC People)	1	87

Values based

To demonstrate ABC Values in every aspect of our work.

Performance indicator	2012–13 result		See also
Increase the visibility of ABC Values in the workplace, demonstrated by their inclusion in ABC processes and activities	See Section 3, Inside the ABC (ABC People)	1	87
Reduce the number of bullying, harassment and discrimination incidents	One substantiated incident of harassment	1	
Reduce the number of fraud incidents	Fraud allegations and investigations are reported annually to the Board Audit and Risk Committee		
Maintain or improve community satisfaction (compared to 2007–10 levels) expressed in terms of the percentage of Australians who believe the ABC reflects the cultural diversity of the Australian community	79% (81% average for 2007–10)	2	30
Achieve the targets set in the ABC's <i>Reconciliation Action Plan</i> for the number of placements in the ABC's Indigenous scholarships and cadetship programs	9 employees undertaking DEEWR Internships or cadetships (11 cadetships in 2011–12)	1	150
Achieve the target set in the ABC's <i>Reconciliation Action Plan</i> for indigenous employment	1.28% against a target of 2% (1.45% in 2011–12)	3	150
Provide content on all platforms that gives expression to Australia's social, cultural and regional diversity	See Section 4, Corporate Responsibility (Social Responsibility)	1	119
Improve the completion rate and timeliness of performance appraisals	86% of appraisals which fell due in 2012–13 were completed on time (76% in 2011–12)	1	
Increase the internal recognition of innovation across all aspects of the ABC's business	See Section 3, Inside the ABC (ABC People)	1	87

Efficient

To maximise the efficient and effective use of resources.

Performance indicator	2012–13 result		See also
Maintain or improve community satisfaction (compared to 2007–10 levels) expressed in terms of the percentage of Australians who believe the ABC is efficient and well managed	66% (71% average for 2007–10)	2	30
Identify and realise savings for reinvestment in the ABC	Identifying savings for reinvestment is part of the ABC's ongoing review of activities	1	
Increase the utilisation rate of production facilities and staff	90.6% utilisation of production staff (89.1% in 2011–12)	1	
Increase the percentage of total revenue that is from non-appropriation sources	2.8% (3.2% in 2011–12)	2	
Increase the retention rate of high performing employees	43% of employees who resigned and were appraised during 2012–13 were high-performing (43% in 2011–12)	2	
Increase the percentage of new employees who exceed expected performance standards	Insufficient data available to provide a meaningful assessment of performance		
Increase the contribution ABC Commercial makes to ABC net revenue	\$1.1 million (\$5.5 million in 2011–12)	3	69
Maintain robust systems for reviewing high-value contracts	All contracts with a value of \$400 000 or greater are subject to review by the ABC Contracts Review Committee. ¹²¹ The Board approves procurements of \$20 million or greater	1	

¹²¹ Information is commercial-in-confidence and not disclosed.

Responsible

To be visible and active in the community, setting high standards of social, environmental and regulatory responsibility.

Performance indicator	2012–13 result		See also
Provide comprehensive coverage of events which are of significant national interest, including state, territory and federal elections	See Section 2, Audience Experiences	1	27
Maintain or improve community satisfaction (compared to 2007–10 levels) expressed in terms of the percentage of Australians who value the ABC and its services to the community	85% (88% average for 2007–10)	2	30
Develop and undertake projects to assist other public broadcasters in the region to become strong and responsible media organisations	See Section 2, International Audiences (International Development)	1	68
Participate in appropriate conferences, forums and discussions with other media organisations	See Section 2, International Audiences (International Relations)	1	68
Demonstrate an ability to respond quickly and effectively to community needs in emergency situations	See Section 4, Corporate Responsibility (Emergency Broadcasting)	1	121
Maintain and build partnerships with emergency services organisations	See Section 4, Corporate Responsibility (Emergency Broadcasting)	1	121
Increase the percentage of new employees who complete WH&S induction within 6 weeks of their commencement	88% compliance (79% in 2011–12)	1	92
Demonstrate improvements in WH&S (including reducing the number of work-related incidents and injuries, reducing the number of days lost due to injury or illness, and increasing the percentage of incidents that are reported within 24 hours of the incident occurring)	See Section 3, Inside the ABC (Health and Safety)	2	92
Improve performance against international corporate social responsibility benchmarks	See Section 4, Corporate Responsibility	1	103
Improve the environmental impact of the ABC's operations (including reducing net greenhouse gas emissions, and energy and water consumption)	See Section 4, Corporate Responsibility	1	103
Comply with all statutory reporting obligations (including Compliance Report, WH&S Reports, Annual Report, etc)	See Section 5, Corporate Governance	1	
Review all policies and related documents and processes on a regular basis, updating them as required	Policies were reviewed and updated by the ABC's Policy Reference Group as part of a structured workplan	1	

THE ABC IS AN AGENCY within the portfolio of the Department of Broadband, Communications and the Digital Economy. As at 30 June 2013, the responsible Minister was the Hon Anthony Albanese MP. During the reporting period, Senator the Hon Stephen Conroy also served as responsible Minister.

The ABC is granted annual appropriations from the Australian Government, and is required to measure its performance in terms of four specified outcomes.

Outcome 1

Informed, educated and entertained audiences—throughout Australia and overseas—through innovative and comprehensive media and related services. Outcome 1 is delivered through three programs: ABC Radio, ABC Television and Online.

Program 1.1 – Radio

The Objective of this Program is to provide distinctive radio programs that serve all local and regional communities throughout Australia, and satisfy diverse audience needs, nationally and internationally.

KPI: Radio share

Measure: Levels achieved in 2012–13 compared with results in 2011–12.

Performance: The ABC’s overall five metropolitan city share in 2012–13 was 24.2%, compared with 23.6% in 2011–12.

Metropolitan Share	2012–13	2011–12
	%	%
Sydney	23.5	23.2
Melbourne	23.7	22.6
Brisbane	23.7	23.0
Adelaide	25.5	25.7
Perth	26.2	26.5
Five-City Metropolitan	24.2	23.6

Source: Nielsen

KPI: Radio reach

Measure: Levels achieved in 2012–13 compared with results in 2011–12.

Performance:

Metropolitan Average Weekly Reach	2012–13	2011–12
Sydney	1 423 000	1 391 000
Melbourne	1 420 000	1 384 000
Brisbane	654 000	637 000
Adelaide	402 000	409 000
Perth	624 000	594 000
Five-City Metropolitan	4 523 000	4 415 000

Due to severe floods in Queensland in 2011, Survey 1 was not conducted in Brisbane. Radio share for Brisbane is based on Surveys 5-8 (2010) and Surveys 2-4 (2011). This affects both the Brisbane and the five-city results.

KPI: International reach

Measure: Levels achieved in 2011–12 compared with previous years and based on available research in particular countries.

Performance: Available metrics indicate overall increases in reach of Radio Australia services (see page 66).

KPI: Audience appreciation

Measure: Percentage of people who consider the quality of programming on ABC Radio is good in 2012–13 compared with results in 2011–12.

Performance: According to the ABC *Newspoll Appreciation Survey 2013*, the majority of Australians describe the quality of programming on ABC Radio as “good” (64% in 2012–13 compared with 61% in 2011–12).

KPI: Levels and mix of Australian content

Measure: Levels of Australian music on those radio networks which broadcast music.

Performance: All radio networks that broadcast music have a strong commitment to Australian music and have set annual targets. In 2012–13, all radio networks exceeded their annual target.

	Target	2012–13	2011–12
ABC Radio National	25%	41.1	46.5
ABC Local Radio	25%	33.5	33.1
ABC Classic FM	30%	30.6	29.6
triple j	40%	47.3	47.2
ABC Dig Music	40%	42.3	41.7
ABC Jazz	25%	31.5	30.9
ABC Country	25%	30.2	32.6

KPI: Quality assurance

Measure: Results of Editorial Policy Assurance surveys relating to news and information on ABC Radio.

Performance: No Quality Assurance projects relating to news and information on ABC Radio were undertaken in 2012–13.

KPI: Complaints management

Measure: Efficiency of complaints management measured by performance against statutory timelines.

Performance: See page 133.

Program 1.2—Television

The Objective of this Program is to present television programs of wide appeal and more specialised interest that contribute to the diversity, quality and innovation of the industry generally.

KPI: Audience share

Measure: Levels achieved in 2012–13 compared with results in 2011–12.

Performance: In daytime (6 am to 6 pm), total ABC Television (ABC1, ABC2, ABC3 and ABC News 24) five metropolitan city free-to-air share in 2012–13 was 24.3%, compared to 22.9% in 2011–12. Regional free-to-air share in the daytime timeslot was 27.9% in 2012–13, compared to 27.4% in 2011–12.

TOTAL ABC**Daytime (6 am to 6 pm)—Free-to-air share**

People	2012–13	2011–12
Metropolitan Share	%	%
Sydney	23.7	22.2
Melbourne	25.1	25.2
Brisbane	23.8	21.1
Adelaide	24.6	23.1
Perth	24.1	21.5
Five-City Metropolitan All	24.3	22.9

Regional Share

	%	%
Southern NSW	27.4	25.8
Northern NSW	29.9	32.1
Victoria	27.1	27.7
Queensland	25.3	22.8
Tasmania	33.7	31.2
Regional All	27.9	27.4

Source: OzTAM metro and Regional TAM consolidated data.

In primetime (6 pm to midnight), total ABC Television (ABC1, ABC2, ABC3 and ABC News 24) five metropolitan city free-to-air share in 2012–13 was 17.8%, compared with 16.3% in 2011–12.

Regional free-to-air share in the primetime timeslot in 2012–13 was 19.5% compared with 17.9% in 2011–12.

TOTAL ABC**Primetime (6 pm to midnight)—Free-to-air share**

People	2012–13	2011–12
Metropolitan Share	%	%
Sydney	18.0	17.0
Melbourne	17.8	16.1
Brisbane	17.0	15.2
Adelaide	18.0	16.2
Perth	18.9	17.3
Five-City Metropolitan All	17.8	16.3

Regional Share	%	%
Southern NSW	18.8	17.9
Northern NSW	22.0	20.3
Victoria	18.1	16.6
Queensland	16.7	14.9
Tasmania	25.6	23.3
Regional All	19.5	17.9

Source: OzTAM metro and Regional TAM consolidated data.

KPI: Audience reach

Measure: Levels achieved in 2012–13 compared with results in 2011–12.

Performance: Average weekly reach in the five metropolitan cities:

Total ABC Television (ABC1, ABC2, ABC3 and ABC News 24): 9.43 million (59.9%) compared with 9.41 million in 2011–12 (60.5%)

TOTAL ABC

Average weekly Metropolitan Reach	2012–13	2011–12
	%	%
Sydney	56.9	57.8
Melbourne	61.8	62.4
Brisbane	59.2	58.8
Adelaide	65.1	67.3
Perth	60.1	60.4
All Metropolitan	59.9	60.5

TOTAL ABC

Regional Reach	%	%
Southern NSW	63.7	64.9
Northern NSW	61.2	60.4
Victoria	68.5	69.2
Queensland	64.0	61.3
Tasmania	69.2	68.2
All Regional	64.2	63.6

Source: OzTAM and RegionalTAM consolidated data.

KPI: Audience appreciation

Measure: Percentage of people who consider the quality of programming on ABC Television is good in 2012–13 compared with results in 2011–12.

Performance: According to the Newspoll *ABC Appreciation Survey 2013*, the majority of Australians describe the quality of programming on ABC Television as “good” (78% in 2012–13, the same as in 2011–12).

KPI: Quality assurance

Measure: Results of Editorial Policy Assurance surveys relating to news and information on ABC Television.

Performance: No Quality Assurance projects relating to news and information on ABC Television were undertaken in 2012–13.

KPI: Complaints management

Measure: Efficiency of complaints management measured by performance against statutory timelines.

Performance: See page 133.

KPI: Australian content

Measure: Percentage of first-run Australian content in 2012–13 compared with 2011–12.

Performance: 6 pm–midnight: 43% on ABC 1 (45% in 2011–12).

6 am–midnight: 47% on ABC 1 (the same as in 2011–12).

These results reflect the hours broadcast from the Sydney transmitter, comprising national and local New South Wales transmission. Figures may differ slightly in other states and territories as a result of varying levels of local content.

KPI: Australian children's content

Measure: Percentage of Australian children's television programs on ABC2 and ABC3 in 2012–13 compared with 2011–12.

Performance: 38.7% of ABC4Kids and ABC3 (31.0% of ABC2 and ABC3) compared with 31.9% and 25.8% in 2011–12.

KPI: State/local television

Measure: Percentage of state/local "breakout" television broadcast hours in 2012–13 compared with 2011–12.

Performance: Of the 10 896 total ABC1 television hours, 2 251 hours (20.6%) were unduplicated, state-based, first-run television broadcast hours compared to 21.0% in 2011–12.

Program 1.3—Online

The Objective of this Program is to engage audiences through new media services including the internet and emerging broadband and mobile platforms.

KPI: Audience reach

Measure: Levels achieved in 2012–13 compared with results in 2011–12.

Performance: ABC Online's monthly reach in the active Australian internet population averaged 22.0% in 2012–13 (22.9% in 2011–12), with a peak of 23.5% in October 2012.

KPI: Audience appreciation

Measure: Percentage of people who consider the quality of content on ABC Online is good in 2012–13 compared with 2011–12.

Performance: According to the Newspoll *ABC Appreciation Survey 2013*, the majority of Australians describe the quality of content on ABC Online as "good" (86% in 2012–13, compared with 89% in 2011–12).

KPI: Total podcasts

Measure: Levels achieved in 2012–13 compared with 2011–12.

Performance: 66 million ABC podcasts were downloaded in 2012–13 compared with 69 million in 2011–12.

KPI: Total vodcasts

Measure: Levels achieved in 2012–13 compared with 2011–12.

Performance: Vodcast data is not available due to changes in video content file types.

KPI: Quality assurance

Measure: Results of Editorial Policy Assurance surveys relating to news and information on ABC Online.

Performance: No Quality Assurance projects relating to news and information on ABC Online were undertaken in 2012–13.

KPI: Complaints management

Measure: Efficiency of complaints management measured by performance against statutory and ABC-imposed timelines.

Performance: See page 133.

KPI: Digital classroom

Measure: Level of audio/video clips, hours of contemporary educational content and number of interactive educational activities.

Performance:

	2012–13
Number of video clips	685
Number of audio clips	80
Hours of educational content	Approximately 83 hours ¹²²
Interactive educational activities	220

Outcome 2:

Audiences' access to ABC satellite and analog terrestrial radio and television transmission services is, at a minimum, maintained year-on-year through the management of Transmission Service Agreements. Outcome 2 is delivered through one program.

Program 2.1 – Analog Terrestrial Transmission Services

The Objective of this Program is to provide ABC satellite and analog terrestrial transmission services through the effective management of Transmission Service Agreements.

KPI: Number of analog terrestrial transmission services

Measure: Number in 2012–13 compared with 2011–12.

Performance:

	2012–13	2011–12
Analog Television	76	268
Domestic Radio	708	700
International Radio	8	8
Total	792	976

During the reporting period the total number of analog television services declined as part of the digital television conversion scheme. A total of 192 analog services were switched off during 2012–13.

¹²² Includes small interactives and games in the library collection, Zoom, Making the News, student collections and teacher resources.

KPI: Audience contacts via the ABC Reception Advice Line

Measure: Levels achieved in 2012–13 compared with results in 2011–12.

Performance: The ABC monitors audience responses to transmission issues via its Reception Advice Line (RAL). In 2012–13, this unit received the following television and radio services enquiries:

	2012–13	2011–12
Total number of emails received	2 901	2 585
Total number of letters received	26	22
Total number of telephone enquiries received	22 782	22 290
Total enquiries	25 709	24 897
Total number of hits to the RAL website	939 500	1 307 262

Note: these figures reflect both analog and digital transmission contacts

The unit assists the public to improve their ABC television and radio reception, responds to broader ABC transmission enquiries and works with the ABC's transmission providers to identify and resolve transmission faults.

KPI: Transmission performance as reported by Broadcast Australia

Measure: Levels of Total Network Availability and Total "On-air Availability" in 2012–13 compared with 2011–12.

Performance: Performance in 2012–13 was similar to 2011–12. See ABC Distribution and Transmission Network aggregated performance, page 83.

Outcome 3:

Audience access to ABC digital television services is provided, in accordance with Government-approved implementation policy, through the rollout and maintenance of the associated distribution and transmission infrastructure. Outcome 3 is delivered through one program.

Program 3.1 – Access to Digital Television Services

The Objective of this Program is to implement the rollout of digital television transmission services.

KPI: Degree to which the Australian population has access to ABC digital television transmissions

Measure: 2012–13 results compared with 2011–12.

Performance: The coverage of ABC digital television transmissions by percentage of the population was as follows:

	2012–13	2011–12
Australia	98.53%	97.97%
NSW/ACT	98.98%	98.54%
Vic	99.50%	99.19%
Qld	97.98%	97.21%
WA	97.53%	96.71%
SA	99.23%	98.94%
Tas	97.73%	97.04%
NT	78.00%	74.05%

Notes: 2011–12 and 2012–13 population was derived from Australian Bureau of Statistics (ABS) 2011 Census data.

The coverage percentages are for Managed Services provided by Broadcast Australia for which the ABC holds an apparatus licence.

KPI: Terrestrial facilities operate within the limits set by the relevant Transmitter Licence and the approved Implementation Plan

Measure: All facilities meet the requirements.

Performance: This target was achieved.

KPI: The number of digital terrestrial television facilities in operation against the approved Implementation Plans

Measure: Number of facilities in operation and in test mode compared to approved Implementation Plans.

Performance: There were 402 approved Implementation Plans and 400 digital terrestrial services in operation as at the end of June 2013. Five facilities were in test mode.

Outcome 4:

Audience access to ABC digital radio services is provided, in accordance with Government-approved implementation policy, through the roll-out and maintenance of the associated distribution and transmission infrastructure. Outcome 4 is delivered through one program.

Program 4.1 – Access to Digital Radio Services

The Objective of this Program is to implement the roll-out of digital radio transmission services to the five mainland state capital cities.

KPI: Degree to which the five mainland state capital cities have access to ABC digital radio transmissions

Measure: 2012–13 results compared with 2011–12.

Performance: Digital radio services continued in the five mainland state capital cities throughout 2012–13.

KPI: Terrestrial facilities operate within the limits set by the relevant Transmitter Licence and the approved Implementation Plan

Measure: All facilities meet the requirements.

Performance: This target was achieved. ■

Overall achievement

Areas for improvement

*Reconciliation Action Plan
2013–15*

The Bonner Committee

Through the Reconciliation Action Plan (RAP) program, organisations develop business plans that document what they will do within their sphere of influence to contribute to reconciliation in Australia.

The ABC's RAP outlines practical actions the Corporation will take to build strong relationships and enhanced respect with Aboriginal and Torres Strait Islander peoples.

IN OCTOBER 2009, the ABC published the *Reconciliation Action Plan 2009–12* (RAP), which committed the Corporation to a long-term course of action to improve opportunities for Aboriginal and Torres Strait Islander people in the four key areas of cultural understanding and respect, employment, content and community links. The inaugural ABC RAP spanned the period from November 2009 to October 2012.

During the first half of the reporting period, the Corporation developed a new RAP for 2013–15 that built on the successes of the *RAP 2009–12*, while applying new approaches to areas where targets were not achieved. The *RAP 2013–15* came into effect on 1 January 2013. In December 2012, the ABC extended the reporting period of the *RAP 2009–12* to 31 December 2012 so that it aligned with the new RAP.

In February 2013, the ABC published its third and final report against the *RAP 2009–12*, covering the period November 2011 to December 2012.

The *RAP 2013–15* and the ABC's reports against its RAP are available on the Corporation's website (about.abc.net.au/how-the-abc-is-run/our-plans/).

Overall achievement

In comparison to the first two years of *RAP 2009–12*, during which a number of major changes or new programs were introduced, the final year was characterised by smaller, incremental improvements and the maintenance of programs and levels of activity that had been achieved in the first two years.

The richer and more extensive NAIDOC celebrations on air and at ABC offices around the country that began in the first year of the Plan continued in 2012. ABC Radio once again mounted a dedicated digital and online service, ABC NAIDOC, throughout the week. ABC Radio also broadcast a significant range of programs to recognise National Reconciliation Week 2012.

During the reporting period for the final report against the *RAP 2009–12*, ABC Television broadcast 110 Indigenous television programs and programs with segments explicitly covering Indigenous people, communities and/or issues. ABC Radio and News continued to focus on initiatives that create opportunities for Aboriginal and Torres Strait Islander employment, particularly in program making and cadet roles, in order to lay the ground for future Indigenous involvement in content production.

The Corporation's State and Territory Directors continued to develop and deepen relationships with Indigenous communities and organisations around the country.

Areas for improvement

While the ABC achieved the majority of its objectives—both in the final year and over the life of the RAP as a whole—in relation to respect, relationships and content, it was less successful in relation to its employment-related objectives.

In particular, the Corporation failed to significantly increase the proportion of Aboriginal and Torres Strait Islander staff within its workforce or to reach the 2% target specified in the RAP. Indigenous staff comprised approximately 1.5% of the ABC workforce throughout the life of the Plan. Similarly, while a number of divisions actively sought to attract Aboriginal and Torres Strait Islander staff, the Corporation as a whole failed in its objective of targeting 20 positions to increase Indigenous employment. In both cases, it became clear that the RAP lacked a mechanism for coordinating activity to ensure overall achievement of these objectives.

The ABC remains fully committed to increasing Indigenous employment opportunities. Accordingly, a new *ABC Indigenous Employment Strategy 2013–15* was developed, to increase Indigenous employment levels in a coordinated and strategic manner. The Strategy came into effect on 1 January 2013 and operates in parallel with the *RAP 2013–15*.

In addition, there were two areas in which the ABC achieved its stated objective, but nonetheless identified ways in which the initiative might have been improved. The first related to its program to encourage understanding and appreciation of Aboriginal and Torres Strait Islander cultures among ABC staff, which had a relatively low completion level. The second was a commitment to develop induction and mentoring support for new Indigenous staff, which was inconsistently supported by divisions. The ABC remains committed to both these programs and will review and improve them as part of the *RAP 2013–15*.

Reconciliation Action Plan 2013–15

The development of the *RAP 2013–15* was overseen by the Bonner Committee, the ABC's primary advisory and representative body on matters relating to Indigenous staff, content and communities. The Committee consulted widely, including with Indigenous ABC staff, ABC divisions and their Indigenous Reference Groups, ABC State and Territory branches, policy managers and interested individuals within the Corporation.

The RAP incorporates a new *Indigenous Employment Strategy* and adds a number of new initiatives. In particular, the ABC will recognise and celebrate National Reconciliation Week and has committed to exploring the use of Indigenous suppliers. It will also adopt appropriate cultural protocols for use by content makers and ensure that the public areas of ABC offices contain visible recognition of the traditional owners of land and the contribution of the Corporation's Indigenous staff.

The RAP was amended in April to reflect minor changes proposed by Reconciliation Australia—the organisation that oversees the RAP process.



Redfern Now

The ABC's RAP requires the Corporation to use its broadcasting platforms to showcase the stories of Indigenous Australians. In November 2012, the ABC debuted the groundbreaking drama *Redfern Now*, produced and directed by Indigenous film makers.

Over the course of six episodes, *Redfern Now* set a new standard for telling stories from and about Indigenous Australians. The series was produced and directed by Indigenous film makers, starred an Indigenous cast and was mostly shot in and around the Sydney suburb of Redfern.

The series also created employment and professional opportunities for the Indigenous film makers.

The series was very popular with audiences, with the first episode watched by a national average of 1.1 million viewers.

The RAP 2013–15 comprises the following 25 initiatives:

Respect

- Support the Bonner Committee, the ABC's Indigenous advisory group, which monitors and coordinates the ABC's Reconciliation Action Plan
- Provide staff with ongoing access to the "Indigenous Culture in the ABC" program
- Use appropriate cultural protocols including Acknowledgement or Welcome to Country at events
- Adopt appropriate cultural protocols for content makers
- Continue to recognise and participate in NAIDOC Week
- Establish an Indigenous site on the ABC Intranet to provide a unified source of information in relation to Aboriginal and Torres Strait Islander staff and issues; and
- Install signage and other physical recognition of the traditional owners of land and the contribution of Indigenous ABC staff in the public foyers and reception areas of ABC offices.

Opportunities—employment

- Implement the ABC *Indigenous Employment Strategy*
- Undertake activities to increase the number of Indigenous employees at the ABC to 2% within two years (end 2014) and exceed that target in 2015
- Undertake "pipeline" activities to increase awareness of potential jobs and careers at the ABC among Indigenous secondary and tertiary students
- Provide career development opportunities for Indigenous employees
- Develop a framework to maximise retention of Indigenous employees; and
- Contribute to the growth of Indigenous employment opportunities in the wider media industry.

Opportunities—Content

- Demonstrate a stronger Aboriginal and Torres Strait Islander presence in ABC content, including regional content, and in subsequent scheduling and marketing/promotion

The ABC's new Reconciliation Action Plan (RAP) lists the ways in which ABC divisions, including Radio, Television and News are working to improve opportunities for Aboriginal and Torres Strait Islander people.

The RAP was launched in Canberra, as part of the Reconciliation Action Plan showcase, celebrating the success of RAPs across a wide range of Australian organisations.

The ABC's new RAP helps the Corporation monitor its efforts to improve opportunities for Indigenous people.

This is the ABC's second RAP, and spans the period from 1 January 2013 to 31 December 2015. It builds on the successes of the first RAP (November 2009 to December 2012), while absorbing the lessons learned from it.

The development of the current RAP was overseen by the Bonner Committee, the ABC's primary advisory and representative body on matters relating to Indigenous staff, content and communities.

The Committee consulted widely, including with Indigenous ABC staff, ABC divisions and their Indigenous Reference Groups, ABC State and Territory branches, policy managers and interested individuals within the Corporation.



- Improved integration of Aboriginal and Torres Strait Islander people into the content-making process, including new projects
- Target and develop Indigenous on-air presenters; and
- Develop internal and external communication to improve awareness of Indigenous achievement and activity in the ABC.

Relationships

- Create opportunities to build strategic partnerships and projects with Indigenous communities and relevant external organisations, with a focus on regional opportunities
- Develop opportunities with Indigenous suppliers; and
- Recognise and participate in Reconciliation Week.

Tracking Progress and Reporting

- The Bonner Committee will monitor and report on RAP actions
- Contribute to Reconciliation Australia's RAP Impact Measurement Questionnaire
- Divisional Indigenous Reference Groups (IRGs) will continue to meet

- State and Territory Indigenous Working Groups (IWGs) continue to operate; and
- The ABC will refresh the RAP.

The Bonner Committee

The Bonner Committee is the ABC's primary advisory body on issues relating to Indigenous staff, content and communities.

The Committee comprises a geographically-diverse mix of Indigenous and non-Indigenous staff. The Committee's Chair is responsible for providing advice to the Managing Director in relation to issues of relevance to Aboriginal and Torres Strait Islander staff and relationships with Indigenous communities.

The Committee met four times during the reporting period. It was responsible for monitoring progress against the ABC's RAPs and oversaw the development of the *RAP 2013–15*.

The Committee is named after the late Neville Bonner AO, who was an ABC Board Director from 1983–91 and Australia's first Indigenous Senator. ■

THE ABC ADVISORY COUNCIL was established in 1983 under the provisions of Section 11 of the ABC Act to provide advice to the Board on matters relating to the Corporation's broadcasting programs.

The 12 members of the Advisory Council are appointed by the Board. In 2012–13, the sitting term of appointments to the Council was changed to three years (from two years with a possible two-year extension).¹²³ Applications to join the Council are invited through promotions on ABC Radio, Television and Online and advertisements in the press in September and October each year.

The members of the Advisory Council for 2012–13 bring to discussions a wide range of experience and perspectives, as well as consultation with the communities they represent. The Council is made up of:

Ms Joan McKain, *Convenor* (Lake Cathie, NSW)
Ms McKain retired from the ABC in March 2010. She was with the Corporation for 17 years, and held senior executive positions in the areas of Corporate Governance and International Relations.

Dr Patrick Bradbery (Rock Forest, NSW)
Dr Bradbery, a Kamilaroi man from Western NSW, is the former Director of the Professional Development Unit at Charles Sturt University (CSU) Faculty of Business. He was the foundation Chair for the Bathurst Community Website project. He is currently an Adjunct Research Fellow in the Institute of Land, Water and Society at CSU, and is writing a book, *Unlearning to Learn*, which provides an innovative perspective on learning, particularly workplace learning.

Mrs Melissa Cadzow (Glenside, SA)

Mrs Cadzow runs two IT companies specialising in developing software and internet solutions for business and government. She has been in the IT industry for over 20 years, joining the family business in her teens and taking over as chief executive in her twenties. Her board experience arises from private companies (since 1992), not-for-profit organisations (since 2005), advisory boards (various) and government boards (since 2003) in the areas of business, information technology, parenting and health. Her ABC interests includes children's television, local radio, Australian content and innovation (including ABC iView, ABC iTunes content, website content, social media and ABC apps for smartphones).

Mr Gideon Cordover (Allens Rivulet, Tas)

Mr Cordover is a professional actor, graduating from NIDA in 2010. The current year has seen him divide his time between professional acting work and developing strategy and policy for Dying with Dignity NSW (DWDnsw) as their Communications Coordinator. Gideon graduated from high school with an International Baccalaureate diploma in 2006 and worked as a project officer for the University of Tasmania, as part of the HEADSPACE rollout—researching community attitudes on youth mental health issues. At the time he was also heavily involved with community engagement in media and the arts through his role on the Tasmanian Youth Forum and as Vice President of Tasmanian Youth Broadcasters Inc.

Mr Scott Cowans (Ellenbrook, WA)

Mr Cowans runs an IT consultancy business. He has held positions with Microsoft, Julia Ross and IBM.

Mrs Charmaine Foley (Noosa Heads, Qld)

Mrs Foley has had a varied career as a small business person. Charmaine was the Queensland Coordinator for the Council for Aboriginal Reconciliation in 1997 and 1999 when it conducted one of the largest community consultation projects ever undertaken in Australia. Charmaine is a former Maroochy Shire Councillor and urban planner, who has dedicated her career to community capacity building.

¹²³ The change to the sitting term of ABC Advisory Council members applies to new appointments.

Standing (left to right): Taylor Tran, Rena Henderson, Nakul Legha, Joan McKain (Convenor), Scott Cowans, Patrick Bradbery and Gideon Cordover. Seated (left to right): Rob Ryan, Charmaine Foley, Tania Penovic (Deputy Convenor), Melissa Cadzow and Lisa Leong.



Mrs Rena Henderson (Preston, Tas)

Mrs Henderson is a house design consultant. She is a trained sociologist and has been a field interviewer for the ABS, providing data for the Institute of Family Studies.

Mr Nakul Legha (Gungahlin, ACT)

Mr Legha is studying economics and law at the Australian National University (ANU). He is Vice President of the ANU Law Students' Society and the College of Law Faculty Representative on the ANU Students' Association. Mr Legha has worked as a Research Assistant for the ACT Health-UNSW Inter-professional Learning Research Project.

Ms Lisa Leong (Burwood, Vic)

Ms Leong is a Business Development Adviser for the law firm, Freehills. In 2003, Ms Leong left law to pursue a career in radio and joined the ABC in 2005, as a presenter for the ABC Eyre Peninsula *Breakfast* program. Prior to this, she was practising as an Intellectual Property and eCommerce lawyer in Melbourne and London.

Ms Tania Penovic (Surrey Hills, Vic)

Ms Penovic is a Deputy Director of the Castan Centre for Human Rights Law and is a lecturer in law at Monash University. She has been involved in a number of enquiries into Federal and Victorian law reform, and has conducted human rights training programs for judges and government officials. Ms Penovic has also been involved in policy writing in the area of early childhood education.

Mr Rob Ryan (Holland Park East, Qld)

Mr Ryan is the Assistant Regional Director, Child Safety and Youth Justice, Department of Communities, Queensland. Through his work, he has the opportunity to regularly present his findings across Queensland and Australia to organisations such as the Australian Association of Social Workers, the Commission for Children and Young People and Child Guardian, Regional Leadership Teams and the Australasian Statutory Child Protection Learning and Development forum.

Rob was awarded a Churchill Fellowship in 2009 on child protection and while travelling in the UK, USA and Canada saw the potential that media has to influence the community and create positive influence and change in society.

Mr Taylor Tran (Naremburn, NSW)

Mr Tran is Insights and Marketing Strategy Manager for Caltex. He is an Associate Member of the Australian Marketing Institute.

The role of members and functions of the ABC Advisory Council is to:

- Either on its own initiative or at the request of the ABC Board, advise the Board on matters relating to the Corporation's broadcasting programs
- Provide a broad representation of Australian community concerns and interests in relation to programming
- Analyse and consider reports and papers, in relation to programming, provided by the ABC
- Facilitate communication between the community and the ABC Board
- Within the framework of the Council's annual work plan, carry out consultation seeking community views on ABC programming initiatives; and
- At its discretion, hold interest group meetings from time to time.

The Council met three times during the year—in Sydney (in December 2012 and March 2013) and in Tamworth, New South Wales (in July 2012). It provided feedback to the ABC Board on a wide range of the Corporation's programs and services.

Either the ABC Chairman or the Managing Director, or both, met with the Advisory Council at each Council meeting.

ABC Divisional Directors also met with the Council to discuss key areas of interest including radio, television, online and audience research.

At the request of the Managing Director, Council members undertook detailed consultations with their communities on the following issues:

- ABC News 24—awareness, usage and overall feedback on the nature and quality of the service since it began two years ago
- ABC Open—awareness and usage of ABC Open, content opportunities, and the potential for ABC Open to extend to other platforms; and
- ABC Mobile—the relative importance of mobile technologies for the ABC, awareness and usage of ABC mobile sites and those of other media organisations, content opportunities for ABC mobile.

The Advisory Council's recommendations and commendations for the year, together with responses from ABC management, appear in Appendix 4 (page 221). ■