

# Summary Reports

## Corporate Plan 2007–10

The ABC *Corporate Plan 2007–10* includes three levels of performance measurement.

The first level measures the effectiveness or outcome of ABC services in providing benefit to the Australian community. These measures and the ABC's performance against them in 2008–09 are set out in the Corporate Plan Summary (page 8).

The second measures how well the ABC performs in relation to four high-level objectives. These measures encompass 11 key result areas across four dimensions of performance identified in the Plan: good governance; output and audiences; value for money; and learning and growth.

The third level of evaluation relates to the actions and performance targets set for each of 18 strategic priorities. For reporting purposes, these targets are assessed as:

<b>Achieved</b>	Target reached, no further action required
<b>On Track</b>	On schedule towards achieving a measurable target or required standard
<b>Not Achieved</b>	Deadline passed without meeting target, or fundamental failure to achieve the required standard
<b>Ongoing achievement</b>	Required standards have been met and are being maintained. Work will continue indefinitely in these areas.

## Key Results Areas

Measuring how well the ABC performs in relation to four areas of performance: good governance; output and audiences; value for money; and learning and growth—measured twice yearly.

**Objective One—Ensure the ABC's independence, integrity and high standards.**

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

During 2008–09, Audience and Consumer Affairs provided a personal response to 10 197 written complaints. Of these 80.3% were responded to within the 28-day time period specified in the ABC *Editorial Policies*. Overall, 99.73% of written complaints were responded to within 60 days, which is the statutory period for response to complaints about ABC *Code of Practice* matters.

During the same period, the ABC's Complaints Review Executive reviewed 49 complaints. Of these 82% were responded to within 28 days and 100% within 60 days.

**Results of Editorial Policy Assurance Surveys.**

*Five Editorial Policies Quality Assurance (QA)*

Projects were undertaken during the reporting period, building on the five projects completed in 2007–08:

QA 6 Accuracy (Radio News) examined the accuracy of ABC Radio news. A random sample of 150 items was checked. The result was 91.4% were accurate for plain facts and 93.8% were accurate for context.

QA 10 examined another sample of ABC Radio news, with a focus on whether, as QA6 data had suggested, there was a difference in accuracy rates between metropolitan and regional bulletins and between weekday and weekend bulletins. The metropolitan and weekday bulletins were confirmed to be slightly more accurate. For the whole sample of 100 items the overall result was high to very high accuracy—92% for plain-facts accuracy and 97% for contextual accuracy.

The purpose of QA 9 Impartiality (Election Coverage) was to design a fair and rigorous way to assess the impartiality of samples of election campaign coverage. The methodology was to be capable of being scaled up to assess much larger amounts of content drawn from radio and content from other platforms. As at 30 June 2009, the methodology was being piloted using a sample of ABC Local Radio Brisbane’s coverage of the 2009 Queensland election and ABC Local Radio Canberra’s coverage of the 2008 ACT election.

Two other QA projects were still in progress as at 30 June 2009.

**Fulfilment of statutory and regulatory obligations.**

The Corporation believes it has fulfilled all of its statutory and regulatory obligations during 2008–09 with the exception of responding to all written complaints within the 60-day statutory period. The ABC responded to 99.73% of written complaints within 60-days.

**Environmental impact assessment and evidence of response.**

The ABC is continuing with the review, assessment and implementation of green initiatives. The position of Green Futures Co-ordinator has been established and filled to manage the Corporation’s overall drive to meet its 2020 and 2050 targets.

The Corporation has set targets to reduce its greenhouse gas emissions by 40% (to 60% of 1997 levels) by 2020 and by 60% (to 40% of 1997 levels) by 2050.

In 2008–09, the ABC reduced its greenhouse gas emissions by 0.9% to 43 375 tonnes CO<sub>2</sub>-e (carbon dioxide equivalent) (from 43 758 tonnes CO<sub>2</sub>-e in 2007–08). Electricity consumption was reduced by 2%.

The ABC performed well in the 2009 Corporate Responsibility Index, co-ordinated by the St James Ethics Centre (see page 75).

(See also Commitment to a Greener Future page 65).

**Objective Two—To be recognised as the leading Australian public media space where people engage with issues and ideas.**

**Percentage of first-run Australian television content (between 6 pm and midnight, between 6 am and midnight) annually.**

- 6 pm and midnight: 52.4% (52.8% in 2007–08) on ABC1
- 6 am and midnight: 34.8% (34.5% in 2007–08) on ABC1.

*Comment: 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.*

Data for ABC2 is collected across total hours of broadcast. 17.3% was achieved in 2008–09 compared to 9.9% in the previous year.

**Percentage of Australian television programs in the ABC’s 20 highest rating programs.**

- ABC1, Metropolitan: 65% (65% in 2007–08)
- ABC1, Regional: 55% (50% in 2007–08).

### Percentage of Australian music performance on each Radio network that broadcasts music.

- *triple j*: 42.6% against target of 40%
- ABC Classic FM: 36.5% against target of 30%
- ABC Radio National: 36.7% against target of 25%
- ABC Local Radio: 30.9% against target of 25%
- *dig*: 40.8% against target of 40%
- *dig jazz*: 25.4% against target of 25%
- *dig country*: 25.5% against a target of 25%.

### Percentage of original content scheduled across mainstream radio services and web stories produced for ABC Local Online.

- Original content: 90.6% (88.1% in 2007–08)
- Web Stories: This has become an impractical measurement. Work is underway to determine relevant measures for Online content across all Radio networks.

### Percentage of state/local “breakout” television broadcast hours.

Of the 10 901 total ABC1 television hours 2 275 hours (20.9%) were unduplicated, state-based, first-run television broadcast hours compared to 20.3% in 2007–08. Data is not collected for ABC2 as this network transmits a national feed only.

### Percentage of people who consider the quality of programming on ABC Television, Radio and Online is good.

Television: 82% (82% in 2007–08)

Radio: 69% (65% in 2007–08)

Online: 89%, among users of ABC Online (91% in 2007–08).

*Comment: The change for Radio represents a statistically significant improvement.*

Source: Newspoll, ABC Appreciation Survey, 2008 and 2009.

### Critical recognition through major media awards.

(See Appendix 21, page 219).

### Overall ABC (combined) audience reach.

73% (72% in 2007–08).

Source: ABC Awareness and Usage Survey, 2008 and 2009 and ratings analysis.

### Audience share for ABC Television and ABC Radio.

Television:

ABC1, Metropolitan (free-to-air, people share)

- 6 am to midnight: 16.0% (16.5% in 2007–08)
- 6 pm to midnight: 16.4% (17.2% in 2007–08)

ABC2, Metropolitan (free-to-air, people share)

- 6 am to midnight: 1.2%
- 6 pm to midnight: 0.8%

ABC1, Regional (free-to-air, people share)

- 6 am to midnight: 18.6% (18.4% in 2007–08)
- 6 pm to midnight: 18.7% (18.7% in 2007–08)

ABC1, Metropolitan (total viewing, people share)

- 6 am to midnight: 12.1% (12.4% in 2007–08)
- 6 pm to midnight: 13.3% (13.9% in 2007–08)

ABC2, Metropolitan (total viewing, people share)

- 6 am to midnight: 0.9%
- 6 pm to midnight: 0.6%

ABC1, Regional (total viewing, people share)

- 6 am to midnight: 13.2% (13.2% in 2007–08)
- 6 pm to midnight: 14.2% (14.5% in 2007–08).

*Comment: Share data for ABC2 was not available during 2007–08. Share data for ABC2 available in metro only 2008–09. Regional Share includes ABC spill.*

Radio: 22.6% (20.7% in 2007–08).

### Audience reach by media platform and network.

Television:

ABC1, Metropolitan (24 hour): 57.9% (60.1% in 2007–08)

ABC1, Regional (24 hour): 60.9% (62.4% in 2007–08)

ABC Radio, Metropolitan: 34.2% (32.9% in 2007–08)

ABC Online: 19% of active internet population (19.5% in 2007–08).

### Total podcasts, vodcasts and streamed media.

Podcasts: not available for full financial year

Vodcasts: not available for full financial year

Streamed Media: not available.

**Objective Three**—Deliver maximum benefit to the people of Australia through the effective and efficient delivery of ABC services.

**Levels of resource utilisation.**

The level of resource utilisation of production staff within the ABC Resources Division was 88.2% for 2008–09 compared to 89.2% in 2007–08.

**Levels of asset utilisation.**

Phase 1 of the ScheduAll software upgrade project saw the reconfiguration and expansion of the facilities that are provided to television production (News and general television) with significantly improved processes for accurately planning, assigning, recording and tracking facilities usage.

Phase 1 also saw the tracking of actual usage statistics on facilities for television production. Whilst the precise levels of usage can now be reported, the next stage of the ScheduAll implementation involves defining capacity against which usage can be measured. Reporting of this data will commence in July 2009.

**Efficiencies delivered through business process re-engineering.**

The following provides a cross-section of activity during 2008–09.

Major efficiency gains are being sought through increased studio automation with the replacement of Television News studio technology which is reaching the end of its life cycle. This technology will reduce capital and production costs.

A Centralised Graphics Production project will improve the efficiency of graphics production for ABC Television News programs by making better use of the existing capacity of graphic designers and equipment in Sydney and Melbourne.

Part of ABC Resources remit is to flexibly respond to the changing demands of the digital media environment. ABC Resources have been given incentives to increase utilisation of both resources and facilities through the hiring of production services to the ABC's output divisions or to the external market.

The News Division, in collaboration with other areas of the ABC, is beginning the introduction of desktop television news editing around the country. The technology allows journalists to browse and edit video at their desks and take direct creative control of their stories.

The ScheduAll system has been upgraded to ensure optimum use of major production assets, provide an online planning solution for ABC Resources and client divisions to capture demand for facilities and labour and manage supply in real-time.

Following the Production Review, a new transfer pricing approach was introduced from 1 July 2008. Divisions are now charged by ABC Resources for use of major assets as well as labour.

**Levels of new business activities.**

The following is a cross-section of activity during 2008–09.

ABC iView was launched in July 2008. iView is a free internet broadcasting service, designed and built in-house by Innovation, which offers full-screen video, streamed on-demand and at a high resolution.

ABC *News Breakfast* began on ABC2 in early November. The three-hour program is hosted by Virginia Trioli and Joe O'Brien. The program is using new technology, including studio automation, and is a key building block in the development of the ABC's Continuous News Centre. The Continuous News Centre, announced in March 2008, is being set up to provide multiple, simultaneous streams of news content, 24 hours a day, to every outlet of the ABC and any destination within the digital domain.

The Asia Pacific News Centre was launched in November, merging the news resources of Radio Australia and Australia Network. With 60 journalists dedicated to 24-hour cross-platform coverage of Asia and the Pacific, the APNC will be one of the most significant multimedia newsrooms in the region. One of the APNC's first priorities was a merged website where audiences can explore a full range of multimedia news content.

ABC Earth went live, allowing the audience to view selected ABC News and local content in Google Earth.

*Sydney Sidetracks* was launched in November 2008. This is a website that presents selected audio and video archive recordings related to points of interest around inner city Sydney that can be explored via a map. The site also offers a version which can be downloaded to mobile phones. The project involved collaboration with a number of institutions, including the Powerhouse Museum, City of Sydney, National Film and Sound Archive and the State Library of NSW.

The Cricket results site was established in time for the 4th test between Australia and India in early November. The site provided live scores and running commentary for all four matches in the series.

Innovation established the ABC's presence on the Twitter platform. The importance of this new communication platform was apparent during the emergency broadcasting coverage of the February Victorian bushfires.

A comprehensive suite of mobile phone products under the banner of ABC Mobile was launched in March. ABC Mobile includes [m.abc.net.au](http://m.abc.net.au), a website designed for mobile phones which can be accessed from any web enabled mobile phone handset, and a downloadable application for both the Apple iPhone and handsets running the Android operating system.

During 2008–09, ABC Commercial entered a range of business ventures, including arrangements with BBC/Roadshow (DVD distribution); Zapruder's Other Films (development and production rights for *Project Next*); Chaser Broadcasting (for the distribution rights for *Lawrence Leung's Choose Your Own Adventure*); Spotty Ltd Partnership (Weta Productions, for the distribution rights for *The Wot Wots*); iTunes (ABC Content Licensing Online—Download to Own); HBO (Program Sales Worldwide for *Summer Heights High*); ITV (for the DVD distribution rights for *Lost in Austen* and *Wuthering Heights*); HarperCollins Publishing Australia (licensing partnership for the publishing

and distribution of ABC Books); Pascal Press (logo license for *ABC Reading Eggs*); Mobilestreams (for the distribution rights for mobile catalogue in Australia and New Zealand); Mio.TV (sale of rights to publish video short-form programming on Mio.TV website); Livewire (sale of rights to publish ABC content to the Livewire website in Australia); and Mushroom Music (music publishing).

#### **Value of non-Appropriation revenue as a percentage of total costs.**

6.0% (5.1% in 2007–08).

#### **Qualitative evidence of engagement with external stakeholders.**

The following is a cross section of activity during 2008–09:

- In November 2008, the ABC joined Freeview, along with other free-to-air networks to help drive the take-up of digital television in Australia. Freeview will work with Government to ensure consistent messaging regarding the switch from analog to digital television broadcasting.
- Technology and Distribution continued to work closely with other free-to-air networks to support development of the Freeview receiver standard and Electronic Program Guide.
- Engagement with Government regarding the ABC's *Triennial Funding Submission 2009–12*.
- ABC Radio liaised with emergency services, Broadcast Australia and other relevant bodies during the unprecedented bushfire crisis in Victoria in February 2009.
- 32 young Australians attended the annual *Heywire* Youth Issues Forum held in Canberra in February 2009.
- In March 2009, the ABC hosted its second reception at Parliament House, inviting all Members and Senators.
- Production partnerships: ongoing relationship and initiatives being developed with funding agencies including Film Australia, Australian Film Commission, State film funding bodies and the Australia Council.

**Objective Four—Sustain and grow the ABC through high-quality leadership and an environment of responsibility and opportunity.**

**Employee survey results.**

The restructure of the People and Learning Division was finalised in December 2008. Since then, the division has focused on the introduction of ABC Values (see page 60), and has also embarked on a significant business planning process. People and Learning aims to build employee engagement by creating a leadership culture based on ABC Values. In that context, an employee survey is not considered beneficial, and accordingly it no longer forms an integral part of the division’s current plans. Measurement of employee engagement may be undertaken once further steps have been taken to embed ABC Values and enhance culture.

**Turnover and absenteeism benchmarked externally.**

The ABC tracks employee initiated separation and unscheduled leave. In the past, the Corporation has used free benchmarking services (updated annually) through the Australian Human Resource Institute (AHRI) and Info HRM Consulting. Those resources are no longer available. However, the ABC continues to report internal turnover and absenteeism results.

Employee initiated separation (turnover) measures the proportion of the workforce that initiated its own separation from the ABC and indicates unplanned skill loss to the ABC. In 2008–09, the rate of turnover was 7.01% (compared to 9.98% in 2007–08).

Unscheduled leave measures the percentage of available workdays employees are absent on personal leave for unscheduled reasons. This can be an indicator of employee morale and a predictor of future turnover. In 2008–09, the absence rate was 6.87 days per full time equivalent employee (compared to 6.71 days in 2007–08). This indicates that each employee, on average, is absent from work (for instance due to illness) for about seven days each year.

**Investment in staff learning and development.**

A level of 2.06% of base salary expenditure was spent on staff learning and development in 2008–09 (compared to 2.12% in 2007–08, incorrectly reported in that year as 2.14%). This is in line with the Corporate Plan target of a minimum of 2% of base salary expenditure.

**Performance against external occupational health and safety benchmark standards.**

In 2005, the ABC committed to national targets for occupational health and safety (OHS) performance established by Comcare for the period 2002–12. These targets relate to achieving reductions in workplace injury, lost time and time elapsed for return to work. Comcare measures performance against these targets for all Commonwealth agencies including the ABC. These measures provide benchmarks for the ABC to assess its performance in this area.

Of the four targets, the ABC:

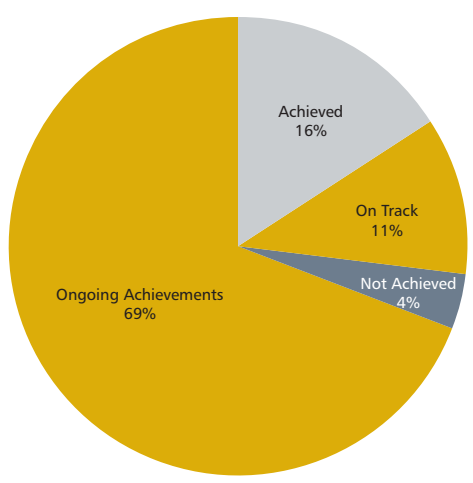
- met the targets relating to achieving workplace fatalities and reducing the average time taken for rehabilitation intervention in workers’ compensation claims
- is on track to deliver on the target relating to reducing workplace injury and disease
- did not meet the target relating to reducing the average lost-time rate. However, a significant amount of lost time (38.4%) was directly linked to an isolated number of workplace illness cases, which affected performance against this target (See Appendix 12, page 199).

# Performance Targets

The ABC *Corporate Plan 2007–10* sets out 100 individual targets. In 2008–09, 69 were identified as areas of ongoing achievement which will continue to be a focus for the life of the Plan.

Of the remaining 31 targets, 16 have been achieved, 11 are on track to be achieved as required, and four have not been achieved.

Performance against the Corporate Plan 2008–09



**Objective One**—Ensure the ABC’s independence, integrity and high standards.

## Key Directions 2007–10

**Editorial Standards:** Uphold the highest editorial standards in Australian broadcasting.

**Corporate Governance:** Advance the ABC’s reputation and high performance standards through the ongoing evaluation of governance, policies and procedures.

**Corporate Citizenship:** Contribute to the life of Australian communities and to the maintenance of a healthy environment.

## Editorial Standards

### Strategic Priority 1

Strive for the highest editorial standards and in particular with regard to:

- Accuracy
- Impartiality and fairness
- Public debate.

### Actions and Targets

Ongoing review of the ABC *Editorial Policies* to ensure they are adequate for the changing media environment. **Ongoing Achievement**

Apply Corporation-wide interpretation and advice on the implementation of the ABC *Editorial Policies*. **Ongoing Achievement**

Ensure that all staff understand their obligations and comply with ABC *Editorial Policies* and that content makers are trained in the policies to an advanced level. **Ongoing Achievement**

Maintain quality control of ABC content through regular self-evaluation. **Ongoing Achievement**

Review and develop quality assurance systems to generate regular, credible, evidence-based assessments of compliance of ABC content with *Editorial Policies*. **Ongoing Achievement**

Acknowledge and respond to audience complaints in a timely and impartial manner. **Ongoing Achievement**

## Corporate Governance

### Strategic Priority 2

Apply best practice standards of corporate governance and public accountability.

### Actions and Targets

Maintain and provide best practice governance systems and reporting processes to enable the Board to fulfil its obligations under Section 8 of the ABC Act. **Ongoing Achievement**

Ensure that risks identified annually inform the development of strategic priorities and management responses. **Ongoing Achievement**

Ensure a working environment that meets recognised occupational health and safety requirements. **Ongoing Achievement**

## Corporate Citizenship

### Strategic Priority 3

Work with local and international communities to foster relationships and goodwill.



**Actions and Targets**

Undertake or participate in public events in association with local communities. **Ongoing Achievement**

Through the ABC’s selective participation in charity events, provide support to communities in need. **Ongoing Achievement**

Work with broadcasters internationally, especially in Asia and the Pacific, to develop strong and responsible media institutions that operate in the public interest. **Ongoing Achievement**

Contribute actively to policy and professional discourse internationally, through participation in media organisations and regulatory forums. **Ongoing Achievement**

**Strategic Priority 4**

**Minimise the impact of ABC activities on Australia’s environment, biodiversity and heritage places.**

**Actions and Targets**

Set and achieve annual targets to improve energy and water consumption across the Corporation. **On Track**

Set and achieve annual targets to reduce the Corporation’s CO<sub>2</sub> (carbon) emissions. **On Track**

Undertake energy audits of ABC facilities. **Ongoing Achievement**

Identify and take account of the environmental footprints when negotiating procurement or service contracts. **Ongoing Achievement**

Identify and care for heritage places under the ABC’s control through the implementation of its Heritage Strategy. **Ongoing Achievement**

Comply with the Corporation’s obligations under the *Environment Protection and Biodiversity Conservation Act 1999* (Cwlth). **Ongoing Achievement**

Consider the whole-of-life impact of planned facilities and equipment on energy efficiency, the environment and biodiversity. **Ongoing Achievement**

**Objective Two**—To be recognised as the leading Australian public media space where people engage with issues and ideas.

**Key Directions 2007–10**

Content: Contribute to a sense of national identity.

Audiences: Deliver great media experiences, in more ways, more often.

Innovation: Build a digital public broadcaster to keep the ABC at the leading edge of media development.

**Content**

**Strategic Priority 5**

**Strengthen the distinctiveness of ABC content.**

**Actions and Targets**

**Television:**

Increase the level of first-release Australian content on ABC Television, year-on-year, with particular emphasis on drama, documentaries and children’s drama. **On Track**

Broadcast at least 55% Australian content between 6 pm and midnight; and achieve a minimum of 50% Australian programs in the ABC’s 20 most popular programs as measured in the five biggest cities and Tasmania/regional markets. **Achieved**

Source and present content that will uphold the ABC’s reputation for quality programming as perceived by a large majority (at least 80%) of Australians surveyed. **Ongoing Achievement**

Increase the total value of investment in Australian television content, compared with 2006–07, taking account of the ABC’s intellectual property interests. **Achieved**

Television content aimed at children will achieve a minimum of 25% Australian content. **Achieved**

**Radio:**

Maintain the 2006–07 levels of Australian content scheduled across local and national radio services. **On Track**



Continue to give priority to Australian music performance by setting and achieving annual targets for all radio networks that broadcast music. **On Track**

Record 600 major music concerts performed in Australia, per year, over the life of the Plan.

**On Track**

A minimum of five initiatives per calendar year, over the life of the Plan, to identify and support new Australian artists. **On Track**

Maintain the level of Australian drama on ABC Radio National at 75% of all drama broadcast.

**On Track**

#### **Online and Other Platforms:**

Strengthen the presentation and content offering of ABC News Online (audio, video and text) over the life of the Plan. **Ongoing Achievement**

Develop and support a parenting portal, educational and documentary portals and special regional animation and video do-it-yourself initiatives for children. **Ongoing Achievement**

Develop opportunities for new and existing audiences to access Australian content by providing material on new and emerging platforms. **Ongoing Achievement**

#### **Local Presence:**

Use the Corporation's presence across Australia, to provide engaging and compelling content for local audiences—at least maintaining 2006–07 levels of:

- unduplicated content on ABC Local Radio and the number of web stories produced for *ABC Local Online*. **Ongoing Achievement**
- state/local breakouts from the national television schedule. **Ongoing Achievement**

Continue to review the location of regional radio stations to ensure they reflect significant changes in population demographics. **Ongoing Achievement**

#### **Emergencies and Events of Major Significance:**

Continue to develop the role of ABC Local Radio and *ABC Local Online* as the primary point of connection for communities across Australia at times of emergencies. **Ongoing Achievement**

Provide comprehensive coverage of events of major significance and celebration across networks and platforms as appropriate. **Ongoing Achievement**

#### **Strategic Priority 6**

**Attract the maximum potential audience respectively for Charter-based content of "wide appeal" and of more "specialised interest".**

#### **Actions and Targets**

Apply an integrated programming and scheduling strategy across ABC Television channels, the internet and other emerging platforms, to increase total levels of content usage. **Ongoing Achievement**

Strengthen perceptions of the ABC brand through continual review of the way the Corporation projects and markets itself to the community.

**Ongoing Achievement**

Cross-promotion activities will constitute at least 20% of promotions on ABC Radio, Television and Online sites, inclusive of ABC Commercial.

**Achieved**

#### **International:**

Maintain and increase Radio Australia's airtime with broadcasting partners by providing content in their own languages in response to their needs and interests. **Ongoing Achievement**

Extend the carriage of Australia Network in territories within its target markets. **Ongoing Achievement**

Ensure audiences receive timely and accurate information at times of crisis. **Ongoing Achievement**

#### **Audiences**

#### **Strategic Priority 7**

**Use the ABC's multi-platform presence to provide engaging and compelling content and to extend audience experiences across a variety of formats.**

#### **Actions and Targets**

Increase the availability of content across the ABC's total offering through means such as time shifting, podcasts and vodcasts, video-on-demand and streamed content. **Ongoing Achievement**

Provide user-friendly tools that enable audiences to contribute appropriate content to the ABC and share with a broader community. **Ongoing Achievement**

Increase opportunities for audience engagement through forums, moderated blogging and other social networking activities. **Ongoing Achievement**

Harness the strength of the ABC's multi-platform presence and leadership in a range of content categories. **Ongoing Achievement**

Develop the capacity to deliver continuous news on radio, television, online and on mobile devices. **On Track**

#### **International:**

Develop a cross-platform experience between Australia Network, Radio Australia and ABC International Online that reflects the interests of Asia and the Pacific and provides an Australian perspective on events and issues in the region. **Ongoing Achievement**

Expand the online content offerings available through the ABC's international outlets, including the multilingual presence of Radio Australia. **Ongoing Achievement**

Engage with audiences through alternative distribution paths such as mobile and on-demand forms of television. **Ongoing Achievement**

#### **Innovation**

##### **Strategic Priority 8**

**Position the ABC for the successful introduction of digital radio broadcasting.**

Develop an ABC digital radio content strategy, focusing on the provisions of new services to audiences, by September 2007. **Achieved**

Establish the operational and resource base to enable a trial of the new digital radio services to begin in October 2008. **Achieved**

Launch ABC digital radio services and associated online presence, in January 2009, and according to agreed industry rollout schedule. **Achieved** (*against a revised industry rollout schedule of July 2009*).

Develop a strategy to extend digital radio content to regional areas to coincide with the launch in January 2009. **Achieved**

##### **Strategic Priority 9**

**Research and develop digital content and services.**

Develop a rich media player to allow time-shifting and downloads of content. **Achieved**

Establish effective tools and policies for the expansion of Web 2.0 media and user-generated content. **On Track**

**Objective Three—Deliver maximum benefit to the people of Australia through the effective and efficient delivery of ABC services.**

#### **Key Directions 2007–10**

Efficiency and Effectiveness: Demonstrate better practice in efficient and effective resource management.

Commercial Revenue: Improved return on public investment in the ABC.

Stakeholders: Advance the ABC's reputation with key stakeholders.

#### **Efficiency and Effectiveness**

##### **Strategic Priority 10**

**Maximise the relative efficiency of ABC resource and asset utilisation.**

##### **Actions and Targets**

Improve the alignment of strategic priorities and budget review processes. **Ongoing Achievement**

Identify and maintain the most cost-effective model for sourcing and delivering content that satisfies Charter obligations. **Ongoing Achievement**

Ongoing review of all stages in the distribution and transmission processes including key contractual relationships to ensure maximum effectiveness of distribution and transmission expenditure. **Ongoing Achievement**

Introduce new business systems and work practices to facilitate the movement into and maximise the opportunities of digital production and delivery. **Ongoing Achievement**

Progressively deliver tools to better identify, manage and account for resource and asset utilisation over the life of the Plan. **Ongoing Achievement**

### Strategic Priority 11

**Address the challenges of long-term financial sustainability through integrated operational and capital planning.**

#### Actions and Targets

Develop and implement integrated capital strategies to address the future operational and facility requirements for the ABC nationally.

#### Ongoing Achievement

Deliver facilities in Brisbane and Melbourne that address operational requirements in the future.

#### Ongoing Achievement

Complete a long-term strategic capital analysis by October 2008 as a key input into the *Triennial Funding Submission 2009–12*. **Achieved**

Develop a rolling capital business plan and implement according to agreed time frames.

#### Ongoing Achievement

### Commercial Revenue

### Strategic Priority 12

**Position the ABC for leadership in new and sustainable business activities—in particular, opportunities arising from the digital media environment.**

#### Actions and Targets

By August each year, review the ABC Commercial Operating Charter to ensure its effectiveness in guiding business development that is appropriate and sustainable. **Ongoing Achievement**

Based on agreed ABC Digital Download Policy (from October 2007), provide digital products (video, audio, music and archival material) through the ABC Shop Online by March 2008. **Achieved**

Explore opportunities for further digital distribution of product over the remaining life of the Plan. **Ongoing Achievement**

Establish and develop new revenue streams in the digital space. **Ongoing Achievement**

Repurpose and commercialise content across all new media digital platforms (including distribution to third-party platforms as appropriate). **Ongoing Achievement**

Develop joint ventures and strategic business partnerships with major media industry players.

#### Ongoing Achievement

### Strategic Priority 13

**Strengthen the overall financial performance of the ABC Commercial Division in contributing net profit to the ABC.**

#### Actions and Targets

From September 2007, work with the ABC Commercial Advisory Board to support the ongoing sustainability of the Corporation and increase the profitability of ABC Commercial activities to be reinvested in Australian content. **Ongoing Achievement**

Review business operations and processes by January 2008 and implement strategies for cost reduction/margin improvement across all businesses over the life of the Plan. **Achieved**

Extend the retail distribution of ABC product.

#### Ongoing Achievement

### Stakeholders

### Strategic Priority 14

**Engage positively with public conversations about the contemporary role and performance of the ABC in Australian life.**

#### Actions and Targets

Maintain and develop partnerships with key community organisations, including arts and emergency service bodies. **Ongoing Achievement**

Monitor and take account of the interests of key stakeholders in all States and Territories in the planning and delivery of ABC services nationally and locally. **Ongoing Achievement**

Consider and respond to advice from the ABC Advisory Council and conduct regular meetings between the Council and the ABC Board Advisory Council Committee. **Ongoing Achievement** (*The ABC continues to consider and respond to advice from the ABC Advisory Council, however the former Board Committee no longer meets.*)

Support the ABC's *Triennial Funding Submission 2009–12* by demonstrating to the Parliament the value for money the ABC delivers to the community. **Achieved**

**Objective Four**—Sustain and grow the ABC through high-quality leadership and an environment of responsibility and opportunity.

**Key Directions 2007–10**

People: Offer a high quality and adaptive work environment.

Performance Culture: Provide individuals with the opportunity to excel.

**Strategic Priority 15**

**Develop an ABC culture based on shared values and common goals.**

**Actions and Targets**

Express and uphold ABC Values through a revised Code of Conduct by June 2008. **Not Achieved against a revised target of December 2008**—ABC Values have been developed independently of the Code of Conduct, and were launched in March 2009. The continued need for the Code of Conduct is being considered.

Promote cooperation and collegiality as essential to the successful delivery of content and services across all relevant media platforms. **Ongoing Achievement**

Review systems and programs such as recruitment, performance management and the leadership capability framework to ensure integration with and promotion of shared corporate values.

**Ongoing Achievement**

Undertake a benchmark survey and, thereafter, measure regularly levels of employee engagement and alignment of organisational culture with corporate values. **Ongoing Achievement**

**Strategic Priority 16**

**Develop and reward leadership which creates the opportunity for people to do their best work.**

**Actions and Targets**

Strengthen the ABC's capability by developing current and future leaders through programs targeting senior, middle and new managers.

**Ongoing Achievement**

Support an alumni of management program graduates with opportunities for continuing professional development. **Ongoing Achievement**

Provide managers with improved access to relevant workforce data and analysis. **Ongoing Achievement**

Support and maintain continuous improvement of the management of the ABC's workforce through performance management systems, the senior executive bonus scheme and selection and retention processes. **Ongoing Achievement**

**Strategic Priority 17**

**Develop and align the ABC's workforce with the capabilities needed to achieve strategic goals.**

**Actions and Targets**

By December 2008 identify the workforce capabilities required to support ABC operational priorities for the next three to five years.

**Not Achieved**—People and Learning completed a pilot program by December 2008 with the Executive Leadership Group, which addressed capabilities, talent management and succession planning. That program will be extended in 2009.

Implement measures to support effective restructuring, job design, succession planning and other initiatives in a timely manner. **Ongoing Achievement**

Promote options for a diverse range of learning and development activities—e.g. mentoring, coaching, job rotations, projects and formal courses—to help ensure the Corporation maintains its required skills profile. **Ongoing Achievement**

By July 2009, implement the Learning Gateway to facilitate development and the sharing of skills through implementation of a Knowledge Pool.

**Not Achieved**—The implementation of the Learning Gateway will occur in conjunction with the rollout of a replacement intranet in November 2009.

Commit a minimum of two percent of base salary expenditure to staff development and training.

#### **Achieved**

Actively identify, attract and retain key staff through opportunities available within the unique scope of the ABC's media and operational areas.

#### **Ongoing Achievement**

Seek to achieve a two percent level of Indigenous employment. **Not Achieved**—The level of Indigenous employment was 1.2% at 30 June 2009.

Seek to employ a minimum of five percent of people with disabilities. **Achieved**

Seek to achieve a workforce whose diversity enables the ABC to engage more effectively with all sectors of the Australian population.

#### **Ongoing Achievement**

### **Strategic Priority 18**

**Provide a safe, positive work environment that enables excellent performance.**

#### **Actions and Targets**

Provide occupational health and safety advice and improve systems, including the integration of effective risk management into work practices, policy development and devolved divisional accountability. **Ongoing Achievement**

By December 2008, conduct an occupational health and safety systems audit to measure health and safety performance and identify gaps in compliance or systems and annually thereafter (replacing audit services previously undertaken by the Commonwealth). **Achieved**

At least once during the life of the Plan, review Discrimination and Harassment, Anti-bullying and Grievance Policies and ensure appropriate training for managers and staff. **On Track**

Organise quarterly events to stimulate cross-divisional understanding and cooperation.

#### **Ongoing Achievement**

# Outcomes and Outputs

## Outcome 1

**Audiences throughout Australia—and overseas—are informed, educated and entertained.**

### Contributions to Outcome 1

#### Output 1.1—Radio

**Provides distinctive radio programs that give an Australia-wide focus to local and regional communities, and satisfy diverse audience needs, nationally and internationally.**

#### Radio Share

*Target: Levels achieved in 2008–09 compared to results in 2007–08.*

The ABC's overall five-city metropolitan share in 2008–09 was 22.6%, a 1.9 share-point increase on 2007–08 (20.7%).

Metropolitan Share	2008–09 %	2007–08 %
Sydney	21.3	19.1
Melbourne	22.7	20.7
Brisbane	22.2	21.2
Adelaide	25.1	22.1
Perth	24.0	23.6
<b>Five-City Metropolitan</b>	<b>22.6</b>	<b>20.7</b>
Newcastle	23.7	22.7
Canberra	47.6	44.7

Source: Nielsen

#### Radio Reach

*Target: Levels achieved in 2008–09 compared to results in 2007–08.*

Metropolitan Reach	2008–09	2007–08
Sydney	1 249 000	1 171 000
Melbourne	1 295 000	1 205 000
Brisbane	577 000	555 000
Adelaide	364 000	340 000
Perth	515 000	493 000
<b>Five-City Metropolitan</b>	<b>4 000 000</b>	<b>3 765 000</b>
Newcastle	162 000	164 000
Canberra	187 000	174 000
<b>Seven-City Reach</b>	<b>4 349 000</b>	<b>4 103 000</b>

Source: Nielsen

**Audience Appreciation**

*Target: Percentage of people who consider the quality of programming on ABC Radio is good in 2008–09 compared to results achieved in 2007–08.*

According to the Newspoll Appreciation Survey 2009, the majority of Australians describe the quality of programming on ABC Radio as “good” (69% in 2009, compared to 65% in 2008).

**Levels of Australian music on networks which broadcast music**

*Target: Achieve or exceed annual targets.*

All radio networks that broadcast music have a strong commitment to Australian music and have set annual targets. In 2008–09 all networks met or exceeded these targets.

	Target	Achievement	
		2008–09	2007–08
ABC Radio National	25%	36.7%	30.2%
ABC Local Radio	25%	30.9%	31.1%
ABC Classic FM	30%	36.5%	34.6%
<i>triple j</i>	40%	42.6%	41.1%
<i>dig</i>	40%	40.8%	40.5%
<i>dig jazz</i>	25%	25.4%	24.9%
<i>dig country</i>	25%	25.5%	25.6%

**Levels of Australian drama on ABC Radio National**

*Target: Maintain level of Australian drama at 75% of all drama broadcasts.*

Australian drama comprised more than 90% of all drama on ABC Radio National in both 2007–08 and 2008–09.

**Recording of music concerts**

*Target: Record 600 major music concerts.*

ABC Classic FM, *triple j* and Radio National recorded 728 concerts in 2008–09 (compared to 659 in 2007–08).

**Support new artists**

*Target: A minimum of five initiatives to identify and support new Australian artists.*

The ABC’s commitment to new artists is very strong as reflected in the number of initiatives undertaken in 2008–09, including:

- *triplejuneearthed.com* celebrated its 2nd anniversary in August 2008 providing unique opportunities for unsigned bands to play at key festivals in Australia including Big Day Out, Homebake, Falls Festival and Splendour in the Grass. Since inception, 23 464 artists have uploaded music, 2.8 million tracks have been downloaded and eight million tracks streamed.
- 105.7 ABC Darwin partnered with Music NT to record a series of weekly concerts with up and coming Northern Territory musicians at the Darwin Entertainment Centre during the wet season. The series *Jam in the Wet* will be broadcast Territory-wide on Local Radio and replayed on other ABC Radio platforms.
- 936 ABC Hobart hosted the Amplified 2009 Awards night, a joint initiative with the Tasmanian Government which mentors emerging artists, helping them move to the next level in the music industry by providing master classes, workshops and networking opportunities with key industry players.
- Local singer-songwriters, Jason Lowe and Bob Corbett, swept up the key awards in the 7th 1233 ABC Newcastle Music Awards at the Civic Theatre in Newcastle in November 2008. The Awards provide support and airplay to emerging artists living in the New South Wales Hunter and Central Coast regions.
- A capacity audience filled the Renmark Institute on 2 April 2009 for the live broadcast on ABC Local Radio across South Australia and western New South Wales of a radio play called *Colliding Worlds*, performed by the Riverland Youth Theatre. Developed by ABC Local Radio in collaboration with the South Australia Come Out Youth Festival and Regional Arts South Australia, the play was the culmination of the *Wireless Voices* project, which comprised months of collaborative online script writing, editing and creative thinking by school children from across the Riverland and Mallee under the direction of a professional playwright. *Wireless Voices* was commissioned through the Regional Production Fund and dealt with themes such as family relationships, water and the environment.

- *triple j* launched the second *Unearthed High* in May 2009 on radio and online, urging high school students to start a band and enter their songs in the competition. The winning band will be flown to Sydney to record their song professionally, have it played on *triple j* and win a *triple j* concert at their school.
- ABC Local Radio and ABC Local online supported the Australian 2008 Poetry Slam culminating in the broadcast and online coverage of the national finals from the Sydney Opera House. For the first time, poets competed for a wild card entry to the National Grand Slam via Local Radio's Online Poetry Slam Competition, giving Australians greater access than ever before to this national event. Eighteen finalists competed for the national title and \$5 000 prize money before a live audience at the Grand Slam hosted by 702 ABC Sydney's Andrew Daddo and Miles Merrill.

## Output 1.2—Television

**Presents television programs of wide appeal and more specialised interest that contribute to the diversity, quality and innovation of the industry generally.**

### Audience Share

*Target: Levels achieved in 2008–09 compared to results in 2007–08.*

In the 6 am to midnight timeslot, total ABC Television (ABC1 + ABC2) five-city metropolitan free-to-air share in 2008–09 was 17.2%.<sup>46</sup>

Total ABC Regional share data is not available.

Consistent with industry practice, the ABC no longer uses households as a measure of reporting television share.

### ABC1

#### 6 am to midnight

People Metropolitan Share	2008–09 %	2007–08 %
Sydney	16.9	17.0
Melbourne	15.3	16.5
Brisbane	15.8	16.6
Adelaide	15.5	15.8
Perth	16.7	16.2

<b>Five-City Metropolitan All</b>	<b>16.0</b>	<b>16.5</b>
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Regional Share	%	%
Southern NSW	19.7	18.9
Northern NSW	19.2	18.4
Victoria	16.9	17.0
Queensland	16.7	16.4
Tasmania	23.6	25.9

<b>Regional All</b>	<b>18.6</b>	<b>18.4</b>
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Source: OzTAM and RegionalTAM Television Ratings.

In the 6 pm to midnight timeslot, total ABC Television (ABC1 + ABC2) five-city metropolitan free-to-air share in 2008–09 was 17.2%.

Total ABC Regional share data is not available.

### ABC1

#### 6 pm to midnight

People Metropolitan Share	2008–09 %	2007–08 %
Sydney	17.5	18.0
Melbourne	15.5	17.0
Brisbane	15.8	17.0
Adelaide	16.1	16.3
Perth	17.1	17.0

<b>Five-City Metropolitan All</b>	<b>16.4</b>	<b>17.2</b>
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Regional Share	%	%
Southern NSW	20.1	19.6
Northern NSW	18.6	18.5
Victoria	16.6	16.5
Queensland	16.5	16.5
Tasmania	25.4	27.9

<b>Regional All</b>	<b>18.7</b>	<b>18.7</b>
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Source: OzTAM and RegionalTAM Television Ratings.

<sup>46</sup> Comparative data for total ABC Television (ABC1 + ABC2) audience share is not available for 2007–08. Total ABC Television share is a more realistic measure of performance than ABC1 share due to the fragmentation of the ABC audience between ABC1 and ABC2.



### Audience Reach

*Target: Levels achieved in 2008–09 compared to results in 2007–08.*

In the five metropolitan cities, total ABC Television (ABC1 + ABC2) four-weekly reach was 11.4 million (79.0%). Four-weekly reach for ABC2 was 2.7 million (18.6%).<sup>47</sup>

<b>ABC1 Four-weekly Metropolitan Reach</b>	<b>2008–09 %</b>	<b>2007–08 %</b>
Sydney	76.8	78.5
Melbourne	78.0	80.6
Brisbane	78.4	79.0
Adelaide	79.5	83.7
Perth	76.6	78.4
<b>All Metropolitan</b>	<b>77.7</b>	<b>79.7</b>

<b>ABC1 Regional Reach</b>	<b>%</b>	<b>%</b>
Southern	80.5	81.3
Northern	78.2	79.1
Victoria	79.0	83.2
Queensland	79.0	79.4
Tasmania	85.1	85.4
<b>All Regional</b>	<b>79.5</b>	<b>80.8</b>

Source: OzTAM and RegionalTAM Television Ratings.

### Audience Appreciation

*Target: Percentage of people who consider the quality of programming on ABC Television is good in 2008–09 compared to results achieved in 2007–08.*

According to the Newspoll Appreciation Survey 2009, the majority of Australians describe the quality of programming on ABC Television as “good” (82% in 2007–08 and 2008–09).

### Australian Content

*Target: Percentage of first-run Australian content (between 6 pm and midnight) and between 6 am and midnight) in 2008–09 compared to 2007–08 levels.*

- 6 pm and midnight: 52.4% (52.8% in 2007–08) on ABC1
- 6 am and midnight: 34.8% (34.5% in 2007–08) on ABC1

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.

*Target: Percentage of Australian television programs in the ABC’s 20 highest rating programs in 2008–09 compared to results achieved in 2007–08.*

The percentage of Australian television programs in the ABC’s 20 highest ratings programs was:

- five-city metropolitan audiences: 65% in 2008–09 (compared to 60% in 2007–08)
- regional audiences: 55% (compared to 50% in 2007–08).

### State/Local Television

*Target: Percentage of state/local “breakout” television broadcast hours achieved in 2008–09 compared with 2007–08.*

Of the 10 901 total ABC1 television hours, 2 275 hours (20.9%) were unduplicated, state-based, first-run television broadcast hours compared to 20.3% in 2007–08.

## Output 1.3—New Media Services

**Engages audiences through new media services including the internet and emerging broadband platforms.**

### Audience Share

*Target: Levels achieved in 2008–09 compared to results in 2007–08.*

There is no accepted method, or consistent industry standard, for measuring share of online activity due to the existence of many millions of web sites globally. While some online measurement services provide share figures for specific categories of content within specified domains (e.g. news in Australia), such figures are based on tracking a limited selection of websites, and do not represent share of total online activity.

<sup>47</sup> Comparative data for total ABC Television (ABC1 + ABC2) audience reach is not available for 2007–08. Total ABC Television reach is a more realistic measure of performance than ABC1 reach due to the fragmentation of the ABC audience between ABC1 and ABC2.

## Audience Reach

*Target: Levels achieved in 2008–09 compared to results in 2007–08.*

ABC Online's monthly reach in the active Australian internet population averaged 19% in 2008–09 (19.5% in 2007–08), with a peak of 21.2% in March 2009.

## Audience Appreciation

*Target: Percentage of people who consider the quality of programming on ABC Online is good in 2008–09 compared to results achieved in 2007–08.*

According to the Newspoll Appreciation Survey 2009, the majority of Australians describe the quality of content on ABC Online as "good" (89% in 2008–09 and 91% in 2007–08).

## Total podcasts

*Target: Levels achieved in 2008–09 compared to results in 2007–08.*

The ABC's methodology for measuring podcasts changed during 2008–09. A report of full year performance will not be available until 2009–10.

## Total vodcasts

*Target: Levels achieved in 2008–09 compared to results in 2007–08.*

The ABC's methodology for measuring vodcasts changed during 2008–09. A report of full year performance will not be available until 2009–10.

## Total streamed media

*Target: Levels achieved in 2008–09 compared to results in 2007–08.*

The ABC does not currently measure the volume of streamed media. A methodology for measuring streamed media is being developed.

# Outcome 2

**Australian and international communities have access to at least the scale and quality of satellite and analog terrestrial radio and television transmission services that exist at 30 June 2003.**

## Contributions to Outcome 2

### Output 2.1—Analog Terrestrial Transmission Services

**Provides ABC satellite and analog terrestrial transmission services through the effective management of Transmission Service Agreements.**

#### Number of analog terrestrial transmission services

*Target: Number in 2008–09 compared to 2007–08.*

The number of ABC analog transmitters was as follows:

	2008–09	2007–08
Analog Television	439	440
Domestic Radio	686	671
International Radio	8	8
<b>Total</b>	<b>1 133</b>	<b>1 119</b>

#### Audience contacts via the ABC Reception Advice Line

*Target: Contacts received in 2008–09 compared to 2007–08.*

The ABC monitors audience responses to transmission issues via its Reception Advice Line (RAL). In 2008–09, this unit received the following television and radio services enquiries:

	2008–09	2007–08
Total number of emails received	3 333	2 718
Total number of letters received	57	76
Total number of telephone enquiries received	21 779	23 534
<b>Total enquiries</b>	<b>25 169</b>	<b>26 328</b>
Total number of hits to the RAL website	2 445 795	Not Available*

Note: these figures reflect both analog and digital transmission contacts.  
\*Total number of hits to the Reception Advice Line are unavailable for 2007–08 due to a change in the web statistical systems used by the ABC.

The unit works closely with the ABC’s transmission providers to ensure that any transmission faults are rectified as soon as possible. There was an increase in the number of enquiries regarding terrestrial digital television, as well as an increase in enquiries about free-to-air digital television equipment and reception. Analog television enquiries saw a corresponding reduction that reflects the growing penetration of digital television.

## Outcome 3

**The Australian community has access to ABC digital television services in accordance with approved digital implementation plans.**

### Contributions to Outcome 3

#### Output 3.1—Digital Television Services

**Implements the roll-out of digital television transmission services while keeping the Australian community aware of the changes to broadcast services.**

**The degree to which the Australian population has access to ABC digital television transmissions**

*Target: 2008–09 results compared to 2007–08.*

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

	Australia	NSW/ACT	Vic	Qld	WA	SA	Tas	NT
<b>2008–09</b>	97.66%	98.46%	99.18%	96.67%	95.88%	98.23%	96.37%	72.57%
<b>2007–08</b>	97.30%	98.45%	99.18%	96.19%	93.57%	97.85%	95.98%	72.57%

Note: 2008–09 population was derived from Australian Bureau of Statistics (ABS) 2006 Census data.

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

*Target: All facilities meet the requirements.*

This target was achieved.

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

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

There were 334 approved implementation plans, 324 digital terrestrial services in operation, including eight in test mode as at the end of June 2009.