

join the conversation



ABC
Australian
Broadcasting
Corporation

Annual
Report
2011

This year's annual report explores the ways that the ABC enables Australians to share, debate and engage in the national conversation. It demonstrates how the ABC is fulfilling its Charter by providing access to programs and platforms so that **more Australians than ever can**

join

Heather **joined the conversation.**



Heather Thomas
Ballarat Victoria

Photographed by Marc Eiden,
ABC Open producer Ballarat

the conversation.



IN 2010–11, THE ABC continued to provide new and innovative ways for Australians to join the national conversation.

ABC content was created and shared on-air, online and on mobile platforms. Audiences were enabled by social media and new technology to access and be a part of ABC content: the twitter feed on Q&A enabled audiences to interact with live panel discussions; apps on smartphones and tablet devices connected audiences with content on-the-go; audiences were kept up-to-date on their favourite programs via facebook; YouTube provided audiences with a sneak-peak at *Angry Boys*; video was contributed to *Hungry Beast* and shared with the world on the program's website.

The national conversation is a particularly important one for communities during times of emergencies. The ABC served a vital function not only in broadcasting accurate and timely information, but in helping communities recover in the months that followed. ABC Open is part of that lifeline, providing opportunities for stories to be shared, and communities to connect. Many of those stories are highlighted throughout this report.

As the conversation space is changing, the ABC is a place where Australians are able to join in and be a part of that change.



Ballarat musician HEATHER THOMAS joined the conversation in 2011 when she became a part of ABC Open's *WxSW* project. For Heather, the project allowed her to combine her passion for music with her interest in filmmaking. "I not only got the opportunity to have a music video made for one of my songs, but to have the opportunity to make it myself".

Heather had been a religious listener of triple j. The youth radio network enabled her to discover new music, get the latest music news, get info on live shows and hear interviews with artists and bands which inspired her. She describes triple j *unearthed* as "the greatest tool for bands to get their music 'out there' and share it with others".

Find out more about how Heather's conversation with ABC Open started on page 43.



The "conversation" symbol is used throughout this report to indicate examples of how Australian audiences have joined the conversation.

Maurice L. Newman AC
Chairman



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Australian
Broadcasting
Corporation

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5 October 2011

Senator the Hon Stephen Conroy
Minister for Broadband, Communications
and the Digital Economy
Parliament House
Canberra ACT 2600

Dear Minister,

The Board of the Australian Broadcasting Corporation is pleased to present the Annual Report for the year ended 30 June 2011.

The Report is prepared in accordance with the requirements of the Commonwealth Authorities and Companies Act 1997 and the Australian Broadcasting Corporation Act 1983.

It provides a comprehensive review of the ABC's performance in relation to its legislative mandate and as a diversified media enterprise operating within a fast-evolving industry environment. This year's editorial theme of the report – *Join the conversation* – highlights the increasingly collaborative relationship that the ABC has with Australians, and the many ways they engage with ABC content.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Maurice Newman', written in a cursive style.

MAURICE L. NEWMAN AC

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About the ABC

Corporate overview

ABC Vision and Values

Snapshot of ABC services

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ABC strategic objectives

As Australia's primary public broadcaster, the ABC strives to provide high-quality programming, independent news and information, and content that enriches Australian communities.

The ABC's Vision

is to be a trusted and innovative media organisation, enriching the lives of all Australians and presenting Australian perspectives to the world.

Our Role

is to uphold the ABC's Charter by connecting with audiences through distinctive content that informs, educates and entertains.

Our Values

The ABC is a truly independent media organisation for all Australians. Our values are the foundation of how we work.

Integrity—We act with trustworthiness, honesty and fairness. We deliver on our commitments and are accountable.

Respect—We treat our audiences and each other with consideration and dignity. We embrace diversity.

Collegiality—We work together willingly. We cooperate and share in the ABC's challenges and successes.

Innovation—We foster creativity and distinctiveness. We encourage new thinking and strive to achieve quality in all that we do.



Integrity



Respect



Collegiality



Innovation

Snapshot of ABC services

The ABC delivers a wide range of services across multiple platforms.

Radio

- Four national radio networks, comprising ABC Radio National, ABC Classic FM, triple j and ABC NewsRadio (on the Parliamentary and News Network)
- ABC Local Radio, comprising nine metropolitan radio stations, in capital cities and Newcastle, New South Wales, and 51 regional radio stations throughout Australia
- 10 digital radio channels in each mainland capital city, including simulcasts of the four national networks and metropolitan Local Radio services, as well as digital-only services ABC Dig Music, ABC Jazz, ABC Country, ABC Grandstand and ABC Extra, an occasional special events channel
- All digital radio services except ABC Grandstand Digital are streamed online. ABC Dig Music and ABC Jazz are also available on free-to-air digital and subscription services. The four national networks and some Local Radio services are available via digital satellite subscription services.

Online and other platforms

- ABC Online, providing content available via streaming, podcasting, vodcasting, video-on-demand and content uniquely designed for broadband delivery
- ABC services are also available via SMS, 3G and other wireless devices including a range of applications for smartphones.



Television

- ABC1, the ABC's primary television channel, available in analog format from 374 transmitters, and digital format from 350 transmitters
- ABC2, the ABC's second free-to-air digital television channel
- ABC3, a dedicated digital children's channel
- ABC News 24
- iview, an internet-only catch-up television service
- Local television in each State and Territory.



International

- Radio Australia, an international radio and online service broadcasting in eight languages by shortwave, satellite and terrestrial rebroadcast arrangements to Asia and the Pacific
- Australia Network, an international television and online service, broadcasting via satellite and rebroadcast arrangements to 45 nations in Asia and the Pacific
- ABC International Projects, assisting media organisations internationally with strategic advice, training, mentoring and technical support.



Commercial

- ABC Retail, owning and managing 55 ABC Shops and licensing 111 ABC Centres throughout Australia. It provides a Customer Delivery Service that processes orders via phone, fax, mail and online through ABC Shop Online (www.abcshop.com.au)
- ABC Publishing, managing a stable of lifestyle and children's magazines
- ABC Sales and Distribution, responsible for DVD, Program Sales Worldwide, licensing, Merchandising, Events, Library and Non-Theatrics Sales
- ABC Music and Music Publishing, releasing children's, country, classical and contemporary music from Australian artists including recordings by the Australian symphony orchestras. The group also represents a number of Australian composers and promotes Australian music compositions and performances.



Snapshot of ABC services



- ABC international bureaux and news correspondents
- ABC office


Transmission information

- **Radio**
ABC Radio (Appendix 18)
Radio Australia (Appendix 19)
- **Television**
ABC Television (Appendix 17)
Australia Network (Appendix 19)
- ▼ **Online**



The ABC operates from 60 locations around Australia and 13 overseas bureaux.



A close-up, portrait-style photograph of a man with dark hair and a slight smile, looking directly at the camera. He is wearing a dark-colored shirt. The background is a plain, light-colored wall.

ABC services reached an estimated 74% of all Australians each week via Television, Radio and Online.

- Radio** **8 760 radio hours** were broadcast on each ABC Radio network and station. ABC Radio had a five-city weekly metropolitan reach of **4.4 million**. See page 36.
- Television** Total ABC Television (ABC1, ABC2, ABC3 and ABC News 24) had a five-city weekly metropolitan reach of **9.4 million** or 62% and weekly regional reach of **4.4 million** or 63.9%. See page 45.
- ABC1 had a five-city weekly metropolitan reach of **8 million** or 52.7% and weekly regional reach of **3.7 million** or 54.1%. See page 48.
- ABC1 broadcast **996 hours** of first-release Australian television content during prime-time. See page 49.
- ABC's digital television services reached **99.8%** of Australia's population from **348 transmitter locations**. See page 87.
- Weeknight **7 pm News** on ABC1 averaged a metropolitan audience of **976 000 people**. See page 60.
- Online** ABC Online had a monthly reach of **3.5 million internet users**. See page 65.
- 56.5 million podcasts** and **15 million vodcasts** were downloaded. See page 111.
- ABC news and current affairs websites reached an average of **1.8 million internet users each month**. See page 61.
- International** Radio Australia programming available through local rebroadcasts in **Asia** and the **Pacific**, shortwave broadcasts, satellite services and **sixteen 24-hour FM relays**. See page 249.
- Australia Network television available in **45 countries**, reaching an estimated **31 million homes**. See page 68.
- Commercial** ABC operated **55 ABC Shops** and **111 ABC Centres** throughout Australia. See page 257.
- ABC Commercial generated **\$7.9 million** net profit in 2010–11 which was returned to programming. See page 75.
- Community satisfaction** **87%** of Australians continued to believe the ABC provides a valuable service to the community. See page 35.
- 70%** of Australians believed the ABC is efficient and well-managed. See page 35.
- Financial** The ABC had total revenues of **\$1 137 million** from ordinary activities, with **\$1 220 million** in total assets. See page 127.

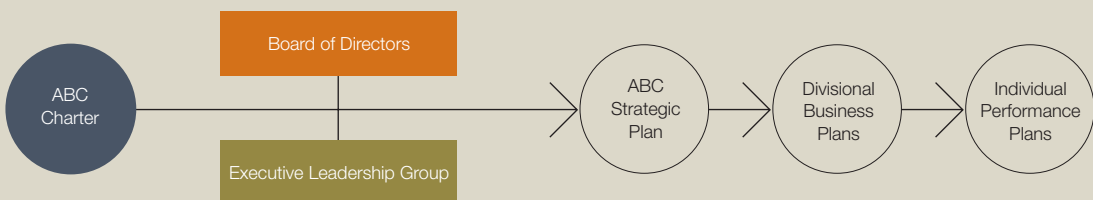
Role and responsibilities of the Board

The role and responsibilities of the ABC Board derive from the *Australian Broadcasting Corporation Act 1983* (“ABC Act”). Section 8 of the ABC Act requires the Board to ensure the functions of the Corporation are performed efficiently and with the maximum benefit to the people of Australia, while maintaining the ABC’s independence and integrity. It is required to ensure that the gathering and presentation of news and information is accurate and impartial according to the recognised standards of objective journalism; to develop codes of practice relating to programming matters; ensure compliance with the ABC Act and other relevant legislation; and to consider matters of Government policy relevant to the functions of the Corporation when requested to do so by the Minister. The ABC Act also requires the Board to prepare corporate plans for the ABC and to notify the Minister of any matters likely to cause significant deviation from those plans.

In addition, individual Directors are required to meet objective standards of care and good faith, as set out in the *Commonwealth Authorities and Companies Act 1997*.

Directors are required to observe the ABC Board Protocol, first adopted in September 2004, which sets out their responsibilities and rights. They are required to provide a declaration of interests upon their appointment, which is updated as necessary. At each meeting, Directors are asked if they wish to declare a material personal interest in any items on the agenda. Induction processes are in place for new Board members and online training is available through provision of the Directors’ Manual and Corporate Governance in Australia modules from CCH Australia Limited. Other professional development for Directors is provided as required.

The ABC Charter and Duties of the Board are set out in Appendix 1 (page 206).





Maurice Newman AC

Appointed Chairman for a five-year term from 1 January 2007.

Maurice Newman retired as Chairman of the Australian Securities Exchange (ASX Limited) on 24 September 2008.

His career spans forty years in stockbroking and investment banking, including as Managing Director in 1984, and Executive Chairman from 1985 until 1999, of what is now the Deutsche Bank Group in Australia. He was Chairman of the Deutsche Bank Asia Pacific Advisory Board and a Director of Deutsche Bank Asia Pacific from 1999 to 2001.

Mr Newman has chaired a number of Asian business alliances including the East Asia and Oceania Stock Exchange Federation, and the Australia Taiwan Business Council. He has been an adviser to Australian governments as a member of numerous Commissions, Counsels and Panels.

Mr Newman is Honorary Chair of the Macquarie University Foundation; Chairman of The Australian Fathers' Day Council; Chairman of The Taronga Foundation; and a Patron of CEDA. He served as Chancellor of Macquarie University from 2002 to February 2008 and as a Director of the ABC from 2000 to 2004.

Mr Newman was appointed an Officer of the Order of Australia in 1994 and a Companion of the Order of Australia in 2002. In 2001, he was awarded the Centenary Medal for outstanding service to the financial services industry.

In April 2009, Mr Newman was awarded a Doctor of Business honoris causa from Macquarie University.

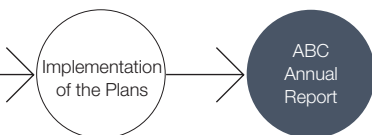


Mark Scott AO

Appointed Managing Director for a five-year term from 5 July 2006; re-appointed for a further five-year term from 5 July 2011.

Prior to his appointment as ABC Managing Director, Mark Scott held a variety of editorial and executive positions with John Fairfax Publications. From 2003 to 2005 he was Editor-in-Chief, Metropolitan newspapers, and during 2005 became Editor-in-Chief of Metropolitan, Regional and Community newspapers. From November 2005 he was Editorial Director, with responsibility for the management and editorial direction of the newspaper divisions and websites along with the editorial and commercial performance of the Fairfax newspaper magazine division.

Mark Scott holds a Bachelor of Arts, Diploma in Education and a Master of Arts in Government from the University of Sydney. During 1992–93, he completed a Masters in Public Administration at Harvard University. In 2011, he was appointed an Officer of the Order of Australia for distinguished service to media and communications, and to the community.



STEVEN SKALA AO



Steven Skala AO

Appointed a Director for a five-year term from 6 October 2005; re-appointed for a further five-year term from 24 November 2010.

Steven Skala is Vice-Chairman, Australia and New Zealand of Deutsche Bank AG. He is a Director and former Chairman of Hexima Limited, a Director of Deutsche Australia Limited, Max Capital Group Ltd, Wilson HTM Investment Group Limited, The Australian Ballet and the Centre for Independent Studies.

Mr Skala serves as Vice-President of The Walter and Eliza Hall Institute of Medical Research and as a Trustee of the Sir Zelman Cowen Cancer Foundation. He was Chairman of Film Australia Limited until its merger with Screen Australia. Mr Skala is the immediate past Chairman of the Australian Centre for Contemporary Art, and was a Director of the Channel 10 Group of Companies and The King Island Company Limited. Between 1985 and 2004, he was a partner of Arnold Bloch Leibler, Solicitors. In 2010, he was appointed an Officer of the Order of Australia for service to the visual and performing arts, to business and commerce, and to the community through the promotion of educational opportunities for young Australians.

MICHAEL LYNCH CBE AM



Michael Lynch CBE AM

Appointed a Director for a five-year term from 27 March 2009.

From 2002–09, Michael Lynch was Chief Executive of London's Southbank Centre which incorporates Royal Festival Hall, the Hayward Gallery, Queen Elizabeth Hall, the Purcell Room and Jubilee Gardens.

He was Chief Executive of the Sydney Opera House from 1998–2002, General Manager of the Australia Council from 1994–98, and General Manager of the Sydney Theatre Company from 1989–94.

Mr Lynch began his career at the Australia Council for the Arts in 1973 and was a former manager of the Nimrod Theatre and Administrator of the Australian National Playwrights Conference.

In 2001, he was appointed a Member of the Order of Australia in the Queen's Birthday Honours for services to arts administration. In 2008, he was named a Commander of the British Empire for services to the arts in the United Kingdom. Michael returned to Australia in 2009.

JULIANNE SCHULTZ AM



Dr Julianne Schultz AM

Appointed a Director for a five-year term from 27 March 2009.

Julianne Schultz is a professor at Griffith's Centre for Public Culture and Ideas. She received her Doctorate from the University of Sydney and is the author or editor of more than 20 books including *Reviving the Fourth Estate* (Cambridge Uni Press), *Steel City Blues* (Penguin), and *Not Just Another Business* (Pluto). She is the founding editor of *Griffith REVIEW*, established by Griffith University in 2003.

Dr Schultz began her career as a reporter with the ABC and *The Australian Financial Review*. She has held senior editorial roles, worked as media columnist and was the ABC's Director of (then) Corporate and Digital Strategy. She was the founding Director of the Australian Centre for Independent Journalism and is actively involved in research and discussion about the future of journalism and its role in public life. In 2009, she was appointed a Member of the Order of Australia for service to the community as a journalist, writer, editor and academic, to fostering debate on issues affecting society, and to professional ethics and accountability.



Cheryl Bart AO

Appointed a Director for a five-year term from 3 June 2010.

Cheryl Bart is a lawyer and company director. She is Chairman of ANZ Trustees Limited, the South Australian Film Corporation, the Adelaide Film Festival, AER Foundation and the Environment Protection Authority. She is also a Director of Spark Infrastructure Limited, ETSA Utilities and the William Buckland Foundation.

Previously, Ms Bart was a Director of the Economic Development Board (SA), the Sydney Ports Corporation, the Australian Sports Foundation, Soccer Australia, Basketball Australia and the Defence Industries Advisory Board.

In 2009, Ms Bart was appointed an Officer of the Order of Australia in the Australia Day Honours for service to the economic and cultural development of South Australia and to sport.

Jane Bennett

Appointed a Director for a five-year term from 30 June 2011.

Jane Bennett is the former Managing Director of Ashgrove Cheese. In 1996, she became President of the Tasmanian Rural Industry Training Board, and was later appointed to the Executive Committee of the Tasmanian Farmers and Graziers Association. In 1999, Jane joined the Tasmanian Food Industry Council and was appointed Chair of the Council from 2002 until 2007.

Ms Bennett was the 1997 Australian Rural Woman of the Year and 1998 Young Australian of the Year. In 2010, she was named Tasmanian Telstra Business Woman of the Year.

Professor Fiona Stanley AC

Appointed a Director for a five-year term from 30 June 2011.

Fiona Stanley is a Professor in the School of Paediatrics and Child Health at the University of Western Australia. She is the founding Director of the Telethon Institute for Child Health Research and Chair of the Australian Research Alliance for Children and Youth. In 2003, Professor Stanley was named Australian of the Year. In 2004, she was honoured as a "National Living Treasure" by the National Trust. She is the UNICEF Australia Ambassador for Early Childhood Development and a member of the Prime Minister's Science, Engineering and Innovation Council.

Board Directors' statement



In 2010–11, the ABC Board established a strategic direction for the Corporation which delivers the maximum benefit to Australians and meets the ABC's Charter obligations.

A Year of Consolidation

During the past five years, the ABC has anticipated many of the conditions of a converged media environment, such as the growth of multichannels, increasing consumption of content through mobile services and time spent online.

The ABC has continued to ensure it is available in the variety of formats and services the public is increasingly choosing to ensure more Australians are able to experience and enjoy its quality content.

Huge increases in downloads of ABC podcasts, vodcasts and use of ABC iView have highlighted the rise in audience self-scheduling television and radio content. Australians are now expecting more news on demand; the gradual decline of audiences for scheduled news bulletins has continued.

Patterns of audience behaviour, growth in audience participation and social media activity have also informed the Board's strategic thinking. What were once trends are now established media habits. Audience habits are changing irreversibly.

Our consistent strategy during this time has been to ensure the ABC has innovated, evolved and adapted itself to contend with constantly changing conditions.

However, the full impact of the changes/scale of disruption/coming to the Australian media environment—when high-speed broadband, internet television and digital radio are part of everyday life throughout the country—is/are not yet upon us. This great challenge must also be met.

The Government's Convergence Review, with findings due in 2012, will have profound implications for Australia's commerce and culture and the ABC's future as a public digital media network. Perhaps most significantly, the Review will determine a new regulatory regime for Australian media—commercial, public and community—appropriate to the greatly expanded range and availability of information, education and entertainment media within the converged environment.

News, Current Affairs and Trust

With its responsibility to provide independent, credible news and information freely to all Australians, the ABC plays a key role in Australia's system of governance.

Independent opinion surveys by Essential Research and Newspoll have consistently shown that Australians place a significantly higher degree of trust in the ABC's news and current affairs than that of Australia's commercial media providers.

That trust is the source of ABC journalism's legitimacy and helps it command the attention of so many Australians. The *ABC Editorial Policies* are designed to preserve that public trust by ensuring ABC journalism aspires to and meets measurable standards of fairness, accuracy and impartiality.

In 2011, the *ABC Editorial Policies* were modified and refined to sharpen focus on the principles of ABC journalism and continual improvement of editorial quality through training. The policies also now better reflect the realities of journalistic practice and audience expectations in the digital age.

ABC News 24

The establishment of ABC News 24 in 2010, driven by the Board's duty to ensure the ABC derives maximum benefit from its funding, was the most significant long-term development in ABC News in a generation.

It has enabled the ABC to both inaugurate an exclusively round-the-clock television news channel and to create a multiplatform, continuous news production model that will meet audience demands for quality ABC News in the decade ahead.

News and current affairs remain essential to the Australian democratic process, and given the continued instability around the financial foundation of Australian commercial journalism, the restructuring of the nation's public news service is particularly prescient.

Other benefits have also flowed. Despite Australia's three different timezones and the added complexities of daylight saving, every Australian is now able to connect with live programming, such as Q&A, at the same time.

This has been particularly relevant to Q&A and the national conversation that takes place around it. For many in its audience, the program is a simultaneous, two screen participatory experience of television and Twitter on mobile phone or tablet, with the live Twitter feed augmenting the studio-based content.

During the past year, through covering the closest Federal election in our history, the Japanese tsunami and Fukushima disaster, Cyclone Yasi, the Queensland floods and the "Arab Spring", ABC News 24 has continually refined and improved its coverage.

In establishing ABC News 24, the ABC identified a public need and met it. It is now Australia's most-watched 24 hour news network, with a regular audience reach of more than two million viewers every week. Half the Australian population has watched or visited ABC News 24 online.

Both the ABC News 24 channel and the remodelling of ABC news production undertaken to help create it are integral to the ABC's continuing relevance to the Australian public in the decade ahead.

The Nation's Emergency Broadcaster

Like the ABC itself, the existence and presence of ABC Local Radio is woven into the expectations Australians have about community and civic life.

It is a particularly vital within regional Australia and, all around the country, respected for authentic local news and information—it is where the community conversation takes place.

There is perhaps no better expression of Local Radio's sense of community responsibility than in its role as the nation's Emergency Broadcaster.

For just over eight months from August onward, as Australians endured cyclones, floods and fires, ABC Local Radio dedicated itself to the specialist work of emergency broadcasting.

Governed by Local Radio's Emergency Broadcasting Plan, liaising closely with emergency agencies during these crises, ABC Local Radio was a vital source of reliable up to the minute information—road closures, power situations, flood and fire alerts.

Emergency broadcast training is provided for ABC Local Radio staff to ensure that they are adequately prepared for such situations.

Research has shown that listeners are inclined to seek out voices and personalities they trust and then remain with them for the duration of the period of emergency.

Extreme conditions create extreme emotions. It has been the ABC's experience that when communities are placed under such pressure and stress, Local Radio presenters who live within the communities they serve and identify with them, offer listeners something beyond information—a sense of empathy and connection, a voice of reassurance and calm in the midst of chaos and instability.

The Board once again extends its appreciation and thanks to Local Radio teams for their tireless work during times of greatest need in the communities they serve, and for the further contributions made during the period of recovery.

Australia Network and International Diplomacy

With the support of the Department of Foreign Affairs and Trade, the ABC launched and has since managed Australia's international television network since 2001.

The service has had the considerable advantage of association with the good name and reputation established throughout the Asia Pacific region by the ABC's Radio Australia. Over the course of seventy years, Radio Australia had, in conversation with our regional neighbours, helped develop a positive image of Australia's culture and values, and established the ABC's credentials as a trustworthy, independent source of news and information. In addition, Australia Network benefitted from the ABC's reputation for high-quality and credible reporting from and for the region. The Corporation has well-established bureaux in a number of strategic centres, including China from where it has broadcast continuously for 38 years.

That dual independence—from both Government and commercial agendas—is rare amongst broadcasters. As such, governments throughout the world have recognised international broadcasting through public broadcasters, as the ideal means of ensuring that the independence of the broadcaster's editorial agenda—uninfluenced by commercial considerations or consequences—is protected.

Australia Network, the ABC's international television service since 2006, embodies this model of editorial independence. During the past five years, Australia Network has continued to enrich international understanding of Australia's open democratic way of life, celebrated our successes yet also acknowledged when and where we may not have lived up to our own values and ideals.

Due to the expiry of the current five year term in 2011, the Australia Network contract has now been through an open tender process managed by the Department of Foreign Affairs and Trade, with the final decision by Cabinet due in September 2011.

Board Directors

Peter Hurley and Keith Windschuttle were both appointed Directors for five-year terms which expired on 14 June 2011. The Board would like to thank Mr Hurley and Mr Windschuttle for their contributions during their terms as Directors.

The Board is pleased to welcome new Directors Professor Fiona Stanley AC and Ms Jane Bennett who were appointed under the Government's merit-based appointment process. The new Directors bring diverse skills and experience and the Board looks forward to working with them.

The Board has throughout the year maintained an active oversight role across ABC operations and accountabilities, to ensure the ABC performs efficiently and with maximum benefit to the people of Australia as required under Section 8 of the ABC Act. ■

Retiring Directors

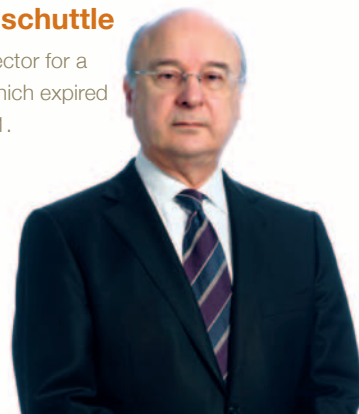
Peter Hurley

Appointed a Director for a five-year term which expired on 14 June 2011.



Keith Windschuttle

Appointed a Director for a five-year term which expired on 14 June 2011.



In memoriam

In August 2011, the ABC mourned the loss of four colleagues.

On 18 August 2011, three of the ABC's most experienced and respected newsmen—journalist Paul Lockyer, cameraman John Bean and pilot Gary Ticehurst—were killed in a helicopter crash. On 19 August 2011, Ian Carroll—a passionate media pioneer and long-time ABC executive—died after a battle with cancer.

The ABC pays tribute to the lives of these four men.

Executive Leadership Group

KATE DUNDAS



KIM DALTON



Kate Dundas

Director of Radio

Kate Dundas was appointed Director of Radio in March 2009. Previously Kate held numerous senior roles in ABC Radio, including Head of National Networks. She was also the ABC's Director of People and Learning for 18 months prior to being appointed to lead ABC Radio. In addition to her ABC career, Kate has worked in public and communications policy areas in both State and Federal governments and held two senior management roles in the New South Wales Premier's Department.

Kate has a Bachelor of Arts in Communications (focused on radio and television) from Charles Sturt University

Kim Dalton OAM

Director of Television

Kim Dalton has been the ABC's Director of Television since March 2006. He was previously Chief Executive of the Australian Film Commission. Other roles have included Manager of Acquisitions and Development for Beyond International Limited, General Manager of the Australian Children's Television Foundation, Investment Manager for the Australian Film Finance Corporation and principal of his own production company, Warner Dalton Pty Ltd.

Kim graduated from the Flinders University Drama School and has a postgraduate Diploma in Arts Administration.

In June 2007, Kim was awarded a Medal of the Order of Australia for service to the film and television industry.

KATE TORNEY



IAN CARROLL



MURRAY GREEN



Kate Torney

Director of News

Kate Torney was appointed Director of News in April 2009. Before that, Kate was Head of Asia Pacific News. Kate has worked as a radio and television reporter and producer, bureau chief, executive producer and news editor. In 2001, she teamed with Barrie Cassidy to launch *Insiders*, the ABC's flagship weekly national affairs program. She was also involved in establishing *Offsiders*, *Inside Business*, *Newshour* (for Australia Network) and *ABC News Breakfast*.

Kate has a Bachelor of Arts (Media Studies) from the Royal Melbourne Institute of Technology.

Ian Carroll

Director of Innovation

Ian Carroll has been Director of Innovation since the Division was established in 2007. Prior to this appointment he was Chief Executive of ABC International's Australia Network. Ian has managed many successful news and current affairs programs for both the ABC and commercial networks. He was responsible for establishing Australia's first digital television channels—ABC Kids and Fly—which have since been replaced.

Ian holds a Bachelor of Arts from Monash University and a Graduate Diploma of Media Management from Macquarie University.

For a large part of the year, Ian was absent from the ABC due to ill health. During that period, Abigail Thomas and Bruce Belsham shared the responsibility of leading the division.

Dr Murray Green

Director of ABC International

Murray Green leads ABC International, which includes Australia Network, Radio Australia, International Projects and International Relations. Until March 2010, he was also responsible for the State and Territory Directors.

Murray earlier served as Director of Corporate Strategy and Governance, State Director Victoria and as the inaugural ABC's Complaints Review Executive.

He has a doctorate in law from the University of Melbourne, is a graduate of the Australian Film, Television and Radio School, has degrees in Law and Asian and Pacific History, and is admitted as a barrister and solicitor to the Supreme Courts of Victoria and the Australian Capital Territory.

LYNLEY MARSHALL



DAVID PENDLETON



URSULA GROVES



Lynley Marshall

Director of ABC Commercial

Lynley Marshall was appointed Director of ABC Commercial in February 2007 to develop the ABC's commercial business and pursue new business opportunities in the digital media environment. She joined the ABC in 2000 as Director of New Media and Digital Services where she was responsible for the integrated delivery of the ABC's digital content and multi-channel services.

Before joining the ABC, Lynley held a number of executive positions in new media, radio and television in New Zealand. She has an Executive MBA from the University of Auckland.

David Pendleton

Chief Operating Officer

David Pendleton joined the ABC as the General Manager of Group Audit in 1996. He went on to become General Manager of Financial Operations and Accounting, and later Head of Finance. In 2002, he was appointed to the position of Director of Finance and Support Services, which was re-named Director of Business Services in 2003. In 2004, he became the Corporation's Chief Operating Officer.

Before joining the ABC, David held senior management positions in the public sector at the New South Wales Roads and Traffic Authority and State Super Investment and Management Corporation.

David holds a Bachelor of Business (Accounting) from the University of Technology Sydney, a Graduate Diploma from the Financial Services Institute of Australia and is a Fellow of CPA Australia.

Ursula Groves

Director of People and Learning

Ursula Groves joined the ABC in July 2008 as Head of People Development and was appointed Director of People and Learning in May 2009. Ursula has extensive experience in senior human resources and organisational development roles in the manufacturing and public education sectors.

Ursula has a Bachelor of Science and a Bachelor of Arts from Monash University, a Diploma of Education from the University of Melbourne and a Graduate Diploma of Organisation Behaviour from Swinburne University.

MICHAEL MILLETT



PAUL CHADWICK



ROB SIMPSON



Michael Millett

Director of Corporate Affairs

Michael Millett joined the ABC as Director of Communications in February 2009. In 2011, the division was expanded to incorporate the former Corporate Strategy and Marketing division, and was renamed Corporate Affairs.

Michael's shift to the national broadcaster came after a long career in print journalism. For the previous two years he was deputy editor of the *Sydney Morning Herald*. In a 20-year stint with the *Herald*, Michael served as a political correspondent, Canberra bureau chief, North Asia correspondent based in Tokyo, senior writer and news editor.

Before joining the *Herald*, he worked in Canberra and Melbourne with the now defunct afternoon newspaper the *Melbourne Herald*.

Paul Chadwick

Director of Editorial Policies

Paul Chadwick joined the ABC as the inaugural Director of Editorial Policies in January 2007. A journalist and lawyer, he was the first Privacy Commissioner of Victoria (2001–06). He ran the Victorian operations of the non-profit Communications Law Centre for eight years and was a member of the Brennan Committee that revised the Australian Journalists' Association Code of Ethics in the 1990s. In 1997, he received the Walkley Award for Most Outstanding Contribution to Journalism.

Paul holds a Bachelor of Law (Honours) from the University of Melbourne and is admitted as a barrister and solicitor to the Federal Court and Victorian Supreme Court.

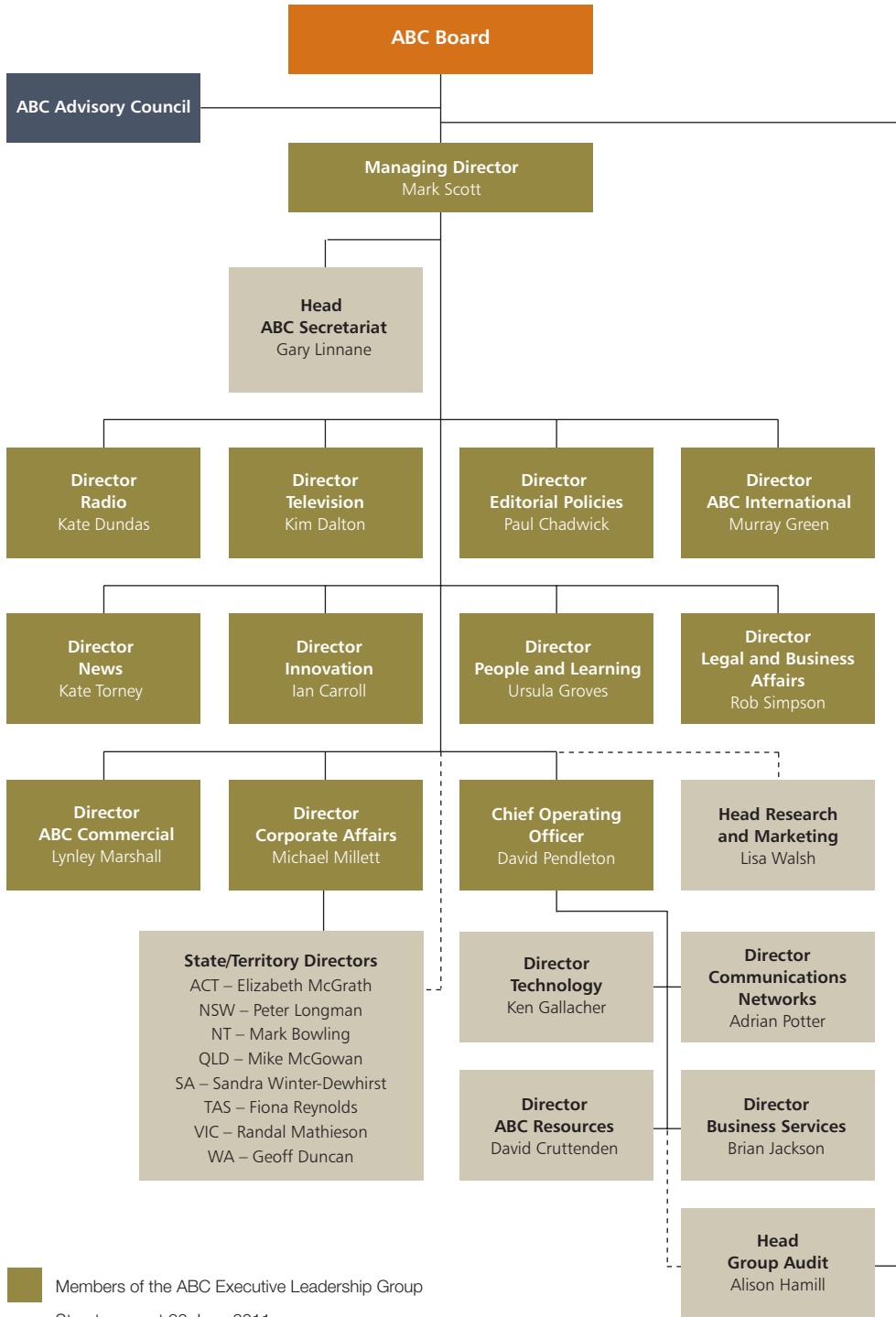
Rob Simpson

Director of Legal and Business Affairs

Rob Simpson joined the ABC as Director of Legal in August 2007. Prior to that he was a partner at law firms Gilbert + Tobin and Baker & McKenzie. He has also had extensive experience as a corporate lawyer and member of management teams, including as the first General Counsel of Optus.

Rob holds degrees in Arts and Law (Honours) from the University of Sydney.

ABC divisional structure



The year ahead

THE ABC APPROACHES the coming year with confidence and enthusiasm. The digital era has raised the expectations and the demands of the modern audience, but also equipped the national broadcaster with the tools and skills necessary to meet the challenge.

The priority is to produce fresh, compelling and innovative content across the Corporation's platforms, acknowledging that the scheduling rules of the past are of decreasing importance. Content must be provided when the audience demands, on a device they choose, and in a format they want. Choice is paramount.

The ABC recognises that trust and relevance continue to be critical to its success and in the year ahead will continue to focus on these key principles.

Viewers will continue to reap the dividends of the federal government's \$70 million investment in Australian drama that was provided to the ABC in its last triennial funding round. This year will see ABC Television roll out yet more quality dramas and mini-series, showcasing the best of local scriptwriting, acting and production. ABC4Kids and ABC3 will continue to captivate younger audiences with new, original and commercial-free programming, whilst a makeover of ABC2 will deliver "edgier" material to complement ABC1.

The digital revolution will allow ABC Radio to further extend its programming choice and to maximize its ability to interact with local communities. In an era where networking and international content proliferate, ABC Radio's hallmark of high quality, local content remains. This year will see the launch of triple j *unearthed* on digital radio, providing a new opportunity to showcase the best of young Australian talent on a new platform. ABC Open will reach its full capabilities, acting as a vital link in regional and remote communities.

ABC News 24 has quickly established itself as the authoritative destination for information when important news breaks—locally, nationally and internationally. This year will mark the 50th anniversary of one of the Corporation's flagship programs, *Four Corners*.

Globalisation and the new era of communications has brought Australia closer to the rest of the world. However, at the same time, it has dramatically increased the nation's exposure to events overseas. ABC News will help its audiences understand, analyse and distil daily events and information, using its unparalleled resources and its array of programs.

The ABC's digital innovation will also continue, with the ABC poised to extend its catch-up television service, iView, to smartphones and to explore new ways to deliver its content to mobile devices.

ABC Online will continue to add new features and content areas, further fulfilling the ABC's charter role to inform, educate and entertain.

The ABC is mindful that the public's trust extends the public broadcaster's remit into other areas, most notably emergency services. The Corporation will continue to work with governments and emergency service organisations to ensure the ABC continues to assist communities in times of hardship as it did with great distinction throughout 2010–11. ■

Strategic objectives

The ABC's strategic direction in 2010–11 was guided by the *ABC Strategic Plan 2010–13*.

The Plan is framed around the following six strategic goals:

Being **audience focused**

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

Being **high quality**

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

Being **innovative**

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

Being **values based**

To demonstrate ABC Values in every aspect of our work.

Being **efficient**

To maximise the efficient and effective use of resources.

Being **responsible**

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

The ABC's performance against these goals is reported at page 110.



Reporting the ABC's performance

The ABC strives to maintain the highest standards in every aspect of its operations. The Board and the Executive Leadership Group set those standards in the ABC's Values, its Strategic Plan and in its divisional business planning; government sets them when funding is granted; and most significantly, audiences set them every time they turn to the ABC to be informed, engaged and entertained. The remainder of this report demonstrates the ABC's performance on all of those levels.