



ABC
Australian
Broadcasting
Corporation

PUBLIC BROADCASTING

PUBLIC BENEFIT



Camera Operator Bronwyn Allomes keeps a close eye on the action as The Gruen Transfer is recorded in Studio 22 at the ABC's Ultimo Centre, Sydney.

**PUBLIC
BROADCASTING
PUBLIC
BENEFIT**

ABC3 has a lot to offer 10-year-old Rachel and her brothers. Aimed at 6-15 year olds, the new channel provides a mix of content to keep them all engaged.



Public broadcasting. Public benefit.

The idea of public broadcasting arose soon after broadcasting itself commenced, based on an acknowledgement that civic and cultural needs—informing, educating and entertaining—might not always be commercially possible or profitable. To fill that gap, policy makers of the day established public broadcasting services to deliver a unique combination of public benefits—universality, diversity, quality, independence and localism—thereby meeting a range of important community needs.

The social profit derived from those benefits remains as essential to contemporary life as it was almost a century ago.

Public broadcasters provide a universal service to all citizens regardless of age, income or location. They deliver diverse content and choices that reflect the interests of the widest possible range of groups in society. They present programs that continually add to and refresh a sense of national identity and reflect cultural diversity.

Without the need to ensure financial profitability, public broadcasters are able to pursue high-quality, informative and challenging content that enriches society, adding to audiences' experience, tastes and understanding.

Public broadcasters strengthen democracy by providing independent news and information—free from political or commercial influence—that facilitates and stimulates public debate.

Consistent with their commitment to universality, public broadcasters engage with local communities and deliver local news and information. Public broadcasters are particularly intrinsic to regional life, as the relative cost of providing localised services beyond major population centres is not a commercially attractive proposition.

The ABC is Australia's primary public broadcaster, there for all Australians. It was created in an era of media scarcity to deliver services that would not otherwise have been available to every Australian. In today's age of media abundance, the ABC provides a continuing return on the public investment by delivering those fundamental services and fulfilling its Charter obligations to deliver programs of wide appeal and specialist interest.

As the environment in which it operates changes, so must the ABC, adapting to technological advances and the changing expectations of its audiences. In doing so, the ABC will continue to deliver benefits to the public.

The ABC has been entertaining television audiences for decades. Many well-known Australian performers started their career on the ABC. From The Norman Gunston Show to The Chaser, from The Inventors to The Gruen Transfer, the ABC provides a valuable, creative space for Australian talent to develop and Australian content to be made.

The ABC has a well established reputation for providing high-quality children's programming. A commitment to local content means Australians can be confident that their children are hearing Australian stories and perspectives being told in Australian voices. With ABC Kids on 2, and now ABC3, children of all ages have access to quality content on the ABC.





ABC
Australian
Broadcasting
Corporation

**Office of
Maurice L. Newman AC
Chairman**

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5 October 2010

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 2010.

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 – *Public Broadcasting–Public Benefit* – demonstrates how the ABC is fulfilling its Charter and, by doing so, is adding value to the lives of all Australians.

Yours sincerely

Maurice L. Newman AC
Chairman

About the ABC

| | |
|--|----------|
| Corporate overview | 5 |
| Snapshot of ABC services | 6 |
| Role and responsibilities of the Board | 12 |
| ABC Board of Directors | 13 |
| Board Directors' statement | 16 |
| ABC Vision and Values | 20 |
| Executive Leadership Group | 22 |
| Outlook for the year ahead | 27 |
| ABC strategic objectives | 28 |

Audience experiences

| | |
|----------------------------|-----------|
| Content performance | 31 |
| Audience trends | 32 |
| Radio | 36 |
| Television | 42 |
| News | 52 |
| Online | 57 |
| International audiences | 60 |
| Consumer experiences | 64 |

Running the ABC

| | |
|---|-----------|
| Systems and services performance | 71 |
| Editorial standards | 72 |
| Infrastructure and operations | 74 |
| ABC people | 76 |
| Corporate functions | 80 |

Governance and sustainability

| | |
|--|-----------|
| Corporate performance | 85 |
| Corporate governance | 86 |
| Performance against the ABC Corporate Plan | 92 |
| Government outcomes | 103 |
| Reconciliation Action Plan | 108 |
| ABC Advisory Council | 110 |
| Sustainability report | 112 |

Financial Performance

| | |
|------------------------------|-----|
| Financial summary | 119 |
| Independent auditor's report | 123 |
| Financial statements | 125 |

Appendices

| | |
|------------|-----|
| Appendices | 171 |
| Glossary | 233 |
| Index | 234 |

1

2

3

4

5

6



Big Ideas host *Tony Jones* reviews a script with *Series Producer Ian Walker*. Big Ideas is a television, radio and online space for intellectual, political, cultural and economic debate in Australia.

PUBLIC BROADCASTING PUBLIC BENEFIT

Clement Paligaru, presenter of *Australia Network's Pacific Pulse*, with Gilbertese children in the Solomon Islands.



Corporate overview

Keeping audiences informed about local, national and international events and issues is fundamental to the ABC's role. As a public broadcaster, the ABC has a duty to ensure that the gathering and presentation of news and information is accurate and impartial. For audiences in Australia and in the region, the ABC is a trusted source of news and current affairs.

The ABC's Charter requires it to broadcast internationally in order to encourage awareness and understanding of Australia and its values in other nations. Audiences in Asia and the Pacific have access to credible and reliable sources of news and information from a uniquely Australian perspective through the ABC's Radio Australia and Australia Network services.

Snapshot of ABC services

Roles and responsibilities of the Board

ABC Board of Directors

Board Directors' statement

ABC Vision and Values

Executive Leadership Group

Outlook for the year ahead

ABC strategic objectives

Since 1930, Australians have relied on the ABC to inform, educate and entertain them. As audiences become more diverse and new media platforms develop, the ABC has embraced the challenge of meeting the demand.

To achieve its vision, the ABC delivers comprehensive programs and services which reflect the interests and aspirations of diverse Australian communities.

ABC 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, 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 Digital 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 and subscription services. The four national networks and some Local Radio services are available via digital satellite subscription television.



ABC Television

- ABC1, the ABC's primary television channel, available in analog format from 439 transmitters, and digital format from 342 transmitters.
- ABC2, the ABC's second free-to-air digital television channel.
- ABC3, a dedicated digital children's television channel.
- iView, an internet-only catch-up television service.
- Local television in each State and Territory.



ABC 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 WAP, SMS, 3G and other wireless devices including a range of smartphones.



ABC Commercial

- ABC Retail, owning and managing 45 ABC Shops and licensing 114 ABC Centres throughout Australia. A Customer Delivery Service 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.



ABC 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 44 nations in Asia and the Pacific.
- ABC International Projects, assisting media organisations internationally with strategic advice, training, mentoring and technical support.





- ABC International bureaus and news correspondents
- ABC offices

Transmission information

- **Radio**
 ABC Radio (Appendix 22)
 Radio Australia (Appendix 23)
 Australia Network (Appendix 23)
- **Television**
 ABC Television (Appendix 21)
- ▼ **Online**



The ABC operates from **60** locations around Australia and



12 overseas bureaux.

The ABC delivered an extensive array of services—in alignment with the ABC Charter—in the financial year from July 2009 to June 2010.



ABC services reached **an estimated 73% of Australians**

RADIO

ABC broadcast **8 760 radio hours** on each network and station.

ABC Radio had a five-city weekly reach of **4.3 million** or **36.1%**.

TELEVISION

ABC broadcast a total of **14 965 television hours** across ABC1 and ABC2.

Total ABC Television (ABC1, ABC2 and ABC3) had a five-city weekly metropolitan reach of **8.7 million** or **59.1%** and weekly regional reach of **4 million** or **59.2%**.

ABC1 had a five-city weekly metropolitan reach of **8.1 million** or **55.2%** and weekly regional reach of **3.7 million** or **55.7%**.

Weeknight 7 pm *News* on ABC1 averaged an audience of **979 000 people**.

ABC1 broadcast **1 039 hours** of first-release Australian television content.

ABC's digital television services reached **98%** of Australia's population from **324** transmitter locations.

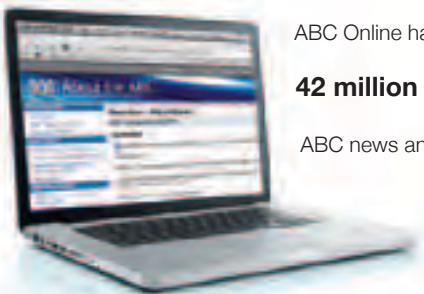


ONLINE

ABC Online had a monthly reach of **3.3 million internet users**.

42 million podcasts and **10 million vodcasts** were downloaded.

ABC news and current affairs websites reached an average of **1.5 million internet users** each month.



each week via radio, television and online.

INTERNATIONAL

Radio Australia programming was available in **Asia** and the **Pacific** through local rebroadcasts, shortwave broadcasts, satellite services and a network of 24-hour FM relays.

Australia Network television was available in **44 countries**, reaching an estimated **34 million homes**.



COMMERCIAL

ABC operated **45 ABC Shops** and **114 ABC Centres** throughout Australia.

ABC Commercial generated **\$13.8 million** net profit in 2009–10 which was returned to programming.

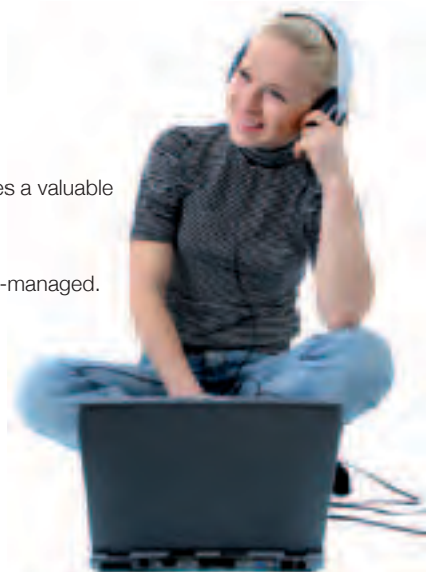
COMMUNITY SATISFACTION

88% of Australians continued to believe the ABC provides a valuable service to the community.

73% of Australians believed the ABC is efficient and well-managed.

FINANCIAL

The ABC had total revenues of **\$1 099 million** from ordinary activities, with **\$1 242 million** in total assets.



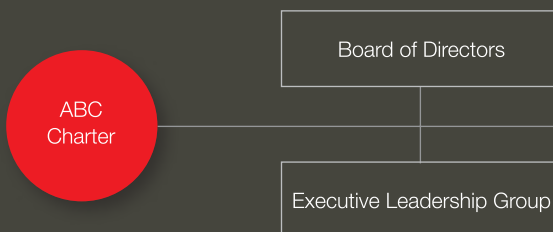
Role and responsibilities of the Board

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. The Board 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; to 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 listed in Appendix 1 on page 172.



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 40 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, Councils and Panels. Mr Newman is

Honorary Chair of the Macquarie University Foundation, Chairman of The Australian Father’s 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 awarded an 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.

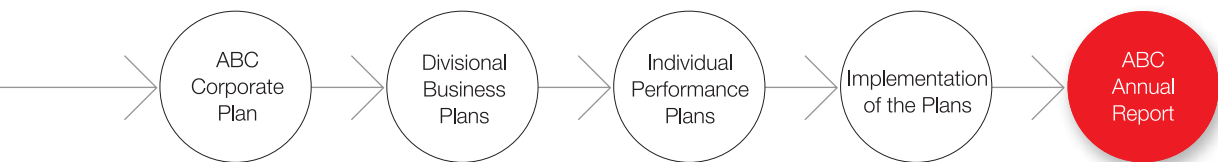
In April 2009, Mr Newman was awarded a Doctor of Business honoris causa from Macquarie University.

Mark Scott

Appointed Managing Director for a five-year term from 5 July 2006.

Prior to his appointment, 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.

Mr 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.



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.

Ms Bart was awarded the Order of Australia in the Australia Day Honours in January 2009 for service to the economic and cultural development of South Australia and to sport.

Peter Hurley

Appointed a Director for a five-year term from 14 June 2006.

Peter Hurley is a businessman in the hotels industry. He is currently National Senior Vice-President of the Australian Hotels Association, State President of the Australian Hotels Association (South Australia) and Chairman of Hospitality Group Training, the largest group apprenticeship and training scheme in South Australia. Mr Hurley is a foundation Board Member of the Independent Gaming Corporation and Deputy Chair since 1994. He is also Deputy Chairman of The Adelaide Football Club.

Mr Hurley has previously served as a Board Member and Chair of the Audit Committee of the South Australian Tourism Commission, and as a Board Member of the Australian Tourist Commission.

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 the 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 awarded 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. Mr Lynch returned to Australia in 2009.

DR MAURICE NEWMAN AC

MARK SCOTT

CHERYL BART AO

PETER HURLEY



Dr Julianne Schultz AM

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

Julianne Schultz is a Professor at Griffith University'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) and has written and edited numerous pieces on journalism and media practice. She is the founding editor of *Griffith REVIEW*, the award-winning literary and public affairs quarterly 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 a 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.

Steven Skala AO

Appointed a Director for a five-year term from 6 October 2005.

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.

Mr Skala was Chairman of Film Australia Limited until its recent merger with Screen Australia. He 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 and head of its corporate and commercial practice. In 2010, he was awarded the Order of Australia for service to the visual and performing arts.

Keith Windschuttle

Appointed a Director for a five-year term from 14 June 2006.

Mr Keith Windschuttle is a historian, author, editor and publisher. He is the editor of *Quadrant* magazine and the publisher of Macleay Press. He began his career as a journalist and remains a frequent contributor to major Australian and international newspapers, international journals and academic publications. He has written eight books on Australian history, journalism and the media. For 20 years he was a lecturer in Australian history, journalism and social policy at a number of Australian universities. He has also been a visiting and guest lecturer at a number of universities in the United States.

MICHAEL LYNCH CBE AM

DR JULIANNE SCHULTZ AM

STEVEN SKALA AO

KEITH WINDSCHUTTLE



The ABC Act, which defines both the duties of the Board and the Corporation's responsibilities as set out in its Charter, has been in effect since 1983. Yet it is a living document and a constant guide to the Board when setting the strategic direction of the ABC to ensure its continuing relevance in the digital age.

WHEN CONSIDERING any proposed innovation at the ABC, the Board assesses its obligations and opportunities, interpreting how these align with the contemporary meaning of the ABC's Charter and Act. In this way, the link between public broadcasting and public benefit is constantly maintained and developed.

Due to the extent and pace of change in the media, the meaning of the ABC's Charter and Act must continually be renewed, interpreted to reflect how these responsibilities can be fulfilled in contemporary ways. Strategy must be flexible.

2009–10 was a year of change for the ABC as the Corporation continued to harness the capabilities offered by digital technology to improve the efficiency with which it produces and distributes content to Australians and interacts with audiences.

Innovations in digital technology continued to redefine how the ABC fulfils its responsibilities and the way in which much of its journalism and content production is done.

The relationship between the Corporation and its audiences has also shifted. Audiences increasingly expect that, rather than having to come to the ABC, the Corporation's services and content will fit more easily into their lives and be available in many diverse ways.

Media use is increasingly mobile and social. Australians expect to be more involved with their ABC, to participate and contribute.

One of the Board's key responsibilities as set out by the Act is to ensure the ABC is efficient and provides maximum benefit to the Australian people.

The Charter asks, among other things, that the ABC be innovative and comprehensive in its programming, and to provide a balance between specialised programs and those of wide appeal. It must take account of services provided by the commercial and community services of the Australian broadcasting system.



During the past year, continued advances in digital technology and changing audience behaviour have presented the ABC both with new opportunities and potential new obligations.

The Board applies the test of public benefit whether new services—such as ABC3, ABC Open and new Australian dramas—are based upon additional funding from Government or are—like ABC iView, the proposed news channel ABC News 24 or the suite of ABC digital radio services—funded from within the ABC’s existing means.

ABC Journalism in the Digital Age

Two converging trends in the provision and consumption of news have given renewed emphasis to the Board’s duty to ensure ABC news and information meets high and distinctive standards of editorial quality.

Instead of directly accessing institutional news providers, audiences are increasingly gravitating to social networks for referrals to sources of news, opinion and entertainment.

The ABC must continue to distinguish itself among these many alternatives by remaining a credible source of information in which people can confidently place their trust.

Some commercial media organisations, contending with unprecedented financial challenges, have also indicated an intention to reduce the amount of freely-provided journalism. In such an environment it becomes particularly important that the ABC—as a public broadcaster—ensures that professional, independent journalism of quality continues to be made available to the public, informing the national conversation.

Under the ABC Act, the Board must maintain the ABC’s independence and integrity, ensure that its services are of a high standard, and that its news and information is independent, accurate and impartial.

One of the Board’s primary means of addressing these responsibilities is by developing the *ABC Editorial Policies*. By overseeing the ABC’s observance of these policies, the Board aims to strengthen and protect the reputation and credibility of the ABC’s journalism.

There are many aspects to the ABC’s self-regulatory framework, including response to and resolution of complaints, training and dealing with audience feedback.

Public trust in ABC news and information depends upon standards of accuracy and editorial quality in ABC news and information. The *ABC Editorial Policies* are designed to guide staff to ensure the ABC reaches the highest editorial standards.

Measuring performance against the policies provides accountability and encourages continuous improvement in the quality of ABC journalism.

In August 2009, the Board adopted recommendations which arose from a review of the ABC’s self-regulatory framework undertaken by the Director Editorial Policies and the Chairman.

As one of the principal aspects of the self-regulatory framework, the *ABC Editorial Policies* must remain relevant to both contemporary practice and standards of objective journalism.

A key recommendation of the review was to revise the *ABC Editorial Policies* to better reflect requirements arising from the ABC’s increasingly instantaneous, continuous news services. This form of news delivery demands faster responses as new information appears, and wherever applicable, prompt corrections.

Training goes to the heart of maintaining ABC editorial quality and the reputation that comes with it. The review also recommended a renewed emphasis on training, to ensure better understanding and practice of the ABC’s editorial standards.

To augment the ABC's own Editorial Policies training, an agreement was reached with the BBC, which allows ABC staff to access the specialist resources of the BBC College of Journalism Online.

The Board is confident that these changes to the application of the *ABC Editorial Policies* will enable ABC journalism to keep pace with the changing media environment and sustain its reputation for quality in the digital age.

Australian Identity and ABC3

ABC3, the ABC's new children's digital television service, was launched by then Prime Minister Kevin Rudd on 4 December 2009.

The ABC has long led the way in children's television in Australia. Its programs have become part of a commonly-shared experience of Australian childhood.

The Corporation has taken advantage of extra channels made possible by digital television to continue, through ABC3, the important work of ensuring quality Australian children's content is freely available in the digital world.

ABC3's role assumes particular significance now, when it has never been easier for Australian children to access international children's content. The new channel, along with ABC1 and ABC2, will help young Australians grow up watching, hearing and participating in their own stories, in their own language and with their own accents.

In doing so it will, as the ABC Charter requires, contribute to shaping a sense of Australian identity. At a time when so many of the impressions that last us all our lives are being formed, it will also promote the interest and confidence of young Australians in their own culture.

When it began, ABC3 offered 40% Australian content, with a target for 2010 of 50% of Australian content. It is now the most popular children's service within Australian television. This success will help

build connections between the ABC as a public broadcaster and an Australian public in whose lives it will continue to play a part in the future.

MediaHub and ABC News 24

Many significant changes in program production at the ABC have been made inevitable by the rapid turnover of, and innovations in, digital technology.

However, the Board has also elected to, wherever possible, embrace opportunities presented by developments in technology that will increase the public benefit provided by the ABC.

One such opportunity was presented through a new means of content distribution, MediaHub, which was launched on 30 June 2010. MediaHub will enable the ABC to deliver television content in the most efficient and cost-effective manner now possible.

It also permits the ABC to, for the first time, individualise television services for the States and Territories as needed. This flexibility is particularly important to the ABC as the national emergency broadcaster when, during times of emergency such as floods and fires, the ABC must always be reliable, and respond to rapidly changing conditions with continuously updated information.

News feeds from international sources and ABC studios around the country will be able to be arranged through MediaHub. The localisation enabled by MediaHub has also been a necessary foundation for the new round-the-clock news services to be provided by ABC News 24 in the second half of 2010. Cost savings in production and distribution have been redirected to content creation for the ABC News 24 service.

MediaHub's new distribution capacity, along with innovative production techniques such as studio automation and desktop editing, have given the ABC a secure foundation for its work in the digital future.

ABC News 24 will not just keep up with the speed of the news cycle, but bring a new depth of analysis

to it, helping to better inform the democratic process. It will increase the benefit derived from the ABC's existing news resources—including local, national and international newsrooms and almost 1 000 journalists across the nation and the world.

Regional Australia and ABC Open

During the past year, Australians have continued to enjoy and appreciate content presented on ABC radio, television, online and mobile. At the same time, the audience's ability to participate with, rather than just consume, media has continued to increase.

The Corporation has responded by continuing to make it easier for audiences to collaborate with the ABC, to share and contribute content. A growing range of voices and opinions has been incorporated into content presented by the ABC.

By augmenting work produced by ABC staff with public contributions, ABC content has been strengthened, and by being more widely shared through the ABC, the impact of these contributions is enlarged.

The ABC Open project, for which funding was received in the 2009–12 triennial funding agreement, is a new means through which people will be able to share reflections on regional Australia with the nation.

The project expands upon the ABC's strong existing commitment to communities around the country through ABC Local Radio, and aims to encourage and develop creativity, self-expression and storytelling for the digital age in regional Australia.

The ABC Open project is based upon projections of the future wider availability of faster broadband services in regional Australia.

ABC multimedia producers will work with both individuals and groups to help develop digital storytelling skills that are already developed in urban Australia where fast broadband has now been available for some time. The Board has taken into account that no such service to regional Australia was available through commercial media organisations.

A Sustainable Corporation

The Board is committed to ensuring that the ABC is a strong and responsible corporate citizen and that it is financially sustainable.

Progress has been made to improve the efficiency and sustainability of the ABC's operations. For the past three years, the ABC has adopted the Corporate Responsibility Index (CRI), operated in Australia by the St James Ethics Centre, as an external mechanism for benchmarking its performance. The ABC's CRI results have improved year-on-year, and in 2009, the Board was pleased to note the Corporation's achievement of a Platinum band score of 97.4%.

In 2009–10, the ABC received a total of \$932.1 million from government, including transmission funding and a single-year allocation to assist in the maintenance of the Corporation's asset base. It also received \$185.4 million in revenue from other sources, including ABC Commercial, which faced a difficult retail environment.

Board Appointments

The Board would like to thank Dr Janet Albrechtsen, who retired from the Board during the year, for the contribution she made during her five-year term.

Ms Cheryl Bart AO was welcomed to the ABC Board for a five-year term on 3 June 2010.

As required under Section 8 of the ABC Act, the Board has continuously overseen the ABC's operations and accountabilities throughout the year to ensure the Corporation performs efficiently and with maximum benefit to the people of Australia. ■

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.

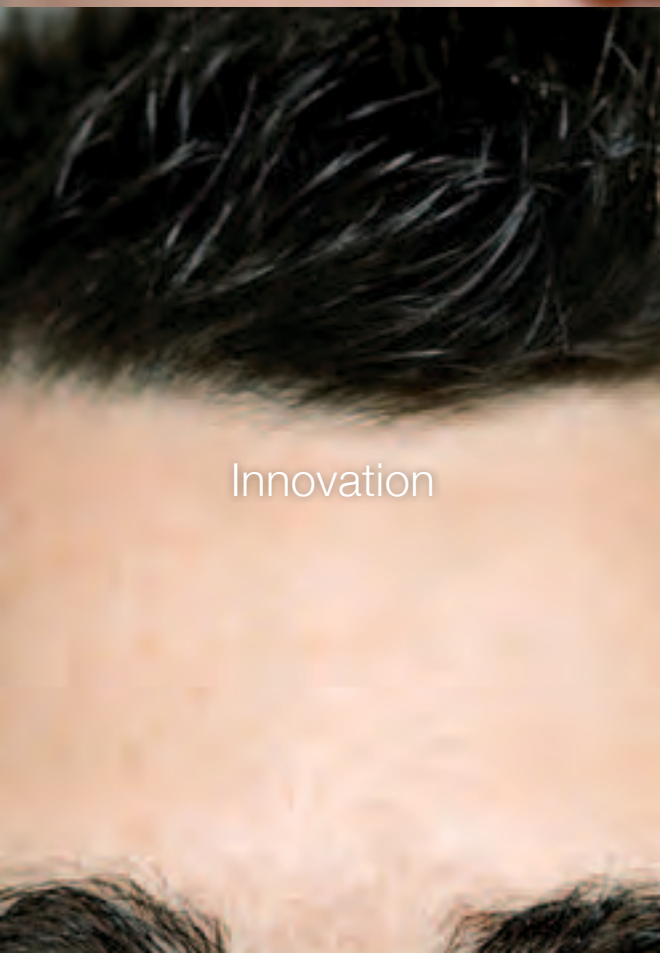




Integrity



Respect



Innovation



Collegiality

Kate Dundas

Director of Radio

Kate Dundas was appointed Director of Radio in March 2009 after 18 months as Director of People and Learning. Prior to this, Kate was Head of ABC Radio's National Networks. 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 January 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

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.

KATE DUNDAS

KIM DALTON

KATE TORNEY



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. He has managed many successful news and current affairs programs for both the ABC and commercial networks.

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

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

He 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 Court of Victoria and the Australian Capital Territory.

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.

IAN CARROLL



MURRAY GREEN



LYNLEY MARSHALL



David Pendleton

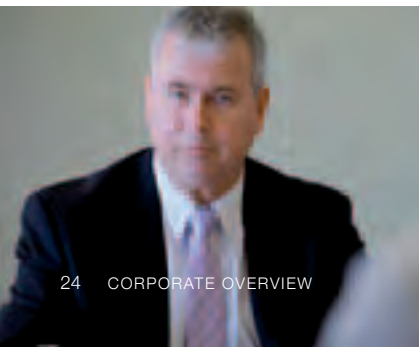
Chief Operating Officer

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. In 2010, he was appointed a Director and Chairman of MediaHub Australia.

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.

DAVID PENDLETON



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 resource 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.

URSULA GROVES



Michael Millett

Director of Communications

Michael Millett has been Director of Communications since February 2009.

His 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 Sydney Morning Herald*, Michael worked in Canberra and Melbourne with the now defunct afternoon newspaper *The Melbourne Herald*.

MICHAEL MILLETT



Michael Ebeid

Director of Corporate Strategy and Marketing

Michael Ebeid has been Director of Corporate Strategy and Marketing (formerly Corporate Development) since March 2008.

Michael has held senior roles at IBM, Optus and Westpac. As Director of Commercial Operations at Optus, Michael managed the company's pay television business and the launch of its broadband services. He was also on the Board of ASTRA (Australian Subscription Television and Radio Association) from 2000 to 2004.

Michael holds a Bachelor of Business (Accounting and Marketing) and is a graduate of INSEAD's International Executive and Advanced Management programs in France, and of Harvard's Media Strategies program.

MICHAEL EBEID

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 CHADWICK

Rob Simpson

Director of Legal

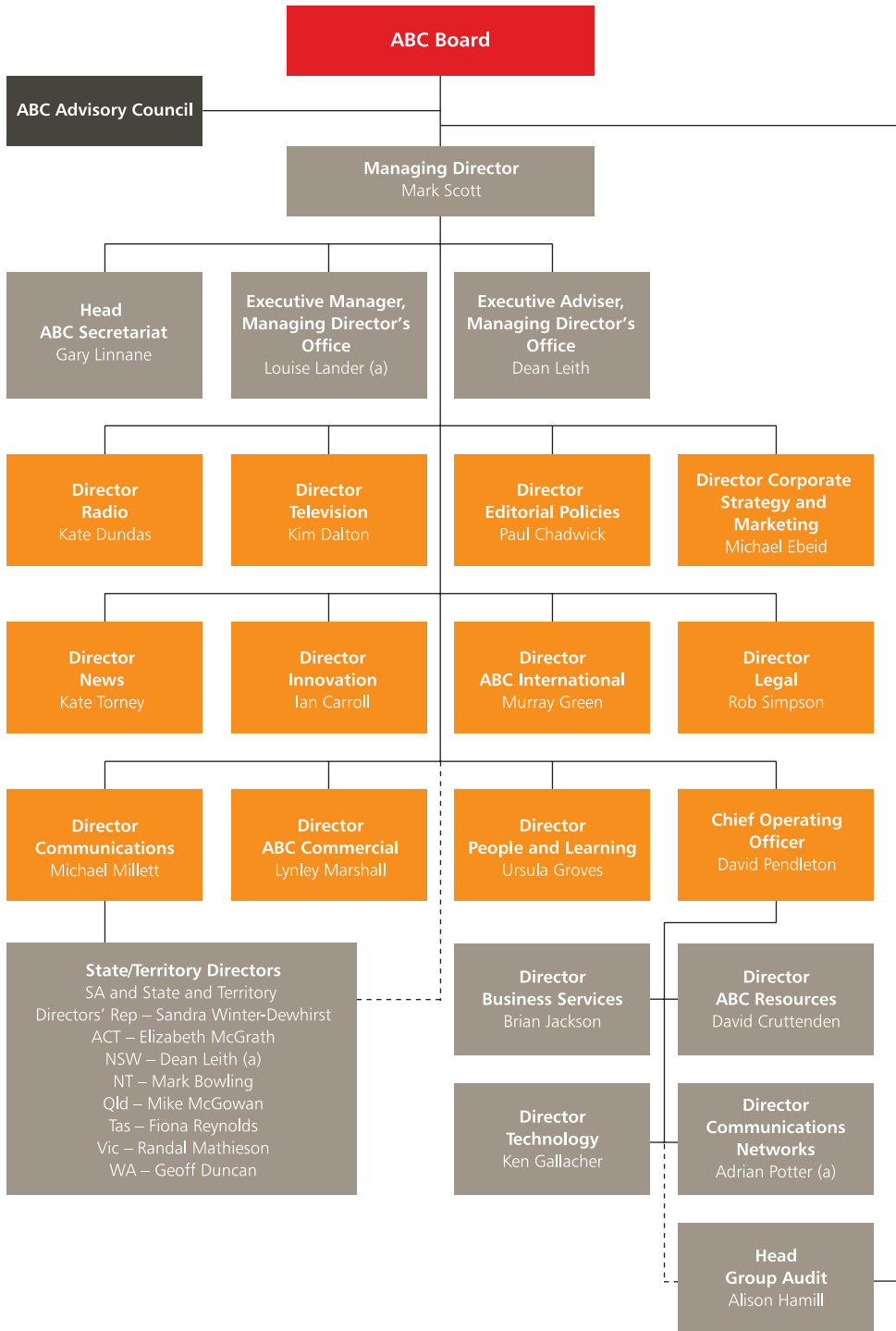
Rob Simpson joined the ABC as Director of Legal in August 2007. Prior to that he was a partner at law firms Gilbert + Tobin and Baker & McKenzie. He has also had extensive experience as a corporate lawyer and member of management teams, including as the first General Counsel for Optus.

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

ROB SIMPSON



ABC divisional structure



Members of the ABC Executive Leadership Group
Structure as at 30 June 2010

The ABC's focus will remain steadfastly on the needs and interests of the communities that it serves.

THE ABC HAS a lot to look forward to in the coming year. It promises to be an exciting and rewarding time for both the Corporation and the public it serves.

In a rapidly changing media environment, where new technologies are being embraced by audiences with astounding speed, the challenge facing the ABC is to maintain a strong connection with audiences and keep pace with their changing needs.

With radio audiences experiencing significant growth in 2009–10, the ABC will look to consolidate and grow its presence in all of its target radio markets.

The ABC has now made a year's progress into the long lead times required for television dramas, and audiences will soon see the first productions that are being made with the additional drama funding received in the 2009 Budget. A strong slate of new drama productions will begin rolling out on ABC television during the next 12 months.

The ABC has a long and special relationship with rural and regional Australia. The Corporation has been assiduous in ensuring this connection is not just maintained, but developed. This involves taking account of the way people experience their media today—the mix of contributing, collaborating and sharing that goes with consuming.

The ABC Open project anticipates and makes provision for new ways of sharing and collaborating in digital storytelling that will soon be possible with the arrival of new broadband services in regional Australia. Experienced content creators will be working on ABC Open stories with people and communities across the country, guiding productions that will be appearing from September 2010 onwards.

ABC Open will be a boost to creative life in regional and rural Australia, and another means through which the ABC can promote a better understanding of the realities of regional life.

Australia's new 24-hour news service, ABC News 24, will be launched early in the second half of 2010. It will help to create a more informed Australian democracy, building on the trust and authority of ABC journalism that distinguishes it in a crowded news market. ABC News 24 also augments the ABC's role as Australia's town square, a place for civil debate open and available to every Australian free of charge, wherever they live.

With the progress of these initiatives, the Corporation is at an exciting moment in Australia's cultural and civic life, a time of promise for the ABC in the digital age. ■

The ABC's strategic direction in 2009–10 was guided by the *ABC Corporate Plan 2007–10*. The Plan is framed around four strategic objectives, derived explicitly from the *Australian Broadcasting Corporation Act 1983*, including the Charter (s.6). The ABC's performance against these objectives is reported at page 92.

Good governance

Ensure the ABC's independence, integrity and high standards.

Key directions

- Uphold the highest editorial standards in Australian broadcasting
- Advance the ABC's reputation and high performance standards through the ongoing evaluation of governance, policies and procedures
- Contribute to the life of Australian communities and to the maintenance of a healthy environment.

Output and audiences

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

Key directions

- Contribute to a sense of national identity
- Deliver great media experiences, in more ways, more often
- Build a digital public broadcaster to keep the ABC at the leading edge of media development.

Value for money

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

Key directions

- Demonstrate better practice in efficient and effective resource management
- Improve the return on public investment in the ABC
- Advance the ABC's reputation with key stakeholders.

Learning and growth

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

Key directions

- Offer a high-quality and adaptive work environment
- Provide individuals with the opportunity to excel.

The *ABC Corporate Plan 2007–10* ended on 30 June 2010. In accordance with Part IVA of the *Australian Broadcasting Corporation Act 1983*, a new corporate plan was developed. The re-named *ABC Strategic Plan 2010–13* will commence on 1 July 2010. Information about the new Plan is provided at page 87.



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 Corporate 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.