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Rachel Perkins and Jimi Bani during filming of *Mabo*.



NOW
MORE
THAN
EVER

As Australia's primary public broadcaster, the ABC is committed to acknowledging and valuing Aboriginal and Torres Strait Islander people, their heritage and culture, as well as increasing employment opportunities and developing content. This commitment is expressed through a diverse range of television and radio content, a vibrant online presence and the ABC's *Reconciliation Action Plan*.

In 2012 this commitment has delivered the critically-acclaimed telemovie *Mabo*, which told the story of campaigner Eddie Mabo,

his battle to have Indigenous land rights recognised and his relationship with wife Bonita. The series was accompanied by an online portal for teachers and students, offering a range of classroom materials linked to the national curriculum.

This will soon be joined by *Redfern Now*, a six-part mini-series shot in inner Sydney and the largest Indigenous production ever undertaken.

Audiences can rely on the ABC to tell important stories which enhance understanding and appreciation of significant events in our history.

Now more than ever, the ABC has an important role to play in producing and delivering media content that reflects and celebrates the diversity of Australian Indigenous culture.

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Redfern Now
in production.

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Corporate governance

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

ABC corporate objectives, strategies, policies and activities derive from the requirements of the *Australian Broadcasting Corporation Act 1983* ("ABC Act"). In particular, s.6 of the ABC Act—the ABC Charter—outlines the functions of the Corporation and s.8 lays out the duties of the Board (see Appendix 1, page 206). The ABC Act expressly provides for both the editorial and administrative independence of the Corporation, thereby investing the Board with considerable discretion. In acknowledgement of that independence, the ABC accepts the obligation to meet the highest standards of public accountability.

Governance and management processes

Board Governance

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

The ABC Board held six meetings during 2011–12.

Michael Lynch resigned from the Board effective 30 September 2011.

Maurice Newman AC's term as Chairman ended on 31 December 2011. Steven Skala AO was appointed Acting Chairman from 1 January – 31 March 2012, and James Spigelman AC QC was appointed Chairman from 1 April 2012.

The Audit and Risk Committee met on five occasions. The Finance Committee was re-established during 2011–12 and met on two occasions. The Editorial Policies Committee and the Human Resources Committee did not meet during 2011–12, as all pertinent matters were dealt with by the full Board.

Further information about the ABC Board and its Committees is provided in Appendix 2 (see page 207).

Management Processes

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

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


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

Internal Audit

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

In 2011–12, Group Audit completed scheduled audits which included comprehensive, compliance, information technology, project assurance and follow-up audits. Group Audit also performed unscheduled reviews at the specific request of management and continued to use technology to undertake continuous auditing and monitoring of transactional data. As in previous years, Group Audit used a combination of in-house staff and external companies to deliver audits and provide the most appropriate industry experience and technical expertise. Group Audit also provided guidance and advice to ABC management and staff on good governance, risk

management, controls and policies. As part of the ABC's best practice arrangements, the Head Group Audit met regularly with the Chair of the Audit and Risk Committee during the course of the year in addition to formal Committee meetings.

Further information is provided in Appendix 2 (see page 207). 

Fraud Control

In 2011–12, the ABC reviewed its fraud risk assessment and assessed its fraud control arrangements against the Australian National Audit Office (ANAO) *Better Practice Guide on Fraud Control*. The Corporation's *Fraud Control Plan 2011–13* was also updated to reflect changes to the Commonwealth Fraud Control Guidelines during 2011. During 2011–12 the ABC implemented an updated Fraud Policy and promoted awareness of its Confidential Fraud Hotline. The Corporation also participated in the annual ABC Commonwealth Fraud Control Guidelines Annual Reporting Survey, which was administered by the Australian Institute of Criminology.

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

Risk Management

The ABC conducts a review of the ABC's Corporate Risk Profile of strategic risks twice annually. In 2011–12, the ABC also undertook a comprehensive review with senior representatives across the Corporation to identify key strengths, weaknesses, opportunities and threats the ABC faces now and into the future.

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

The ABC participated in Comcover's 2012 Risk Management Benchmarking Survey of 138 government agencies, which rated the Corporation's risk management practices as "Structured", representing a score of 7.8 out of 10. The ABC continues to maintain strong results when compared to the average maturity level of overall Commonwealth government departments and agencies, and in relation to the ABC's peer group.

The ABC's Business Continuity Management (BCM) program operates within and supports the Corporation's broader governance and risk management framework to maintain and improve the planning and response activity. Those activities support the leadership, process and communications requirements of the ABC emergency coordination, crisis management, as well as business continuity and recovery processes.

Corporate Strategy Setting

Section 31A of the Act requires the Board to develop corporate plans that set out the strategic direction for the ABC. The *Strategic Plan 2010–13* came into effect on 1 July 2010.

The Plan acknowledges the challenges and opportunities for the ABC created by the digital revolution sweeping through global media. The life of the Plan corresponds to the period within which Australia will substantially switch from analog to digital television broadcasting. Similarly, it is expected to witness a rise in access to high-speed and mobile broadband.

To continue to meet public expectations of its role as Australia's primary national public broadcaster in this changing environment, the ABC will continue to build its capabilities as a digital broadcaster, deliver great media experiences to its audiences and ensure its sustainability for the future.

The *Strategic Plan 2010–13* commits the ABC to striving to maintain its leadership position as an innovative and independent media organisation serving the needs of all Australians. It sets out six high-level strategic goals for the ABC:

Audience focused—to provide a range of media experiences to meet the needs and expectations of diverse audiences

High quality—to consistently deliver content which reflects the ABC’s commitment to quality, independence and high editorial standards

Innovative—to pursue new ideas, opportunities and partnerships, and grow our capabilities for the future

Values based—to demonstrate ABC Values in every aspect of our work

Efficient—to maximise the efficient and effective use of resources

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


Each of these goals is further articulated through a set of specific strategic priorities and performance indicators.

Meeting the ABC’s Reporting Obligations

Report against the ABC Strategic Plan

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

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

Performance against the *ABC Strategic Plan 2010–13* is set out at page 107. 

Compliance Reporting

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

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

The Board signed and submitted the Compliance Report relating to the 2010–11 reporting period before the due date in October 2011.

Freedom of Information

The *Freedom of Information Act 1982* (“FOI Act”) gives the public the right to access documents held by the ABC. In 2011–12, the ABC received 23 requests for access to documents under the FOI Act.

Three requests were granted, one was granted in part, 13 were refused, two were withdrawn, and one was dealt with outside of the formal FOI process.

Three requests were still being processed at the end of the financial year. Of the 13 requests which were refused, seven were outside the scope of the FOI Act. Part II of Schedule 2 of the FOI Act specifically excludes documents relating to the ABC’s program material from the operation of the FOI Act.

Annual Report

The ABC is required by s.9 of the CAC Act to prepare an annual report. The report must be submitted to the responsible minister for presentation to the Parliament. The *ABC Annual Report 2010–11* was submitted to Senator the Hon Stephen Conroy, Minister for Broadband, Communications and the Digital Economy and was tabled in Parliament on 12 October 2011.

The *ABC Annual Report 2010–11* received a gold award in the Australasian Reporting Awards for the quality of its content and presentation. This was the ninth successive ABC Annual Report to win gold.

Internal Review

In 2011–12, the ABC continued to implement recommendations arising out of the Production Review and the Support Activities Review.

Production Review—In 2007, the ABC engaged the Boston Consulting Group (BCG) to review its television production activities and advise on the most efficient and effective production model and the appropriate balance between internal and external production. In March 2008, following detailed evaluation of BCG’s recommendations, the Managing Director announced that the ABC intended to implement a number of the recommended initiatives.

The implementation of the Production Review program is overseen by a Steering Committee chaired by the Managing Director and comprising representatives of relevant divisions. ■■

Support Activities Review—In October 2009, the ABC engaged the BCG to review all ABC support activities. For the purpose of the review, a “support activity” was defined as an activity that is not directly related to content, distribution, or transmission.

The aim of the review was to identify inefficiencies in support functions with reference to best practice principles and an emphasis on cost efficiency and effectiveness. The final report outlined a series of initiatives, some of which, following detailed planning and staff consultation, the ABC began implementing in 2010–11. Implementation of a number of those initiatives continued in 2011–12.

The implementation of the Support Activities Review program is overseen by a Steering Committee chaired by the Managing Director and comprising representatives of relevant divisions. Work on the initiatives by divisional project teams is coordinated by a Project Management Office which reports to the Chief Operating Officer.

Audience contact

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

Written complaints about issues such as factual inaccuracy, bias or inappropriate content are referred to the ABC’s Audience and Consumer Affairs unit. Audience and Consumer Affairs is independent of ABC program areas and can investigate written complaints referring to possible breaches of the *ABC Editorial Policies* or *Code of Practice*. The unit also coordinates responses to a range of programming and policy enquiries. 2011–12 was the first full year of operation of major changes in the ABC’s self-regulation framework. As part of the organisation’s overall adaptation to the impact of convergence on media and audiences, the *ABC Editorial Policies* and *Code of Practice* were revised and the complaints-handling system was streamlined. The changes took effect on 11 April 2011. Consequential changes in

reporting categories mean that the statistics reported in this section will not be directly comparable with figures reported in previous years.

In 2011–12, Audience and Consumer Affairs logged 47 050 audience contacts, a 2.6% decrease on the 48 292 contacts logged by Audience and Consumer Affairs last year.

Audience contacts about content and reception are separated into two categories, whereas in previous annual reports these contacts were combined into one total. The data in this section refers only to the contacts logged by the general Audience and Consumer Affairs unit, which deal mostly with complaints, praise, requests and suggestions about content. The Reception Advice Line is also part of Audience and Consumer Affairs and is the first point of contact for viewers and listeners experiencing technical problems receiving ABC television or radio. Given the specialist focus of the Reception Advice Line, this group's audience contact figures are separately reported so they are no longer included in the combined total.

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

Summary of Contacts Received

Contact type	Email/Letter/Other	
	Number	%
Complaint	23 031	48.9
Request/Suggestion	18 531	39.4
Appreciation	3 291	7.0
Other	2 197	4.7
Total	47 050	100.0

Subject Matter of Contacts Received

Subject	Email/Letter/Other	
	Number	%
Requests for information, programs, product availability and other matters	20 728	44.0
Complaints about program standards, scheduling and other matters	17 927	38.1
Appreciation of programs and presenters	3 291	7.0
Complaints of factual inaccuracy	1 730	3.7
Bias (other than party political)*	1 602	3.4
Party political bias	1 176	2.5
Lack of balance	596	1.3
Total	47 050	100.0

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

Key concerns reflected in audience contacts received by Audience and Consumer Affairs this year included 1 135 written complaints from viewers who expressed disappointment about the decision to discontinue ABC-produced television programs including *Art Nation*, *The New Inventors*, *Collectors* and coverage of lawn bowls.

There were 731 written complaints about the television satire *At Home with Julia*. Complaints were typically that the program was sexist, in poor taste and insulting to both the Prime Minister and her partner. Some complainants failed to find it humorous and a small portion felt that it amounted to anti-Government bias.

Of the 23 031 complaints received, 2 778 were claims of party political or other bias, 596 alleged lack of balance and 1 730 were claims of factual inaccuracy. These complaints related to a broad range of ABC programs and services.

Written complaints finalised		Number	% of total	Total	% finalised
Response from A&CA	Response made within 30 days	7 258	73.3		
	Response made within 60 days	9 885	99.4	9 940	42.9
Referred to other areas of the ABC for direct response				8 201	35.4
No response required				5 032	21.7
Total written complaints finalised				23 173	100.0

Timeliness

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

Between 1 July 2011 and 30 June 2012, Audience and Consumer Affairs responded directly to 16 569 audience contacts. Of these, 12 336 (74.4%) received responses within 30 days.

Complaint outcomes

During 2011–12, 23 173 written complaints were finalised by Audience and Consumer Affairs. The unit provided a personal response to 9 940 of these complaints (comprising 10 014 issues), of which 7 285 (73.3%) received responses within 30 days. 8 201 complaint contacts were referred to other areas of the Corporation for direct response and no substantive response was required for 5 032 complaint contacts.

These 9 940 responses to complaints sent by Audience and Consumer Affairs this year includes two distinct groups of complaints:

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

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

During 2011–12, 3 663 complaint issues were investigated. 174 (4.7%) were upheld in cases where Audience and Consumer Affairs determined that ABC editorial standards had not been met. A further 132 issues were resolved (3.6%) after the relevant content area took prompt and appropriate action to remedy the cause of the complaint. The 'resolved' outcome category was introduced in April 2011 as part of the ABC's revised Complaint Handling Procedures. The new Complaint Handling Procedures arose from the ABC Self-Regulation Framework Review, the recommendations of which were adopted by the ABC Board in August 2009.

All findings in relation to upheld and resolved complaints are brought to the attention of the senior editorial staff responsible. In 2011–12, actions taken in response to upheld and resolved complaints included written apologies to complainants; on-air corrections; counselling or other action with staff; removal of inappropriate content or correction of material on ABC Online; and reviews of and improvements to procedures.

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

Australian Communications and Media Authority

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

During 2011–12, the ACMA advised the ABC that it had finalised investigations into 55 such matters. This compares with 25 in 2010–11 and reflects the streamlining of the ABC's complaints handling system, which removed two intermediate layers between an Audience and Consumer Affairs decision and a potential ACMA review. Whilst there has been an increase in the number of complainants taking matters to the ACMA, proportionately fewer complaints alleging breaches of the *ABC Code of Practice* have been upheld by the ACMA.

In three cases in 2011–12, the ACMA found breaches of the *ABC Code of Practice*:

- **Complaint handling:** the ACMA determined that Audience and Consumer Affairs failed to provide a response to a written complaint alleging inaccuracies in Radio National's *The Science Show* within 60 days of its receipt by the ABC.
- **Impartiality:** the ACMA determined that an interview with South Australian politician Kevin Foley, broadcast on 891 ABC Adelaide's *Mornings* program, did not meet required standards of impartiality.

- **Accuracy:** the ACMA concluded that an edition of *Background Briefing* broadcast on Radio National inaccurately stated that a written record of certain statements had been shown to a program contributor, whereas in fact the relevant statements were read out to the contributor during a telephone exchange. This issue had already been upheld by Audience and Consumer Affairs in its initial handling of the matter and appropriate corrections had been made to the program's online transcript.

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

Commonwealth Ombudsman

The Ombudsman's Office did not commence or finalise any investigations in relation to the ABC during the current reporting period. ■

Performance against the *ABC Strategic Plan 2010–13*

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

The ABC’s performance is reported on two levels:

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

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

Goal

- Audience focused:** To provide a range of media experiences to meet the needs and expectations of diverse audiences. 1
- High quality:** To consistently deliver content which reflects the ABC’s commitment to quality, independence and high editorial standards. 1
- Innovative:** To pursue new ideas, opportunities and partnerships, and grow our capabilities for the future. 1
- Values based:** To demonstrate ABC Values in every aspect of our work. 2
- Efficient:** To maximise the efficient and effective use of resources. 2
- Responsible:** To be visible and active in the community, setting high standards of social, environmental and regulatory responsibility. 2

Key

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

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

Audience focused

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

Performance indicator	2011–12 result		See also
Maintain or improve community satisfaction (compared to 2007–10 levels) expressed in terms of the percentage of Australians who consider that the ABC:		2 ¹⁰⁵	33
– provides a good balance between programs of wide appeal and specialised interest	82% (85% in 2007–10) ¹⁰⁶		
– provides programs of an educational nature	82% (87% in 2007–10)		
– encourages and promotes Australian performing arts, such as music and drama	79% (81% in 2007–10)		
– is distinctively Australian and contributes to Australia's national identity.	83% (85% in 2007–10)		
Increase the reach of ABC services in Australia	71% total reach (74% in 2010–11)	2	30
Maintain or increase the availability of ABC International services within its target markets using rebroadcast partners	667 rebroadcast partners (660 in 2010–11) ¹⁰⁷	1	68
Increase the usage of iView	27% increase in monthly visitors to iView	1	53
Increase access to ABC content via ABC Commercial's products and services	See Section 2, Consumer Experiences	1	
Increase the volume of ABC audio and video content that is accessed online, including streaming and vodcast and podcast downloads	23% increase in podcast downloads ¹⁰⁸	1	118
Extend cross-promotion of ABC products and services across each platform and network	20% average cross-promotion across all ABC radio networks (21% in 2010–11) ¹⁰⁹	1	
Increase the volume of first-run Australian drama content on ABC TV	66 hours on ABC1 (37 hours in 2010–11) ¹¹⁰	1	221

¹⁰⁵ Standards for assessing performance of community satisfaction have been formulated taking into account the relevant margins of error. The standard is: a change of +5 percentage points is deemed achieved or exceeds (green); within a 5 percentage point shift point is deemed within acceptable range (yellow); a change of -5 percentage points is deemed improvement required (red).

¹⁰⁶ Comparative results for all community satisfaction measures are averages for the period 2007–10.

¹⁰⁷ Incorrectly reported in 2010–11. See page 68.

¹⁰⁸ Vodcast data is not available in 2012 due to changes in video content file types.

¹⁰⁹ Radio cross promotion means promotion of all non-Radio activity (ABC Commercial, Television, Innovation, Corporate).

¹¹⁰ The amount of first-run Australian drama content on ABC TV was incorrectly reported in the 2011 Annual Report.

Audience focused (continued)

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

Performance indicator	2011–12 result		See also
Increase the volume of Australian children's content on ABC3 (as a % of total broadcast hours on that network)	50% (50% in 2010–11)	2	52
Maintain minimum levels of Australian music content broadcast on Radio networks	All radio networks other than ABC Classic FM exceeded the target levels of Australian music content	2	116
Maintain a broad genre mix to provide a balance between programs of wide appeal and specialised interest	Content broadcast on ABC1 and ABC2 across 12 genres	1	49
Continue to broadcast programs of an educational nature across all platforms	See Section 5, Sustainability Report (Educating Australians)	1	
Maintain or increase the ABC's share of Australian television and radio audiences	Total radio share remained steady at 23.6%	1	34–42
	Total television share increased to 22.9% (from 21.4%)		
Maintain or increase the size of ABC International audiences	See Section 2, Audience Experiences (International Audiences)	1	
Obtain general and targeted advice from the ABC Advisory Council regarding audience needs, interests and expectations	See Appendix 4, ABC Advisory Council	1	
Increase opportunities for audiences to contribute, discuss and share content and opinions on ABC platforms	See Section 2, Audience Experiences	1	
Maximise the provision of ABC News content across existing and emerging platforms	See Section 2, Audience Experiences (News)	1	
Provide a broad coverage of news from the Asia-Pacific region, including social, cultural, political and economic issues	See Section 2, Audience Experiences (International Audiences)	1	

High quality

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

Performance indicator	2011–12 result		See also
Increase compliance with the <i>ABC Editorial Policies</i> and the <i>ABC Code of Practice</i>	See Section 4, Governance (Corporate Governance)	1	
Respond to all written complaints within the 60-day statutory timeframe set by the <i>Broadcasting Services Act 1992</i>	99.4% responded to within 60 days (98.8% in 2010–11)	2	105
Regularly evaluate programs for quality purposes	See Section 5, Corporate Responsibility (Sustainability in a Broadcasting Context)	1	
Refresh editorial policies training for editorial staff each year	See Section 3, Running the ABC (ABC People)	1	
Maintain or improve community satisfaction (compared to 2007–10 levels) expressed in terms of the percentage of Australians who consider that the ABC:		2	30–33
– is balanced and even-handed when reporting news and current affairs	80% (82% in 2007–10)		
– provides quality programming on:			
Television	78% (82% average for 2007–10)		
Radio	61% (68% average for 2007–10)		
Online	89% (90% average for 2007–10)		
Reduce the incidence of material errors in ABC programs, and correct them as appropriate	See Section 5, Corporate Responsibility (Sustainability in a Broadcasting Context)	1	
Maintain or increase awareness and usage in the South Pacific of the ABC’s services to that region	See Section 2, Audience Experiences (International audiences)	1	

Innovative

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

Performance indicator	2011–12 result		See also
Maintain or improve community satisfaction (compared to 2007–10 levels) expressed in terms of the percentage of Australians who perceive the ABC to be innovative	72% (74% average for 2007–10)	2	33
Develop new ways to make ABC content available and accessible	See Section 2, Audience Experiences (Online)	1	
Enter into new business arrangements for the production and distribution of ABC products	See Section 2, Audience Experiences (Consumer experiences)	1	
Increase overall value of funding by securing grants, and by partnering with independent producers and government funding agencies as appropriate	\$86 million was combined with \$97 million of independent funding to deliver \$183 million of television production (leverage ratio of 2.1 :1)	1	
Develop and implement an integrated information, communication and technology strategy	See Section 3, Running the ABC (Infrastructure and Operations)	1	
Provide efficient technical and strategic solutions for the development and publishing of ABC content to digital platforms	See Section 2 Audience Experiences (Online)	1	
Receive industry nominations, awards and recognition for innovation	See Appendix 15, (Awards)	1	
Invest a minimum 2% of base salary expenditure in training and development	2.03% (1.84% in 2010–11)	1	
Increase the retention rate of high performing leaders	Insufficient data available to provide a meaningful assessment of performance		
Demonstrate a commitment to leadership development through targeted leadership programs	See Section 3, Running the ABC (ABC People)	1	

Values based

To demonstrate ABC Values in every aspect of our work.

Performance indicator	2011–12 result		See also
Increase the visibility of ABC Values in the workplace, demonstrated by their inclusion in ABC processes and activities	See Section 3, Running the ABC (ABC People)	1	
Reduce the number of bullying, harassment and discrimination incidents	No substantiated incidents of bullying, harassment or discrimination. Reduction in complaints and allegations. ¹¹¹ Statistical information is not being reported for legal and confidentiality reasons	1	
Reduce the number of fraud incidents	Fraud allegations are reported annually to the Board Audit and Risk Committee. Statistical information is not being reported for legal and confidentiality reasons		
Maintain or improve community satisfaction (compared to 2007–10 levels) expressed in terms of the percentage of Australians who believe the ABC reflects the cultural diversity of the Australian community	80% (81% average for 2007–10)	2	33
Achieve the targets set in the ABC's <i>Reconciliation Action Plan</i> for the number of placements in the ABC's Indigenous scholarships and cadetship programs	11 cadetships (2 scholarships and 6 cadetships in 2010–11)	1	
Achieve the target set in the ABC's <i>Reconciliation Action Plan</i> for indigenous employment	1.45% against a target of 2% (1.47% in 2010–11)	3	121
Provide content on all platforms that gives expression to Australia's social, cultural and regional diversity	See Section 5, Corporate Responsibility (Social Responsibility)	1	
Improve the completion rate and timeliness of performance appraisals	76% of appraisals which fell due in 2011–12 were completed on time (70% in 2010–11)	1	
Increase the internal recognition of innovation across all aspects of the ABC's business	See Section 3, Running the ABC (ABC People)	1	

¹¹¹ Refers to formal complaints made in accordance with the Complaints Resolution Procedures specified in the *Workplace Behaviour Policy*.

Efficient

To maximise the efficient and effective use of resources.

Performance indicator	2011–12 result		See also
Maintain or improve community satisfaction (compared to 2007–10 levels) expressed in terms of the percentage of Australians who believe the ABC is efficient and well managed	66% (71% average for 2007–10)	2	33
Identify and realise savings for reinvestment in the ABC	See Section 4, Governance (Corporate Governance)	1	
Increase the utilisation rate of production facilities and staff	89.1% utilisation of production staff (90.1% in 2010–11)	2	
Increase the percentage of total revenue that is from non-appropriation sources	3.2% (3.8% in 2010–11)	2	
Increase the retention rate of high performing employees	43% of employees who resigned and were appraised during 2011–12 were high-performing (37% in 2010–11)	2	
Increase the percentage of new employees who exceed expected performance standards	Insufficient data available to provide a meaningful assessment of performance		
Increase the contribution ABC Commercial makes to ABC net revenue	\$5.5 million (\$7.9 million in 2010–11)	3	73
Maintain robust systems for reviewing high-value contracts	All contracts with a value of \$400 000 or greater are subject to review by the ABC Contracts Review Committee	1	112

Responsible

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

Performance indicator	2011–12 result		See also
Provide comprehensive coverage of events which are of significant national interest, including State, Territory and Federal elections	See Section 2, Audience Experiences	1	
Maintain or improve community satisfaction (compared to 2007–10 levels) expressed in terms of the percentage of Australians who value the ABC and its services to the community	86% (88% average for 2007–10)	2	33
Develop and undertake projects to assist other public broadcasters in the region to become strong and responsible media organisations	See Section 2, International Audiences (International Development)	1	
Participate in appropriate conferences, forums and discussions with other media organisations	See Section 2, International Audiences (International Relationships)	1	
Demonstrate an ability to respond quickly and effectively to community needs in emergency situations	See Section 5, Corporate Responsibility (Emergency Broadcasting)	1	
Maintain and build partnerships with emergency services organisations	See Section 5, Corporate Responsibility (Emergency Broadcasting)	1	
Increase the percentage of new employees who complete OH&S induction within 6 weeks of their commencement	79% compliance (56% in 2010–11)	1	93
Demonstrate improvements in OH&S (including reducing the number of work-related incidents and injuries, reducing the number of days lost due to injury or illness, and increasing the percentage of incidents that are reported within 24 hours of the incident occurring)	See Appendix 12, (Work Health and Safety)	3	
Improve performance against international corporate social responsibility benchmarks	See Section 5, Corporate Responsibility	1	
Improve the environmental impact of the ABC's operations (including reducing net greenhouse gas emissions, and energy and water consumption)	See Section 5, Corporate Responsibility (Environmental Responsibility)	1	
Comply with all statutory reporting obligations (including Compliance report, OH&S Reports, Annual Report, etc)	See Section 4, Corporate Governance	1	
Review all policies and related documents and processes on a regular basis, updating them as required	Policies were reviewed and updated by the ABC's Policy Reference Group as part of a structured workplan	1	

Government outcomes

THE ABC IS AN AGENCY within the portfolio of the Department of Broadband, Communications and the Digital Economy, and is granted annual appropriations from the Australian Government. The ABC is required to measure its performance in terms of four specified outcomes.

Outcome 1

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

Program 1.1—Radio

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

The ABC will give specific focus to:

- Continuing to develop the role of ABC Local Radio and ABC Local Online as the primary points of connection for communities across Australia at times of emergency;
- Continuing to develop its digital radio broadcasting capability; and
- Internationally strengthening the reach and impact of Radio Australia in designated target countries.

KPI: Radio share

Measure: Levels achieved in 2011–12 compared with results in 2010–11.

Performance: The ABC's overall five metropolitan city share in 2011–12 was 23.6%, the same as in 2010–11.

Metropolitan Share*	2011–12 %	2010–11 %
Sydney	23.2	22.4
Melbourne	22.6	23.5
Brisbane	23.0	23.8*
Adelaide	25.7	25.8
Perth	26.5	26.0
Five-City Metropolitan	23.6	23.6*

Source: Nielsen.

* Due to severe floods in Queensland in 2011, Survey 1 was not conducted in Brisbane.

Radio share for Brisbane is based on Surveys 5-8 (2010) and Surveys 2-4 (2011). This affects both the Brisbane and the five-city results.

KPI: Radio Reach

Measure: Levels achieved in 2011–12 compared with results in 2010–11.

Performance:

Metropolitan Average Weekly Reach*	2011–12	2010–11
Sydney	1 391 000	1 399 000
Melbourne	1 384 000	1 424 000
Brisbane	637 000	624 000*
Adelaide	409 000	399 000
Perth	594 000	585 000
Five-City Metropolitan	4 415 000	4 411 000*


Source: Nielsen.

* Due to severe floods in Queensland in 2011, Survey 1 was not conducted in Brisbane.

Radio share for Brisbane is based on Surveys 5-8 (2010) and Surveys 2-4 (2011). This affects both the Brisbane and the five-city results.

KPI: International Reach

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

Performance: Available metrics indicate overall increases in reach of Radio Australia services (see page 68). 

KPI: Audience Appreciation

Measure: Percentage of people who consider the quality of programming on ABC Radio is good in 2011–12 compared with results in 2010–11.

Performance: According to the Newspoll *ABC Appreciation Survey 2012*, the majority of Australians describe the quality of programming on ABC Radio as “good” (61% in 2011–12 compared with 64% in 2010–11).

KPI: Level and mix of Australian content

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

Performance: All radio networks that broadcast music have a strong commitment to Australian music and have set annual targets. In 2011–12, all radio networks except ABC Classic FM exceeded their annual target.

	Target	2011–12	2010–11
ABC Radio National	25%	46.5	38.8
ABC Local Radio	25%	33.1	31.3
ABC Classic FM	30%	29.6	31.2
triple j	40%	47.2	45.9
ABC Dig Music	40%	41.7	43.3
ABC Jazz	25%	30.9	26.0
ABC Country	25%	32.6	31.0

KPI: Quality assurance

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

Performance: No Quality Assurance projects relating to news and information on ABC radio were undertaken in 2011–12.

KPI: Complaints management

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

Performance: See page 105. 

Program 1.2—Television

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

KPI: Audience Share

Measure: Levels achieved in 2011–12 compared with results in 2010–11.

Performance: In daytime (6 am to 6 pm), total ABC Television (ABC1, ABC2, ABC3 and ABC News 24) five metropolitan city free-to-air share in 2011–12 was 22.9%, compared with 21.4% in 2010–11. Regional free-to-air share in the daytime timeslot was 27.4% in 2011–12, compared with 24.2% in 2010–11.

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

People	2011–12	2010–11
Metropolitan Share	%	%
Sydney	22.2	22.2
Melbourne	25.2	22.9
Brisbane	21.1	18.1
Adelaide	23.1	21.0
Perth	21.5	21.6
Five-City Metropolitan All	22.9	21.4

Regional Share

	%	%
Southern NSW	25.8	23.7
Northern NSW	32.1	24.9
Victoria	27.7	26.1
Queensland	22.8	21.5
Tasmania	31.2	28.0
Regional All	27.4	24.2

Source: OzTAM metro and Regional TAM consolidated data.

In primetime (6 pm to midnight), total ABC Television (ABC1, ABC2, ABC3 and ABC News 24) five metropolitan city free-to-air share in 2011–12 was 16.3%, compared with 16.5% in 2010–11.

Regional free-to-air share in the prime time timeslot in 2011–12 was 17.9%, compared with 17.7% in 2010–11.

Total ABC

Primetime (6 pm to midnight) – Free-to-air share

People	2011–12	2010–11
Metropolitan Share	%	%
Sydney	17.0	17.7
Melbourne	16.1	15.6
Brisbane	15.2	15.8
Adelaide	16.2	16.8
Perth	17.3	17.0
Five-City Metropolitan All	16.3	16.5
Regional Share	%	%
Southern NSW	17.9	18.2
Northern NSW	20.3	20.0
Victoria	16.6	15.9
Queensland	14.9	15.3
Tasmania	23.3	21.3
Regional All	17.9	17.7

Source: OzTAM metro and Regional TAM consolidated data.

KPI: Audience Reach

Measure: Levels achieved in 2011–12 compared with results in 2010–11.

Performance: Average weekly reach in the five metropolitan cities:

- total ABC Television (ABC1, ABC2, ABC3 and ABC News 24): 9.4 million (60.5%) compared with 9.4 million (62.0%) in 2010–11
- ABC2: 4.3 million (27.5%) compared with 3.8 million (25.0%) in 2010–11
- ABC3: 1.9 million (12.1%) compared with 1.9 million (12.3%) in 2010–11
- ABC News 24: 2 million (13.1%) compared with 1.8 million (11.8%) in 2010–11.

ABC1

Average weekly	2011–12	2010–11
Metropolitan Reach	%	%
Sydney	44.0	49.9
Melbourne	47.1	54.1
Brisbane	44.7	50.8
Adelaide	51.8	59.0
Perth	47.3	54.3
All Metropolitan	46.2	52.7
Regional Reach	%	%
Southern NSW	50.0	54.6
Northern NSW	45.7	51.7
Victoria	51.7	57.9
Queensland	45.1	52.3
Tasmania	53.5	59.7
All Regional	48.0	54.1

Source: OzTAM and Regional TAM consolidated data.

Note: Reach based on 5 minute consecutive viewing.

KPI: Audience Appreciation

Measure: Percentage of people who consider the quality of programming on ABC Television is good in the 2011–12 compared with results in 2010–11.

Performance: According to the Newspoll ABC *Appreciation Survey 2012*, the majority of Australians describe the quality of programming on ABC Television as “good” (78% in 2011–12 compared with 79% in 2010–11).

KPI: Quality assurance

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

Performance: See page 80. 

KPI: Complaints management

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

Performance: See page 105. 

KPI: Australian Content

Measure: Percentage of first-run Australian content in 2011–12 compared with 2010–11.

Performance: 6 pm – midnight: 44.6% (47.8% in 2010–11) on ABC1.

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

KPI: Australian Children’s Content

Measure: Percentage of Australian children’s television programs on ABC2 and ABC3 in 2011–12 compared with 2010–11.

Performance: 31.9% ABC4Kids and ABC3 (25.8% of ABC2 and ABC3)

KPI: State/Local Television

Measure: Percentage of state/local “breakout” television broadcast hours in 2011–12 compared with 2010–11.

Performance: Of the 11 009 total ABC1 television hours, 2 212 hours (21%) were unduplicated, state-based, first-run television broadcast hours, compared to 20.4% in 2010–11.

Program 1.3—Online

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

KPI: Audience Reach

Measure: Levels achieved in 2011–12 compared with results in 2010–11.

Performance: ABC Online’s monthly reach in the active Australian internet population averaged 22.9% in 2011–12 (23.9% in 2010–11), with a peak of 25.1% in March 2012.

KPI: Audience Appreciation

Measure: Percentage of people who consider the quality of content on ABC Online is good in 2011–12 compared with 2010–11.

Performance: According to the Newspoll *ABC Appreciation Survey 2012*, the majority of Australians describe the quality of content on ABC Online as “good” (89% in 2011–12, the same as 2010–11).

KPI: Total podcasts

Measure: Levels achieved in 2011–12 compared with 2010–11.

Performance: 69 million ABC podcasts were downloaded in 2011–12 compared with 56 million in 2010–11.

KPI: Total vodcasts

Measure: Levels achieved in 2011–12 compared with 2010–11.

Performance: Vodcast data is not available in 2012 due to changes in video content file types.

Outcome 2:

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

Program 2.1 – Analog Terrestrial Transmission Services

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

KPI: Number of analog terrestrial transmission services

Measure: Number in 2011–12 compared with 2010–11.

Performance:

	2011–12	2010–11
Analog Television	268	374
Domestic Radio	700	693*
International Radio	8	8
Total	976	1 075

*2010–11 report incorrectly included 5 digital radio services

During the reporting period the total number of analog television services declined as part of the digital television conversion scheme. On 6 December 2011, 62 analog services were switched off in regional Queensland; on 5 June 2012, 41 analog services were switched off in southern New South Wales; and in the first half of 2012, three analog services were switched off in Western Australia.

KPI: Audience contacts via the ABC Reception Advice Line

Measure: Levels achieved in 2011–12 compared with results in 2010–11.

Performance: The ABC monitors audience responses to transmission issues via its Reception Advice Line (RAL). In 2011–12, this unit received the following television and radio services enquiries:


	2011–12	2010–11
Total number of emails received	2 585	3 681
Total number of letters received	22	40
Total number of telephone enquiries received	22 290	26 499
Total enquiries	24 897	30 220
Total number of hits to the RAL website	1 307 262	1 612 014

Note: these figures reflect both analog and digital transmission contacts

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

KPI: Transmission performance

Measure: Levels of Total Network Availability and Total "On-air Availability" in 2011–12 compared with 2010–11.

Performance: Performance in 2011–12 was similar to 2010–11. See ABC Distribution and Transmission Network aggregated performance, page 85. 

Outcome 3:

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

Program 3.1 – Access to Digital Television Services

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

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

Measure: 2011–12 results compared with 2010–11.

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

	2011–12	2010–11
Australia	97.97%	97.93%
NSW/ACT	98.54%	98.54%
Vic	99.19%	99.18%
Qld	97.21%	97.02%
WA	96.71%	96.71%
SA	98.94%	98.94%
Tas	97.04%	97.04%
NT	74.05%	74.05%

Note: 2010–11 population was derived from Australian Bureau of Statistics (ABS) 2006 Census data.

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

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

Measure: All facilities meet the requirements.

Performance: This target was achieved.

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

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

Performance: There were 383 approved implementation plans and 354 digital terrestrial services in operation at the end of June 2012. No facilities were in test mode.

Outcome 4:

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

Program 4.1 – Access to Digital Radio Services

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

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

Measure: 2011–12 results compared with 2010–11.

Performance: Digital radio services continued in the five mainland state capital cities throughout 2011–12.

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

Measure: All facilities meet the requirements.

Performance: This target was achieved. ■

Reconciliation Action Plan

THE ABC's *Reconciliation Action Plan 2009–2012* (RAP) commits the Corporation to a long-term course of action to improve opportunities for Aboriginal and Torres Strait Islander people in the four key areas of cultural understanding and respect, employment, content and community links.

In April 2012, the ABC published its second report against the RAP, covering the period November 2010 to October 2011. The report is available on the Corporation's website (about.abc.net.au/reports-publications/reconciliation-action-plan-2009-2011/).

The second year of the Plan was one of incremental improvement on the foundations laid in 2009–10. Over the course of the reporting period, the ABC continued to meet many targets that it first achieved in the previous year, as well as making good progress towards other, longer-term objectives that it set for itself.

Continued achievement

In July 2011, the ABC held NAIDOC celebrations across the country. ABC Radio again operated a temporary digital radio station, ABC NAIDOC, for the duration of the celebrations and featured NAIDOC-related stories and performances across its networks throughout the week.

In the second year of the RAP, the Indigenous Television Department was responsible for the broadcast of 28 programs by Indigenous¹¹³ filmmakers and a further 29 programs by non-Indigenous filmmakers on issues of importance to Indigenous people and the broader community. The Radio Division developed a methodology for measuring the volume of Indigenous music and themes broadcast across its networks. This methodology will enable Radio to establish benchmarks for future years.

The ABC's State and Territory Directors continued to engage with Indigenous communities and to develop opportunities for Indigenous students to undertake work experience or internships in local branches.

Areas for continued development

The ABC has set itself an Indigenous employment target of 2% over the life of the RAP. In 2010–11, the number and proportion of Aboriginal and Torres Strait Islander people employed by the Corporation remained steady. At 30 June 2012, the proportion of Indigenous staff employed by the ABC was 1.45%. In the third and final year of the RAP, the ABC will continue to implement initiatives aimed at creating future employment opportunities for Indigenous Australians within the Corporation, including work experience placements, internships and cadetships, as well as exploring additional strategies.

4

Reconciliation Action Plan 2009–12

The RAP comprises the following 20 initiatives:

Respect

- Develop and roll out the "Indigenous Culture in the ABC" program for staff
- Use appropriate cultural protocols including Acknowledgement or "Welcome to Country" at events
- Promote and support the ABC's Indigenous Advisory group, the Bonner Committee
- Acknowledge and be involved in NAIDOC activities
- Internal and external communication about the Indigenous website: <http://abc.net.au/indigenous/>
- Establishment a new Indigenous site on the upgraded Intranet.

¹¹³ In this document, "Indigenous Australians" refers to Aboriginal and Torres Strait Islander people.

Opportunities—employment

- Seek to achieve an initial 2% Indigenous staff level
- Support the biennial Indigenous Staff Conference, including Careers Day for Indigenous students
- Actively participate in the National Indigenous Cadetship Program, targeting at least six internships annually
- Twenty positions to increase Indigenous staffing
- Present annual internal Indigenous Scholarships for career development
- Target Indigenous staff for leadership programs
- Develop induction and mentoring support for new Indigenous staff
- Provide a structured national work experience/ internship program implemented on a state and territory basis for up to five Indigenous people per year in each state and territory.

Opportunities—content

- Reflect a stronger Indigenous presence in ABC content, and in subsequent scheduling and marketing/promotion
- Seek to integrate Indigenous people into the content making process, including new projects
- Target and develop Indigenous on-air presenters
- Implement a mentoring and scholarship program for Indigenous researchers and producers involving a 12 month RAP of placements across output Divisions
- Actively seek a range of Indigenous talent and guests for programs.

Relationships

- Build projects and strategic partnerships with external organisations—Indigenous, Government, community and cultural—to create pathways for Indigenous employment and inclusion in ABC activity.

The Bonner Committee

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

At the biennial ABC Indigenous staff conference in November 2011, the Managing Director announced that the Corporation would refresh and relaunch the Bonner Committee, giving it a new purpose, including responsibility for monitoring the ABC's progress against its RAP. The newly-constituted Committee would report to the Managing Director and annually to the ABC Board.

The announcement followed a thorough review of the Bonner Committee, conducted as part of the ABC's first RAP, to ensure that the Committee provided the most effective representation, networking and feedback to the Corporation on Indigenous issues.

In March 2012, the Managing Director announced the membership of the new Bonner Committee, with Local Radio's Charlie King named as Chairman. The Committee held its first meeting in April 2012.

Members are encouraged to join the Committee from all states and territories, to provide feedback and advice to the ABC at a high level. Committee members are involved in local and national NAIDOC Week activities, and have participated in the development of the ABC's Indigenous Culture in the ABC program.

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

ABC Advisory Council



Standing (left to right): Taylor Tran (Deputy Convenor), Rena Henderson, Nakul Legha, Joan McKain (Convenor), Scott Cowans, Patrick Bradbery and Gideon Cordover.

Seated (left to right): Rob Ryan, Charmaine Foley, Tania Penovic, Melissa Cadzow and Lisa Leong.

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

The ABC Board appoints the 12 members of the Council for a period of two years with a possible two-year extension. Applications to join the Council are invited through promotions on ABC Radio, Television and Online and advertisements in the press in September and October each year.

The members of the Advisory Council for 2011–12 bring to discussions a wide range of experience and perspectives, as well as consultation with the communities they represent.

The Council is made up of:

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

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

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

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

Mr Scott Cowans (Ellenbrook, WA)—Mr Cowans runs an IT consultancy business. He has held positions with Microsoft, Julia Ross and IBM.

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

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

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

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

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

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

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

Mr Taylor Tran (Naremburn, NSW)—Mr Tran is Insights and Marketing Strategy Manager for Caltex. He is an Associate Member of the Australian Marketing Institute.

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

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

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

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

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

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

- Current affairs in prime time: including changes to the hosts and format of 7.30 and the relevance and balance of stories on that program.
- Radio National: responses to the Radio National changes in January 2012 including the changes to the multimedia offering.

The Advisory Council's recommendations and commendations for the year, together with responses from ABC management, appear in Appendix 4 (see page 210). ■ ■