

## Systems and services performance

Editorial standards

Infrastructure and operations


ABC people

Corporate functions



SERANA HUNT of Shepparton, Victoria, joined the conversation with ABC Open project, *One on One: Goulburn Valley Refugees*. She knew a lot of the recent arrivals to the region would have stories to share, and was keen to help them do so. “I loved the challenge of compiling the story,” she said, “it turned out totally different to how I’d imagined it”.

While Serana enjoys keeping up with local and national news on ABC radio, it’s ABC Open that has really grabbed her. “I think that telling people’s stories and hearing those stories is a great way to weave a community together,” she said, “It’s sped up the process of friendship by a hundred times and has given us common ground.”

 Find out more about how Serena’s conversation with ABC Open started on page 82

The ABC relies on the skill and experience of its people for the reliable delivery of high quality programs and services, and for the efficient operation of the Corporation.



3

Serana joined the conversation.

Serana Hunt  
Shepparton, Victoria  
Photographed by Benj Binks,  
ABC Open Producer Goulburn Valley



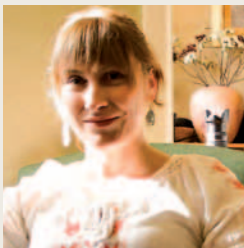
“ ”

## Where the conversation started

ABC OPEN



Saidi Sumali, 19, escaped civil unrest in the Democratic Republic of the Congo as a young child. After spending seven years in refugee camps, Saidi (left) is now living with his family in Shepparton Victoria.



### Serena's conversation

Serena Hunt used the One on One: Goulburn Valley Refugees project to tell the story of 19-year-old Saidi, the eldest son of a Congolese family who had moved to Shepparton. Serena says: "It's a story of personal recovery from war. Australia has made Saidi feel at ease and helped him overcome his fears".



### One on One

One on One: Goulburn Valley Refugees put faces and personal stories to what is often a highly politicised issue through a series of audio slideshows. Shepparton has always been a cultural hub. Still largely populated by the Indigenous Yorta Yorta people, the area is unique in its cultural tolerance. In recent years a wave of refugees from Sudan, the Democratic Republic of the Congo, Iraq and Afghanistan has further diversified the community and culture. Shepparton is becoming a major cultural city in regional Australia.

“ ” Discover more about the One on One: Goulburn Valley Refugees project at [open.abc.net.au/projects](http://open.abc.net.au/projects).

## Editorial standards

**The *ABC Editorial Policies* are the principles and standards which are applied across the Corporation to maintain high-quality output and performance.**

CONSISTENT AND RIGOROUS editorial standards are critical to the ABC's ability to meet its legislative obligations and public expectations. The *ABC Editorial Policies* are the ABC's leading standards and a day-to-day reference for makers of content for radio, television, online and print. They give practical shape to statutory obligations in the *Australian Broadcasting Corporation Act 1983*, in particular the obligations to: provide services of a high standard; maintain independence and integrity; and ensure that the gathering and presentation of news and information is accurate and impartial according to the recognised standards of objective journalism. The *ABC Editorial Policies* set out the ABC's self-regulatory standards and how the Corporation enforces them. They are also the source for the *ABC Code of Practice*, which the ABC notifies to the Australian Communications and Media Authority (ACMA).

The *ABC Editorial Policies* are applied throughout the Corporation and are overseen by the Director of Editorial Policies. The Director's four main functions are: to advise, verify, and review in relation to compliance with the *ABC Editorial Policies* generally, and to oversee the ABC's central audience liaison and complaints handling system. Information regarding audience contacts and complaints handling is available at page 106.

### **Advise**

The Director of Editorial Policies advises the Managing Director and other Directors on the interpretation of the *ABC Editorial Policies* in order to ensure clarity and consistency. The content areas have their own editorial policy specialists who deal with day-to-day queries, following the longstanding procedure for upward referral.

The Editorial Policies Division prepares Guidance Notes which underpin the principles and standards of the *ABC Editorial Policies*. Guidance Notes are developed through the cross-divisional Editorial Policies Group and are authorised by the Managing Director.

## Verify

Quality Assurance projects are designed and implemented each year to check whether the ABC is meeting the high standards it sets for itself. The projects assess samples of content that have already been broadcast or published. They do not deal in any way with content that is yet to be broadcast or published; that is a quality control responsibility which properly rests with the content divisions, subject to the editorial control of the Managing Director. The Quality Assurance projects are also separate from the ABC's system for handling formal complaints about particular items of content.

In 2010–11:

- a manual was completed to assist content makers to self-assess the accuracy of samples of their work;
- further work was undertaken to develop a way for the ABC to assess – routinely and at manageable cost using reliable qualitative research techniques – the impartiality of its coverage of elections; and
- initial steps were taken in a project to assess the quality of another sample of television news coverage, using and refining a methodology which has been developed progressively over the past three years.

## Review

### *Self-regulation Framework Review*

In 2010–11, the ABC implemented the recommendations of the review of the ABC's self-regulation framework which were adopted by the ABC Board in August 2009.

The most significant changes involved the revision of the *ABC Editorial Policies* and *ABC Code of Practice*, and streamlining the complaints handling system. These changes all took effect on 11 April 2011.

In addition, work has begun on the design and construction of a new database. The database will be central to implementing the recommendation regarding better data collection, creating effective feedback loops, reinforcing accountability and improving quality.

The ABC has sought to increase training and awareness of editorial standards. Workshops were conducted nation-wide with staff about the revised *ABC Editorial Policies*. In addition, a bi-monthly newsletter, *Ed Pols Brief*, is sent electronically to all staff. Training and development has been assisted by the appointment of a Manager of Editorial Quality Training within the People and Learning Division, and the continued development of online learning resources.

### *Election Coverage Review*

When an election is called in any Australian jurisdiction, the ABC convenes an Election Coverage Review Committee (ECRC) to administer the free time election broadcasts system, under which the ABC broadcasts announcements by eligible political parties, and to monitor coverage to ensure adherence to standards.

The ECRC is chaired by the Director of Editorial Policies.

The ECRC monitors the amount of coverage given to candidates and party officials (share-of-voice data) across ABC platforms. The data is used as a management tool to assist in ensuring that coverage meets requirements. Share-of-voice data is not intended to be a definitive measure of impartiality.

A federal election was held on 21 August 2010. 2010–11 also saw State elections in Victoria on 27 November 2010 and in New South Wales on 26 March 2011.

*Revision of the ABC Editorial Policies and Code of Practice*

A significant review of the *ABC Editorial Policies* was concluded during the year. The revision was designed to:

- identify key Standards;
- state the principles that underpin the Standards;
- express the Standards briefly and clearly and, where it is clearer to deal separately with a specialised area—such as television program classification—create a separate and enforceable Associated Standard;
- to the maximum extent possible, express the Standards in language that allows them to be applied right across the ABC’s various delivery platforms, content types and divisions;
- state that the Standards will be enforced under new complaints handling procedures which aim to deal with alleged breaches of standards in a fair and proportionate way;
- provide guidance regarding the interpretation of the key Standards. The guidance is intended to aid interpretation and is not enforceable in the way the Standards are enforceable; and
- in light of technology and changing audience engagement, refine and augment the guidance to assist content makers and complaint handlers to apply the Standards in different circumstances.

The *ABC Code of Practice*, which is traditionally derived from the *ABC Editorial Policies*, was also revised. The new *ABC Code of Practice* was notified to the Australian Communications and Media Authority, as required under the *Broadcasting Services Act*. Both the revised *ABC Editorial Policies* and the *ABC Code of Practice* came into effect on 11 April 2011.

Concurrently, new procedures to handle complaints under the *ABC Editorial Policies* and *ABC Code of Practice* were introduced. The procedures were designed to ensure complaints are dealt with in the most proportionate and effective manner.

*Use of Social Media*

Social media such as Facebook, YouTube and Twitter are third-party platforms for ABC content, and ABC staff use social media for official and private purposes. The Director of Editorial Policies, in consultation with other content areas, distilled the ABC’s policies into a *Use of Social Media* policy that is designed to allow the Corporation to maximise the benefits of social media, while minimising the risks. ABC staff and contractors are expected to adhere to four essential standards in their use of social media:

1. Do not mix the professional and the personal in ways likely to bring the ABC into disrepute.
2. Do not undermine your effectiveness at work.
3. Do not imply ABC endorsement of your personal views.
4. Do not disclose confidential information obtained through work. ■

**The Operations Group provides and maintains many of the critical resources needed to meet the ABC's Charter obligations.**

### **Technology**

IN 2010–11, the ABC adopted a Corporation-wide Information, Communication and Technology (ICT) Strategy to guide its development of an integrated content-sharing environment. The strategy is aimed at enhancing audience participation and interaction, enriching content creation and re-use, streamlining work processes and providing greater agility for the Corporation. Beyond content-sharing, the goal of the ICT Strategy is to provide innovative, integrated and sustainable systems to keep the ABC on-air and online.

Implementation of the ICT Strategy is overseen by the ICT Executive Committee, chaired by the Managing Director. The ICT strategy is one of the cornerstones of the ABC's strategic agenda and has been endorsed by all Divisional Directors.

Throughout the reporting period, the ABC implemented a number of critical technology projects, including a Broadcast Management System, Web Content Management System and Tapeless News systems. Initiatives to improve service delivery were also introduced, including:

- The appointment of Technology Business Partners to work with divisions on improving the delivery of technology services.
- The development of an Enterprise ICT Architecture function, with implementation planned for 2011–12.
- Commencement of consultation across the Corporation regarding the introduction of a new technology support model to better align specialist knowledge and expertise with content-making teams.

The ABC has continued adopting modern “virtualisation” software in order to reduce the amount of computer server hardware being purchased. This is based on a long-term plan that commenced in 2008–09, and will assist in reducing energy consumption, as well as improving the speed to commission new services.

## ABC Distribution and Transmission Network aggregated performance 2010–11

as reported by Broadcast Australia

ABC Service	No. of Transmitters	Broadcast Australia Transmission Network (See Note 1)			Total Network Availability (See Note 2)		Total "On-Air" Availability (See Note 3)	
		Target	2010–11	2009–10	2010–11	2009–10	2010–11	2009–10
		%	%	%	%	%	%	%
ABC Local Radio	242	99.79	99.72	99.81	97.29	96.51	99.63	99.74
triple j	58	99.82	99.84	99.88	93.08	96.97	99.81	99.84
ABC Radio National	257	99.74	99.79	99.82	97.68	97.38	99.70	99.78
ABC Classic FM	68	99.83	99.84	99.89	93.43	97.85	99.79	99.85
ABC NewsRadio	13	99.89	99.90	99.90	99.48	97.89	99.86	99.86
NewsRadio Extension	55	99.83	99.90	99.92	99.13	99.30	99.83	99.79
Digital (DAB) Radio	5	99.98	100.00	100.00	99.15	99.39	99.98	99.93
Analog Television	440	99.75	99.79	99.77	97.41	95.89	99.74	99.74
Digital Television	348	99.77	99.89	99.87	97.83	96.96	99.81	99.82
<b>State</b>								
NSW	256	99.80	99.84	99.85	95.93	96.19	99.82	99.82
NT	54	99.71	99.28	99.74	98.79	98.45	99.13	99.65
QLD	310	99.76	99.77	99.79	97.42	98.52	99.64	99.74
SA	76	99.79	99.81	99.82	94.44	96.37	99.78	99.78
TAS	82	99.81	99.81	99.67	97.53	95.50	99.78	99.59
VIC	121	99.82	99.81	99.83	95.57	93.26	99.79	99.79
WA	179	99.75	99.79	99.84	98.67	96.10	99.72	99.77

### Notes:

**1. Broadcast Australia Transmission Network (ABC Transmission Provider):** Transmission network performance is reported by Broadcast Australia as a contract deliverable. Performance of transmission services, in general, were broadly in line with expectations.

**2. Total Network Availability shows the impact of all outages on the overall network:** The above chart reflects all outages across the distribution and transmission networks regardless of the source or cause of the fault. The vast majority of reported outages were not in fact "off air" occurrences, but reduced levels of service, such as lower transmission power. Overall, analog radio, analog television and digital television networks performed in line with expectations. ABC Transmission Network Services identified a range of faults incorrectly logged during the reporting process and adjusted the reporting procedures to reflect these incidences. The new reporting structure now more accurately reflects the actual network performance.

**3. Total "On-Air" Availability:** The figures show "off-air" occurrences where no level of service continued to be provided throughout faults and maintenance activity. Overall, on-air availability was consistent with the previous year.

### Other information

**Analog television:** The total number of analog television services declined in 2010–11 as part of the digital television conversion scheme. On 15 December 2010, 17 analog services were switched off in regional South Australia. On 5 May 2011, 48 analog services were switched off in regional Victoria.

In 2010–11, the ABC has only reported on terrestrial transmission services within its direct control. The ABC has no control over ABC television and radio services retransmitted under Sections 212 or 212A of the *Broadcasting Services Act 1992*.



## ABC Broadcasting Coverage

as at 30 June 2011

### Proportion of the population able to receive transmissions from ABC broadcasting services.

	Australia	NSW/ACT	Vic	Qld	WA	SA	Tas	NT
ABC Local Radio	99.38%	99.70%	99.81%	99.60%	98.69%	99.67%	99.34%	81.44%
triple j	95.46%	97.37%	98.06%	93.78%	89.27%	94.97%	95.81%	67.43%
ABC Radio National	98.69%	99.28%	99.51%	98.29%	96.51%	99.59%	99.19%	82.32%
ABC Classic FM	95.95%	97.76%	98.13%	94.94%	90.06%	95.24%	95.81%	67.43%
ABC NewsRadio	91.89%	90.04%	92.39%	92.57%	92.93%	97.57%	95.05%	71.92%
Digital Radio	55.77%	49.86%	70.99%	40.58%	75.47%	73.56%	0.00%	0.00%
Domestic Shortwave	0.82%	0.00%	0.00%	0.00%	0.03%	0.14%	0.00%	74.31%
Analog Television	92.32%	97.45%	81.12%	97.66%	97.06%	85.81%	95.15%	79.86%
Digital Television (includes ABC Digital and ABC Jazz)	97.93%	98.54%	99.18%	97.02%	96.71%	98.94%	97.04%	74.05%

### Proportion of the population able to receive ABC digital television transmissions.

	Australia	NSW/ACT	Vic	Qld	WA	SA	Tas	NT
2010–11	97.93%	98.54%	99.18%	97.02%	96.71%	98.94%	97.04%	74.05%
2009–10	97.83%	98.54%	99.18%	96.95%	96.71%	98.23%	96.37%	72.57%
2008–09	97.66%	98.46%	99.18%	96.67%	95.88%	98.23%	96.37%	72.57%
2007–08	97.30%	98.45%	99.18%	96.19%	93.57%	97.85%	95.98%	72.57%
2006–07	97.02%	98.23%	98.93%	95.73%	93.52%	97.85%	93.77%	72.56%

**Note:** 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.

### Transmission and distribution of ABC services

In 2010–11, the conversion to digital television continued, with the switchover in regional South Australia and Broken Hill, New South Wales, occurring in December 2010 and regional Victoria in May 2011. The ABC digital terrestrial television transmission network now reaches 97.93% of the population (see page 88). Planning is under way for the next stage of the conversion, which will occur in regional Queensland in late 2011 and Southern New South Wales and the Australian Capital Territory in early 2012.

In July 2010, the ABC commenced broadcasting all four of its television services via satellite on the Viewer Access Satellite Television (VAST) platform. The VAST service makes all ABC digital television services available to viewers who do not receive adequate digital terrestrial television coverage. This means that either via digital terrestrial transmission or satellite, all ABC digital television services are available to 100% of the Australian population.

The ABC continued working with its transmission services provider to improve AM radio coverage. Better coverage is being achieved through a remediation program for older sites with corroded copper-wire earthing systems. This program is expected to be completed within 2011–12.

The cyclone and flood disasters in Queensland and Victoria in December 2010 and January 2011 required the delivery of a range of emergency and disaster recovery services to ensure ABC services were maintained. This included the deployment of temporary emergency transmission and satellite reception equipment.

### Production facilities

MediaHub is the digital play-out centre for the ABC's television presentation. The facility was built in 2009–10 as part of a joint venture with WIN TV to provide a fully-automated and centralised television presentation function. Based in Ingleburn in Western Sydney, MediaHub has the capability to deliver the ABC's multi-channels, with local State and Territory breakout capability, and the ability to handle multiple live broadcasts.

MediaHub experienced a number of challenges in its first year of operations relating to both technical and operational errors. These issues were monitored closely by Broadcast Operations and MediaHub using a comprehensive fault reporting system which allowed each of the errors to be corrected at source as they occurred. As at 30 June 2011, there was a significant improvement in service delivery from MediaHub. Operational service levels are also significantly better compared with previous, decentralised play-out services.

The ABC has continued to benefit from the significant improvements in efficiency. In 2010–11, ABC Resources supplied 1.13 million skilled labour hours for television production and associated activities, including Resource Sales.

In 2010–11, the ABC's external hire activities provided a net return of \$2.5 million of new funds (compared to \$2.3 million in 2009–10). This was returned to the ABC for investment in production of content. External hire activities represent 2.6% of total labour and 2.9% of facility hours. Available labour and facilities spare capacity were sold to the market, where they were used in conjunction with independent production companies for the production of game shows, dramas and sporting events for broadcast on other networks. ■

## ABC People

**The ABC employed 5 412 people across every State and Territory, equivalent to 4 599 full-time equivalent employees. The majority of those employees were directly involved in making content.**

IN 2010–11, THE ABC employed men and women in almost equal numbers.

	<b>Number (Head Count)</b>	<b>%</b>
Female	2 705	50.0
Male	2 707	50.0
Total	5 412	100.0%

Indigenous employment levels increased from 1.4% to 1.5%.

### **ABC Values and workplace behaviour**

The ABC strives to foster a values-based culture, incorporating its values—Integrity, Respect, Collegiality and Innovation—into every aspect of its activities and operations.

In 2011, the ABC began measuring how well ABC Values are translated into appropriate behaviours. The ABC's Executive Behavioural Framework is a values-based capability framework which translates the ABC Values into specific observable behaviours. It was introduced into the Executive Performance Management System in 2011 and it is linked to how Executives achieve their performance objectives.

Corporate values and ethical decision-making underpin ABC leadership and management programs, and are used as reference points for exercises and discussions in these programs. The ABC conducted specific "Values in Action" workshops in its Advanced Managers' Program and "Ethics and Values" modules in its Accelerated Leaders' Program, and explored the practical aspects of ABC Values in all ABC frontline managers' programs.

ABC Values were reflected in strategies arising from the ABC's Equity and Diversity Plan and Reconciliation Action Plan. Those strategies were implemented across a broad range of initiatives: the Indigenous Cultural Awareness program was rolled out at various locations, disability awareness training and forums were conducted; mature-age staff were surveyed about their workplace experiences; and targeted development opportunities and tools were provided to managers and staff to support diversity of the workplace.

A Conflict of Interest policy was developed as part an overall strategy to move away from the rules-based approach of the *ABC Code of Conduct and Workplace Values* towards a more modern, values-based culture. This strategy comprises education programs, and policy and system redevelopment, based on the ABC Values.

### Training and development

The ABC provided a range of training and development opportunities focused on strategic and operational priorities. Training encompassed 27 skill areas, including broadcast operations, cross-media production, digital skills, editorial policy and quality, leadership and management, legal, health and safety, PC skills, television and video post-production. Training and development was provided via courses and seminars, on-the-job projects, coaching sessions, and remotely using webinars and e-learning packages.

#### Total training hours

In 2010–11, over 76 000 hours of training was provided across all employment classifications:

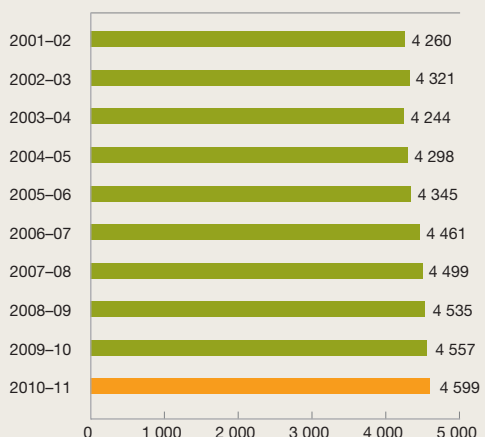
	Female	Male	Total
Technologist	544	4270	4 814
Senior Executive	2 261	3 034	5 295
Retail	205	44	248
Content Maker	29 776	28 803	58 579
Administrative/ Professional	5 279	2 090	7 369
<b>Total</b>	<b>38 064</b>	<b>38 241</b>	<b>76 304</b>

### Full-time employees

“Full-time equivalent” positions account for all employees, including those who work part-time or have other flexible working arrangements.

The ABC employed the full-time equivalent of **4 599** people.

#### ABC Employees: Full-time equivalent



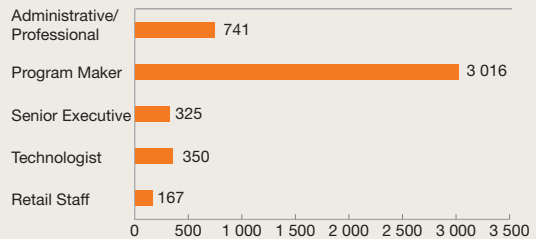
## Distribution of employees

### By job group

The ABC employs staff across five broad categories, each of which performs an important function in the ABC's operations.

**66%**  
of ABC  
employees were  
directly involved  
in content  
making.

**ABC Employees: Distribution by job group**  
(Full-time equivalent)



#### *Editorial Policies training*

Following the introduction of the revised *ABC Editorial Policies* in April 2011 (see page 85), there was a focus on training across all content divisions. Training was tailored to the needs of each division.

- In the News Division, copies of the *ABC Editorial Policies* and guidance notes were provided to all journalists. Roll-out of a training program commenced, and in the ten weeks following the introduction of the revised *ABC Editorial Policies*, a total of eighteen training courses have been held, attended by 215 journalists. Measures are in place to ensure that, over time, all reporters, producers and new employees receive appropriate training.
- In the Television Division, training on the revised *ABC Editorial Policies* commenced, with 29 sessions in four States being held, attended by 227 employees. The Division also conducted 22 Editorial Policy Overview and specialist sessions for 115 staff. These included one-on-one sessions for new senior editorial managers. Seven “Moderating User Generated Content” workshops were held in Melbourne, Sydney, Adelaide and Hobart. At least three *ABC Editorial Policies* training sessions were conducted with external productions teams, attended by 23 people.

- In the Radio Division, refreshment and training of editorial policies occurs primarily on a daily basis through regular on-the-job editorial production and management. During 2010–11, ABC Open producers received face-to-face training on the *ABC Editorial Policies* as they commenced in their new roles. An induction module for new employees includes a mandatory *ABC Editorial Policies* session. The size and decentralised nature of the Radio Division requires responsibility for *ABC Editorial Policies* training to be decentralised. The Division is developing a strategy for the ongoing implementation of *ABC Editorial Policies* training.

#### *Leadership training*

In 2010–11, 59 employees participated in targeted leadership programs.

The ABC Managers Program is available nationally to employees in their first management role or who have not had the opportunity of formal management training. The six-month program provides the skills needed to transition from working with a team to managing a team. On successful completion, participants receive a Diploma of Management from the University of New England.



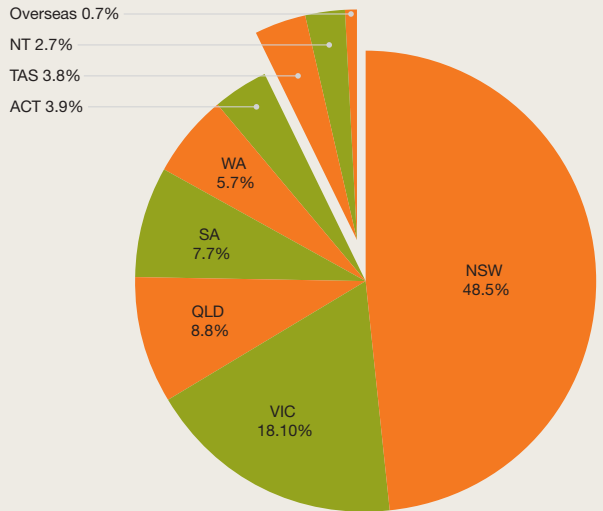
## Distribution of employees

### By region

The distribution of staff by region demonstrates the ABC's localism, as well as the spread of employment opportunities offered by the ABC.

The ABC employed staff in **every** State and Territory.

**ABC Employees: Distribution by region**

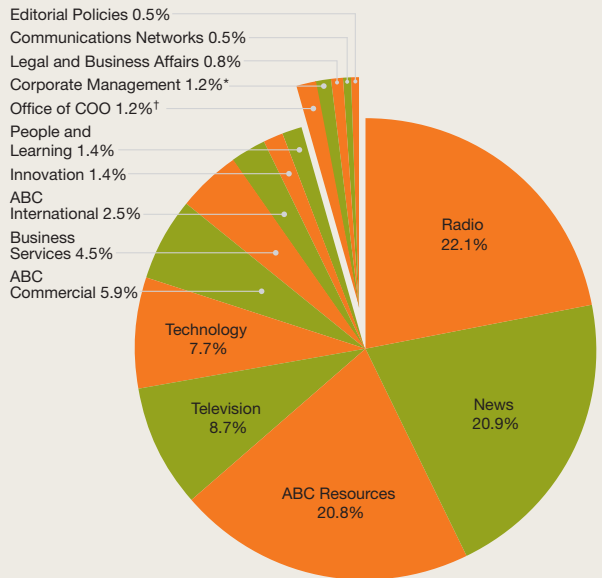


### By division

Distribution of staff by division shows how the ABC is allocating its resources within its internal structure.

**75%** of ABC staff were employed in content making divisions.

**ABC Employees: Distribution by division**



\* Includes Managing Director's Office, ABC Secretariat, Research & Marketing and Corporate Affairs.

† Includes Capital Works, Operations Planning and Group Audit.

The Advanced Managers Program is for managers who occupy, or who have the potential to occupy, more senior roles which are integral to the effective and successful management of the ABC. The 13-month program focuses on developing personal performance and leadership ability.

The Accelerated Leaders Program is a cross-divisional, 24-month program which aims to ensure that the ABC adds to its existing leadership talent pool—from which the next generation of leaders, key decision makers and managers will be drawn. Participants in this program are selected on merit by a panel chaired by the Managing Director.

#### *Focusing on workplace behaviour*

During 2010–11, the ABC provided over 45 hours of training aimed at raising awareness, and reducing incidents, of bullying, harassment and discrimination. Training was conducted as part of formal induction processes, as well as through the ABC's *Creating a Better Place to Work* program.

#### *Trauma awareness*

The nature of the ABC's business is such that some ABC employees—particularly those involved in gathering and presenting news—are exposed to work environments which are potentially dangerous and/or traumatic.

In 2010–11, 99 employees attended programs relating to trauma awareness. Four *Surviving Hostile Regions* courses were run, attended by a total of 26 employees.

### **Recognising innovation in the workplace**

The ABC Spark Awards were launched in March 2010 to encourage, celebrate and reward innovation by ABC employees. Staff members were invited to enter ideas in the categories of business, content and community. Over 400 entries were submitted. In 2010–11, four Spark Award projects were funded for development.

### **ABC Enterprise Agreement 2010–13**

The *ABC Enterprise Agreement 2010–13*, which sets out the terms and conditions of employment for a majority of ABC employees, was approved by Fair Work Australia on 29 October 2010, and came into effect on 5 November 2010. The new Agreement includes the model flexibility, consultation and dispute resolution clauses provided in the *Fair Work Act*, and has been updated to interact with the National Employment Standards. Recruitment, forms of employment, and performance management have been streamlined, and changes made to provide greater flexibility to the Corporation in recruitment and the types of engagement.

**Health and Safety**

*Health and Safety Induction*

On 19 July 2010, the ABC Executive Leadership Group endorsed the implementation of a compulsory Day One OHS and Workplace Behaviours Induction program. The program is delivered to new employees on their first day or shift. At 30 June 2011, there was 56% compliance with the program by new and recommencing full-time, part-time, specified task and specified contract employees. Completion of the program by employees engaged in other forms of employment (such as casual, sessional and run-of-show) is currently not measured.

New employees engaged for six weeks or longer are also required to complete the OHS Online Induction.

*Work related OHS incidents*

In 2010–11, there were a greater number of reported work-related OHS near-hit and first aid incidents than in 2009–10. Reporting of near hit and first aid incidents is encouraged and is indicative of a positive reporting culture. Investigation and the implementation of preventative measures contributes to the prevention of similar incidents in the future.

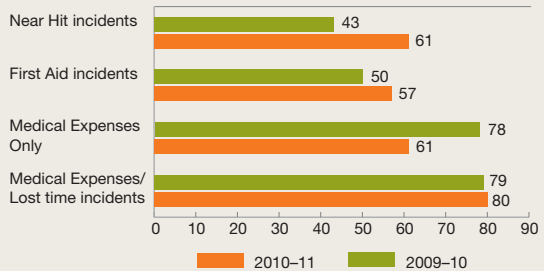
Detailed information about the ABC's OHS performance is provided in Appendix 12 (page 225).

OHS incidents

An increase in near-hit and minor injuries reflects a positive reporting culture, and enables preventative measures to be introduced.

There was a **reduction** in serious incidents as a percentage of total incidents.

**Work-related OHS incidents**



## Corporate functions

### **The ABC's corporate functions are managed by specialist groups across several Divisions.**

The ABC's corporate functions are performed by specialist groups across a number of Divisions.

#### **Corporate Affairs**

In 2010–11, the ABC restructured its corporate operations. Following the resignation of the Director, Corporate Strategy and Marketing in April 2011, Corporate Strategy and Marketing was merged with the Communications Division to form a new Corporate Affairs Division.

The Corporate Affairs Division is responsible for communications, government relations, governance, and strategic policy and planning.

#### **Corporate communications**

The Communications unit manages the ABC's media relations and all corporate communications matters. This includes the ABC intranet, the ABC corporate website *About the ABC*, and all major policy announcements.

The unit worked closely with the Managing Director's office in relation to the managing Director's speaking engagements. In 2010–11, notable speeches included: the 2010 Journalism Education Association Conference Keynote; "Soft Power, Public Diplomacy and the Role of the Public Broadcasters", delivered in August 2010 to Asialink; "The Quest for Truth: Quality Journalism and a 21<sup>st</sup> Century ABC", delivered at the Melbourne Writers' Festival in September 2010; the 2011 Sir Andrew and Lady Fairley Foundation Lecture, "Beyond the Digital Divide: The ABC in Regional Australia"; and the 2011 John Newfong Media Oration, "Indigenous Stories and the ABC".

#### **Corporate strategy**

During 2010–11, the Corporate Strategy unit provided advice to the ABC Board and management on technological innovations and world-wide trends in broadcasting and online services to inform decision-making. The unit wrote or coordinated 14 submissions to various Government Departments and Senate committees on subjects such as the

“ ”

## Joining the conversation

‘ENTER’ THE ABC

Australia Film and Literature classification scheme, Indigenous broadcasting and media review, technologies for regional digital radio, and the capacity of communication networks and emergency warning systems to deal with emergencies and natural disasters.

### Corporate governance

The Corporate Governance unit provided strategic support, analysis and advice in relation to the ABC’s external reporting and corporate governance activities. It coordinated corporate planning and cross-divisional policy work, produced the Annual Report and led or participated in major corporate projects.

## Audience Research and Marketing

### Audience research

In 2010–11, the ABC subscribed to a range of quantitative services to measure audiences. The Corporation also commissioned a range of quantitative and qualitative research to help inform strategy, programming, scheduling and marketing decisions, and to gauge audience attitudes to its services.

Information about the ABC’s audiences in 2010–11 can be found in Section 2, Audience Experiences (page 28).

### Corporate marketing

The Corporate Marketing area manages the ABC brand, its partnerships with other Australian organisations, corporate and community events and cross-divisional marketing needs. Also within the unit, digital marketing staff provide advice across the ABC on its email and digital marketing services, as well as on social media. As part of the corporate restructure, the Corporate Marketing area was combined with Audience Research to form the Audience Research and Marketing Unit.



Photo: Neale Maude

*In 2010–11, Australians were invited to ‘enter’ the world of the ABC as part of a nation-wide brand campaign. The objective of the campaign was to re-energise the ABC brand, increase perceptions of the ABC as an innovative and multi-platform broadcaster, and encourage more Australians to join the conversation.*



In 2010–11, Corporate Marketing managed a number of corporate events, including TEDxSydney in May 2011. TED is a United States based, not-for-profit enterprise that started out in 1984 as a conference bringing people together and propagating “Ideas Worth Spreading”. At the live TED conference events, speakers are challenged to give the talk of their lives in exactly 18 minutes amongst an audience of specifically selected key thinkers. In 2011, the ABC was a broadcast partner of TEDxSydney, presenting sessions on radio and online. The ABC participated in other corporate events such as Sydney Open in November 2010.

In 2010–11, the ABC Exhibition Trailer visited five community events: the Royal Darwin Show, the Royal Adelaide Show, the Mt Gambier Show, Australia Day, and the Sydney Royal Easter Show.

Corporate Marketing organises and manages public tours of the ABC Ultimo Centre in Sydney, which attracted 6 415 visitors to the complex in 2010–11. A total of 4 042 students from different schools and colleges, and 1 766 seniors from community groups visited the centre. Currently there are 19 volunteer tour guides involved in the Ultimo Tours program.

### **State and Territory Directors**

Reporting to the Director of Corporate Affairs, the State and Territory Directors represent the ABC at a local level across Australia. They played an important external role in communicating the ABC’s strategic objectives and in liaising with stakeholders, as well as building relationships with local communities and providing a central point of contact.

Internally, the Directors oversee the business of the ABC in their regions to promote and facilitate whole-of-business and cross-divisional outcomes in line with strategic goals.

State and Territory Directors undertake a range of strategic project work and chair or make significant contributions to a range of ABC national bodies, including the Occupational Health and Safety Committee, the Corporate Responsibility Reference Group, Leadership Alumni Committee and the Election Coverage Review Committee.

At a local level, each State and Territory Director chairs the State Leadership team, the Occupational Health and Safety Committee, the Emergency Co-ordination team, the Workplace Giving Committee, the Green Futures Committee and the Indigenous Working Group.

The Directors were involved in, or facilitated, a range of activity and reviews in their branches, including the Self-Regulation Review, the review of the *ABC Editorial Policies*, local strategic planning and promotion of innovative activity such as the Spark Awards, NAIDOC activities and Corporate Social Responsibility initiatives.

Buildings and accommodation is a key directorial responsibility. The Queensland State Director is Project Co-ordinator for the new Brisbane building, which will open in 2011–12. The Victorian State Director leads the Melbourne Accommodation Project to develop new, integrated premises for the ABC in Victoria.

To enhance relationships with local communities, State and Territory Directors participated in, or

chaired, more than 30 external advisory committees, boards, trusts and foundations and attended hundreds of events and functions. They maintained strong partnerships between the ABC and emergency organisations and police, ensuring that protocols are in place for emergency broadcasting and business continuity.

## Legal and Business Affairs

### Legal

ABC Legal provides a comprehensive range of legal services to the Corporation including pre-publication advice on a 24-hour, seven-days-per-week basis; conducting litigation on behalf of the Corporation; providing advice on contractual and rights issues, regulatory regimes and the statutory obligations of ABC Divisions; and providing advice on legal aspects of policy issues and developing submissions to the Parliament, government and other organisations about law reform, including the ongoing Convergence Review.

2010–11 saw some significant court actions and outcomes, including the successful High Court conclusions to two long-standing defamation matters—Sands and Griffith—as well as a full High Court constitutional case on an issue under the Copyright Act, with the judgment yet to be delivered.

ABC Legal advised on a number of significant projects supporting the ABC’s digital initiatives, including a contract with Akamai Technologies for delivery and storage of ABC online content which will ensure that ABC online content is accessible during periods of peak demand.

Other significant contracts related to major comedy and drama projects, including *The Gruen Transfer*, *Angry Boys*, *Bananas in Pyjamas Animated Series*

and *Rake*. ABC Legal also completed significant deals to exploit ABC’s content throughout the world, including with leading broadcasters such as the BBC, Disney and Fox. In 2010–11, ABC Legal also provided pre-publication advice on a number of controversial programs, including for *Four Corners*, *Australian Story* and *Yes, We Canberra!*

Legal continued its media law training program, which is aimed at minimising the ABC’s exposure to legal proceedings by delivering a series of specialised media law workshops for journalists and content makers across all ABC divisions. The program covers topics such as contempt of court and defamation.

### Business Affairs

In July 2010, the Business Affairs unit was incorporated into the Legal Division. Business Affairs is responsible for negotiating the rights required by the ABC in content produced, commissioned and acquired by the Radio, Television and Innovation Divisions, as well as associated rights required by the ABC Commercial, News and ABC International Divisions.

Business Affairs worked closely with the Television Division to meet their requirements for acquired content within a competitive digital multichannel television market. The unit negotiated rights for programs such as *Paper Giants*, *Crownies*, *The Gruen Transfer*, *My Place Series 2* and *Dance Academy Series 2*.

In 2010–11, Business Affairs was involved in implementing the ABC’s digital rights strategy across the Corporation, with significant changes in the rights requirements for content to allow online use (such as iview), expanding onto mobile devices (such as iPad), live streaming rights for ABC News 24, and reaching audiences through social media. ■