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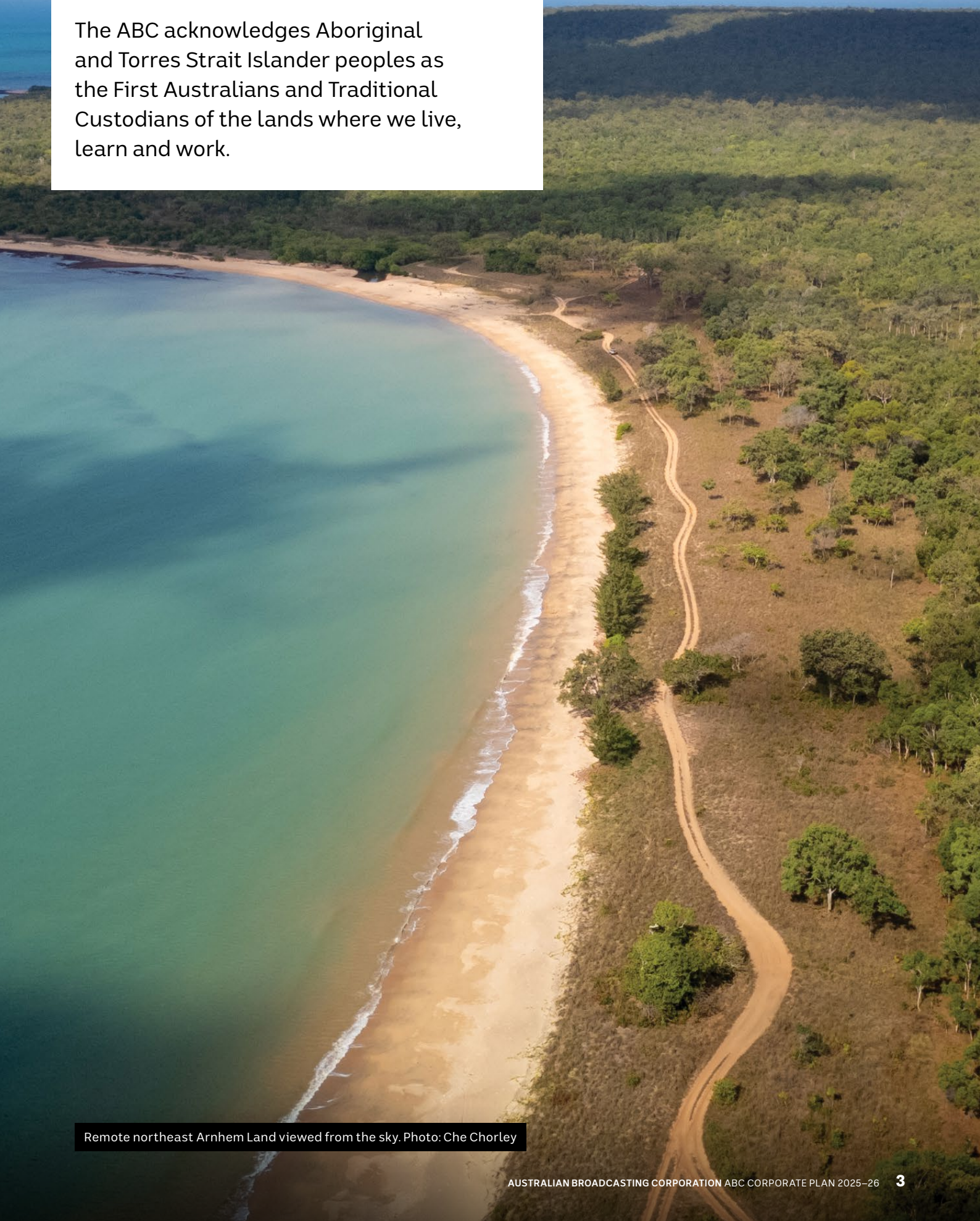


Cover image: Crowd in Warrnambool, triple j's One Night Stand 2024. Photo: Mitch Lowe

This page: Jeremy Fernandez broadcasting from ABC Parramatta

ACKNOWLEDGEMENT

The ABC acknowledges Aboriginal and Torres Strait Islander peoples as the First Australians and Traditional Custodians of the lands where we live, learn and work.



Remote northeast Arnhem Land viewed from the sky. Photo: Che Chorley

OPENING STATEMENT

The Board, as the accountable authority of the Australian Broadcasting Corporation, presents the 2025–26 Corporate Plan, prepared in accordance with section 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (Cth) (PGPA Act) and associated rules.

This Corporate Plan is prepared for the 2025–26 reporting period (FY26), and covers the reporting periods FY26, FY27, FY28 and FY29.

The ABC is accountable to the Australian Parliament through the Minister for Communications.

As a Commonwealth entity, the ABC operates under the *Australian Broadcasting Corporation Act 1983* (Cth) (ABC Act) and the PGPA Act. The PGPA Act sets standards of governance, performance and accountability for the Corporation, with an emphasis on use of public resources, planning, reporting, and risk management.

The ABC is committed to meeting these requirements and honouring legislative obligations.

The ABC is operating in a constantly-evolving media environment. New technologies and digital platforms drive ever more fragmented audience behaviours and media distribution channels. Audiences have access to content from all over the world and there is increasing competition for their attention. And in the midst of this, social media carries harmful content and mis- and disinformation while, on the horizon, artificial intelligence looms as another disruptor.

There is an opportunity for the ABC to use the digital environment to its advantage. Advances in technology are providing us with richer opportunities to meet audience needs and for audiences to discover the information and content most relevant to them. New media platforms offer the potential to surface ABC content to audiences who don't rely on broadcast services for their news and information. Artificial intelligence offers exciting new possibilities to improve services and accessibility.

The ABC must continue to refine the nature of the services that it offers Australians by continuing to focus on the quality of the content and journalism while investing in content that meets the needs of Australians who are choosing non-broadcast platforms for their media consumption. The ABC stands uniquely placed to fulfil its role as a bulwark against the rise of mis- and disinformation, and in its ability to promote a stronger sense of national community and togetherness.

Over the next year and beyond, the Corporation will remain a vital part of Australia's cultural institutions—its largest and most far-reaching. It will share the rich stories that reflect our nation. It will remain a cornerstone of democratic values with a dedication to public interest journalism and it will adapt and innovate in response to the changing needs of the Australian public.



A handwritten signature in black ink, appearing to read 'Kim Williams'.

Kim Williams AM

Chair, Australian Broadcasting Corporation

PURPOSE

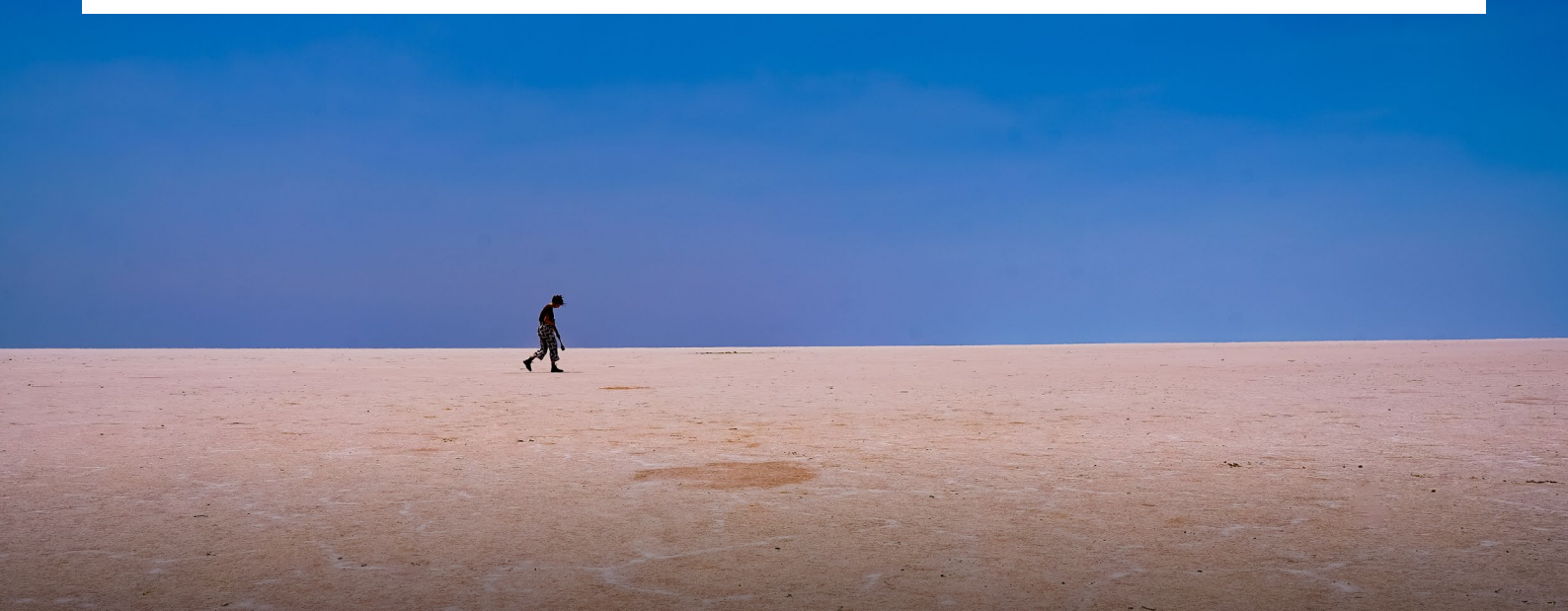
The ABC exists to provide great content and services to the Australian people. It ensures that all Australians have access to fair and balanced news and information wherever they live, and can see their stories, ideas, creativity and cultures reflected back to them. It shares the stories of Aboriginal and Torres Strait Islander people from across Australia.

As the nation's public broadcaster, the ABC is committed to meeting its responsibility to contribute positively to society and provide value to audiences. Being informed, understanding of community and community issues, having access to Australian stories and what makes us unique as a nation, and being engaged in the communities in which we operate will enable Australia to flourish.

Guided by this purpose, the ABC is a home for both national and local dialogue and upholds Australia's democratic values through its dedication to delivering impartial news coverage. The ABC also creates and shares distinctively Australian drama, comedy, documentaries and entertainment. We nurture Australian musical talent and performing and creative arts and function as a vital catalyst for Australia's creative economy. The ABC provides a safe environment for young audiences to laugh, learn and explore the world, and plays a crucial role in enhancing media literacy.

The ABC strives to make its content accessible to, and relevant for, all Australians, including those living abroad. This is reflected in the range of services it offers across digital platforms, television, and radio. The ABC delivers content via its streaming services on ABC iview and ABC listen, as well as its websites, podcasts, newsletters, and social media accounts. It offers four free-to-air television channels and five broadcast radio networks across AM, FM, and DAB+ services. This includes the ABC's Local Radio services that play a vital role in keeping Australians safe during natural disasters. Its international services are essential to sharing Australia's values with the world and promoting democracy in the region.

In the years ahead, the ABC must adapt and evolve in response to changing audience preferences and behaviours. While the distribution of its content and services will transform, its purpose remains unwavering — ensuring all Australians have access to premium Australian news, information, and entertainment that enriches their lives and strengthens the national fabric. All of the efforts of the ABC are directed to reinforcing the trust that Australians place in it and delivering greater value to the Australian people.



Journalist Charmayne Allison records the sound of her footsteps crossing Lake Mackay, as part of the 2024 ABC *Embedded* Program in Kiwirrkurra, WA, with Xavier Martin. Photo: Xavier Martin

KEY ACTIVITIES

The table below focuses on the activities that make a significant contribution to achieving the ABC's purpose.

Key Activity	Description
Content creation, curation and distribution	<ul style="list-style-type: none"> • Producing independent high-impact news and information. The ABC's reporters cover local, state, and national news, and the ABC maintains its own network of foreign correspondents, particularly in Asia and the Pacific, to tell international stories from an Australian perspective. • Commissioning high-quality, culturally Australian content across a range of genres that reflect the Australian experience. The ABC delivers world-class drama, comedy, factual, entertainment and children's programs in partnership with Australian independent producers. It also provides unique coverage of the arts, science, religion and ethics, health, and Australia's rural industries. • Amplifying First Nations voices and representation on all platforms by building connections with diverse communities and content makers from around Australia and sharing their stories in a range of different ways. • Promoting the performing arts and contributing to a sense of national identity through arts and culture. • Communicating emergency information to Australians during critical times. Natural disasters and emergencies are increasing in frequency and severity, and the ABC's role in supporting and communicating emergency updates continues to grow to reflect the upward trend. • Connecting local audiences with the news and issues of the day relevant to their communities via ABC Local Radio stations from 57 regional locations in addition to the ABC's capital-city stations. • Supporting primary and secondary school teachers and students by providing curriculum-linked learning resources. A wide range of educational and educative programming can also be found across all of the ABC's platforms. • Partnering the ABC's International Development team with communities, civic organisations and media organisations throughout the Asia-Pacific region to support better democratic governance and promote public interest journalism. • Promoting Australian music and artists and offering different styles to meet audience interests via its broadcast and streaming music stations, including triple j, Double J, ABC Classic, ABC Jazz and ABC Country. • Producing a range of national radio services and digital radio/streaming stations, including Radio National offering in-depth analysis and thought-provoking ideas, the ABC Kids listen offering for young children and ABC Sport for sports fans. • Distributing the ABC's screen content, including ABC News, via broadcast television channels and ABC iview. The ABC listen app provides access to the ABC's audio content live and on-demand. The ABC News website and app are leading destinations for news and information. Social media and other third-party platforms also play an important role in reaching audiences. <p>A range of other sites and apps are dedicated to specific audiences and interests, such as the ABC Education website, the triple j site and app, and the ABC Kids app. The ABC also distributes content to 40 countries across Asia and the Pacific through international broadcast services ABC Australia (TV) and ABC Radio Australia, and to all countries across the globe with a range of digital and social output.</p>
The Broadcast and transmission of the ABC's radio and television services	<ul style="list-style-type: none"> • Ensuring reliable transmission of the ABC's content via analog and digital radio and ABC digital television. • Managing broadcast operations and broadcast technology and systems.

OPERATING ENVIRONMENT

A number of emerging trends in media markets, technologies and society are expected to shape the media landscape in the years ahead. The ABC will continue to anticipate and respond to these changes to maintain its focus on providing value to all Australians.

Audience Trends

Media use and consumption habits continue to become more personal and more digital. Broadcast radio and television services continue to attract a significant number of Australians, but audiences are increasingly choosing online options. News consumption habits now vary widely across different demographics, and more Australians are accessing their news via social media platforms. The ABC is tailoring its content and services to different platforms and audiences, and is investing in social media content, on-demand services, and personalisation to meet its service obligations in line with these changing audience behaviours.

The key trends around audience behaviours that are likely to shape the operating environment over the next decade include:

- **Total audiences for broadcast radio and TV continue to decline.** Listening and watching continues to move to streaming services and social media platforms. Among the broadcast audiences that remain, the time spent listening or watching is also declining. While television broadcast audiences are declining, they are nonetheless significant, and are expected to remain so for some time. In particular, traditional broadcast services are still popular across older audience segments, and still valuable for delivery of news and information, and for live events including sport. The ABC will continue to offer compelling broadcast television services for those audiences who choose broadcast, as well as for the significant proportion of Australians who are currently not able to regularly access digital services.

In audio, fewer Australians are listening to, or even capable of accessing, AM radio, and the market-wide decline is having an impact on audiences for ABC services. The ABC is committed to delivering high-quality audio services and is responding to the shift in listening trends by enhancing its programming and its digital products. The ABC's podcasts, available on ABC listen and other podcast providers, are valuable programs that engage online audiences. In June 2025 over three million Australian listeners tuned in to ABC podcasts. The ABC had four podcasts in the top 10 Australian podcasts, more than any other publisher, and is leading the way in producing shows that speak to Australians, showcase Australian stories and help us understand our place in the world.¹

As the national broadcaster, the ABC will continue to serve broadcast radio and television audiences while also engaging with Australians on digital platforms.

- **Continued audience fragmentation across platforms.** Audiences consume video across a range of platforms which now includes subscription video-on-demand (SVOD), Australian broadcaster video-on-demand services (BVOD), social media platforms, online gaming, and the host of smaller providers that emerged from broadcast media and newspapers. With so much choice, it seems likely that the future will be one in which most people have their own particular suite of preferred platforms: a personal portfolio of information and entertainment sources.



If You're Listening. 85 episodes currently published, the podcast has averaged 430k views on YouTube, plus associated Shorts. Viral episodes have helped to drive the podcast's growth, with *The extraordinary assassination of Ismail Haniyeh* the most successful at 4.9 million views to date (June 2025). *If You're Listening's* success on YouTube is reflected on the ABC's own platforms as well, demonstrating the opportunity that YouTube presents as an audience expander.

The shift to online viewing has created opportunities for the ABC to better connect with audiences and become a core part of as many Australians' personal portfolio as possible. Investment in personalisation on ABC iview has enabled a streaming experience that is tailored to individuals and has improved content discovery. ABC iview remained the highest-reaching free-to-air BVOD service across Australia as at the end of June 2025.²

Nearly 78% of the Australian population use social media platforms each month, with the most popular being Meta's Facebook and Instagram. YouTube also reaches 78% of the Australian population each month,³ and increasingly competes for a greater share of audience attention. It has also emerged as a popular destination for podcast content, with more than 1 billion monthly podcast users globally.⁴

The ABC is uniquely placed to be able to connect with audiences on the platforms they prefer and is a source of accurate, impartial, and trustworthy news and information in an environment that is otherwise prone to mis- and disinformation. Its ability to produce educational content also creates opportunities to support media literacy and online safety.

- **Further growth in demand for short videos and podcasts.** Digital devices, social media, and user-generated content have driven demand for new content formats. Short-form video content that is easy to consume has become especially popular. Social media and third-party platforms help the ABC to reach and engage younger audiences, who are less likely to visit the ABC's owned platforms. In 2025, the ABC reaches 30% of 18–34-year-olds via its presence on social media and third-party platforms.
- **Algorithms encourage users to stay within social media spaces.** Social media platforms use algorithms to identify user-preferences and supply the type of content that is most likely to keep them engaged. They may also deprioritise links to external content to keep users on their platforms. This creates a "bubble" or "walled garden" effect that limits the ability of content-based media providers to reach audiences and connect with them directly. The effect can also limit the exposure to other views and perspectives on the world.

- **News consumption patterns continue to evolve.**

Demand for news is likely to remain strong but recent shifts in consumption indicate changes in news habits. These include a reliance on social media for news, some avoidance of particular news topics, and less frequent consumption.

Despite the evolving environment, efforts by the organisation to engage online audiences are bearing fruit. ABC News was the number one digital news brand every month from January to June 2025, with an online audience peak of 13.9 million in May 2025, the largest audience since the beginning of measurement in January 2023.⁵

While news consumption via social media is growing in popularity, especially amongst younger Australians, there is evidence that people who most often use social media to access news are less trusting of democratic institutions than those using TV or newspapers most often. While social media platforms may expose people to a lot of different news outlets, they tend to expose them to a narrower range of news topics than they might encounter on a traditional news website.⁶

- **The impact of new technologies.** Just as the smart phone reshaped media habits, the advent of AI-based search platforms, digital assistants, and content tools could have a similar effect. They will give users the ability to allow an AI to fetch, filter, and format the content they wish to consume. This could further disrupt the relationship between media organisations and audiences. AI-generated content may also crowd-out, and consequently reduce, the consumption of original content. As the world heads for an even more information-rich media environment, the ABC will need to find ways to increase audience awareness of its owned platforms and be agile enough to serve different audiences with different formats on third-party platforms.

Media Market Environment

The internet makes it possible to access content from anywhere in the world and has given rise to global streaming giants like Netflix. At the same time, YouTube has become the largest video sharing platform, with no signs of slowing down. Global media giants are now competing for audiences directly with local media providers in their markets.

The key trends around the media market environment in Australia include:

- **A decline in advertising revenue for commercial operators.** Domestic news outlets and broadcasters have lost ad revenue to platforms like Google and Facebook. This has led to contractions, especially among small, local news operations and to the rise of “news deserts” in many markets around the world. This, in turn, has led to an overall decline in media diversity. New business models, consolidation, philanthropic contributions, and government funding have, to some extent, stemmed the tide. But the future for local media remains uncertain. The ABC has an important role to play in supporting news diversity and providing news in underserved areas. The challenges being faced by the commercial sector further underline the ABC’s critical role in local news and local content, however, the ABC does not have the level of resources or the remit to provide the kind of community-level news coverage that has been lost in many areas.
- **The increasing shift to ‘paid’ over ‘freely accessible’ content.** This shift applies to all content genres including news, underpinning the ABC’s importance as a source of free news, entertainment, and information.
- **More competition for audiences from international operators.** Streaming giants and platforms like YouTube dominate most markets, where they threaten to “drown out” competing domestic services. This narrows the potential for locally produced content to stand out in a sea of choice. Government regulation around platform prominence for Australian services may offset this to some degree. Despite this, competing in a global market will continue to be a reality for all Australian content-based media organisations. In the video market, the focus of key SVOD players on profitability over subscriber growth may drive declines in content production volumes across the industry. The introduction of advertising tiers signals a convergence with commercial free-to-air broadcasters, and the slowing of growth in subscription video may signal an opportunity for free alternatives, such as BVOD services, including ABC iview.

- **The decline of commercial free-to-air TV as a commissioner of original Australian drama and comedy.** The 2023/24 Screen Australia Drama Report highlighted a contraction of free-to-air commercial TV drama and the increasing role of SVOD commissioning. FTA networks face increasing production costs, greater competition for agency funding, and a reduction in available international financing. They are also under financial pressure due to contracting advertising revenue sources. Commercial TV drama spend was down 38 per cent year-on-year, with just four titles in production. Children’s content also continues to face significant pressure, with a 30 per cent year-on-year reduction in spend.

At the same time, SVOD has been increasing their spend on Australian drama content. These platforms invest for the international market, and their Australian content choices reflect a more international focus. This increases the risk of Australians losing access to Australian stories.

The ABC has an important role to play in the screen sector. To audiences, it offers high-quality Australian screen content that is free to access and advertising free. It also works with the creative industries to drive growth in the creative economy and support homegrown content and storytelling.

- **Some news outlets with global reach could grow.** A few global content-based media organisations like The New York Times and the BBC remain strong in the globalised media environment. This will add to the fragmentation of audiences among news providers and could reduce media diversity if it leads to the closure of more local news outlets.
- **The influence of social media on the information ecosystem will grow.** Over the past 10 years, platforms like Facebook, Instagram, YouTube, and TikTok have become the preferred platforms for consuming content for a majority of audiences. This has reduced the viability of organisations producing content, causing many of them to shrink or close. It has also meant that social media algorithms have a significant influence over the content users see and consume. At the same time, Meta’s shift away from human fact-checkers and moderation teams to a user-sourced “community notes” model may have an impact on the volume of disinformation on its platforms. These shifts in the environment mean it is now more difficult for news organisations to reach audiences and the spread mis- and disinformation has become more of a problem.

- **Artificial Intelligence (AI) and Generative AI will have an increasing impact on the media environment.**

Generative AI systems continue to emerge with the capacity to produce novel content that can appear indistinguishable from human creative output. This synthetic creativity includes the generation of text, images and computer code, and increasingly video and audio content. Audiences could experience a proliferation of content, which may be novel, informative and entertaining, but will undoubtedly also include harmful mis- and disinformation.

There is also considerable scope for AI technologies to help content makers — whether at the research stage, or in the reversioning of content for different users and platforms. AI also brings with it some promise of increased capability and productivity for media production. It is already having an impact on image generation, content moderation, transcription, video production, metadata generation, and back-end news automation.

The ABC will continue to monitor the impact these developments will have on the media environment and will explore the potential of AI to enhance the delivery of its services.

- **AI is also likely to weaken the distribution model for news.** Sites like the ABC's news site depend heavily on search and referrals from social media sites for traffic. AI-powered search and chatbots may replace or diminish the use of existing search engines. AI may also drive services that aggregate and summarise news content, such as Semafor Signals, further separating the outlets that generate news from the audiences they seek to serve. These and other developments around internet-based services will continue to be monitored.

Democracy and Social Cohesion

Social cohesion — the sense of connectedness and shared identity among people — is crucial for democracy because it builds trust. When people feel part of a shared society, they're more likely to trust institutions and participate in civic life. Social cohesion encourages engagement in democratic processes like voting, volunteering, and respectful debate, and it also reduces conflict by helping to manage diversity and difference through democratic means rather than division or violence.

Australia continues to be a cohesive society with a high standard of living and opportunities for most of its population, and the common bond among the members of the Australian society appears resilient.⁷ At the same time, social cohesion in Australia is facing increasing pressure and some areas of concern. The rising cost-of-living, a declining sense of national pride and belonging, perceptions of social injustice and experiences of discrimination may challenge social cohesion in Australia. The nation's ability to maintain cohesion in the face of these challenges will depend on how effectively these issues are addressed and how well diverse communities are able to continue to come together and build a shared future.

The ABC has an important role in promoting shared narratives, offering fact-based information and creating forums for diverse, respectful dialogue. All of these are essential to strengthening social cohesion — and by extension, a healthy democracy.

The key factors impacting social cohesion in Australia include:

- **The rise of populist politics.** In a global context, polarisation stands out as a major concern for western democracies following a rise in populist politics. The World Economic Forum (WEF) ranks the risk of social cohesion eroding, and societal polarisation increasing, as the fourth-most severe global risk over the next two years, and the eighth-most severe global risk for the next decade.⁸
- **Wealth inequality.** Geopolitical conflicts and restrictive trade policies may continue to add further upward pressure on inflation, adding to the rising cost of living in Australia. Wealth inequality can create a sense of unfairness which leads to dissatisfaction with the democratic system, distrust in public institutions, and a weakened sense of belonging.

- **Global instability.** The geopolitical situation is likely to be less stable for some time, which in turn creates the potential for disruptions around international trade, a widening of regional conflicts, and an increase in social divisions in Australia.
- **Undermining of mainstream media.** Disruptive political movements, which often claim to be anti-establishment or anti-elite, may also undermine support for democratic institutions. This includes positions that oppose and/or seek to undermine support for “mainstream” and public service media.
- **Mis- and disinformation.** The proliferation of platforms available to Australians to express conflicting opinions, or share mis- and disinformation, hate speech, or conspiracy theories further erodes social cohesion. The role of news media organisations in countering the problem and establishing reliable facts in the public sphere will continue to be important. In 2024 the ABC announced the creation of a new fact-checking team called ABC Verify. This followed the BBC’s launch of BBC Verify, which performs fact-checking and also verifies and brands its content to improve transparency. Media literacy, which organisations like the ABC can and should support, may also make a positive difference.
- **The loss of public interest journalism at the local level.** The loss of news outlets in many markets around the world stands out as one of the most visible signs that the shift to digital platforms – and the impact of the global media giants – has radically reshaped the news media ecosystem. It has also given rise to fears that the loss of public interest journalism at the local level is a threat to democracy and social cohesion. The problem is largely one of changing audience behaviours and market forces: as audiences have moved to digital platforms, those platforms have drawn away the advertising that had made local news outlets viable.

Climate

Australia is experiencing an increasing number of severe climate events, including heatwaves, bushfire risk, and more intense rainfall and flooding. These events will continue to have an impact on the way the ABC operates and its role in Australian society.

Australians turn to the ABC for reliable and comprehensive coverage of emergency events through its broadcast and, increasingly, its digital news services. The Corporation is the only news organisation in Australia with the scale and expertise to deliver sustained coverage across natural disasters.

In 2024–25 the ABC covered 650 emergencies, an increase of 43% when compared to 2022–23. Both the demand for this information and the resources required can be expected to continue to increase over time.

Informing and educating Australians about the natural world, the environment and sustainable living has long been reflected in ABC content. And as part of its responsibility to use resources as efficiently as possible and for the benefit of the Australian community, the ABC has set the target of being net zero by 2030 for greenhouse gas (GHG) emissions generated directly in its operations and has submitted science-based GHG emission reduction targets that support the national transition to a low-carbon economy. Annual emissions targets are set out in the ABC’s Annual Report.

The Technology Environment

The ABC faces both challenges and opportunities in a fast-moving technology environment. Advances in technology are enabling greater efficiencies and more opportunities in production and delivery. They are also enabling a richer, more personalized digital experience for users. At the same time, taking advantage of the opportunities requires significant ongoing investment and vigilance in regard to cyber threats.

To realise the opportunities of new tools and technology, and to meet audience expectations, the ABC will need to modernise its infrastructure, systems and capabilities, as well as make better use of data.

The ABC must also maintain its established broadcast services to ensure that all Australians can continue to access the ABC. Broadcast radio and television are expected to remain important in some form for Australians for at least another 15 years. The ABC must balance the replacement of broadcast equipment with investment in digital platforms.

The key factors influencing the ABC's technology environment include:

- **Keeping pace with audience expectations.** Expectations around digital products are rapidly evolving — users now expect rapid, seamless, and personalised experiences across platforms. To stay relevant, the ABC must continuously invest in improving user experience and content discoverability.
- **Heightened cyber threats.** The cyber security threat landscape is constantly shifting, requiring ongoing vigilance and investment to protect audience trust and organisational integrity.
- **Intense competition for skilled technology talent.** Competition for scarce technology skills is an ongoing issue and may limit the ABC's ability to quickly deliver on new projects.
- **The shift towards software-based solutions.** This shift offers the organisation greater flexibility and cost efficiency as expenditure moves from one-off capital costs to ongoing operating costs.
- **Evolving opportunities in AI.** There is opportunity to leverage emerging AI platforms to enhance content workflows, improve discoverability, and deliver richer, more relevant services. It also provides new possibilities for content creation that have the potential to evolve creative roles and processes and improve accessibility. For example, AI-based transcription and translation may provide ways to make ABC services more accessible, AI-powered data analysis may support journalists in identifying leads, as well as more novel applications such as AI-based video may enable hyperlocal weather reporting.

Regulatory and Policy Settings

The ABC is engaged with policy developments that impact its operations and the media market in which it operates and is prepared to respond to new challenges and opportunities arising from changes to the policy environment. The ABC also continues to monitor developments in overseas markets to the extent that they have the potential to inform the actions of policymakers in Australia.

Recent and upcoming developments include:

- The legislative development of the proposed News Bargaining Incentive aimed at ensuring large digital platforms contribute to the sustainability of news and journalism in Australia which may help the ABC to support and expand its journalism in the regions.
- The possibility of further recommendations to amend the *Privacy Act 1988* (Cth). The ABC continues to monitor any recommendations that the Government may implement.
- Monitoring Government initiatives and consultations regarding artificial intelligence and related issues such as transparency and disclosure.
- The application of the 'Automated Decision Making' framework. The ABC provided input into Government deliberations through our portfolio department, and expects further consultation to occur throughout 2025 with the ABC being invited to continue its contribution in the process.
- The possibility of an update to the national classification guidelines. The ABC participated in the *Modernising Australia's National Classification Scheme – Stage 2 Reforms* consultation process last year and continues to monitor for any changes that may impact its classification standards and code of practice.

A number of policy reform processes remain underway that will shape the future media regulatory environment and could have implications for the Corporation into the future. The ABC will continue to engage in these and other regulatory and policy processes.

Policy reform processes currently underway include:

- Opportunities to improve Australia's copyright framework, including a regime to manage orphan works and consideration of the impact of AI on intellectual property.
- The TV prominence scheme, which is designed to make it easier for Australians to find and access free-to-air TV services and apps on smart TVs and similar devices, will apply to devices manufactured and supplied from 10 January 2026.

Financial and Planning Context

There are a number of factors – some known and some unknown – that will challenge the ABC to align its resources to the highest-value activities. The Corporation must focus on prioritisation to strike the right balance of services for audiences.

Key considerations in the planning environment include:

- The need to further accelerate the modernisation of the ABC's production and distribution technology to keep pace with audience behaviours and secure longer-term operating efficiencies.
- The ABC maintains a large national property and transmission footprint recognising the critical role of local coverage and emergency broadcasting. The maintenance of this infrastructure has a significant and growing impact on both the operating cost base and capital maintenance.
- Compliance costs may continue to rise in the business environment where requirements in areas like cyber-security, sustainability, and privacy safeguards are expected to increase, while general operating costs also continue to increase (e.g. energy costs).
- The production landscape has shifted, with higher costs and greater competition for production funding from international sources and screen agencies, resulting in a more challenging environment for commissioning screen content.
- The expiry of agreements under the News Media Bargaining Code has challenged the ABC's cost base as it seeks to maintain services funded by the agreements. Legislative support for the proposed News Bargaining Incentive has not been developed at the time of writing.
- The ABC may encounter skill shortages for the roles it needs to operate into the future. To mitigate the impact, the ABC is focused on effective workforce planning for early identification of future skills, as well as identifying where entry-level programs (for example traineeships, cadetships, and internships) can provide new pipelines for sourcing talent and help to build capability within.
- The effects of climate change may increase the importance of the ABC's emergency broadcasting relative to other activities and influence decisions in relation to service access and reliability. Ensuring the resilience of ABC operations may also require a higher level of funding.
- If not renewed, terminating funding measures, in particular in relation to the ABC's International activities, will place pressure on the ABC to alter its operating model and breadth of services across the Asia-Pacific region.

Workforce Capabilities

Workforce trends & developments

To ensure the ABC remains a competitive employer and is able to attract, develop and retain a high-performing workforce, key workforce trends shaping 2025–26 are given careful consideration. These include:

- **Flexible work:** The ABC recognises the individual and organisational benefits of workplace flexibility and is committed to a high-performing workplace culture that facilitates appropriate workplace arrangements for its staff. The ABC has a range of flexible work options available to enable this.
- **Organisational values:** Employees are increasingly seeking organisations with a strong sense of purpose and commitments to impact, diversity, and sustainability. As a values driven organisation, the ABC has long been an employer of choice and will continue to play to its strengths with a clear purpose and mandate to maintain this position and remain competitive in the labour market.
- **Diversity, Inclusion and Belonging:** A diverse and inclusive culture enhances engagement and reflects the ABC's organisational values. The ABC's *Diversity and Belonging Plan 2023–26* outlines its commitments to fostering inclusion through impactful initiatives and measurable targets.
- **Technology and AI:** Technological transformation is reshaping roles and skills. The ABC is investing in workforce development and acquiring the expertise needed to drive innovation and keep pace with emerging technologies which support its strategic objectives.

Workforce capability requirements and gaps

Evolving technologies, including digital media, streaming, mobile platforms and AI, are transforming how content is created, distributed and archived. To deliver on its purpose, the ABC must build new capabilities and attract and retain employees with the skills to thrive in this changing environment. In a competitive labour market, this requires a strong and clearly defined employee value proposition for existing and prospective employees. The key workforce capability requirements for the ABC include:

- **Digital and technology proficiency:** Understanding and leveraging AI and skills in interpreting multi-platform audience data, producing content across channels, and managing cybersecurity risks.
- **Adaptability and continuous learning:** The ability to respond to changing audience preferences, embrace innovation and creativity, and stay current with emerging tools and practices.
- **Compelling content creation:** Skills that facilitate rich partnerships and innovation, talent and story discovery and support.
- **Leadership:** Strong leadership to guide teams through change, implement strategy, and foster a safe and inclusive workplace.
- **Cultural competency:** The ability to reflect and engage with diverse perspectives, connect with all Australians, and contribute to an inclusive organisational culture.

Cooperation

The ABC relies on cooperation with a wide range of Australian organisations, including Federal Government, State Government, non-Government, and local community groups, who are critical to the ABC in delivering its content and services to audiences.

The ABC would like to thank all its partners for their valuable contribution.

These co-operative relationships include:

- Local, state and federal departments and agencies who collaborate with the ABC to bring large live events to audiences, to communicate critical information, and to deliver special projects to segments of the community.
- A broad range of national and state-based galleries, orchestras, libraries, museums, universities and science organisations who work with the ABC to share information, ideas, exhibits and performances with audiences across all platforms.

- Screen agencies and organisations, such as Screen Australia and state-based agencies, who are crucial to the development and production of the ABC's screen content. The screen agencies provide funding support to ABC productions and work together with the ABC to support broader policy objectives related to content, platforms, screen business and development of screen practitioners. The ABC has developed a strong relationship with the Australian independent production sector through its investment in external productions. The ABC also collaborates with a range of screen industry organisations on content initiatives, practitioner development and policy considerations.
- A diverse range of organisations who collaborate with the ABC to bring coverage of important festivals, events and sports, with many longstanding relationships across the country.
- Emergency and weather agencies across the country who are crucial to the ABC being able to deliver emergency broadcasting and other important information to communities during disasters and major weather events.
- Indigenous media and educational organisations that enable language-based initiatives, staff secondments, two-way learning and media skills transfers.
- Music bodies who collaborate with the ABC on content opportunities, including concert recording and broadcasting, audience development and conferences.
- State education departments who join with the ABC to deliver high-quality education content that aligns with school curricula. ABC Education is also a member of the Australian Media Literacy Alliance, and cooperates regularly with museums, universities, galleries, parks and others to deliver educative content to Australians.
- The ABC continues to learn from and share its experience with public media groups around the world and works with them to support public media outcomes. The ABC has engaged in a number of partnerships with public broadcasters throughout the Pacific region to champion the public interest and support democratic values in the region. The ABC also collaborates with public media on content initiatives, with ongoing collaborations with CBC (Canada), BBC, ZDF (Germany) and France TV.
- The ABC works collaboratively with SBS in relation to content sharing and to realise benefits and reduce costs in areas such as digital television transmission, satellite distribution and captioning. This is an ongoing process with more benefits expected to be realised over time.

FINANCIAL INFORMATION

According to the Portfolio Budget Statements 2025–26, the ABC is appropriated funds to undertake two principal activities. These activities and the forward estimates are set out below:

1. Providing Australian and international audiences with radio, television and digital media services

Resources	2025–26 Budget	2026–27 Forward estimates	2027–28 Forward estimates	2028–29 Forward estimates
Program 1.1—ABC General Operational Activities				
Expenditure (\$'000)	1,125,543	1,148,476	1,172,958	1,195,614

2. Managing the broadcast and transmission of ABC radio and television services within Australia

Resources	2025–26 Budget	2026–27 Forward estimates	2027–28 Forward estimates	2028–29 Forward estimates
Program 1. 2—ABC Transmission and Distribution Services				
Expenditure (\$'000)	212,687	216,676	223,093	228,170

A summary of financial information for the 2025–26 budget and the forward estimates for the ABC is set out below.

Forward estimates

Revenue	2025–26 Budget \$'000	2026–27 Forward Estimate \$'000	2027–28 Forward Estimate \$'000	2028–29 Forward Estimate \$'000
ABC Government Appropriations				
Operational Appropriations	1,229,214	1,264,076	1,298,784	1,326,203
Total Appropriations	1,229,214	1,264,076	1,298,784	1,326,203
Own Source Revenue	107,786	100,769	97,801	98,989
Total Revenue	1,337,000	1,364,845	1,396,585	1,425,192
Operational Expenditure	1,338,230	1,365,152	1,396,051	1,423,784
Capital Expenditure	86,600	80,519	84,019	84,187
Borrowings	1,151	1,151	1,151	1,151

Source: 2025–26 Portfolio Budget Statements, March 2025 Federal Budget.

Note: the inclusion of this table satisfies the requirement of s.31B(1)(b) of the ABC Act in relation to forecasts of revenue and expenditure.

ABC OPERATING PLAN FY2025 – FY2029

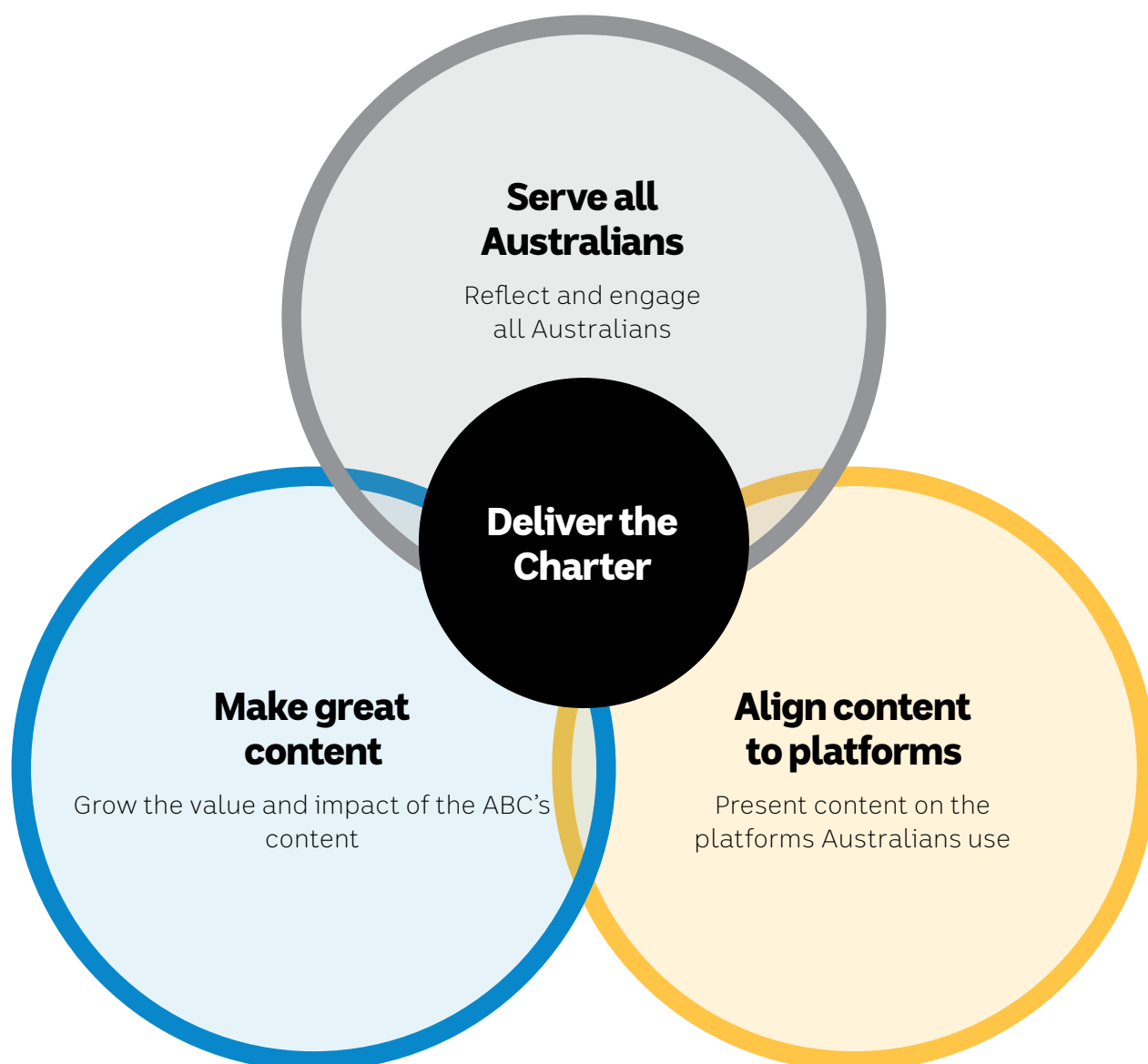
This Operating Plan reflects the strategic priorities of the ABC over the Plan period. It sets out the key initiatives for 2025–26 that will deliver value this year and set up the Corporation for years to come. This Plan is the Corporation’s response to the changing media landscape and the changing behaviours of audiences. It reflects the increased use of online services among all audience groups as well as the need for stand-out content amidst abundant choice.

Throughout the Plan period, the ABC will continue to inform, entertain and educate all Australians and hold itself to the highest standards for quality and editorial rigour.

The ABC’s strategic plan consists of three core pillars, and 11 strategic priorities supporting the pillars.

Core Pillars

These are the core elements that the ABC must deliver on to meet its obligations and to enrich the lives of all Australians. By making great content, aligning content to the right platform, and delivering content and services that serve all Australians, the ABC will ensure that it meets its commitments as set out in the Charter and make a positive contribution to Australia.



Strategic Priorities

The ABC's strategic priorities highlight the areas where the ABC must focus its efforts to successfully deliver on its core pillars and deliver value for all Australians.

	Priorities	Why it's important
Make great content	1. Great stories, told well	To meet the expectations that Australians have of their national broadcaster
	2. Build new ways to deliver trusted news	To ensure Australians have access to accurate and relevant information in a more complex and challenging environment
	3. Create content that has a positive impact on Australia	To meet our responsibility to contribute to society through learning, broader attitudes, and community engagement
	4. Focus our budget on delivering content and services	To bring more of Australia's stories to life and provide more share cultural moments
Serve all Australians	5. Deepen our understanding of Australian audiences	To be an essential part of the lives of as many Australians as possible and deliver the right content on the right platforms
	6. Better serve a broader range of audiences	To meet our responsibility to serve all Australians across socio-economic, demographic, cultural and geographic groups
	7. Better connect with people in outer-suburban and regional areas	To inform local communities that are under-served by commercial news media and share their voices with more Australians
	8. Meet the growing nationwide need for emergency-warning information	To respond to the increasing frequency and severity of natural disasters in Australia, we must continue to upgrade our emergency capabilities
Align content to platforms	9. Continuously improve experiences on our app and websites	To meet the expectations of Australian and international audiences using online media and provide a strong alternative to commercial third-party platforms
	10. Connect with Australians on key third-party platforms	To increase the visibility and value of our content on the third-party platforms that Australians use
	11. Maximise our television and radio audiences	To serve the significant number of Australian and international audiences who continue to rely on broadcast for news and entertainment

Pillar 1: Make great content: Grow the value and impact of the ABC's content

Creating great content is central to the ABC's purpose. Creativity, storytelling and connection shape our screen, audio, digital and third-party content. We produce entertaining and educational content for young audiences. We nurture Australian musical talent and promote the performing arts while functioning as a vital catalyst for Australia's creative sectors.

Equally, we are dedicated to delivering relevant, high-quality and impartial journalism, information and insights. Through our content we aim to encourage conversations and understanding that contribute positively to Australian society.

In all that we do, we aim to enrich the lives of Australians and strengthen a sense of national identity.

Our key priorities to grow the value and impact of the ABC's content are:

1. **Great stories, told well.** To meet the expectations that Australians have of their national broadcaster.
2. **Build new ways to deliver trusted news.** To ensure Australians have access to accurate and relevant information in a more complex and challenging environment.
3. **Create content that has a positive impact on Australia.** To meet our responsibility to contribute to society through learning, broader attitudes, and community engagement.
4. **Focus our budget on delivering content and services.** To bring more of Australia's stories to life and provide more shared cultural moments.

To achieve our goal of growing the value and impact of our content, we will:

- Maintain the trust of Australians in ABC News, including by seeking to embed transparency tools into content. With the ABC News Verify team in place as a centre of excellence for tackling mis- and disinformation in online communities, the division will continue to consider its response to the emergence of AI in news, including developing and distributing editorial guidelines on its use.
- Increase investment and focus on accountability journalism with rapid turnaround investigations and a collaborative network of investigative reporters across our newsrooms. We will break, value-add and elevate stories about governance, probity and accountability at a national, state and local level.
- Continue to invest in international coverage as world events dominate the news agenda, including with new senior editorial roles.
- Continue to be the biggest backer and breaker of Australian artists. ABC via triple j, ABC Classic and Double J, continues to lead music discovery in Australia, with an unrivalled commitment to Australian artists. The 50th anniversary of ABC Classic in 2026 will be a key cultural moment and an opportunity to reaffirm the ABC's role in championing Australian composition and performance.
- Continue to showcase big ideas and develop the next generation of thinkers and creatives, partnering with tertiary institutions for the Top 5 academic residencies. Radio National leads Australian conversations on Science, Religion & Ethics, Arts, History and other humanities. In 2025, Radio National's *Top 100 Books* campaign will collate Australia's favourite books of the 21st century.
- The ABC's Audio Studios has announced the New Wave program to nurture the next generation of comedy podcasters. In 2025–26, four successful teams will receive training and development funds to produce fresh and funny new podcasts that will appeal to an under 40s audience.
- Continue to work with Australia's best directors, producers and writers on premium screen content.
- Preference local original formats over international formats e.g. *I was Actually there*, *Austin*, and *Ginger and the Vegesaur*s.
- Focus on developing new talent, in front and behind the camera.
- Develop a cohesive screen slate balancing big, broad factual series as well as high impact documentaries, and develop a feature documentary strand.
- Commission and amplify specialist content, collaborating with cultural institutions, universities, arts organisations, festivals and more.
- Develop a strong pipeline of screen content for primary and pre-school audiences.
- Work with global partners to raise the ambition of content with increased funding. E.g. *Flower and Flour*, *Stuff the British Stole*.
- Increase the proportion of total Government revenue spent on content (currently 94%) by focusing on efficiency and reducing duplication.

Pillar 2: Align content to platforms: Present content on the platforms Australians use

Australians are increasingly choosing to access their content via digital services, across the ABC's own digital platforms as well as third-party platforms.

The ABC's digital platforms allow us to offer the best online experience, with features that enable personalisation, curation, and seamless use across devices. Third-party platforms provide a way for us to connect with people on the platforms that they prefer and offers an opportunity to maximise the value that we can deliver to all Australians.

At the same time, a significant number of Australians continue to rely on broadcast television and radio for news and entertainment. The ABC will continue to offer these audiences a comprehensive and compelling experience.

Across all of these platforms, we will ensure that all Australians have access to high quality content and services.

Our key priorities to present content on the platforms Australians use are:

- 1. Continuously improve experiences on our apps and websites.** To meet the expectations of Australian and international audiences using online media and provide a strong alternative to commercial third-party platforms.
- 2. Connect with Australians on key third-party platforms.** To increase the visibility and value of our content on the third-party platforms that Australians use.
- 3. Maximise our television and radio audiences.** To serve the significant number of Australians and international audiences who continue to rely on broadcast for news and entertainment.

To better align content to platforms we will:

- Continue to evolve our core digital products – ABC listen, ABC iview and ABC News – to help audiences discover the content that is most relevant and to them, and that will meet their desire for ease-of-use and accessibility. Enhanced recommendations algorithms, which offer a more individualised and tailored audience experience and greater audience engagement, will continue to be improved and extended in 2025–26 and beyond.
- Evolve and improve our storytelling formats and develop new ways to reach our audience, ensuring our journalism is relevant to all Australians and reflects their experiences, interests and concerns.
- Expand ABC podcasts in 2025 and beyond, with enhanced studio capabilities and more titles being filmed to appear as video on ABC and third-party platforms.
- Respond to the changing ways that Australians are consuming video content, both in terms of the type of content being consumed, as well as the platforms of choice, reaching them where they are.
- Maximise screen content by distributing across multiple platforms, reaching new audiences and amplifying programming.

Pillar 3: Serve all Australians: Reflect and engage all Australians

The ABC strives to serve all Australians across socio-economic, demographic, cultural and geographic groups. The ABC seeks to be an essential part of the lives of all Australians, and a unifying force that reflects and engages with the diverse voices of Australia's communities.

The ABC plays a vital role in connecting local communities across the nation. We will provide more comprehensive coverage of local issues and continue to keep Australians safe with vital emergency broadcasting services.

The ABC engages with a broad range of communities, including online, and fosters national conversations across a range of perspectives and points-of-view. We will better reflect the perspectives of communities across the nation, including those that are often underrepresented in the media.

Our key priorities to achieve our goal of better reflecting and engaging all Australians include:

1. Deepen our understanding of Australian audiences.

To be an essential part of the lives of as many Australians as possible and deliver the right content on the right platforms

2. Better serve a broader range of audiences. To meet our responsibility to serve all Australians across socio-economic, demographic, cultural and geographic groups.

3. Better connect with people in outer-suburban and regional areas. To inform local communities that are under-served by commercial news media and share their voices with more Australians.

4. Meet the growing nationwide need for emergency warning information. To respond to the increasing frequency and severity of natural disasters in Australia, we must continue to upgrade our emergency capabilities.

To achieve these priorities we will:

- Connect with the diversity of Australians through our event programming, inclusive and accessible to all.
- Connect with parents and children as the most trusted media organisation, delivering premium children's content (e.g. *Tales of Outer Suburbia*).
- Deliver specialist content both broad and niche, and in genres which other streamers and broadcasters do not provide for (e.g. Arts, Religion and Ethics).

- Build on the ABC iView catalogue for breadth and depth of content offering for all Australians, as well as maximising content use across all available platforms.
- Commission research to better identify audience groups and their media consumption habits.
- Prioritise resources for emergency coverage alongside our vital Emergency Broadcasting service as the emergency season extends further throughout the year and events become more frequent and severe.
- With ABC Parramatta now fully operational, in 2025–26 we will further leverage our local presence there and in locations around the country, to elevate the issues that matter to communities and encourage inclusive national debates incorporating a range of perspectives.
- Continue to champion local storytelling and grassroots voices on Local Radio as part of its role as a vital civic service in local communities, via live and local daily programs and campaigns such as ABC Gives. Over the Plan period, Local Radio will continue to be the true pulse of the Cities & regions they serve.



In 2024 the ABC relocated a range of Ultimo-based content makers and program teams to Parramatta to better embed itself in the community it serves. 1 in 10 Australians live in Greater Western Sydney, and the move was designed to locate the ABC in closer proximity to this large audience segment. The Parramatta studios were fully operational in early 2025, with live news and audio programs broadcast from the location.

Internal Operations

Over the Plan period, the ABC will continue to acquire and develop the technical, editorial, production, and leadership skills needed to reshape the ABC as a digital media organisation that will serve Australian audiences into the future. At the same time, it will focus on improving the employee experience to maintain its position as an employer of choice. Work is also underway to evolve the ABC's internal culture with a strong focus on excellence, creativity, accountability and collaboration across teams. This will better position the ABC to remain purpose-drive, performance focussed and audience-centric.

The ABC will continue to deliver on the commitments set out in its *Diversity, Inclusion and Belonging Plan 2023–2026* and *Elevate Reconciliation Action Plan 2024–2027*. This includes role modelling inclusive practices, offering inclusive content, products and services to all Australians, working to better attract and retain diverse talent,

enhancing connections with Indigenous and diverse communities, and creating a culture of accountability and transparency.

In 2024 the ABC reported on the outcome of the *Review into ABC Systems and Processes in Support of Staff who Experience Racism*, led by Dr Terri Janke. The review provided recommendations, which the organisation has begun implementing. This work will continue over the next year.

The ABC continues to work towards its long-term goal of net zero emissions by 2030. Sustainability is a priority for the ABC and it will continue to work with suppliers to reduce the impact of ABC operations and its use of resources on the environment.

To better support production, operational efficiency and the audience experience the ABC is exploring the use of AI. It is also improving operational resilience and strengthening cyber-security.



The Kimberley host Mark Coles Smith interviews artist and Indigenous elder Mervyn Street with director Nick Robinson and 2nd camera operator Paul Bell in the Kimberley region, WA. Photo: Stephen Oliver

MEASURES

The KPIs are linked to the strategic priorities identified above. They cover a four-year period to reflect the Portfolio Budget Statements.

Changes to performance information

Since our 2025–26 Portfolio Budget Statements, we have made changes to our performance measures. The details and rationale for each change are outlined in Appendix 1. The measurement and assessment of the performance measures outlined in our 2025–26 Corporate Plan will be published in our 2025–26 Annual Performance Statements.

The ABC is implementing a simplified audience measurement framework. While Trust and Value will remain as important audience perception measures, net weekly reach will be replaced by platform specific reach metrics for key digital products and market share metrics as a better way to capture audience engagement and impact.

As the national broadcaster, understanding the ABC's position within the broader Australian media landscape is essential. The revised audience measures will enable more robust market benchmarking and provide depth into growth areas such as podcast audiences and third-party platforms.

It also recognises that developing a true measure of reach, which incorporates all the ways in which audiences may encounter the ABC's content and products, is becoming increasingly difficult to measure.

The ABC has also amended its diversity and inclusion targets. These revised targets align with those adopted by the Australian Public Service and are informed by 2021 census data from the Australian Bureau of Statistics. Outer year targets will be revised after the 2026 census provides a clearer picture of current demographics. In aligning the ABC targets with the wider Australian public sector targets, the ABC is replacing the targets for CALD executives and CALD content makers with a single organisation-wide CALD target. The ABC will continue to monitor CALD executive and CALD content maker targets through its regular internal reporting mechanisms.

The ABC is also aligning its staff engagement target with the Australian Public Service, benchmarking itself against the APS average engagement score.

Notes on key trend breaks for FY26

Google AMP: From 25 June 2025, Google AMP (Accelerated Mobile Pages) was de-commissioned due to layout/feature limitations, technical overhead and tracking limitations. Due to the duplication of users between ABC News Website and AMP, this change will likely result in a ~15% reduction in the weekly user count for ABC News Website.

VOZ Screen Measurement: VOZ is the new industry standard measurement, developed by Oztam. It brings together broadcast viewing on TV sets and BVOD viewing via connected devices to provide national, de-duplicated, all-screen audience measurement. VOZ will replace the existing measurement which was split across 3 sources (Oztam metro TV ratings, regional TV ratings and BVOD measurement). It is anticipated that the ABC will see stronger share performance under VOZ.

Audience Outcome	Measure	Source	2025–26	2026–27	2027–28	2028–29
The ABC is valued	Value of the ABC to the Australian community	ABC Corporate Tracking Survey	≥75%	≥75%	≥75%	≥75%
	Why this is important This KPI reflects the ABC’s purpose, which is to deliver valued services that reflect and contribute to Australian society, culture and identity.					
Driving trust in the ABC	The ABC is trusted by all Australians	ABC Corporate Tracking Survey	≥75%	≥75%	≥75%	≥75%
	Why this is important The ABC is Australia’s most trusted media organisation and must maintain this position as a place that all Australians can turn to with confidence.					
	The ABC is trusted in the Pacific Region	Annual trust score of 6 established markets	75%	75%	75%	75%
	The ABC is trusted in the Asian Region	Annual IPSOS study across 11 Asian countries	68%	68%	68%	68%
	Why this is important The ABC strives to build and maintain its position as a trusted source of news and information in the region.					
Delivering great content to audiences on broadcast	Weekly share of viewing – screen	VOZ	>20.7%	>21.0%	>21.3%	>21.5%
	Weekly share of listening – audio	GfK 360 metro	>16.9%	>17.1%	>17.3%	>17.5%
	Why this is important The ABC will continue to serve high quality and compelling content to the significant number of Australians and international audiences who continue to rely on broadcast for news and entertainment.					
High quality content and experiences on our apps and websites	Weekly web & app users – screen	Snowplow	2.5 million	2.7 million	2.9 million	3.1 million
	Weekly web & app users – audio	Snowplow	1.6 million	1.7 million	1.8 million	2.0 million
	Weekly web & app users – news	Snowplow	8.8 million	9.3 million	10.1 million	11.0 million
	Why this is important Online media is the primary way many Australians consume news, information and entertainment, and the ABC is committed to providing audiences with a strong alternative to commercial third-party platforms.					
	Weekly podcast listeners	Triton Digital	1.0 million	1.1 million	1.2 million	1.4 million
	Why this is important A considerable number of Australians are turning to on-demand audio, and the ABC’s podcasts are an important way that the ABC speaks to Australians, showcases Australian stories and helps us understand our place in the world.					
Engaging Australians on key third party platforms	Weekly YouTube watch time (Hours)	YouTube Analytics	1.3 million	1.4 million	1.5 million	1.7 million
	Weekly social engagements	Khoros (Facebook, Instagram, TikTok, LinkedIn and X)	9.3 million	10.2 million	11.3 million	12.4 million
	Why this is important Third-party platforms are used by nearly all Australians, and are an important way for the ABC to increase the visibility and value of its content.					

Audience Outcome	Measure	Source	2025–26	2026–27	2027–28	2028–29
Employee Engagement	Employee engagement score (%)	Engagement survey	Achieve Australian Government benchmark	Achieve Australian Government benchmark	Achieve Australian Government benchmark	Achieve Australian Government benchmark
Why this is important Employee engagement surveys provide detailed data and insights for leaders and managers to use to improve the workplace. Organisation responsiveness to employee feedback leads to higher retention rates, lower absenteeism, improved productivity, higher service levels and better employee morale.						
Diversity*	Indigenous employees – Executive	Employee data	3%	3%	3%	3%
	Indigenous employees – Total	Employee data	3.4%	3.4%	3.4%	3.4%
	Why this is important As Australia's foremost cultural institution, our purpose is to inspire and enrich the lives of all Australians. As the national broadcaster, it is incumbent on the ABC to show leadership in advancing reconciliation.					
	Culturally diverse employees	Employee data	24%	24%	24%	24%
	Women	Employee data	Gender balance	Gender balance	Gender balance	Gender balance
	Employees with a disability	Employee data	7%	7%	7%	7%
	Why this is important A broad range of perspectives, approaches and ideas makes us a stronger, more creative public broadcaster better able to engage with the Australian community.					

Outer years to be confirmed annually by the Board

* Targets align with those adopted by the Australian Public Service and which are informed by 2021 census data from the Australian Bureau of Statistics. Outer year targets will be revised after the 2026 census provides a clearer picture of current demographics.

In addition to the above KPIs, the ABC continues to track and report on editorial quality, complaints management, access and transmission.

Measure	Source	2025–26	2026–27	2027–28	2028–29
Editorial Quality	Reviews commissioned or conducted by the ABC	Reviews undertaken and reports considered	Reviews undertaken and reports considered	Reviews undertaken and reports considered	Reviews undertaken and reports considered
Why this is important Proper attention to editorial governance and complaints handling is an essential component of the ABC's commitment to quality editorial content and adherence to the ABC's Charter and editorial standards.					
Investigation of audience complaints	Data from Ombudsman Office	Complaints investigated and outcomes reported	Complaints investigated and outcomes reported	Complaints investigated and outcomes reported	Complaints investigated and outcomes reported
Why this is important Public reporting (where privacy permits) supports the Ombudsman's commitment to transparency and accountability and serves to focus the objective to resolve complaints wherever it is reasonable to do so.					
Time taken to respond to investigated audience complaints	Data from Ombudsman Office	Average response rate <30 days	Average response rate <30 days	Average response rate <30 days	Average response rate <30 days
Why this is important An analysis of response rates can show the efficiency with which the Ombudsman's Office deals with investigated complaints. While the target is to respond to investigations within 30 days, some investigations will take longer to conclude depending on resources and staff availability.					

Outer years to be confirmed annually by the Board

Access

Measuring access to ABC platforms provides a quantitative assessment of the ABC's ability to transmit to Australian audiences – via broadcast or digital services – in keeping with its purpose to provide a comprehensive public broadcasting service.

Measure	Source	2025–26	2026–27	2027–28	2028–29
Percentage of the Australian population who are able to receive ABC analog radio transmissions	Broadcast Australia data	At least 99%	At least 99%	At least 99%	At least 99%
Degree to which the eight state and territory capital cities have access to ABC digital radio transmissions	Australian Bureau of Statistics data	100%	100%	100%	100%
Percentage of Australian homes able to receive ABC digital television transmissions*		100%	100%	100%	100%
Why this is important Terrestrial and satellite delivered TV and radio services are still the main way Australian audiences access ABC content and these will be maintained over the planning period.					
Audience escalations – transmission issues	Transmission escalation system	Escalations to BAI Communications Australia	Escalations to BAI Communications Australia	Escalations to BAI Communications Australia	Escalations to BAI Communications Australia
Why this is important Metrics for escalations of transmission issues are crucial for ensuring transmission issues are rectified to assist the ABC in meeting transmission targets.					

Outer years to be confirmed annually by the Board

* Reporting of actuals will include the percentage reach for ABC digital television using terrestrial services (excluding satellite).

Transmission

Transmission of the ABC's radio and television content is provided by a third party and managed by the ABC via Transmission Service Agreements. The effective management of these agreements is fundamental to ensuring the ABC reaches and engages with as many Australians as possible.

Measure	Source	2025–26	2026–27	2027–28	2028–29
Transmission performance	BAI Communications Australia and Regional Broadcasters Australia Holdings Pty Ltd	At least 99% for all services	At least 99% for all services	At least 99% for all services	At least 99% for all services
Why this is important The ABC actively monitors the performance of its transmission contracts to maximise the availability of the services provided and to ensure that audiences can engage with ABC content.					
Operation of transmission facilities		100%	100%	100%	100%

Outer years to be confirmed annually by the Board

MANAGING OUR RISK

The ABC faces a variety of risks – both threats and opportunities – that may have an impact on its performance, reputation and, more broadly, its social licence to operate. These risks manifest themselves because of the strategic objectives that the ABC seeks to achieve and from the external societal, regulatory, political and market environment in which the ABC operates. Effective management of risk is central to the ABC’s success, as it enhances opportunities and reduces threats (or exposures) to the ABC’s objectives.

The ABC’s Board of Directors and management are committed to sustaining a fit-for-purpose risk management framework that both protects and enhances value through the timely and accurate identification, assessment and management of risk.

The risk management framework has, as its foundation, a risk policy that aims to embed an effective risk culture. The objective of the risk management framework is not necessarily to eliminate risk, rather help the business strike the right balance between risk-taking and risk mitigation, so that underlying risks to business objectives are appropriately managed, enabling the successful delivery of the strategy.

The appropriateness and effectiveness of the risk management framework is overseen by the ABC Board and the Audit & Risk Committee.

The ABC risk management team is responsible for the design, implementation and continued improvement of the ABC risk management framework. This includes providing advice and support on how to identify, assess and manage risk.

Significant risks

The risk process provides a risk profile of the ABC’s most significant risks that, if not managed effectively, could adversely impact the ABC’s ability to deliver its strategic objectives and Charter obligations.

Delivering quality Australian content: There are inflationary pressures on Australian production costs and strong competition for screen agency funding to support the financing of Australian content. As competition for local content amplifies, so does industry demand for both talent and production staff.

Discoverability and access to high quality news: The ABC operates in an environment of declining news consumption and reduced trust in news outlets. This is impacting the way the ABC works to provide news that is accurate, impartial, accessible, and relevant to audiences.

Reputation and trust: The ABC is among the most prominent and most discussed brands in the country. At any time, ABC activities can generate public and media attention. The ABC works to retain the trust and support of all Australians.

Financial & corporate stewardship: To implement its strategy, the ABC will need to maintain a strong financial position, effectively managing funding and operating cost pressures, while also meeting the challenges of a strong environmental, social and governance change agenda.

Business management & change: The ABC is undertaking various initiatives and projects to ensure it remains accessible and relevant to all Australians. The challenge is to effectively implement these initiatives and projects and deliver the organisational change contemplated by the current strategy.

Interruption of service: Technology maintenance, complexity and interfaces raise the potential for interruption to broadcast and digital services. The ABC works to provide a resilient service across all distribution channels, preventing and minimising the impact of disruptions.

Cyber security: There are challenges in ensuring the robustness of the ABC’s cyber defences and responses, in a landscape of evolving threats that have the potential to significantly disrupt operations and impact the integrity or availability of the ABC’s services and data.

Compliance: Contractual and regulatory requirements and expectations are constantly changing, impacting the way the ABC works.

Workplace health and safety: The ABC can face challenging situations and environments when collecting content. The ABC works to mitigate risks to health, safety, security and wellbeing of our people and the public as low as reasonably practicable.

Workforce capability and management: The attraction, development and retention of a skilled, diverse and innovative workforce is required to deliver current services and transition with the changing media and technology environment.

Emerging Risk

AI advancements are transforming both the business sector and media industry with increased automation, enhanced data insights, and personalised content delivery.

AI-powered tools have the potential to improve user experience, increase audience engagement, and enhance business productivity. However, the advancement and availability of AI technology also presents a range of challenges to the ABC and broader media sector, particularly the proliferation of misinformation and deep fakes, highly sophisticated synthetic images, audio or likenesses, generated by generative AI.

The ABC also faces challenges regarding how best to engage AI effectively and responsibly, supporting benefit realisation and innovation.

APPENDIX 1: CHANGES TO PERFORMANCE INFORMATION

Corporate Plan 2024–25	Portfolio Budget Statements 2025–26	Corporate Plan 2025–26	Change	Detail and rationale for each change
Not measured	Value of the ABC to the Australian Community	Value of the ABC to the Australian Community	No change	Not applicable
The ABC is more trusted by Australians than any other media (>=/19% above commercial media/newspapers).	The ABC is more trusted by Australians than any other media (>=/19% above commercial media/newspapers).	The ABC is trusted by all Australians	Amended	The measure has been amended to reflect a simplified target.
Not measured	Not included	The ABC is trusted in the Pacific Region	Added	Recognising the important role that the ABC plays in the region
Not measured	Not included	The ABC is trusted in the Asia Region	Added	
Combined Weekly Reach	Combined Weekly Reach	Not measured	Removed	Reach is becoming increasingly difficult to accurately measure, so has been removed as a KPI. The net weekly reach measure has been replaced with platform-specific targets for the ABC's key digital products and audience share measures.
% of ABC users using more than 1 ABC platform	Not included	Not measured	Removed	This measure has been replaced with a range of more detailed measures.
Not measured	Not included	Weekly share of viewing – screen	Added	By focusing on Share, the ABC can drive strategies aimed at increasing audience engagement, impact and platform-specific performance.
	Not included	Weekly share of listening – audio	Added	
Weekly active users across ABC owned digital platforms	Not included	Weekly web & app users – screen	Amended	Measuring users for each platform instead of at a consolidated level enables more robust benchmarking and provides greater insight into potential growth areas
	Not included	Weekly web & app users – audio	Amended	
	Not included	Weekly web & app users – news	Amended	
	Not included	Weekly podcast listeners	Amended	
Active weekly logged-in users	Not included	Not measured	Removed	This measure is less relevant now that mandatory log-in has been introduced.
Third-party digital weekly reach (%)	Not included	Weekly YouTube watch time (Hours)	Amended	Provides greater insight into the ABC's growth areas
	Not included	Weekly social engagements	Amended	
Employee Engagement Score	Not included	Employee Engagement Score	No change	
Indigenous Employees	Not included	Indigenous employees – Executive	Amended	Revised to align with the Australian Public Service
	Not included	Indigenous employees – Total	Amended	
Culturally Diverse Executives	Not included	Culturally diverse employees	Amended	
Culturally Diverse Content Makers	Not included		Amended	
Not measured	Not included	Women	Added	
Employees with a disability	Not included	Employees with a disability	No change	
Sustainability	Not included	Not included	Removed	Measures and targets included in the Annual Report

Endnotes

- 1 Triton Digital (June 2025), **Australian Podcast Ranker**
- 2 OzTAM VOZ National BVOD I Total Individuals I When Watched I Reach Viewing threshold is >60 seconds for Broadcast TV Reach and > 15 seconds for BVOD, Weekly Average of Reach% in the period spanning Wk 1 2022 – Wk 26 2025
- 3 We Are Social (2025), **Digital Australia 2025**
- 4 YouTube Official Blog (26 February 2025) **Drop the mic: Celebrating 1 billion monthly podcast users on YouTube**
- 5 Ipsos iris Online Audience Measurement Service
- 6 Ofcom (March 2024), **Online News Research Update**,
- 7 Scanlon Foundation Research Institute (2024) **Mapping Social Cohesion 2024**.
- 8 World Economic Forum (2025) **The Global Risks Report 2025**.

DISCLAIMER

This Plan contains various long-range plans, high-level estimates and other forward-looking information (Projections). Those Projections are based on the best considered professional assessment of present economic and operating conditions, present Australian Government policy, and a number of assumptions regarding future events and actions which, at the date of this document, are expected to take place. The Projections involve known and unknown risks, uncertainties and other factors beyond control that may cause the ABC's actual results, performance or achievements to be materially different from any future results, performance or achievements expressed or implied by the Projections. Other than as required according to Reporting Obligations, the ABC is under no obligation to update the Projections based on circumstances, developments or events occurring after the publication date of this document.



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