



Running

ABC News presenter
Kim Landers in the
ABC studio.



**NOW
MORE
THAN
EVER**

Audiences need to know who to turn to for news and current affairs which they can trust.

The ABC stands alone as a provider of reliable, independent and balanced news and current affairs. In 2012, ABC News provided extensive rolling coverage of the ALP leadership contest across radio, television, online and social media.

The ABC's coverage of the leadership crisis was extensive from the moment Kevin Rudd announced his resignation as Foreign Minister on 22 February. Millions of Australians turned to the ABC for timely, accurate and authoritative coverage and explanation of developments.

Now more than ever, information is available everywhere and is being collected and shared by everyone. The ABC is a credible and authoritative guide in the crowded news market.

Systems and services performance

- Editorial standards
- Infrastructure and operations
- ABC people
- Corporate functions

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the ABC


The ABC's live coverage of the ALP leadership crisis provided real-time updates across all ABC platforms.



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 104. 

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 Director of Editorial Policies chairs the Editorial Policies Group (EPG), comprising Division's editorial advisers, ABC complaints handlers and the Director of Legal. The EPG meets monthly to share information and advice about issues that arise across the various Divisions of the ABC in order to improve the clarity and consistency of the *ABC Editorial Policies* and their application.

Verify

Quality Assurance projects are designed and implemented periodically to assess whether the ABC is meeting the high standards it sets for itself.

Following the completion of three significant Quality Assurance projects in 2010–11, Editorial Policies undertook no Quality Assurance projects in 2011–12.

ABC News commissioned an independent Quality Assurance project in early 2012 which assessed the comprehensiveness, independence and impartiality of ABC News 24 content relating to poker machine reform.

The review found that ABC News 24's coverage met the editorial standards for impartiality, but also provided a range of recommendations and suggestions to improve and strengthen coverage of key issues.

Review

Policy review

Ongoing review and revision of the *ABC Editorial Policies* and *ABC Code of Practice* ensures the standards stay up-to-date and effective in a fast-changing media environment.

The Editorial Policies Division undertakes regular consultation with the ABC's content-making Divisions, including through issues papers and targeted consultations. Through this process the ABC seeks to identify areas of the policies or Code that require amendment and assesses whether additional Guidance Notes or policies are required.

Guidance Notes underpin and explain the application of the *ABC Editorial Policies*. Guidance Notes are developed through the cross-divisional EPG and are authorised by the Managing Director. Amendments to the *ABC Editorial Policies* or *ABC Code of Practice* must be approved by the ABC Board.

In 2011–12, the following Guidance Notes were issued or revised:

- Consulting ABC Legal and handling external requests for access to contentious program material (1 September 2011, revised 18 June 2012);
- Free and discounted products, services or facilities (7 September 2011);
- Managing external funding in broadcast television (29 September 2011, revised 5 October 2011);
- Corrective actions (12 December 2011);
- Fair opportunity to respond (12 December 2011);
- Queensland election 2012 (1 February 2012);
- Suicide and self-harm (1 June 2012);
- Secret recording devices in news, current affairs and other factual content (revised 18 June 2012).

Community research into use of coarse language

Part 7 of the *ABC Editorial Policies* addresses "Harm and Offence" and requires the ABC to consider community standards. The assessment and quantification of community standards is a complex task and is greatly assisted by research into public attitudes. The ABC commissioned Urbis Pty Ltd to undertake research into the attitudes of Australians towards the use of coarse language in the media, with particular emphasis on television, radio and online. In October 2011, the ABC released the results of the research.

The findings covered a range of topics including who should be responsible for protecting children and the attitude of respondents to the ABC's performance in this area.

- Children were consistently identified as a group particularly in need of protection from the use of coarse language in the media.
- While many research participants indicated that parents or guardians have the primary role in regulating children's viewing, a similarly high proportion considered the responsibility to be shared between parents/guardians and the broadcaster.
- For adults, views about who should be responsible for managing exposure to coarse language differ according to the platform. For radio and television, responsibility is considered to be shared by the individual and the broadcaster. For online content, primary responsibility is considered to lie with the individual concerned.
- The ABC is held in high regard.
- Compared with other television networks, the ABC was considered to have the highest standards and to be in the least need of improvement.

- Research participants were less certain about making comparisons between radio networks. Of those who did identify a network, triple j was generally seen as the station with the most programs containing coarse language and as most in need of improvement—although many thought triple j should be a free and independent environment where higher levels of coarse language may exist.
- ABC Local Radio and ABC Radio National were identified as having the highest standards in regulating coarse language.

The findings of the Urbis report align with the ABC's experience of audience feedback about coarse language in content. These issues are specifically dealt with in the *ABC Editorial Policies* and *ABC Code of Practice* and guidance notes, which seek to minimise harm and offence by:

- requiring content makers to ensure content is justified by the editorial context;
- providing classification and other information to allow audiences to make informed decisions about what they watch, hear or read;
- requiring that appropriate steps be taken to mitigate any harm if inadvertent or unexpected actions, audio or images in live content cause harm or offence; and
- avoiding the unjustified use of stereotypes or discriminatory content that could be seen as condoning or encouraging prejudice.

The ABC also has a specific Guidance Note on “Coarse or Offensive Language on Radio” that emphasises the unacceptability of language which—without sufficient editorial context—disparages, demeans or reinforces stereotypes on the basis of, for example, race, religious or cultural beliefs, mental or physical characteristics, gender or sexual preference.

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 to ensure that ABC standards are upheld. This data assists the ABC in ensuring that election coverage meets requirements. Share-of-voice data is not intended to be a definitive measure of impartiality.

The Director of Editorial Policies also administers the ABC's allocation of free broadcast time to political parties during election campaigns. Under this arrangement, the ABC makes allocations of free broadcast time on ABC Radio and Television during Federal, State and Territory election campaigns for party political purposes.

A state election was held in Queensland on 24 March 2012.

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.

In November 2009, the ABC published a *Use of Social Media* policy. That policy assists the Corporation in managing and minimising the risks of social media usage, whilst acknowledging the beneficial contribution that these additional distribution channels can make to the Corporation's activities.



Former Foreign Correspondent reporter Tony Jones in Sarajevo.

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Now more than ever, facts are available without analysis. The ABC provides a trusted local perspective, delivering insight into international events through Australian eyes.

For 20 years, *Foreign Correspondent* has been covering the world and telling the story behind the stories. The program consistently explores the issues and locations that are rarely touched by every day news and current affairs.

From humble beginnings in 1992 in a rusting tin shed at the ABC television studios at Gore Hill, *Foreign Correspondent* has covered extraordinary and dramatic global change.

To explore the way our world has evolved during these years, *Foreign Correspondent* alumni Tony Jones and Jennifer Byrne returned to the program for special assignments, revisiting their reporting on Yugoslavia and the dot.com boom.

What hasn't changed over the decades is the commitment to quality. Some 1 594 individual ABC original stories have been reported thus far, plus interviews and buy-ins from other broadcasters and independent producers.

In September 2011, the *Use of Social Media* policy was revised in light of the introduction of the revised *ABC Editorial Policies* earlier in 2011. Revisions were also made to clarify that the ABC is not editorially responsible for content posted on personal accounts which may be referred to in ABC content, and to more clearly distinguish personal accounts from official ABC accounts.

The four essential standards expected of ABC staff and contractors remain the same:

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. ■

Infrastructure and operations

The Operations Group provides and maintains many of the critical resources needed to ensure the effective and efficient operation of the ABC's core business.

Technology

IN 2011–12, THE ABC continued the implementation of critical technology projects, including improvements to broadcast and online Content Management Systems and Tapeless News systems. The technical fit-out of the new ABC premises in Brisbane, which was officially opened in April 2012, was also completed during the reporting period.

Following the adoption of the Information, Communication and Technology (ICT) Strategy in 2010–11, the ABC implemented a number of initiatives to improve planning and management of the Corporation's technology environment. The Strategy is aimed at enhancing audience participation and interaction, enriching content creation and re-use, streamlining work processes and improving the ABC's ability to quickly adapt work processes and systems (hardware and software) in response to the changing technology environment.

In 2011–12, this work included enhanced network performance for ABC regional locations, delivery of improved cost-effectiveness in the use of ABC mobile devices and the creation of an Enterprise ICT Architecture framework to develop business functionality. Work was also undertaken on a staged implementation of a broadcast technology support model which was developed in response to recent changes in broadcast technology.

The ABC has continued the use of "virtualisation" software in order to reduce the amount of computer server hardware that is required. The program is part of a long-term plan which commenced in 2008–09, and will assist in reducing energy consumption, as well as improving the speed to commission new services.

Since 2008–09, over 300 systems have been virtualised. The ABC estimates that the virtualisation has resulted in a significant reduction in capital costs, as well as lower energy costs.

ABC Distribution and Transmission Network Performance 2011 –12

	No. of Transmitters (See Note 2)	Broadcast Australia Transmission Network (See Note 3)			Total Network Availability (See Note 4)		Total "On-Air" Availability (See Note 5)	
		Target	2011–12	2010–11	2011–12	2010–11	2011–12	2010–11
		%	%	%	%	%	%	%
ABC Service								
ABC Local Radio	242	99.79	99.82	99.72	97.65	97.29	99.69	99.63
triple j	58	99.82	99.92	99.84	91.86	93.08	99.78	99.81
ABC Radio National	257	99.74	99.80	99.79	98.55	97.68	99.70	99.70
ABC Classic FM	68	99.83	99.90	99.84	92.73	93.43	99.77	99.79
ABC NewsRadio	13	99.89	99.96	99.90	99.52	99.48	99.87	99.86
NewsRadio Extension	62	99.83	99.92	99.90	95.99	99.13	99.81	99.83
Digital (DAB) Radio	5	99.98	100.00	100.00	99.83	99.15	99.97	99.98
Analog Television	374	99.75	99.81	99.79	98.51	97.41	99.73	99.74
Digital Television	353	99.77	99.88	99.89	98.60	97.83	99.80	99.81
State (Analog TV & Radio only)								
NSW	250	99.80	99.87	99.84	98.53	95.93	99.74	99.82
NT	54	99.71	99.59	99.28	99.33	98.79	99.48	99.13
QLD	248	99.76	99.81	99.77	98.43	97.42	99.74	99.64
SA	60	99.80	99.81	99.81	99.15	94.44	99.73	99.78
TAS	82	99.81	99.81	99.81	97.48	97.53	99.71	99.78
VIC	77	99.83	99.84	99.81	91.64	95.57	99.71	99.79
WA	179	99.75	99.85	99.79	98.87	98.67	99.75	99.72

Notes:

- ABC Distribution Network** (included contracted service providers): The ABC distribution network ensures programs are delivered from ABC studio to transmitters throughout Australia. Program distribution is achieved through the use of satellite and terrestrial fibre and copper networks provided by various telecommunications carriers. The above results represent the aggregated performance of the telecommunications carriers over the period as reported by the ABC's transmission network operator.
- No. of Transmitters:** The number of transmitters includes both Analog and Digital Television and Radio. If a transmitter was operational during the period for one or more days it is included within the report.
- Broadcast Australia Transmission Network** (ABC Transmission Provider): The transmission network performance is reported by Broadcast Australia as a contracted deliverable and is measured against the Service Level Agreement (SLA) for each service, network or sub national network. The data is regularly reviewed and authenticated by the ABC as detailed in contract management plans.
- Total Network Availability** shows the impact of all outages on the overall network: This reflects all faults across the transmission networks regardless of severity or cause or whether

subject to an SLA or not. The vast majority of these faults are services not meeting full specification such as lower transmission power as agreed by the ABC on a case by case basis.

- Total "On-Air" Availability:** The figures show "off-air" occurrences where no service was provided due to faults and / or maintenance activity. It is important to note that the majority of maintenance activity is undertaken at night so as to lessen the impact on audiences.

General Comments

During the period the total number of analog television transmission services declined compared to the previous year due to the conversion of Analog Television to Digital Television. Overall most networks performed in line with expectations, however there has been a slight downwards trend in the overall On Air performance of the triple j and Classic FM radio networks. Rather than have a service off air completely with no signal to the audience, the ABC agreed to operate services below specification whilst the issues were corrected by the supplier.

The figures reported above relate to ABC transmission services under direct contract. 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 June 2012

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	95.47	97.40	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	95.96	97.79	98.13	94.94	90.06	95.24	95.81	67.43
ABC NewsRadio	93.79	93.88	94.76	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	0
Domestic Shortwave	0.82	0	0	0	0.03	0.14	0	74.31
Analog Television	81.18	82.75	81.12	67.75	96.68	85.81	95.15	79.86
Digital Television (includes ABC Digital and ABC Jazz)	97.97	98.54	99.19	97.21	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
2011–12	97.97%	98.54%	99.19%	97.21%	96.71%	98.94%	97.04%	74.05%
2010–11	97.93%	98.54%	99.18%	97.02%	96.71%	98.94%	97.04%	74.05%

Transmission and distribution of ABC services

In 2011–12, the conversion to digital television continued, with switchover occurring in regional Queensland in December 2011 and southern New South Wales in June 2012.

The ABC digital terrestrial television transmission network now reaches 97.97% of the population. In December 2011, the ABC completed the restack of the Albany digital television service in Western Australia, a process which involves changes to transmission frequencies and in some cases, transmission infrastructure. Planning is under way for the next stage of restack for services across regional Western Australia, South Australia and


New South Wales. The restack is a Government initiative, designed to migrate television broadcast services to lower frequencies in order to create a section of vacant spectrum suitable for use by other services.

The ABC undertook planning to upgrade radio transmission sites and studios to ensure compatibility with the Viewer Access Satellite Television (VAST) service. The VAST service provides for reception of free-to-air television services in areas where there is no adequate terrestrial reception. This work is required to facilitate the continued availability of ABC radio services in non-metropolitan areas following the closure of the Aurora satellite service in December 2013.

Planning also commenced for the transition to electronic news gathering (ENG) equipment capable of operating in alternative spectrum bands. The Government has decided to change spectrum arrangements in the 2.5 GHz band. This spectrum is used by the ABC and other free-to-air television broadcasters for ENG. The Government has provided funding to help the ABC acquire the equipment it needs to operate its ENG services in different spectrum bands.

A new communications link was established between the ABC's Ultimo centre and the Optus satellite uplink site at Belrose, New South Wales. This has enhanced the Corporation's disaster recovery capability.

In October 2011, the ABC commenced digital broadcast of 666 ABC Canberra, ABC Radio National, ABC Jazz, triple j Unearthed and ABC Grandstand as part of a DAB+ digital radio broadcasting trial in Canberra.

The ABC deployed temporary emergency transmission and satellite reception equipment to ensure the continuity of services during emergency events in 2011–12 (see page 137). 

Production facilities

MediaHub is the digital play-out centre for the ABC's television presentation. Based in Ingelburn 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 continues to deliver significant improvements in television on-air delivery, with overall faults-per-hour of content broadcast lower than at any time in the ABC's television history. The Corporation continues to migrate services to more efficient formats while monitoring performance through comprehensive fault reporting mechanisms.

The ABC operates on a service delivery model for the provision of production resources required for the creation of content. In 2011–12, over one million labour hours were supplied in support of national, local and regional news and other program content. This contributed to the creation of over 600 hours of national and local sport, arts, entertainment and information programs, such as *Gruen Planet*, *Randling*, *The Marngrook Footy Show*, *The Hamster Wheel* and *Miss Fisher's Murder Mysteries*. Outside Broadcast services were provided for coverage of the Australian Women's Golf Open, ANZAC Day, the WNBL, the W-League, the Queensland state election and Q&A programs broadcast from regional centres around Australia.

In 2011–12, the extensive resources of the ABC's archives were utilised in support of a range of ABC activities, including the *Fifty Years of Four Corners* documentary and celebrations, the *80 Days that Changed the World* website and the ABC's 80th birthday website and exhibition.

Available labour and facilities spare capacity was sold to the market, generating a net return of \$1.8 million (a decrease of \$0.7 million from 2010–11). The decline in revenue was primarily due to the cessation of ABC coverage of West Australian Football League matches and an overall decline in available capacity for external hire.

Brisbane accommodation project

On 9 January 2012, the ABC went live to air from its new premises in Brisbane's South Bank for the first time, with radio and television news bulletins.

On 19 April 2012, the building was officially opened by the Governor-General of Australia. The new building is a state-of-the-art media hub located in Brisbane's cultural precinct and will accommodate all ABC Brisbane staff and facilities, including program output areas and transmission functions. The building supports all current media platforms and has the flexibility to accommodate new services in the future.



Photo: Richard Kirk Architect



The ABC's new building in Brisbane's South Bank is a purpose-built facility specially designed to integrate media for the digital age.

ABC presenter David Curnow in the studio for the first evening of broadcasts from the new ABC building in Brisbane.

The building was designed in line with environmental sustainability benchmarks and the design and fit-out focused on the health and well-being of staff.

The ABC decided to leave its Toowong site in December 2006, following the emergence of a breast cancer cluster. The new building is a purpose-built broadcasting facility and brings together staff who had been housed in temporary spaces across eight sites.

The ABC will share the new building with the Queensland Symphony Orchestra. ■

ABC People

In 2011–12, the ABC employed 5 429 people across every state and territory, equivalent to 4 603 full time employees. The majority of staff were content makers.

THE ABC IS A DIVERSE organisation with staff working across Australia and the world. The success of the Corporation is built on the commitment, creativity and skills of its people.

The ABC is committed to creating an environment in which its people can thrive and are motivated to deliver the very best content to its audiences.

In 2012, the ABC was recognised as Australia's most attractive employer in terms of work-life balance, as well as Australia's second most attractive employer overall at the annual Randstad awards, which measure employer attractiveness.

ABC values and workplace behaviour

The ABC strives to foster a values-based culture, incorporating its values—Integrity, Respect, Collegiality and Innovation—into all aspects of its organisational behaviour.

In 2011, the ABC introduced a behavioural framework based on ABC Values into the Executive performance management system.

The 2012 appraisal process was the first time that Executives were required to demonstrate not only how they had achieved specific performance targets, but also how they had incorporated and applied ABC Values in their work. Performance ratings were based on the extent to which Executives demonstrated high standards of both performance and behaviour.

ABC Values were also reflected in strategies arising from the ABC's Equity and Diversity Plan and Reconciliation Action Plan. Corporate values and ethical decision-making are incorporated as key reference points in the ABC's media leadership training programs.

Training and development

The ABC provided a range of training and development opportunities focused on both strategic and operational priorities. Training and development was provided via courses and seminars, on-the-job projects, coaching sessions and remotely, using webinars and e-learning packages. Formal structured training was offered across 27 skills areas including digital skills, editorial quality, leadership and management, broadcast operations, cross-media production, and health and safety.

2011–12 saw a significant increase in the use of e-learning to meet training needs in regional and remote areas, with 60 sessions presented via webinar and over 30 ABC specific online courses available to staff through the online training portal "ABC Connect".

Total training hours

Almost 78 000 hours of structured training were delivered, an increase of 1 000 hours on the previous year.

	Female	Male	Total
Administrative/			
Professional	4 407.8	1 642.7	6 050.5
Content Maker	29 268.5	29 385.8	58 654.3
Retail	2 916.8	702.5	3 619.3
Senior Executive	1 973.3	2 738.3	4 711.6
Technologist	743.0	4 212.9	4 955.9
Total	39 309.3	38 682.1	77 991.4


Technologies training

In 2011–12, there was a focus on training designed to enhance staff awareness of changes in digital technologies. Training covered web technologies, use of social media and use of multi-platform production, including iPhone reporting and use of new distribution platforms.

Over 400 staff were trained in the ABC’s new Web Content Management System (WCMS) through face-to-face sessions and webinars.

Editorial training

In 2011–12, a range of editorial training was provided across all content-making decisions, building on the extensive training provided in the previous reporting period following the introduction of revised ABC Editorial Policies.

Over 500 staff attended formal editorial policy training sessions, with sessions also delivered to regional staff via webinar, conference presentations and online learning (see page 145). 

Over 100 staff attended *The Reporting Series*, a new initiative where senior ABC reporters and relevant external experts discuss key issues and editorial challenges in a panel format. These training events were streamed live on the ABC intranet and were recorded for use in future training sessions and e-learning.

Leadership training

In 2011–12, a total of 76 employees participated in the following targeted leadership and management programs, up from 59 in 2010–11.

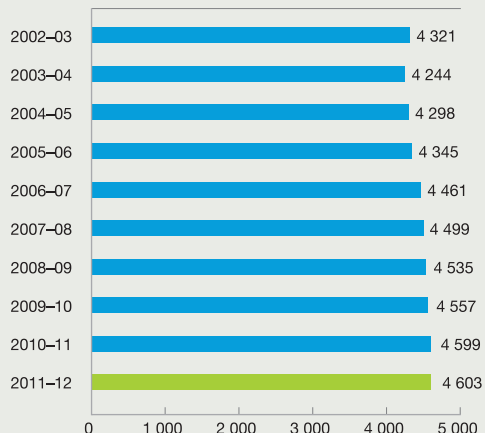
- Twenty-five staff members from across the Corporation attended the *ABC Managers Program*. This program runs for six months and provides the skills needed to transition from working within a team to managing a team. On successful completion of the program, participants receive a Diploma in Management from the University of New England.

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 4 603 people.

ABC Employees: Full-time equivalent



- In August 2011, 21 senior managers completed the *Advanced Managers Program*, which is for managers who occupy, or have the potential to occupy, more senior roles which are integral to the effective and successful management of the ABC.
- 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. In 2011–12, 14 senior managers graduated from the *Accelerated Leaders Program* held over two years at the University of New South Wales.
- In November 2011, a new program for senior staff selected jointly by the Managing Director and Divisional Directors was launched. The *Advanced Media Leadership Series* targets specific skills and capabilities required to lead in a fast-paced, ever-changing media environment. Sixteen candidates were selected to undertake the course with an equal number of men and women. Staff were drawn from offices in Sydney, Brisbane, Melbourne, Canberra and Adelaide and from across most Divisions within the ABC. The *Advanced Media Leadership Series* is a key part of the ABC's integrated talent management approach to leadership development.

These formal sessions were accompanied by other initiatives such as the Managing Director's *Leadership Conversations*, where staff members were invited to discuss issues around "values based leadership" with the Managing Director and their ABC colleagues.

Focusing on workplace behaviour

During 2011–12, the ABC provided over 620 hours of training to 376 staff, aimed at raising awareness and reducing incidents of bullying, harassment and discrimination.¹⁰⁴ Training was conducted as part of

formal induction processes, as well as through the ABC's *Building a Positive Culture* and *Creating a Better Place to Work* programs.

Trauma awareness

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

The ABC has developed a *Trauma Awareness Program*, working with the Dart Centre for Journalism and Trauma and the ABC's Employee Assistance Program provider. The program supports anyone whose work involves covering or dealing with potentially traumatic incidents. The program includes Peer Support Training, Manager Awareness Sessions and Staff Awareness Sessions. In 2011–12, trauma awareness training sessions were conducted for a total of 131 employees. In Sydney, New South Wales, 26 news staff completed a "Surviving Hostile Regions" training course. A similar course was conducted for a locally engaged employee in the ABC's Jakarta bureau.

Recognising innovation in the workplace

The ABC recognises that in order to deliver on its Charter obligation to provide innovative services, it must seek out opportunities to grow a culture of innovation within the organisation.

In 2011–12, four projects from the ABC's Spark Awards, which were launched in March 2010, were completed. The Awards seek to encourage, celebrate and reward innovation by ABC employees. The four projects came from over 400 staff entries and include the *National Mentoring Program*, *Job Safari*, *Producer in Residence*, *80 Days That Changed Our Lives*, and *Technology Explained* (see page 126). ■

¹⁰⁴ In 2011–12, training hours is reported as the number of hours provided per employee.

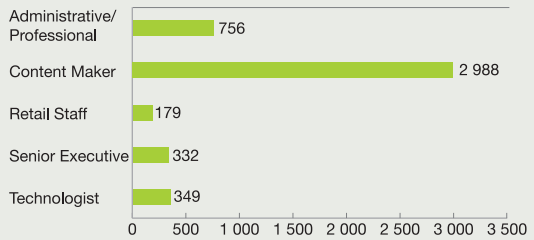
Distribution of employees

By job group

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

65% of ABC employees were directly involved in content-making.

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

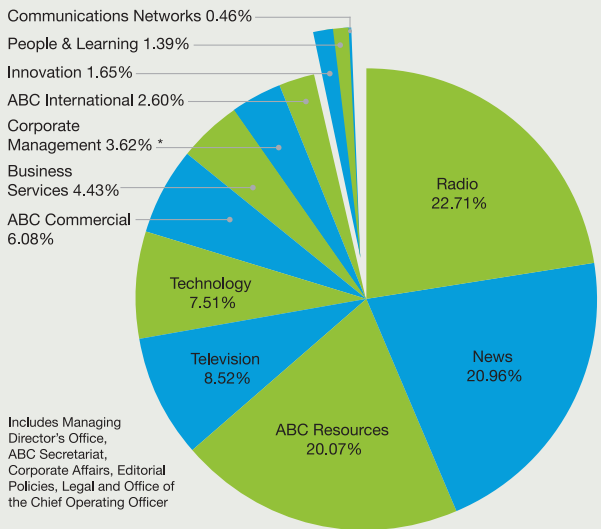


By division

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

74.8% of ABC staff were employed in content-making divisions.

ABC Employees: Distribution by division

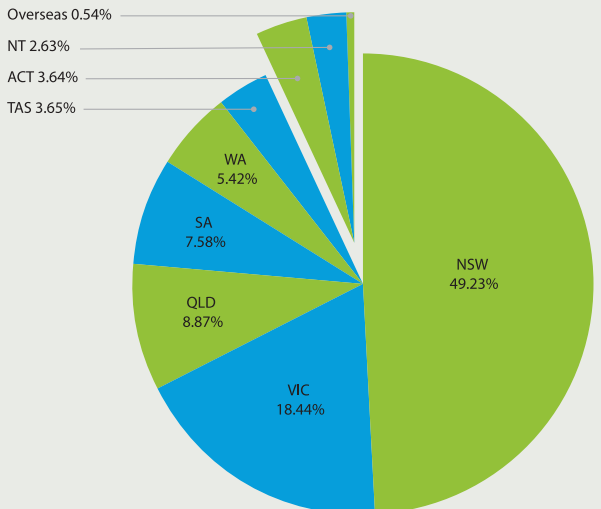


By region

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



Health and Safety

Health and Safety Induction

In 2011-12, there was 79.1% compliance with the ABC's compulsory *Day One WHS and Workplace Behaviours Induction* program, up from 56% in the previous reporting period. The program is delivered to new employees on their first day or shift. The program was implemented in 2010 and attendance is required for 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 ABC Online Induction.

Work-related WHS incidents

In 2011-12, there were 275 work-related WHS incidents reported, compared with 259 in 2010-11. There were a greater number of reported work-related WHS near-hit incidents than in 2010-11. 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 contribute to the prevention of similar incidents in the future.

Of the 275 reported WHS incidents, 72 claims for workers' compensation were accepted by Comcare, the agency which oversees the Commonwealth's workers' compensation scheme. The main types of injury continues to be body stressing (40 incidents) and slips, trips and falls (16 incidents).

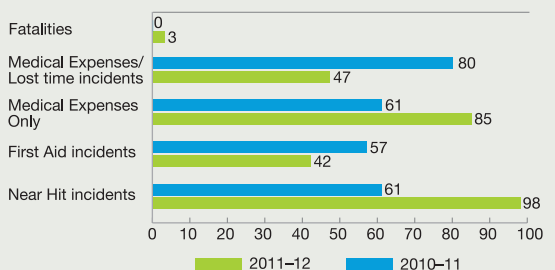
Detailed information about the ABC's WHS performance is provided in Appendix 12 (see page 226).

WHS 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 incidents which required time off.

Work-related WHS incidents



Corporate functions

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

Corporate Communications

In June 2012, a redesigned *About the ABC* website was launched. The website was redesigned to improve audience access to information about the ABC's functions, activities and governance.

It outlines how audiences can access information about ABC content and transmission and allows audiences to ask questions, provide feedback or make a complaint about ABC services, as well as providing information regarding the *ABC Editorial Policies*. The website includes a new blog, *From the engine room*, which shares stories and perspectives from ABC staff, the media industry and members of the public.

The Managing Director was invited to speak at a number of events and occasions, including the National Press Club address on *Trust and Relevance: Defining the Modern ABC*, the ABC and UTS Spotlight 2011 Lecture *The Digital Era: Challenges & Responsibilities for the ABC*, the Walkley Centenary Lecture *Request to a Year* and a speech to the 2011 ICC Canada Conference celebrating CBC/Radio-Canada's 75th Anniversary *An Era of Plenty: The ABC in the Australian Media Landscape*.

The Managing Director also made several keynote presentations to public forums and conferences such as *Broadband & Beyond 2012*, to The Royal Society of NSW on *The Media and Scientific Research* and at the Emergency Media and Public Affairs Conference.

Corporate Strategy

The Strategic Policy Group provides analysis and advice to the ABC Board and management on technological innovations, regulatory changes and world-wide media trends to inform strategy formation and decision-making. It supports the Audience Strategy Group.


In 2011–12, the ABC made 15 submissions to Government Departments, Parliamentary committees, review bodies and the Australian Communications and Media Authority. These included submissions in relation to the interim report of the Convergence Review, the issues paper published by the Australia in the Asian Century Taskforce, the National Cultural Policy Review and a Senate Committee inquiry into certain ABC programming decisions. The ABC also made a joint submission with the Special Broadcasting Service (SBS) to the Australian Law Reform Commission's review of the National Classification Scheme.

Corporate Governance

Information about the ABC's corporate governance is provided in Section 4 (see page 98). 

Audience Research

In 2011–12, 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 2011–12 can be found in Section 2, Audience Experiences (see page 28). 



Now more than ever, there is enormous value in sharing the ABC's rich history and archives and opening up the ABC's content for educational opportunities.



An example of content made available by the ABC through Wikimedia, this photo shows a caravan adapted as an ABC mobile studio from 1940.

In 2011, working with Creative Commons Australia, the ABC released some of its historical audio-visual footage to Wikimedia under a Creative Commons licence. By doing so, the ABC is making some of its unique content available to a broader audience with a license that explicitly allows remix and commercial use.

This is the first time an Australian broadcaster has shared its archival content in this way.

Some of the important pieces of Australian history that the ABC has made available include Cathy Freeman's win at the Sydney Olympics, the Tampa Affair, the floating of the Australian Dollar, and the Waterfront dispute.

Sharing content in this way not only makes more ABC content available to everyone, further unlocking the value of taxpayers' investments, it also facilitates creativity and the possibility of new audiences for the footage.

The ABC Exhibition Trailer was first conceived in 2001 as a means of taking the ABC to all parts of Australia, supporting local programs and outside broadcasts, and creating a memorable experience for visitors. After travelling over 300 000 kms to visit more than 60 locations, the original Exhibition Trailer was retired. In April 2012, the new ABC interactive Exhibition Trailer was launched at the Sydney Royal Easter Show.

The new Trailer features seven LED screens, digital radio and television studios, and an iPad kiosk which features iView, the ABC Shop Online

and interactive games. Visitors can practice their news and weather presentation in the digital television studio—complete with teleprompter—or host their own radio broadcast from the radio studio. Participants can download their performance for free via the trailer website.

The ABC Exhibition Trailer gives regional and remote communities first-hand experience of media production facilities which are normally only located in metropolitan areas, as well as a close-up view of what the ABC has to offer.



The new ABC Exhibition Trailer.

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.

In 2011–12, the ABC participated in a number of corporate events, including the ABC Showcase at Parliament House in March 2012, and TEDxSydney in May 2012. TEDxSydney is an initiative of TED, a United States based, not-for-profit enterprise which aims to bring people together to propagate “Ideas Worth Spreading”. The live broadcast of the event on the Big Ideas website was a first for the ABC.

Public tours of the ABC Ultimo Centre in Sydney attracted 8 123 visitors to the complex in 2011–12. A total of 5 253 students from different schools and colleges, and 2 870 seniors from community groups visited the centre. Currently there are 23 volunteer tour guides 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 Work Health and Safety Committee, the Corporate Responsibility Reference Group, the Leadership Alumni Committee, the Policy Reference Group and the Election Coverage Review Committee.

At a local level, each State and Territory Director chairs the State Leadership team, the National Workplace 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 also represented on the National Executive Risk Committee.

State and Territory Directors have actively supported the ABC’s Reconciliation Action Plan, with involvement in the work of the new Bonner Committee, leadership of local Indigenous Working Groups and coordination of local activities for both Reconciliation Week and NAIDOC Week.

State and Territory Directors co-ordinate local emergency work chairing Emergency Planning Committees and leading emergency response, as well as maintaining contact and liaison with external emergency agencies.

Buildings and accommodation are a key directorial responsibility. The Queensland State Director was Project Co-ordinator for the new Brisbane building, which opened on 19 April 2012. The Victorian State Director has a leadership role in 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. Directors also hosted a number of community forums through which the ABC gathers first-hand feedback from audiences, particularly audiences in regional Australia. 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

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 parliament, government and other organisations about law reform including the ongoing Convergence Review.

2011–12 saw the ABC successfully defending a High Court action brought by the Phonographic Performance Company of Australia which sought to have provisions specifying a maximum amount to be paid by the ABC for the use of ‘published sound recordings’ in radio broadcasts declared unconstitutional. The ABC also successfully appealed to the NSW Supreme Court against a decision by a trial judge in a high-profile criminal matter who had made wide-ranging ‘take down’ orders of internet publications. Legal also successfully supported the Corporation in its bid to continue to provide the Australia Network service. Sadly, the year also saw Legal coordinating the Corporation’s assistance to various bodies investigating the August 2011 ABC helicopter crash.

Other significant contracts related to major drama programs commissioned by ABC Television, including *The Straits*, *Redfern Now*, *Rake Series 2*, *Mabo* and *Dr Blake’s Mysteries* as well as significant projects such as the Wiggles Licence Agreement, the ABC Music Distribution Agreement with Universal Music Australia, the renewal of some key blanket licence agreements for material used by the ABC in its content, and completion of a number of contracts in support of the operation of the ABC’s underlying infrastructure. In 2011–12, ABC Legal also provided pre-publication advice on a number of controversial programs, including for *Four Corners*, *Lateline*, *7.30*, *Australian Story* and *Dumb, Drunk & Racist*.

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

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 has worked closely with ABC Television in finalising a deal to give the ABC first option to acquire a broad range of BBC programs and has negotiated rights for commissioned programs such as *Randling*, *Gruen Transfer Series 5*, *The Hamster Wheel Series 2*, *Cliffy* (the telemovie) and *Shaun Micallef’s Mad As Hell*.

In 2011–12, both Legal and Business Affairs have continued to be involved in implementing the ABC’s digital rights strategy across the Corporation, with significant new initiatives such as the Education Portal, ABC Television’s YouTube presence, new distribution platforms for iView and continued expansion of the ABC’s news services in the digital area. ■