

Governance performance

Corporate governance

Performance against objectives

Government outcomes


Reconciliation Action Plan

ABC Advisory Council



GLEN RAVO of Broken Hill, New South Wales, joined the conversation when he posted his work on ABC Open project, *Portrait of a Stranger*. For Glen, the project was more than just about publishing his work. “Broken Hill doesn’t have a photographic club so this little project actually turned into a dedicated bunch of keen photographers who have been benefiting from working with each other”.

The ABC plays an important role in keeping Glen connected with his local community. “[ABC Local Radio] helps keep the community in contact with each other regarding any political issues, upcoming art events or the status of our roads and parks. They keep everyone current. ABC Open has now attracted some interest as well because of its focus on content that is created locally”.

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

The ABC recognises its responsibility to the Australian people as a publicly-funded broadcaster, and adopts high standards of corporate governance.



Glen joined the conversation.

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Glen Ravo
Broken Hill, New South Wales
Photographed by Jenia Ratcliffe,
ABC Open producer Broken Hill

“ ”

Where the conversation started

ABC OPEN



In front of a house in Menindee is an old piece of corrugated iron advertising rabbits for sale. There you will find Sprig Watson, who hunts rabbits to sell the fur to Akubra.



Glen's conversation

Glen Ravo of Broken Hill made 29 contributions to the Portrait of a Stranger project. "It was quite amazing to just stumble across these amazing characters and take photos of them," he said. "These are all characters that I would have never gotten to meet had I not already known about them".



Portrait of A Stranger

Portrait of A Stranger invited contributors to take a series of portraits of strangers, and learn new social, photographic and technical skills. The first step was to find a willing subject; someone who was a stranger and who was happy to share their story. The challenge for contributors was to capture their subject in a single photograph, find out a bit more about the person they have met, and write a short 200 word piece about them.

“ ” *Discover more about the Portrait of A Stranger project at open.abc.net.au/projects/portrait-of-a-stranger.*

The ABC has in place systems and processes to ensure it complies with statutory obligations and applies best practice corporate governance.

THE ABC BOARD AND MANAGEMENT apply a corporate governance framework that aims to balance the ABC's performance as a creative media organisation, on the one hand, and its need to comply with the formal obligations of a statutory corporation on the other. Throughout 2010–11, the ABC gave particular attention to editorial self-regulation.

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

Governance and management processes

Board Governance

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

The ABC Board held six meetings during 2010–11.

Peter Hurley's and Keith Windschuttle's terms as Directors expired on 14 June 2011.

The Audit and Risk Committee met on five occasions. The Editorial Policies Committee and the Human Resources Committee did not meet during 2010–11, as all pertinent matters were dealt with by the full Board.

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

Management Processes

The Managing Director chairs a monthly meeting of the Executive Leadership Group, comprising divisional directors and the directors of specialist support units reporting to him. This group also convenes briefly each Monday morning, and holds a two-day off-site strategic planning session each year.

The Content Leadership Group meets monthly to focus on content development issues, including cross-platform opportunities, audience trends and branding. The Chief Operating Officer chairs the third monthly forum, the Operations Support Group, made up of operations support divisions such as ABC Resources, Communication Networks, Business Services, People and Learning and Corporate Affairs. Online activities are coordinated by a monthly Online Executive Group, led by the Director of Innovation and consisting of the Divisional heads responsible for online content and services.

Internal Audit

Group Audit provides an independent and objective audit and advisory service which is designed to add value and improve the Corporation's operations.

Group Audit helps the ABC to achieve its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

In 2010–11, Group Audit completed scheduled audits which included comprehensive, compliance, information technology, project assurance and follow-up audits. Group Audit also performed unscheduled reviews at the specific request of management and continued to use technology to undertake continuous auditing and monitoring of transactional data. As in previous years, Group Audit used a combination of in-house staff and external companies to provide the most appropriate industry experience and technical expertise. Group Audit also provided advice and guidance to ABC management and staff on good governance, risk management, policies and controls, as well as advice on a number of projects and initiatives of the Corporation. As part of the ABC's best practice arrangements, the Head Group Audit met regularly with the Chair of the Audit and Risk Committee during the course of the year in addition to formal Committee meetings.

Further information is provided in Appendix 4 (page 210).

Fraud Control

In 2010–11, the ABC undertook a comprehensive fraud risk assessment and developed its Fraud Control Plan 2011–13 to ensure the Corporation meets the requirements of the Commonwealth Fraud Control Guidelines.

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

Risk Management

In 2010–11, the ABC was recognised for excellence in risk management and awarded the 2010 Comcover Award for Excellence in the Enterprise-Wide Risk Management category. This award highlights the progress the ABC has made in establishing and integrating a risk framework within the Corporation.

The ABC participated in Comcover's 2011 Risk Management Benchmarking Survey of 134 government agencies, which rated the Corporation's risk management practices as "Structured", representing a score of 7.7 out of 10. This is a strong result when compared to the average maturity level of overall Commonwealth government departments and agencies, and in relation to the ABC's peer group.

The ABC's Business Continuity Management program operates within the Corporation's broader governance and risk management framework to enhance emergency coordination, crisis management and business continuity planning and processes. It aims to build organisational resilience, and to provide assurances that the ABC can prepare for, respond to and recover from significant business disruption events affecting ABC people, broadcasting, assets and communications. The "ABC Resilience Framework" is an arrangement that integrates the better practices and principles of emergency coordination, crisis management and business continuity planning.

The effectiveness of these arrangements were validated during the 2010–11 when the ABC's people, property and communications were affected by the Brisbane floods and Cyclone Yasi. Throughout those events, the ABC was able to provide vital emergency broadcasting and news coverage.

Corporate Strategy Setting

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

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

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

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

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

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

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

Efficient—to maximise the efficient and effective use of resources

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

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

Meeting the ABC's Reporting Obligations

Report against the ABC Strategic Plan

The *ABC Strategic Plan 2010–13* sets out

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

Performance against the *ABC Strategic Plan 2010–13* is set out at page 110.

Compliance Reporting

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

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

The Board signed and submitted the Compliance Report relating to the 2009–10 reporting period before the due date in October 2010.

Freedom of Information

The *Freedom of Information Act 1982* ("FOI Act") gives the public the right to access documents held by the ABC. During the past year, the ABC received 30 requests for access to documents under the FOI Act.

One request was granted, four were granted in part, 20 were refused and one was withdrawn. Four requests were still being processed at the end of the financial year. Of the 20 requests which were refused, 16 were outside the scope of the FOI Act. Part II of Schedule 2 of the FOI Act specifically excludes documents relating to the ABC's program material from the operation of the FOI Act.

Annual Report

The ABC is required by s.9 of the *Commonwealth Authorities and Companies Act 1997* to prepare an annual report. The report must be submitted to the responsible minister for presentation to the Parliament. The *ABC Annual Report 2009–10* was submitted to the Hon. Stephen Conroy, Minister for Broadband, Communications and the Digital Economy and was tabled in Parliament within the required timeframe.

The *ABC Annual Report 2009–10* received a gold award in the Australasian Reporting Awards for the quality of its content and presentation. This was the eighth successive ABC Annual Report to win gold.

Internal Review

Production Review

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

In 2010–11, implementation work continued on a range of initiatives including the implementation of automated studio systems and desktop editing of television news stories by journalists.

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

Support Activities Review

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

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

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

Audience contact

An important avenue for assessing the ABC's performance with its core stakeholders is through audience feedback, including complaints.

Written complaints about issues such as factual inaccuracy, bias or inappropriate content are referred to the ABC's Audience and Consumer Affairs unit. Audience and Consumer Affairs is independent of ABC program areas and can investigate written complaints referring to possible breaches of the ABC's *Editorial Policies* or *Code of Practice*. The unit also coordinates responses to a range of programming and policy inquiries.

In 2010–11, the ABC logged 216 526 audience contacts—an 8% increase on the previous year. This total included 57 688 letters and emails (a 3% increase on the previous year) and 158 838 calls to switchboards in State and Territory capitals and particular ABC programs and services (a 9% increase).

Summary of contacts received

Contact type	Email/Letter		Phone		Total
	Number	%	Number	%	
Complaint	24 141	41.8%	17 117	10.8%	41 258
Appreciation	4 664	8.1%	3 743	2.4%	8 407
Other*	28 883	50.1%	137 978	86.9%	166 861
Grand Total	57 688	100.0%	158 838	100.0%	216 526

* "Other" includes suggestions, requests for information, scheduling and transmission enquiries and general comments.

Subject matter of contacts received

Subject	Email/Letter	Phone	Total	% Total
Requests for information, programs, product availability and other matters	25 851	119 930	145 781	67.3%
Complaints about program standards and scheduling	17 550	14 601	32 151	14.8%
Radio and television transmission enquiries and complaints	4 752	19 100	23 852	11.0%
Appreciation of programs and presenters	4 664	3 743	8 407	3.9%
Party political bias	1 662	618	2 280	1.1%
Complaints of factual inaccuracy	1 282	353	1 635	0.8%
Bias (other than party political)*	1 389	198	1 587	0.7%
Lack of balance	538	295	833	0.4%
Grand Total	57 688	158 838	216 526	100.0%

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

Key concerns reflected in the audience contacts this year included 1 786 written and phone complaints about sound problems during the live broadcast on ABC2 of *Tim Minchin vs The Sydney Symphony Orchestra*. The problems were due to an outside broadcast equipment failure. The sound problems were addressed and the program was rebroadcast the following week.

There were 1 583 written and phone complaints about changes to channel allocation to accommodate introduction of the new ABC News 24 channel. Complainants were primarily disappointed that they could no longer access regular programming in high definition (HD) and felt disappointed with the use of the HD spectrum for news programming.

Changes to presentation of weather reports in the 7pm *News* generated 1 017 complaints, the majority of which related to the font size for temperatures, which complainants considered too small to read easily.

Of the 41 258 complaints received, 3 867 were claims of party political or other bias, 833 alleged lack of balance and 1 635 were claims of factual inaccuracy. These complaints related to a broad range of ABC programs and services.

Timeliness

Prior to the launch of the revised *ABC Editorial Policies* in April 2011 (see page 85), the *ABC Editorial Policies* included an aim to respond to complaints within 28 days. Between 1 July 2010 and 30 June 2011, ABC Audience and Consumer Affairs responded directly to 17 241 audience contacts. Of these, 11 833 (68.6%) received responses within 28 days.

Written complaints finalised		Number	% of total	Total	% finalised
Response required from A&CA	Response made within 28 days	7 746	67.8		
	Response made within 60 days	11 291	98.8	11 429	50.0
Referred to other areas for direct response				6 372	27.9
No response required				5 018	21.9
Handled by CRE				56	0.2
Total written complaints finalised*				22 875	100%

* The revised *ABC Editorial Policies* commenced on 11 April 2011. The majority of complaints finalised between 11 April and 30 June related to the former *ABC Editorial Policies*.

During 2010–11, 22 875 written complaints were finalised by Audience and Consumer Affairs. The unit provided a personal response to 11 429 of these complaints (comprising 11 590 issues), of which 7 746 (67.8%) received responses within 28 days. 6 372 complaint contacts were referred to other areas of the Corporation for direct response, 56 complaint contacts were handled by the Complaints Review Executive and no substantive response was required for 5 018 complaint contacts.

Complaint outcomes

Audience and Consumer Affairs plays two distinct roles in responding to audience complaints. Where a written complaint suggests that the ABC may have breached its *Editorial Policies* or *Code of Practice*, the unit may investigate the complaint and determine whether ABC editorial standards have been maintained. In cases where this has not occurred, the complaint will be upheld (either fully or in part). As well as this function, Audience and Consumer Affairs provides an audience liaison service for complaints about matters of personal preference, such as scheduling matters or preferences for different presenters. While Audience and Consumer Affairs responds to these complaints, they are not capable of being upheld.

The 11 429 responses to complaints sent by Audience and Consumer Affairs this year includes both categories of complaint. During 2010–11, 4 864 complaint issues were investigated of which 463 (9.5%) were upheld.

All upheld complaints are brought to the attention of the senior editorial staff responsible. In 2010–11, actions taken in response to upheld complaints included written apologies to complainants, on-air corrections and apologies, counselling or reprimanding of staff, removal of inappropriate content or correction of material on ABC Online, and reviews of and improvements to procedures.

Summaries of upheld complaints and reviews conducted by the Complaints Review Executive have been published on abc.net.au as individual complaints are finalised, providing timely access to complaint decisions. The ABC also publishes a quarterly statistical overview of audience contacts on its web site.

Complaints Review Executive

Prior to the introduction of the ABC's new editorial self-regulation framework in April 2011 (see page 84) the Complaints Review Executive (CRE) provided an additional level of internal review for complainants who expressed dissatisfaction with Audience and Consumer Affairs' response to their complaint.

The CRE was independent of both Audience and Consumer Affairs and all program units and had broad scope to determine whether the ABC acted in accordance with ABC Editorial Policies.

This process did not preclude the complainant seeking review via the Independent Complaints Review Panel or the Australian Communications and Media Authority.

In the year until the introduction of the new complaints handling procedures on 11 April 2011, the CRE received 56 requests for review of complaints. Six were not accepted for review by the CRE. Of the 50 requests for review, none of the complaints were upheld. The CRE also adjudicated between ABC Audience and Consumer Affairs and ABC Television on one matter and determined that the content had breached ABC editorial requirements.

All CRE determinations were reported to the ABC Board and 49 summaries of the 50 CRE reviews were published on the ABC's website (two reviews related to the same complaint).

Independent Complaints Review Panel

The Independent Complaints Review Panel was established by the ABC Board to undertake independent review of complaints for persons not satisfied with the ABC's response to a written complaint, at no cost to the complainant. The ICRP could review complaints that raised allegations of serious cases of factual inaccuracy, bias, lack of balance or unfair treatment. Its members were external to the ABC. During the reporting year, the Panel comprised the Convenor, The Hon. Michael Foster QC, and panellist, Ms Susan Brooks. It has been discontinued with the introduction of the ABC's new editorial self-regulation framework.

In the period 1 July 2010 to 11 March 2011 (when the Panel ceased accepting new complaints for review), the Panel received 24 requests to review complaints, of which 12 were accepted for review.

Ten requests not accepted for review either did not, in the Panel's judgement, allege a sufficiently serious case of factual inaccuracy, bias, lack of balance or unfair treatment to merit review, or involved matters outside of the ICRP's area of responsibility. Two requests for review were withdrawn by complainants.

Fifteen cases finalised by the Panel were published on the ABC's website during the reporting year, three of which were upheld and twelve of which were not upheld. The reports published did not necessarily represent the complaints made during the reporting period due to the need to assess and investigate complaints before reports are published. (see Appendix 15, page 231).

At the end of the reporting year, four additional reviews had been completed but were pending publication. None of these reviews identified breaches of the ABC's editorial standards.

Australian Communications and Media Authority

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

During 2010–11, the ACMA advised the ABC that it had finalised investigations into 21 such matters (compared to 19 in 2009–10). In seven cases, ACMA found breaches of the *ABC Code of Practice*. The ACMA was satisfied with action taken by the ABC in response to these findings and did not invoke its further statutory powers that allow ACMA to make a recommendation to the ABC for further action.

Commonwealth Ombudsman

The Ombudsman's office investigated one complaint about the ABC during the current reporting period and recorded an administrative deficiency in relation to the ABC's handling of a complaint. ■

Performance against objectives

The ABC Strategic Plan 2010–13 establishes a roadmap for the ABC to reach new audiences, create new products and services, and develop its people.

THE ABC IS REQUIRED by the *Australian Broadcasting Corporation Act 1983* to prepare corporate plans which outline the overall strategies and policies that the Corporation will follow to achieve its objectives and fulfil its functions. This report documents the ABC's performance against the six strategic goals in the *ABC Strategic Plan 2010–13*.

The ABC's performance is reported here on two levels:

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

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

Goal

Audience focused: To provide a range of media experiences to meet the needs and expectations of diverse audiences. **1**

High quality: To consistently deliver content which reflects the ABC's commitment to quality, independence and high editorial standards. **1**

Innovative: To pursue new ideas, opportunities and partnerships, and grow our capabilities for the future. **1**

Values based: To demonstrate ABC Values in every aspect of our work. **1**

Efficient: To maximise the efficient and effective use of resources. **2**

Responsible: To be visible and active in the community, setting high standards of social, environmental and regulatory responsibility. **1**

Key

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

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

Audience focused

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

Performance indicator	2010–11 result		See also
Maintain or improve community satisfaction (compared to 2007–10 levels) * expressed in terms of the percentage of Australians who consider that the ABC: †		2	31–35
– provides a good balance between programs of wide appeal and specialised interest	83% (85% in 2007–10)		
– provides programs of an educational nature	84% (87% in 2007–10)		
– encourages and promotes Australian performing arts, such as music and drama	79% (81% in 2007–10)		
– is distinctively Australian and contributes to Australia's national identity.	83% (85% in 2007–10)		
Increase the reach of ABC services in Australia	74% total reach (73% in 2009–10)	1	31
Maintain or increase the availability of ABC International services within its target markets using rebroadcast partners	122 rebroadcast partners (107 in 2009–10)	1	68–73, 250
Increase the usage of iview	84% increase in monthly visitors to iview	1	57
Increase access to ABC content via ABC Commercial's products and services	See Section 2, Consumer Experiences	1	74–79
Increase the volume of ABC audio and video content that is accessed online, including streaming and vodcast and podcast downloads	56.5 million podcasts (42 million in 2009–10) 15 million vodcasts (10 million in 2009–10)	1	
Extend cross-promotion of ABC products and services across each platform and network	21% average cross promotion across all ABC radio networks ⁶⁵	1	
Increase the volume of first-run Australian drama content on ABC TV	37 hours (36.5 hours in 2009–10)	1	
Increase the volume of Australian children's content on ABC3 (as a % of total broadcast hours on that network)	50% (37% in 2009–10) ⁶⁶	1	

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

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

⁶⁵ Radio cross promotion means promotion of all non-Radio activity (ABC Commercial, ABC Television, ABC Innovation, ABC Corporate).

⁶⁶ Broadcast of ABC3 commenced 4 December 2009.

Audience focused (Continued)

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

Performance indicator	2010–11 result		See also
Maintain minimum levels of Australian music content broadcast on Radio networks	All radio networks exceeded the target levels of Australian music content	1	119
Maintain a broad genre mix to provide a balance between programs of wide appeal and specialised interest	Content broadcast on ABC1 and ABC2 across 13 genres	1	53
Continue to broadcast programs of an educational nature across all platforms.	See Section 5, Sustainability Report (Social responsibility)	1	
Maintain or increase the ABC's share of Australian television and radio audiences	23.6% radio share (23.9% in 2009–10) Television share increased during day-time (21.4% in metropolitan markets and 24.2% in regional, up from 19% and 20.6% respectively). Television share decreased during prime-time (16.5% in metropolitan markets and 17.7% in regional, down from 17% and 18.9% respectively)	2	37–48
Maintain or increase the size of ABC International audiences	See Section 2, Audience Experiences (International audiences)	1	
Obtain general and targeted advice from the ABC Advisory Council regarding audience needs, interests and expectations	See Appendix 4, ABC Advisory Council	1	
Increase opportunities for audiences to contribute, discuss and share content and opinions on ABC platforms	See Section 2, Audience Experiences	1	
Maximise the provision of ABC News content across existing and emerging platforms	See Section 2, Audience Experiences (News)	1	
Provide a broad coverage of news from the Asia/Pacific region, including social, cultural, political and economic issues	See Section 2, Audience Experiences (International audiences)	1	

High quality

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

Performance indicator	2010–11 result		See also
Increase compliance with the <i>ABC Editorial Policies</i> and the <i>ABC Code of Practice</i>	See Section 4, Governance (Corporate Governance)	1	
Respond to all written complaints within the 60-day statutory timeframe set by the <i>Broadcasting Services Act 1992</i>	98.8% responded to within 60 days	2	107
Regularly evaluate programs for quality purposes		1	84
Refresh editorial policies training for editorial staff each year	See Section 3, Running the ABC (ABC People)	1	
Maintain or improve community satisfaction (compared to 2007–10 levels) expressed in terms of the percentage of Australians who consider that the ABC:		2	31–35
– is balanced and even-handed when reporting news and current affairs	81% (82% in 2007–10)		
– provides quality programming on:			
Television	79% (88% in 2007–10)		
Radio	64% (68% in 2007–10)		
Online	89% (90% in 2007–10)		
Reduce the incidence of material errors in ABC programs, and correct them as appropriate	A reporting methodology is being developed		
Maintain or increase awareness and usage in the South Pacific of the ABC's services to that region	See Section 2, Audience Experiences (International audiences)	1	
Maintain or improve community satisfaction (compared to 2007–10 levels) expressed in terms of the percentage of Australians who perceive the ABC to be innovative	75% (74% in 2007–10)	2	31–35
Develop new ways to make ABC content available and accessible	See Section 2, Audience Experiences (Online)	1	
Enter into new business arrangements for the production and distribution of ABC products	See Section 2, Audience Experiences (Commercial experiences)	1	
Increase overall value of funding by securing grants, and by partnering with independent producers and government funding agencies as appropriate	\$59 million was combined with \$74 million of independent funding to deliver \$133 million of television production (leverage ratio of 2.3:1)	1	

Innovative

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

Performance indicator	2010–11 result	See also
Develop and implement an integrated information, communication and technology strategy	See Section 3, Running the ABC (Infrastructure and Operations)	1
Provide efficient technical and strategic solutions for the development and publishing of ABC content to digital platforms	See Section 2 Audience Experiences (Online)	1
Receive industry nominations, awards and recognition for innovation	See Appendix 16, ABC Awards	1
Invest a minimum 2% of base salary expenditure in training and development	1.84%	2
Increase the retention rate of high performing leaders	⁶⁷	
Demonstrate a commitment to leadership development through targeted leadership programs	See Section 3, Running the ABC (ABC People)	1

⁶⁷ Base-line figures are being established for 2010–11. Comparison will be made in 2011–12.

Values based

To demonstrate ABC Values in every aspect of our work.

Performance indicator	2010–11 result		See also
Increase the visibility of ABC Values in the workplace, demonstrated by their inclusion in ABC processes and activities	See Section 3, Running the ABC (ABC People)	1	
Reduce the number of bullying, harassment and discrimination incidents	⁶⁸		
Reduce the number of fraud incidents	⁶⁹		
Maintain or improve community satisfaction (compared to 2007-10 levels) expressed in terms of the percentage of Australians who believe the ABC reflects the cultural diversity of the Australian community	81% (81% in 2007–10)	2	31–35
Achieve the targets set in the ABC's <i>Reconciliation Action Plan</i> for the number of placements in the ABC's indigenous scholarships and cadetship programs	2 scholarships and 6 cadetships	1	
Achieve the target set in the ABC's <i>Reconciliation Action Plan</i> for indigenous employment	1.47% (target of 2%)	2	124
Provide content on all platforms that gives expression to Australia's social, cultural and regional diversity.	See Section 5, Sustainability Report (Social Responsibility)	1	
Improve the completion rate and timeliness of performance appraisals	70% of appraisals for 2010–11 were competed. Comparisons will be made in 2011–12.		
Increase the internal recognition of innovation across all aspects of the ABC's business	See Section 3, Running the ABC (ABC People)	1	

⁶⁸ Base-line figures are being established for 2010–11. Comparison will be made in 2011–12.

⁶⁹ Base-line figures are being established for 2010–11. Comparison will be made in 2011–12.

Efficient

To maximise the efficient and effective use of resources.

Performance indicator	2010–11 result		See also
Maintain or improve community satisfaction (compared to 2007–10 levels) expressed in terms of the percentage of Australians who believe the ABC is efficient and well managed	70% (71% in 2007–10)	2	31–35
Identify and realise savings for reinvestment in the ABC	See Section 4, Corporate Governance (Internal Reviews)	1	
Increase the utilisation rate of production facilities and staff	90.1% utilisation of production staff (89.7% in 2009–10)	1	
Increase the percentage of total revenue that is from non-appropriation sources	3.8% (4.5% in 2009–10)	2	
Increase the retention rate of high performing employees	37% of employees who resigned and were appraised during 2010–11 were high-performing (26% in 2009–10) ⁷⁰	2	
Increase the percentage of new employees who exceed expected performance standards	33% of employees who commenced and were appraised during 2010–11 exceeded performance standards ⁷¹		
Increase the contribution ABC Commercial makes to ABC net revenue	\$7.9 million (\$13.8 million in 2009–10)	2	74
Maintain robust systems for reviewing high-value contracts	All contracts with a value of \$400 000 or more are subject to review by the ABC's Contract Review Committee	1	

⁷⁰ "High Performing" employees were those rated as "exceeds", "promote" "above" or "well above" at their last performance appraisal.

⁷¹ Base-line figures have been established for 2010–11. Comparison will be made in 2011–12.

Responsible

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

Performance indicator	2010–11 result		See also
Provide comprehensive coverage of events which are of significant national interest, including State, Territory and Federal elections	See Section 2, Audience Experiences	1	
Maintain or improve community satisfaction (compared to 2007–10 levels) expressed in terms of the percentage of Australians who value the ABC and its services to the community	87% (88% in 2007–10)	2	31–35
Develop and undertake projects to assist other public broadcasters in the region to become strong and responsible media organisations	See Section 2, Audience Experiences (International Audiences)	1	
Participate in appropriate conferences, forums and discussions with other media organisations	See Section 2, Audience Experiences (International Audiences)	1	
Demonstrate an ability to respond quickly and effectively to community needs in emergency situations	See Section 5, Sustainability Report (Social Responsibility)	1	
Maintain and build partnerships with emergency services organisations	See Section 5, Sustainability Report (Social Responsibility)	1	
Increase the percentage of new employees who complete OH&S induction within 6 weeks of their commencement	56% compliance	2	95
Demonstrate improvements in OH&S (including reducing the number of work-related incidents and injuries, reducing the number of days lost due to injury or illness, and increasing the percentage of incidents that are reported within 24 hours of the incident occurring)	See Appendix 12, Occupational Health and Safety	2	224
Improve performance against international corporate social responsibility benchmarks	96% in Corporate Responsibility Index (CRI) (97.4% in 2009–10)	2	136
Improve the environmental impact of the ABC's operations (including reducing net greenhouse gas emissions, and energy and water consumption).	See Section 5, Sustainability Report (Environmental Responsibility)	1	
Comply with all statutory reporting obligations (including Compliance report, OH&S Reports, Annual Report etc)	See Section 4, Governance (Corporate Governance)	1	
Review all policies and related documents and processes on a regular basis, updating them as required.	Policies were reviewed and updated by the ABC's Policy Reference Group as part of a structured workplan	1	

Government outcomes

The ABC is granted annual appropriations from the Australian government, and is required to report its performance against four specified Outcomes.

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

Outcome 1

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

Program 1.1—Radio

The Objective of this Program is to provide distinctive radio programs that give an Australia-wide focus to local and regional communities, and satisfy diverse audience needs, nationally and internationally.

KPI: Radio share

Measure: Levels achieved in 2010–11 compared to results in 2009–10.

Performance: The ABC's overall five metropolitan city share in 2010–11 was 23.6%, a 0.3 share-point decrease on 2009–10 (23.9%).

Metropolitan Share*	2010–11 %	2009–10 %
Sydney	22.4	23.1
Melbourne	23.5	24.3
Brisbane	23.8*	22.4
Adelaide	25.8	24.8
Perth	26.0	25.9*
Five-City Metropolitan	23.6*	23.9

Source: Nielsen, Monday–Sunday 5.30 am–midnight, people aged 10 years and over.

KPI: Radio Reach

Measure: Levels achieved in 2010–11 compared to results in 2009–10.

Performance:

Metropolitan Average Weekly Reach*	2010–11	2009–10
Sydney	1 399 000	1 351 000
Melbourne	1 424 000	1 407 000
Brisbane	624 000*	605 000
Adelaide	399 000	382 000
Perth	585 000	578 000
Five-City Metropolitan	4 411 000*	4 323 000

* Due to the severe floods in Queensland, Survey 1 was not conducted in Brisbane. Radio share for Brisbane is based on Surveys 5–8 (2010) and Surveys 2–4 (2011). This affects both the Brisbane and five-city results.

KPI: Audience Appreciation

Measure: Percentage of people who consider the quality of programming on ABC Radio is good in 2010–11 compared to results in 2009–10.

Performance: According to the Newspann Appreciation Survey 2011, the majority of Australians describe the quality of programming on ABC Radio as “good” (64% in 2011 compared to 69% in 2010).

KPI: Levels of Australian music on networks which broadcast music

Measure: Achieve or exceed annual targets

Performance: All radio networks that broadcast music have a strong commitment to Australian music and have set annual targets. In 2010–11, all radio networks exceeded the targets.

	Target	2010–11	2009–10
ABC Radio National	25%	38.8	39.1
ABC Local Radio	25%	31.3	31.7
ABC Classic FM	30%	31.2	29.8
triple j	40%	45.9	42.9
ABC Dig Music	40%	43.3	40.5
ABC Jazz	25%	26.0	25.4
ABC Country	25%	31.0	27.2

KPI: Recording of music concerts

Measure: Number of major music concerts recorded for broadcast in 2010–11 compared with 2009–10.

Performance: The ABC recorded 746 concerts in 2010–11 (compared to 701 in 2009–10).

KPI: Quality assurance

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

Performance: In 2010–11, a Quality Assurance project on assessing accuracy was completed. The project developed a manual for content-makers to use to self-assess the accuracy of samples of content. No Quality Assurance projects relating specifically to news and information on ABC Radio were undertaken.

KPI: Complaints management

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

Performance: See page 107

Program 1.2—Television

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

KPI: Audience Share

Measure: Levels achieved in 2010–11 compared with results in 2009–10.

Performance: In daytime (6 am to 6 pm), total ABC Television (ABC1, ABC2, ABC3 and ABC News24) metropolitan free-to-air share in 2010–11 was 21.4%, compared to 19.0% in 2009–10. Regional free-to-air share in the daytime timeslot was 24.2% in 2010–11, compared to 20.6% in 2009–10.

TOTAL ABC

Daytime (6 am to 6 pm)—Free to air share

People	2010–11	2009–10
Metropolitan Share	%	%
Sydney	22.2	20.5
Melbourne	22.9	19.2
Brisbane	18.1	16.6
Adelaide	21.0	18.3
Perth	21.6	19.3
Five-City Metropolitan All	21.4	19.0
Regional Share	%	%
Southern NSW	23.7	21.0
Northern NSW	24.9	20.7
Victoria	26.1	19.5
Queensland	21.5	19.7
Tasmania	28.0	24.6
Regional All	24.2	20.6

Source: OzTAM metro and RegionalTAM consolidated data.

In primetime (6 pm to midnight), total ABC Television (ABC1, ABC2, ABC3 and ABC News 24) metropolitan free-to-air share in 2010–11 was 16.5%, compared to 17% in 2009–10.

Total ABC Regional share data is not available.

TOTAL ABC

Primetime (6 pm to midnight)—Free to air share

People	2010–11	2009–10
Metropolitan Share	%	%
Sydney	17.7	18.3
Melbourne	15.6	15.8
Brisbane	15.8	16.1
Adelaide	16.8	16.7
Perth	17.0	18.2
Five-City Metropolitan All	16.5	17.0
Regional Share	%	%
Southern NSW	18.2	21.1
Northern NSW	20.0	20.0
Victoria	15.9	16.8
Queensland	15.3	16.5
Tasmania	21.3	22.3
Regional All	17.7	18.9

Source: OzTAM metro and RegionalTAM consolidated data.

KPI: Audience Reach

Measure: Levels achieved in 2010–11 compared with results in 2009–10.

Performance: Average weekly reach in the five metropolitan cities:

- total ABC Television (ABC1, ABC2, ABC3 and ABC News 24): 9.4 million (62.0%) compared to 8.7 million in 2009–10 (59.1%)
- ABC2: 3.8 million (25.0%) compared to 2.8 million in 2009–10 (18.9%)
- ABC3: 1.9 million (12.3%) compared to 1.4 million in 2009–10 (9.7%).

ABC1

Average weekly	2010-11	2009–10
Metropolitan Reach	%	%
Sydney	49.9	54.1
Melbourne	54.1	55.0
Brisbane	50.8	54.1
Adelaide	59.0	59.7
Perth	54.3	56.6
All Metropolitan	52.7	55.2

ABC1

Regional Reach	%	%
Southern NSW	54.6	55.6
Northern NSW	51.7	52.9
Victoria	57.9	57.5
Queensland	52.3	55.2
Tasmania	59.7	64.7
All Regional	54.1	55.7

Source: OzTAM and RegionalTAM Television Ratings.

Notes: 2010 data (from 27 December 2009) is based on Consolidated data. OzTAM average weekly reach based on Week 27, 2010 – Week 26, 2011.

RegionalTAM data includes spill.

RegionalTAM average weekly reach based on Week 27, 2010 – Week 26, 2011

KPI: Audience Appreciation

Measure: Percentage of people who consider the quality of programming on ABC Television is good in 2010–11 compared with results in 2009–10.

Performance: According to the Newspoll Appreciation Survey 2011, the majority of Australians describe the quality of programming on ABC Television as “good” (79% in 2010–11 compared to 81% in 2009–10).

KPI: Australian Content

Measure: Percentage of first-run Australian content (between 6 pm and midnight) in 2010–11 compared with 2009–10.

Performance: 6 pm and midnight: 47.8% (50.3% in 2009–10) on ABC1.

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

KPI: Australian Children's Content

Measure: Percentage of Australian children's television programs on ABC3 in 2010–11 compared with 2009–10.

Performance: 50% (37% in 2009–10) ⁷²

KPI: State/Local Television

Measure: Percentage of state/local "breakout" television broadcast hours in 2010–11 compared with 2009–10.

Performance: Data for 2010–11 is unavailable. Changes to ABC systems for recording and monitoring this data are being implemented to ensure accurate data is easily accessible in future reporting periods.

KPI: Quality assurance

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

Performance: In 2010–11, a Quality Assurance project on assessing accuracy was completed. The project developed a manual for content-makers to use to self-assess the accuracy of samples of content. No Quality Assurance projects relating specifically to news and information on ABC Television were undertaken.

KPI: Complaints management

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

Performance: See page 107

Program 1.3—Online

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

KPI: Audience Reach

Measure: Levels achieved in 2010–11 compared with results in 2009–10.

Performance: ABC Online's monthly reach in the active Australian internet population averaged 23.9% in 2010–11 (23% in 2009–10), with a peak of 27.4% in January 2011.

KPI: Audience Appreciation

Measure: Percentage of people who consider the quality of content on ABC Online is good in 2010–11 compared with 2009–10.

Performance: According to the Newspoll Appreciation Survey 2011, the majority of Australians describe the quality of content on ABC Online as "good" (89% in 2010–11 compared with 91% in 2009–10).

KPI: Total podcasts

Measure: Levels achieved in 2010–11 compared with 2009–10.

Performance: 56 million ABC podcasts were downloaded in 2010–11 compared with 42 million in 2009–10.

KPI: Total vodcasts

Measure: Levels achieved in 2010–11 compared with 2009–10.

Performance: 15 million ABC vodcasts were downloaded in 2010–11 compared with 10 million in 2009–10.

⁷² Broadcast of ABC3 commenced 4 December 2009.

Outcome 2:

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

Program 2.1—Analog Terrestrial Transmission Services

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

KPI: Number of analog terrestrial transmission services

Measure: Number in 2010–11 compared with 2009–10.

Performance:

	2010–11	2009–10
Analog Television	374	439
Domestic Radio	698	686
International Radio	8	8
Total	1 080	1 133

KPI: Audience contacts via the ABC Reception Advice Line

Measure: Level achieved in 2010–11 compared with results in 2009–10

Performance: The ABC monitors audience responses to transmission issues via its Reception Advice Line (RAL). In 2010–11, this unit received the following television and radio services enquiries:

	2010–11	2009–10
Total number of emails received	3 681	3 964
Total number of letters received	40	84
Total number of telephone enquiries received	26 499	23 514
Total enquiries	30 220	27 562
Total number of hits to the RAL website	1 612 014	2 065 448

Note: these figures reflect both analog and digital transmission contacts

The unit assists the public to improve their ABC Television and Radio reception, responds to broader ABC transmission enquiries and works with the ABC’s transmission providers to identify and resolve transmission faults. Enquiries regarding digital television continued to grow this year as more households moved to the new technology and as the suite of digital television channels expanded with the addition of ABC News 24.

KPI: Transmission performance

Measure: Levels of Total Network Availability and Total “On-air Availability” in 2010–11 compared with 2009–10.

Performance: Performance in 2010–11 was similar to 2009–10. See ABC Distribution and Transmission Network aggregated performance, page 87.

Outcome 3:

The Australian community has access to ABC digital television services in accordance with approved digital implementation plans. Outcome 3 is delivered through one program.

Program 3.1 – Digital Television Services

The Objective of this Program is to provide audiences with access to ABC digital television services in accordance with Government approved implementation policy, through the roll-out and maintenance of the associated distribution and transmission infrastructure.

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

Measure: 2010–11 results compared with 2009–10

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

	2010–11	2009–10
Australia	97.93%	97.83%
NSW/ACT	98.54%	98.54%
Vic	99.18%	99.18%
Qld	97.02%	96.95%
WA	96.71%	96.71%
SA	98.94%	98.23%
Tas	97.04%	96.37%
NT	74.05%	72.57%

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

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

Measure: All facilities meet the requirements

Performance: This target was achieved.

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

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

Performance: There were 351 approved implementation plans and 350 digital terrestrial services in operation. There were no services in test mode as at the end of June 2011.

Outcome 4:

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

Program 4.1 – Access to Digital Radio Services

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

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

Measure: 2010–11 results compared with 2009–10.

Performance: Digital radio services continued in the five mainland state capital cities throughout 2010–11.

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

Measure: All facilities meet the requirements

Performance: This target was achieved. ■

Reconciliation Action Plan

The ABC's Reconciliation Action Plan outlines the actions and targets which the ABC will pursue in order to improve opportunities for Indigenous Australians.

AS PART OF THE ABC'S COMMITMENT to acknowledging Indigenous Australians, their heritage and culture, the Corporation developed and published its *Reconciliation Action Plan 2009–2012* (RAP) in October 2009. The RAP commits the Corporation to a long-term course of action to improve opportunities for Aboriginal and Torres Strait Islander people in the four key areas of cultural understanding and respect, employment, content and community links.

The ABC's first report against the RAP was published in November 2010, covering the period October 2009 to November 2010. The report is available on the Reconciliation Australia website (www.reconciliation.org.au).

During the first 12 months of the RAP, the ABC made good progress towards a number of its targets. The RAP has proved to be a catalyst for increased focus and activity in relation to Indigenous⁷³ employment within the Corporation, and the presentation of Aboriginal and Torres Strait Islander perspectives and stories on the ABC's content platforms. At the same time, a number of the targets to which the ABC has committed will take years to reach. This was to be expected, as the RAP, like reconciliation, is a journey to which the Corporation has committed itself.

Positive performance

The RAP has been strongly supported throughout the ABC. It enjoys the endorsement of the ABC Board and Executive Leadership Group and has engendered a high level of staff engagement in all divisions and branches of the Corporation across the country. It was explicitly incorporated into the *ABC Strategic Plan 2010–13*.

In the first year of the RAP, the ABC held more and richer NAIDOC celebrations across the country than ever before. ABC Radio established a temporary digital radio station, ABC NAIDOC, for the duration of the celebrations and featured NAIDOC-related stories and performances across its networks throughout the week.

Reconciliation Action Plan 2009–12

The plan comprises the following 20 initiatives:

Respect

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

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

As a direct consequence of the RAP, the ABC Radio and Television divisions introduced scholarships to develop the skills of Indigenous content-makers. These scholarships complement the two existing ABC Indigenous scholarships awarded annually to develop and support current Indigenous staff excellence and staff progression.

ABC Television has focused particularly on Indigenous story-telling, establishing an Indigenous Television Department with a specific remit to acquire and commission content by both Indigenous and non-Indigenous filmmakers on issues of importance to Indigenous people and the broader community.

Similarly, ABC Radio has emphasised the employment of Indigenous content-makers, and the News Division has focused on increasing its intake of Indigenous cadets.

The RAP has led to an increased recognition of the need for the ABC to engage with Indigenous communities. Building stronger relationships between the Corporation and Indigenous communities has been a particular focus of the ABC's State and Territory Directors.

Areas for continued development

The ABC has set itself an Indigenous employment target of 2% over the life of the RAP. In the first twelve months of the RAP, the number of Aboriginal and Torres Strait Islander people employed by the Corporation increased 14%. However, as this coincided with an increase in the overall number of ABC staff, the proportion of Indigenous employees did not increase significantly.

Opportunities—employment

- Seek to achieve an initial 2% Indigenous staff level
- Support the biennial Indigenous Staff Conference, including Careers Day for Indigenous students
- Actively participate in the National Indigenous Cadetship Program, targeting at least 6 internships annually
- Create 20 positions to increase Indigenous staffing
- Present annual internal Indigenous Scholarships for career development
- Target Indigenous staff for Leadership programs
- Develop Induction and Mentoring support for new Indigenous staff
- Provide a structured national work experience/ internship program implemented on a State and Territory basis for up to five Indigenous people per year in each State and Territory.

Opportunities—Content

- Reflect a stronger Indigenous presence in ABC content, and in subsequent scheduling and marketing/promotion
- Seek to integrate Indigenous people into the content making process, including new projects, e.g. Radio Broadband Hubs, TV Children's Channel
- Target and develop Indigenous on air presenters
- Implement a mentoring and scholarship program for Indigenous researchers and producers involving a 12 month plan of placements across output Divisions
- Actively seek a range of Indigenous talent and guests for programs
- Relationships
- Build projects and strategic partnerships with external organizations—Indigenous, Government, community and cultural—to create pathways for Indigenous employment and inclusion in ABC activity.

The ABC has also committed to presenting more Indigenous people, issues and views across all platforms. In practice, demonstrating that it is delivering on this commitment has proved difficult for a number of reasons, including practical difficulties flowing from the number of services that the ABC operates, and concerns about the cultural appropriateness of asking guests if they are of Aboriginal or Torres Strait Islander descent. The Corporation will continue to seek effective and appropriate means to demonstrate performance in this area.

The Bonner Committee

The Bonner Committee is the ABC's Indigenous Advisory Committee.

Members are encouraged to join from all States and Territories, to provide feedback and advice to the ABC at a high level.

The Committee was directly involved in the development of the RAP, providing advice and feedback from Aboriginal and Torres Strait Islander staff across the Corporation.

Committee members are involved in local and national NAIDOC Week activities, and have participated in the development of the ABC's Indigenous Culture in the ABC program.

As part of the annual Indigenous Staff Scholarship Awards, an initiative which aims to develop and support Indigenous staff excellence and staff progression, the Bonner Committee also presents an annual award to recognise a non-Indigenous employee who supports Indigenous activities in the ABC.

During 2010–11, a review of the Committee was undertaken. The review was an initiative of the RAP, and involved widespread consultation with staff in all States and Territories. Members of the Bonner Committee contributed to the review.

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

Advisory Council



Back row (left to right): Victoria Shenstone, Nakul Legha, Joan McKain (Convenor), Rena Henderson, Patrick Bradbery (Deputy Convenor), Lisa Leong, Taylor Tran, Rosemary Redgen and Scott Cowans.
Front row (left to right): Tania Penovic, Maurice Newman (ABC Chairman), Moira Neagle and Craig Wallace.

The ABC Advisory Council is a body established by the Australian Broadcasting Corporation Act to provide advice to the Board regarding matters related to programming.

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

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

The members of the Advisory Council for 2010–11 bring to discussions a wide range of experience and perspectives, as well as consultation with the communities they represent. The Council is made up of:

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

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

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

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

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

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

Ms Moira Neagle (Millicent, SA)—Ms Neagle is an Assistant Principal of a government Primary School. Ms Neagle is a published poet. Her book, *In My Garden of Words*, was published in 2007.

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

Ms Rosemary Redgen (Nhulunbuy, NT)—Ms Redgen is an administration trainer at the remote aboriginal community clinics for the Northern Territory Health Department. She was a voluntary member of the Consumer Affairs Council, talking to remote aboriginal community councils, before they were disbanded.

Miss Victoria Shenstone (Kenmore, Qld)—Ms Shenstone is Project Manager for ASX-listed coal seam gas explorer and producer, Bow Energy Limited. She is a Director of not-for-profit organisation YES and is a member of the Royal National Agricultural and Industrial Association's (RNA) Future Directions Committee.

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

Mr Craig Wallace (Fisher, ACT)— Mr Wallace is a public servant from Canberra who works with the Australian Government Department of Families, Housing, Community Services and Indigenous Affairs. Mr Wallace is a past Chair of the ACT Disability Advisory Council and was President of the peak body People with Disabilities ACT from 1999 to 2005. He was awarded a Centenary medal in 2002 for service to the disability community as well as Australia Day medals in 2003, 2004 and 2007 for his work on corporate volunteering.

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

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

The Council met three times during the year, twice in Sydney in December and March and in Maroochydore, Queensland in July. It provided feedback to the ABC Board on a wide range of the Corporation's programs and services.

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

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

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

- ABC Local Radio: including why people listen, the features that are particularly important and the aspects that could be changed.
- Current affairs in prime time: including changes to the hosts and format of 7.30 and the relevance and balance of stories on that program.

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