



ÚDARÁS
CRAOLACHÁIN
NA hÉIREANN

BROADCASTING
AUTHORITY
OF IRELAND

BAI Workplan 2011-2013

A BAI Publication
www.bai.ie



Theme:	Influencing & Communicating
Strategic Goal:	Becoming a trusted and informed voice on broadcasting

No.	Strategic Objective	Key Deliverables	Timeline 2011	Timeline 2012	Timeline 2013
1.1	Support the development of broadcasting policy by: proactively providing informed, impartial and timely advice to the Minister and relevant bodies; cooperating with other national & international regulatory bodies and; developing, and publishing as appropriate, policy advice & recommendations on broadcasting matters.	1.1.1 The BAI will participate in, and support, relevant fora in relation to analogue switch off and digital switch over	✓	✓	✓
1.1		1.1.2 The BAI will provide advice to the Minister in relation to PSBs	✓	✓	✓
1.1		1.1.3 The BAI will respond to consultations on broadcasting related matters	✓	✓	✓
1.1		1.1.4 The BAI will participate in relevant national and international fora in relation to broadcasting matters (EPRA, CC etc.)	✓	✓	As required



No.	Strategic Objective	Key Deliverables	Timeline 2011	Timeline 2012	Timeline 2013
1.2	Develop a programme of proactive engagement with the public, broadcasters and other stakeholders in order to facilitate and strengthen discourse on the role & responsibility of broadcasting and to increase public involvement in broadcasting matters. This includes: awareness-raising; consultation with the public and other stakeholders; facilitation of discussion and debate; encouraging and, where possible, undertaking research.	1.2.1 An annual programme for proactive engagement with public, broadcasters and other stakeholders is developed, implemented & reviewed. (PR, Conference, Consultation, Public Events / BAI Identity, Communicating Role of BAI with Public, Media monitoring)	✓	✓	✓
1.2		1.2.2 Communications activities (website, press releases, Annual Report, BAI Branding, communications translation, MRFS, sponsorship,) will raise public awareness, support consultation activities and facilitate discussion and debate	✓	✓	✓
1.2		1.2.3 FOI requests will be processed within statutory timeframes and Section 15 & 16 FOI booklets will be reviewed at least annually to ensure that the maximum categories and types of records are publically available	✓	✓	✓
1.3	Develop strategic methods and models of gathering and using data and information in order to underpin an effective, evidence-informed model of decision-making.	1.3.1 Internal Audit of strategic data and information relating to the broadcasting sector is undertaken	✓	✓	✓



No.	Strategic Objective	Key Deliverables	Timeline 2011	Timeline 2012	Timeline 2013
1.3		1.3.2 Framework is developed to reflect the BAI's data and information needs (including data needs identified in Irish Broadcasting Landscape: Economic and Environmental Review)	✓		
1.3		1.3.3 Strategic data collection plan is developed and implemented	✓	✓	✓
1.3		1.3.4 Models used to support the implementation of BAI functions are developed, reviewed and refined	✓	✓	✓



Theme:	Ensuring Diversity
Strategic Goal:	Providing a diverse range of broadcasting services and content

No.	Strategic Objective	Key Deliverables	Timeline 2011	Timeline 2012	Timeline 2013
2.1	Ensure a diverse range of broadcasting services that best meets the needs of the people of Ireland and the presence of content and programming that represents and reflects the diversity within Irish society.	2.1.1 A Broadcasting Services Strategy is developed and published which includes consideration of the feasibility and desirability of digital radio broadcasting	✓		✓
2.1		2.1.2 A licensing plan for commercial and community FM Radio services is developed and implemented	✓	✓	✓
2.1		2.1.3 The establishment of new digital content services is facilitated and supported through the timely processing of applications and contracts	✓	✓	✓
2.1		2.1.4 The establishment of temporary and institutional services is facilitated and supported through the timely processing of applications and contracts	✓	✓	✓
2.1		2.1.5 The BAI will participate in national and international Spectrum Planning and Technology fora, as appropriate, to ensure a positive environment for the development of broadcasting services in Ireland	✓	✓	✓



No.	Strategic Objective	Key Deliverables	Timeline 2011	Timeline 2012	Timeline 2013
2.2	Develop and implement schemes to support the production of high quality programmes that add to the diversity of programming available to audiences in the state.	2.2.1 Programme production will be supported through the effective implementation of the Sound and Vision II Scheme	✓	✓	✓
2.2		2.2.2 Agree the scope of, and undertake, a statutory review of Sound and Vision II to assess its impact and effectiveness, with the aim of presenting proposals for an enhanced and improved scheme to the Minister		✓	✓
2.3	Examine the desirability of, and potential for, digital sound broadcasting.	2.3.1 Develop and publish a policy in relation to Digital Radio in Ireland covering both multiplexes and sound broadcasting licensing			✓
2.3		2.3.2 Engage with other agencies in the required spectrum planning activities to support the implementation of a digital radio policy	✓	✓	✓
2.4	Continue to advocate for the commercial take-up of digital terrestrial television (DTT), so as to provide Irish audiences with more choice in broadcasting content.	2.4.1 Review the possibility for commercial DTT and communicate views to the Minister	✓	✓	
2.4		2.4.2 Engage with other agencies in the required spectrum planning activities to support the implementation of commercial DTT	✓	✓	✓



Theme:	Ensuring Plurality
Strategic Goal:	Ensuring plurality in Irish broadcasting

No.	Strategic Objective	Key Deliverables	Timeline 2011	Timeline 2012	Timeline 2013
3.1	Facilitate a broadcasting environment which promotes a mix of public service, commercial and community broadcasting.	3.1.1 Review and update, if necessary, the BAI's Ownership and Control Policy to ensure that it remains relevant and effective in ensuring plurality	✓	If required	if required
3.2	Establish and implement policies, codes and procedures that promote and support plurality in terms of viewpoint, outlet and source.	3.2.1 A code of practice on fairness, impartiality and objectivity in broadcast content, including news and current affairs programming is developed, implemented and reviewed	✓	✓	✓
3.2		3.2.2 Investigate opportunities for effective monitoring of media plurality in Ireland			✓



Theme:	Strengthening the Transparency and Accountability of Broadcasters
Strategic Goal:	Holding broadcasters to account under statute and contract

No.	Strategic Objective	Key Deliverables	Timeline 2011	Timeline 2012	Timeline 2013
4.1	Ensure that all broadcasters licensed by the BAI operate to the terms and conditions of their contracts, licences and all relevant statutes, including applicable employment law, through monitoring and enforcement of contractors' compliance.	4.1.1 Process all requests for contractual variations in line with contractual timeframes	✓	✓	✓
4.1		4.1.2 Specify the Archiving requirements for broadcasters as required in Section 69 (6) of the 2009 Act	✓	✓	✓
4.2	Ensure that all broadcasters operate within the codes and rules for broadcasting content in effect in Ireland.	4.2.1 Compliance plan implemented	✓		
4.3	Increase the level of transparency and accountability of public service broadcasters in accordance with the requirements of appropriate Irish and European legislation.	4.3.1 Public Funding Reviews completed and submitted to Minister	✓		



No.	Strategic Objective	Key Deliverables	Timeline 2011	Timeline 2012	Timeline 2013
4.3		4.3.2 Guidance for the Code of Fair Trading Practice is published and Report/s on compliance completed and submitted to Minister	✓	As requested	As requested
4.3		4.3.3 Annual Statement of Performance Commitments are reviewed and feedback provided to PSBs	✓	✓	✓
4.3		4.3.4 Cost Accounting Principles are developed and reviewed, if required	As requested	As requested	As requested
4.4	Develop and implement a Compliance and Enforcement policy which ensures that broadcaster compliance measures are fair and proportionate, reflect audience needs and are adequate for the purpose of statutory reporting.	4.4.1 Compliance Policy is published	✓		
4.4		4.4.2 Efficient & effective processes in place for investigations, enforcements & sanctions		✓	✓
4.4		4.4.3 Timely submission of statutory reports on request including AVMS, non-Irish licensed broadcasting and advertising codes, PSB compliance with Code of Fair Trading Practice etc	As requested	As requested	As requested



Theme:	Facilitating Learning and Development in the Broadcasting Sector
Strategic Goal:	Working with the broadcasting sector to enhance its capacity

No.	Strategic Objective	Key Deliverables	Timeline 2011	Timeline 2012	Timeline 2013
5.1	Engage strategically with broadcasters to establish their development needs and adopt strategies that will support the sector in developing and strengthening its role within the wider media environment.	5.1.1 Work in partnership with broadcasters and other relevant stakeholders to develop and implement a relevant strategy for developing and strengthening the sector	✓	✓	✓
5.1		5.1.2 Implemented the BFS Archiving Scheme within six-months of approval	✓	✓	✓
5.1		5.1.3 Engage with the broadcasting sector to determine if any ancillary measures are necessary/desirable to support Broadcasting Funding Schemes		✓	
5.1		5.1.4 Publish a Sectoral Development Policy	✓		



Theme:	Promoting Responsible Broadcasting and Empowering Audiences
Strategic Goal:	Devising broadcasting codes and standards

No.	Strategic Objective	Key Deliverables	Timeline 2011	Timeline 2012	Timeline 2013
6.1	Keep under review the development and implementation of broadcasting codes and rules, to ensure compliance with acceptable standards in Irish broadcasting, and to anticipate and meet the evolving needs of audiences and changes in the broadcasting environment.	6.1.1 Daily and Hourly Advertising Rules: a review of the impact of the BAI's 2010 Daily and Hourly Advertising Rules is undertaken and, if necessary, revised Rules are drafted, consulted upon and issued	✓		
6.1		6.1.2 Guidelines Issued on Elections & Referenda as required	✓	As required	As required
6.1		6.1.3 General Commercial Communications Code: - Review of Code - Revisions to Code and Consultation - Code published and disseminated	✓		✓
6.1		6.1.4 Children's Commercial Communications Code: - Review of Code - Revisions to Code and Consultation - Code published an disseminated	✓		



No.	Strategic Objective	Key Deliverables	Timeline 2011	Timeline 2012	Timeline 2013
6.1		6.1.5 Access Rules: - Review of Rules - Revisions to Rules and Consultation - Rules published and disseminated	✓		
6.1		6.1.6 Code of Programme Standards (incorporating standards on incitement to crime, undermining of the authority of the State and privacy) - Review of Code - Revisions to Code and Consultation - Code published and disseminated		✓	✓
6.1		6.1.7 Workshops held with broadcasters following introduction of new or revised rules and/or procedures	As requested	As requested	As requested



Theme:	Promoting Responsible Broadcasting and Empowering Audiences
Strategic Goal:	Informing, educating and empowering audiences

No.	Strategic Objective	Key Deliverables	Timeline 2011	Timeline 2012	Timeline 2013
7.1	Facilitate greater communication between broadcasters and audiences through the effective implementation of the complaints handling process.	7.1.1 Code of Practice for Handling Complaints by Broadcasters implemented and operating efficiently and effectively	✓	✓	✓
7.1		7.1.2 Efficient & effective complaint process operated by BAI	✓	✓	✓
7.2	Provide assurance of the right to redress through the implementation of the statutory "Right of Reply" scheme.	7.2.1 Efficient & effective Right of Reply Scheme in operation	✓	✓	✓
7.3	Seek to promote media literacy initiatives, which will enhance the public's ability to appreciate and evaluate programme content and to understand, interact with and participate in the broadcasting environment.	7.3.1 Report in the Annual Report on media literacy activities undertaken	✓	✓	✓



Theme:	Strengthening Governance & Organisational Development
Strategic Goal:	Developing the BAI as an agile, effective and professional public service organisation.

No.	Strategic Objective	Key Deliverables	Timeline 2011	Timeline 2012	Timeline 2013
8.1	A robust governance and resources framework exists to facilitate the efficient and effective operation of the Authority and Statutory Committees, focused on the achievement of BAI statutory obligations and strategic objectives.	8.1.1 Review of functioning and performance of Authority and Statutory Committees is carried out annually. Any emerging recommendations are implemented	✓	✓	✓
8.1		8.1.2 All statutory and Code of Practice governance obligations, including financial reporting and submission of three year estimates, are fulfilled	✓	✓	✓
8.1		8.1.3 Statement of Strategy 2011-2013 is published, implemented and reviewed on an annual basis. Preparation of Statement of Strategy 2014-2017 is completed	✓	✓	✓
8.1		8.1.4 A Risk Management Framework is implemented which functions as a key tool in work planning, resource allocation, stakeholder management and good governance.	✓	✓	✓
8.1		8.1.5 Levy Model is reviewed and recommendations implemented, as appropriate	✓	✓	✓



No.	Strategic Objective	Key Deliverables	Timeline 2011	Timeline 2012	Timeline 2013
8.1		8.1.6 Clear and effective financial processes, procedures and reporting are in place which maximise the application and use of BAI assets and resources, to include: budgeting process, operation of levy and cash flow management	✓		
8.2	Organisational structures and practices exist which support the continued development of staff; optimise the deployment of resources; enhance internal communications; and maximise efficiency and cost effectiveness.	8.2.1 The IT Strategy is rolled out within agreed budget and timeframe delivering appropriate automation of processes, resulting in increased resource visibility and maximising resource deployment	✓	✓	✓
8.2		8.2.2 Effective Performance Management results in increased staff commitment and optimum usage and development of the skills and competencies available to the organisation	✓	✓	✓
8.2		8.2.3 Internal communications are reviewed and developed, focusing on maximising knowledge management and transfer and opportunities for learning	✓		
8.2		8.2.4 Organisational Development agenda developed and implemented, which contributes to organisational learning, flexibility of staff and operation of the matrix.	✓	✓	✓