

BAI Sectoral Learning and Development Policy

Introduction

Section 26 (2) of the Broadcasting Act 2009 provides the statutory basis for the Broadcasting Authority of Ireland (BAI)'s role in the area of the development of the broadcasting sector in Ireland.

The BAI recognises the importance of encouraging and cultivating excellence in broadcasting by promoting continual investment and innovation in the sector as outlined in its Strategic Statement (2011-2013). The BAI embraces its role in fostering development and maintaining a culture of lifelong training and learning within the broadcasting industry. The BAI is committed to continually working in partnership with broadcasters and industry networks to address specific development needs that will enhance capacity in the sector. Ultimately, such investment in learning and development is a means through which broadcasting services can respond to the interests and needs of Irish audiences.

The BAI Sectoral Learning and Development Policy provides the framework to enable the BAI to plan, support, measure and evaluate from a strategic perspective the continued growth of the sector, through a variety of training, learning and development activities and approaches within its statutory and strategic remit. The Policy reflects the key themes of Sectoral Learning and Development for 2012 and beyond and is framed upon the Broadcasting Act 2009 and the BAI Strategic Statement 2011-2013.

The framework within which the Policy has been developed is set out in **Appendix 1** to this document.

1. Policy Aim

The aim of this Policy is to provide a framework for the Broadcasting of Ireland (BAI) to 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. The Policy focuses on and supports the need for continual improvement of broadcasting outputs and the enhancements of the broadcasting sector's capacity to realise its potential with the creative industries. The Policy provides a framework for learning and development that enables the BAI to effectively support the growth and development of the broadcasting sector in Ireland. This framework outlines a broad range of approaches and initiatives which are consistent with the BAI's overall statutory and regulatory remit.

Given the challenges created by economic uncertainty, the BAI endeavours to provide support, either financially or otherwise, to broadcasters and industry networks who strive to build capacity within their sector in so far as possible. The extent of the provision of support provided by the BAI will reflect the availability of BAI resources and funding at any given time.

2. Policy Objectives

To assist the BAI in fulfilling its statutory remit and achieving its strategic goals; To provide the strategic framework within which the BAI's sectoral learning and development activities are developed, implemented, measured and evaluated;

- (i) To contribute to the development of standards relating to governance, people and broadcasting outputs within the broadcasting sector, including the pursuance of accredited training and the continued professional development of individuals working in the sector;
- (ii) To co-operate with industry specific representative bodies to promote training activities in areas of skill shortages in the broadcasting sector. To collect and disseminate information in relation to the skills requirements of the broadcasting sector which aims to support industry networks and broadcasters to address effectively their development needs and that of their members;
- (iii) To collect and disseminate information on the broadcasting sector in the State and co-operate with other bodies outside the State which perform similar functions to the BAI in order to monitor developments in broadcasting both nationally and internationally in respect of sectoral development.

- (iv) To undertake, encourage and foster research, measures and activities which are directed towards the promotion of media literacy, including co-operation with broadcasters, educationalists and other relevant persons;
- (v) To provide industry networks and broadcasters with a framework that supports the most appropriate, effective and consistent operation of their development initiatives which encourages the use of a mix of learning, training and development approaches and methodologies that respond to the variety of interests and needs in the sector.

3. Operating Principles

The following Operating Principles of the BAI Sectoral Learning and Development Policy reflect the core values of the BAI Strategy Statement 2011 – 2013. These core values provide guidance for the implementation of the BAI Sectoral Learning and Development activities within the broadcasting sector.

- **Independent and Impartial**

The BAI acknowledges its role of being independent and impartial in all broadcasting matters including in sectoral development. The BAI recognises the diverse range of needs of the sector and actively seeks the participation from key stakeholders to provide an objective view of development within each specific sector and strand of broadcasting. The BAI recognises the value of working in partnership with industry networks and broadcasters. The BAI acknowledges the need for a consistent yet flexible approach to its training and development activities. This allows for a fair, objective and timely response to change brought about by legislative and or technological developments whilst maintaining a high degree of impartiality.

- **Expert and Informed**

The BAI works to establish sustainable relationships with industry specific bodies and educational institutions both nationally and internationally to heighten the quality and the effectiveness of its regulatory approaches in matters of sectoral development.

The BAI endeavours to provide the industry networks and broadcasters with sector specific skills analysis of development which will aid in the formation of strategic development plans for their members. This analysis is gathered from a wide range of accredited industry specific experts across all sectors within broadcasting.

- **Professional and Committed to Learning**

The BAI aims to demonstrate its commitment to, and belief in, continual development for the whole broadcasting sector through both informal and formal learning strategies. The BAI is committed to the achievement of excellence by working in partnership with industry networks and broadcasters to assist and support the implementation of their development needs. The BAI actively encourages the industry networks and broadcasters to utilise sector specific experts and/or accredited courses to develop quality within their sector. The BAI consciously recognises its role in promoting and establishing cross-sectoral links in development.

The BAI will be responsive and agile within a changing broadcasting environment and will remain open to technological advancement and innovation within sectoral development. The BAI is receptive to testing new approaches and adapting to new methodologies in training and development to suit the evolving and diverse needs of the sector.

Where appropriate, the BAI supports the piloting of innovative solutions that further enhance the development of skills and competencies in the sector and also serve the larger public interest. The policy supports industry networks and broadcasters to enhance an all-inclusive range of initiatives, including technological advances, which aims to facilitate the full spectrum of the broadcasting listenership and viewership.

- **Accountable and Transparent**

The BAI is committed to being accountable and transparent in all matters related to sectoral development activities. It aims to operate at the highest standard of governance with appropriate processes and controls in place that will withstand close scrutiny. The BAI will maintain regular consultation with industry networks and broadcasters on procedures and decision processes to uphold fairness and transparency.

The BAI expects high standards of governance from industry networks and broadcasters who should strive to be as cost conscious as possible by supporting and focusing on specific industry development needs as identified in the analysis of sectoral development.

- **Motivated by Public Interest**

The BAI exists to serve the needs of Irish society with regard to broadcasting services. The BAI recognises the different needs between the public, commercial and community broadcasting sectors and encourages each sector to drive public interest issues according to their remit. The BAI recognises and strives to cater for, the diversity of taste and interests of viewing and listening audiences in Ireland and encourages the sector to respond to such tastes and interests. The BAI provides a forum for the development of media literacy by supporting training and development

initiatives that enhance the public's ability to appreciate and evaluate programme content and to understand, interact with and participate in the broadcasting environment.

- **Fair and Proportionate**

The BAI aims to work in partnership with all industry networks and broadcasters to ensure full understanding of, and adherence to this policy and its associated procedures. The BAI will demonstrate fairness and balance in all processes, procedures and decisions made in relation to sectoral development. It recognises the sectoral differences and requirements between public, commercial and community broadcasting. The BAI will continue maintain a high level of trust among industry networks and broadcasters so that they can accept and respect its decision on matters related to sectoral development.

4. Key Themes

The policy has sought to capture the focus of Sectoral Development in five overarching strategic themes. These themes stem from the BAI's legislative and strategic obligations and consultation with industry networks and broadcasters. They are integral to Sectoral Development and will shape the broadcasting industry in 2012 and beyond.

- i. **Working in Partnership**

The BAI is committed to supporting and enabling the sector to participate and guide its own learning and development. The Policy acknowledges that the relationships which the BAI has with a partner will vary in line with the evolution of the sector and the stage of development of the partner. The BAI adopts a flexible and supportive approach but expects partners to apply good practice in their sectoral development initiatives and operations.

The BAI recognises that working in partnership plays an integral role in sectoral development and in order to maintain this, the BAI will endeavour to develop and maintain strong channels of communication by;

- Ensuring the industry networks and broadcasters understand its role, functions and limitations with regard to Sectoral development.
- Facilitating, supporting and promoting cross network and broadcaster activities. Enabling and developing links between key stakeholders to foster a collaborative approach to sectoral development;
- Maintaining flexibility for development and actively endorsing transparency and equality within the broadcasting sector.

ii. Strategic Planning

The BAI's strategic remit is to engage with and support industry networks and broadcasters with their sectoral learning and development needs across the broadcasting sector. The organisation is committed to working in partnership with industry networks and broadcasters to set the standard for strategic and long-term planning within the sector.

The BAI aims to support and offer guidance to developing a high standard of governance related to strategic planning for all sectoral development activities. The Policy acknowledges that this approach will enable industry networks and broadcasters to plan strategically for their development which in turn strengthens their involvement in development

iii. Measurement and Evaluation

The Policy acknowledges the natural link between measurement, evaluation and strategic planning. The BAI aims to work in partnership with Sectoral training bodies to evaluate and conduct skills analysis on all sectors within the broadcasting industry in so far as possible. The collated data will be available to relevant industry networks and broadcasters to guide and assist with their strategic planning.

The BAI is committed to support industry networks and broadcasters measure and evaluate development by;

- Encouraging industry networks and broadcasters to measure development in the sector to ensure they realise the benefits of any learning, training and development initiative they undertake;
- Helping to identify short- and long-term impact gains of measurement for both industry networks and members alike. A robust evaluation method benefits building capacity and strengthening the network and broadcaster as a whole;
- Providing a forum for industry networks and broadcasters to share information about learning models in practice and various methodologies for measurement and evaluation.

iv. Funding and Other Supports

Funding for Sectoral development activities has been highlighted by industry networks and broadcasters as an integral part of the BAI's role. The BAI acknowledges its role in supporting the continued growth of learning and development in the Irish broadcasting sector.

When available, funding support will reflect the current development needs of the industry at any given time. Funding priorities may be allocated to industry networks and broadcasters to help address the skills gaps in the sector. The BAI will engage with external broadcasting training providers to conduct and collate skills analysis to identify skills gaps in the sector.

The BAI's approach to funding is flexible but is clearly aligned with the operating principles and objectives of this Policy. The industry networks and broadcasters annual work plan should reflect the BAI's strategic objectives. The extent of the provision of hands-on support by the BAI to the sector will reflect the availability of BAI resources at any given time. If appropriate, the BAI may consider funding applications for development projects either on an annual or multi-annual basis.

v. Building Capacity for the Broadcasting Sector

The BAI's remit is to adopt strategies that will support the sector in developing and strengthening its role within the wider media environment. Its approach to this is to continually engage with industry networks and broadcasters to support their strategic development, and in turn support the BAI in delivering its own strategic objectives.

The BAI is committed to building capacity in the broadcasting sector through supporting an array of Sectoral development initiatives such as;

- Conducting research on development needs and gaps through a Sectoral needs analysis;
- Providing access to relevant national and international research related to the sector which will enable the BAI to benchmark development activities in the Irish broadcasting sector;
- Informing industry networks and broadcasters, where possible and appropriate, of industry 'best practice' learning models which aim to add value to all parties.

5. Policy Review

The BAI undertakes to conduct a review of this Policy, at a minimum every four years to ensure the efficiency and effectiveness in the operation of the initiatives that flow from the Policy in line with the evolution of the sector. Reviews may take place more frequently, if and when required, to reflect changes in the statutory, strategic or regulatory environment or in response to structural changes in the broadcasting sector.

APPENDIX 1 Policy Framework

1. Statutory Provisions

Section 26 (2) of the Broadcasting Act 2009 sets out the ancillary functions of the BAI and provides the statutory basis upon which the BAI has developed its role in this area.

The BAI has the following ancillary functions -

- a) to collect and disseminate information on the broadcasting sector in the State,
- b) to monitor developments in broadcasting internationally,
- c) to initiate, organise, facilitate and promote research relating to broadcasting matters,
- d) to collect and disseminate information in relation to the skills requirements of the broadcasting sector,
- e) to co-operate with other bodies, including representative bodies within the broadcasting sector, to promote training activities in areas of skill shortages in the broadcasting sector,
- f) to co-operate with other bodies outside the State which perform similar functions to the BAI, and
- g) to undertake, encourage and foster research, measures and activities which are directed towards the promotion of media literacy, including co-operation with broadcasters, educationalists and other relevant persons.

2. BAI Strategy Statement 2011-2013

In its Strategy Statement 2011-2013, the BAI commits to facilitating learning and development in the broadcasting sector and seeks to promote media literacy initiatives which underpin the achievement of its goals and objectives.

Strategic Objective 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 with the wider media environment.'*

Strategic Objective 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.'*

In addition, the Sectoral Development Policy operating principles reflect the core values of the BAI Strategy Statement 2011 – 2013 which incorporates a range of commitments in respect of its sectoral development activities, over the period of the BAI's strategy.