



## **BAI Work plan 2014-2016**

# Summary Sheet - Priority Activities

Work Area	Priority Activities <sup>1</sup>	Key Deliverables	Timeline			Strategic Objective	Strategic Goal	
			2014	2015	2016			
1.	<b>Legislative, Statutory and Policy Matters</b>	<b>Liaise with, and provide advice to, the Department on broadcasting legislation and media mergers legislation</b>	The BAI will provide advice to the Minister in relation to legislative issues.	✓			1.1	Influencing and Communicating
2.	<b>Knowledge Infrastructure</b>	<b>An integrated 3-year strategy of organisational knowledge is developed and implemented, which includes IT Strategy, Data and File Management and Strategic Data Use</b>	Smart BAI data returns for all broadcasters is piloted and implemented  Smart compliance self-assessment tool for broadcasters piloted and implemented	✓	✓	✓	1.3, 7.2, 7.3, 7.4	Influencing and Communicating  Strengthening Governance and Organisational Development
		<b>Scope and undertake significant piece of audience research to support and inform work areas such as Codes and Rules, Media Literacy and Communication</b>	Audience research commenced and completed  Develop and implement continuation plan for: (i) audience research activities for 2015 and 2016, and (ii) use and application of data arising from research	✓			1.2, 3.1	Influencing and Communicating  Plurality
3.	<b>Broadcaster Compliance Activities (excl. BFS and Archiving)</b>	<b>Develop Compliance Strategy and agree 3 year Compliance Workplan</b>	Compliance Strategy and Plan is completed	✓			4.1, 4.3, 4.4	Strengthening Transparency and Accountability

<sup>1</sup> Approach to work will include: working and managing smarter, stakeholder awareness, reduction of regulatory burden, continuous process improvement, people engagement

Work Area	Priority Activities <sup>2</sup>	Key Deliverables	Timeline			Strategic Objective	Strategic Goal	
			2014	2015	2016			
4.	Broadcasting Funding Schemes	Implement Sound & Vision Schemes	Programme production will be supported through the effective implementation of Sound & Vision II & III.	✓	✓	✓	2.1, 2.2, 2.3, 3.2	Ensuring Diversity
			Develop an implementation plan for each of the following years	✓	✓	✓		Plurality
		Develop and publish S&V3 Scheme	S&V3 Scheme developed and approved by EU	✓			2.2, 3.2	Ensuring Diversity
		Implement Archiving Scheme	Broadcasting Archiving Culture is supported through the effective implementation of the Archiving Scheme	✓	✓	✓	2.1, 2.2, 2.3, 3.2	Ensuring Diversity
			Develop an implementation plan for each of the following years	✓	✓	✓		Ensuring Plurality
5.	Licensing activities	Implementation of Radio Licensing Plan	Complete licensing plan for commercial FM radio services.	✓			2.1, 3.2	Ensuring Diversity
			Review of licensing activities, to include feedback of Authority and Committees, completed by end of 2014	✓				Ensuring Plurality
6.	Operation of Authority and Committees	Review functioning and operation of Authority and Committees	Review is undertaken and informed by experience of current Authority and Committees	✓			7.1, 7.2	Strengthening Governance and Organisational Development
			Plan is developed and emerging recommendations are incorporated into new Implementation Plan					

## BAI WORK AREAS

<sup>2</sup> Approach to work will include: working and managing smarter, stakeholder awareness, reduction of regulatory burden, continuous process improvement, people engagement

Work Area	Work Activities <sup>3</sup>	Key Deliverables	Timeline			Strategic Objective	Strategic Goal
			2014	2015	2016		
1. Legislative, Statutory and Policy Matters	Liaise with, and provide advice to, the Department on broadcasting legislation and media mergers legislation	The BAI will provide advice to the Minister in relation to legislative issues.	✓			1.1	Influencing and Communicating
	Provide current, informed, impartial and timely views and advice	The BAI will participate in relevant national and international fora in relation to broadcasting matters.(also, wider participation, e.g. EPRA).  The BAI will respond to consultations on broadcasting related matters.	✓	✓	✓	1.1	Influencing and Communicating
	Undertake Sectoral Impact Assessments (SIAs) as required	The BAI will provide advice to the Minister through the provision of sectoral impact assessments and/or public value tests of PSB proposals for new services and variations in channels.  Sectoral Impact Assessment of RTÉ Diaspora “Freemium Player Service”	✓	✓	✓	1.1	Influencing and Communicating
Work Area	Work Activities <sup>4</sup>	Key Deliverables	Timeline			Strategic	Strategic Goal

<sup>3</sup> Approach to work will include: working and managing smarter, stakeholder awareness, reduction of regulatory burden, continuous process improvement, people engagement

<sup>4</sup> Approach to work will include: working and managing smarter, stakeholder awareness, reduction of regulatory burden, continuous process improvement, people engagement

		2014	2015	2016	Objective	
<b>1. Legislative, Statutory and Policy Matters (cont.)</b>	<b>Develop Plurality Policy</b>		✓		1.1, 3.1	Influencing and Communicating Ensuring Plurality
	<b>Review and update Ownership &amp; Control Policy</b>		✓		3.2	Ensuring Plurality
	<b>Review Broadcasting Services Strategy</b>		✓	✓	2.1, 3.2	Ensuring Diversity Ensuring Plurality

Work Area	Work Activities <sup>5</sup>	Key Deliverables	Timeline			Strategic Objective	Strategic Goal
			2014	2015	2016		
2. Knowledge Infrastructure	<p><b>An integrated 3-year strategy of organisational knowledge is developed and implemented, which includes IT Strategy, Data and File Management and Strategic Data Use</b></p> <p><b>New processes are implemented that provide better ways of working and using data more efficiently</b></p>	<p>Smart BAI data returns for all broadcasters is piloted and implemented</p> <p>Smart compliance self-assessment tool for broadcasters piloted and implemented</p>	✓	✓	✓	1.3, 7.2, 7.3, 7.4	<p>Influencing and Communicating</p> <p>Strengthening Governance and Organisational Development</p>
	<p><b>IT functions are expanded generally to defined key functional areas</b></p>	<p>IT strategy is developed and implemented with a particular focus on efficient use of resources</p>	✓	✓	✓	1.3, 7.2, 7.3, 7.4	<p>Influencing and Communicating</p> <p>Strengthening Governance and Organisational Development</p>
	<p><b>Scope and undertake significant piece of audience research to support and inform work areas such as Codes and Rules, Media Literacy and Communication</b></p>	<p>Audience research commenced and completed</p> <p>Develop and implement continuation plan for: (i) audience research activities for 2015 and 2016, and (ii) use and application of data arising from research</p>	✓	✓	✓	1.2, 3.1	<p>Influencing and Communicating</p> <p>Ensuring Plurality</p>

<sup>5</sup> Approach to work will include: working and managing smarter, stakeholder awareness, reduction of regulatory burden, continuous process improvement, people engagement.

Work Area	Work Activities <sup>6</sup>	Key Deliverables	Timeline			Strategic Objective	Strategic Goal
			2014	2015	2016		
2. Knowledge Infrastructure (cont.)	Investigate opportunities for effective monitoring of media plurality in Ireland	The BAI will lead, and contribute to, an informed debate on plurality in Irish broadcasting. The audience research will feed into the approach to the discussion	✓	✓	✓	1.2, 3.1	Influencing and Communicating Ensuring Plurality

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Work Area	Work Activities <sup>7</sup>	Key Deliverables	Timeline			Strategic Objective	Strategic Goal	
			2014	2015	2016			
<b>3. Broadcaster and Contractor Compliance Activities (excl. BFS and Archiving)</b>	<b>Compliance and Enforcement Policy is published, communicated and implemented</b>	Effective and efficient processes are in place for investigation, enforcement and sanction	✓			4.1	Strengthening Transparency and Accountability	
	<b>Develop Compliance Strategy and agree 3 year Compliance Workplan</b>	Compliance Strategy and Plan is completed	✓			4.1, 4.3, 4.4	Strengthening Transparency and Accountability	
	<b>Implementation of Compliance Plan</b>	Compliance Plan is implemented	✓	✓	✓	4.1, 4.3, 4.4	Strengthening Transparency and Accountability	
	<b>PSB Accountability on public funding</b>	Public funding reviews completed to the satisfaction of the BAI and submitted to Minister	ASPCs are reviewed and feedback is provided to the PBSs	✓	✓	✓	4.2	Strengthening Transparency and Accountability
				✓	✓	✓		
<b>Develop and implement PSB regulatory agenda</b>	Agenda is developed and implemented		✓	✓	✓	4.1, 4.2	Strengthening Transparency and Accountability	

<sup>7</sup> Approach to work will include: working and managing smarter, stakeholder awareness, reduction of regulatory burden, continuous process improvement, people engagement.



Work Area	Work Activities <sup>8</sup>	Key Deliverables	Timeline			Strategic Objective	Strategic Goal
			2014	2015	2016		
3. Broadcaster and Contractor Compliance Activities (excl. BFS and Archiving)(cont.)	<b>Contractual Variations</b>	All requests for contractual variations are processed in line with contractual timeframes	✓	✓	✓	4.1	Strengthening transparency & accountability
	<b>Timely submission of statutory reports as they fall due, including AVMS, non-Irish licensed broadcasting and advertising codes, PSB compliance with CoFTP etc.</b>	The BAI will complete and submit statutory reports in a timely manner and in line with statutory requirements.	✓	✓	✓	1.1, 4.1, 4.2, 4.3	Influencing and Communicating Strengthening Transparency & Accountability
	<b>Develop and implement Archiving Scheme under Section 69 of the Act</b>	An Archiving Scheme under Section 69 (6) of the 2009 Act is developed and implemented	✓			4.1	Strengthening transparency & accountability
	<b>Undertake statutory review of BAI Guidance on COFTP</b>	Review of the Guidance for a Code of Fair Trading Practice is undertaken and new Guidance proposed as appropriate		✓		4.2	Strengthening transparency & accountability

<sup>8</sup> Approach to work will include: working and managing smarter, stakeholder awareness, reduction of regulatory burden, continuous process improvement, people engagement.

Work Area	Work Activities <sup>9</sup>	Key Deliverables	Timeline			Strategic Objective	Strategic Goal
			2014	2015	2016		
4. Broadcasting Funding Schemes	Implement Sound and Vision Schemes	Programme production will be supported through the effective implementation of Sound & Vision II & III.	✓	✓	✓	2.1, 2.2, 2.3, 3.2	Ensuring Diversity Ensuring Plurality
		Develop an implementation plan for each of the following years	✓	✓	✓		
	Develop and Publish S&V 3 Scheme	S&V 3 Scheme developed and approved by EU	✓			2.2, 3.2	Ensuring Diversity Ensuring Plurality
	Implement Archiving Scheme	Broadcasting Archiving Culture is supported through the effective implementation of the Archiving Scheme	✓	✓	✓	2.1, 2.2, 2.3, 3.2	Ensuring Diversity Ensuring Plurality
		Develop an implementation plan for each of the following years	✓	✓	✓		
Establish approach for Archiving Scheme II	Approach to Archiving Scheme II agreed	✓			2.1, 2.3, 3.2	Ensuring Diversity Ensuring Plurality	
Undertake Statutory review of Archiving Scheme with a view to developing new Scheme	New Archiving Scheme developed and approved by EU		✓	✓	2.1, 2.3, 3.2	Ensuring Diversity Ensuring Plurality	

<sup>9</sup> Approach to work will include: working and managing smarter, stakeholder awareness, reduction of regulatory burden, continuous process improvement, people engagement.

Work Area	Work Activities <sup>10</sup>	Key Deliverables	Timeline			Strategic Objective	Strategic Goal
			2014	2015	2016		
5. Licensing Activities	Implementation of Radio Licensing Plan	Complete licensing plan for commercial FM radio services.	✓			2.1, 3.2	Ensuring Diversity Ensuring Plurality
		Review of licensing activities, to include feedback of Authority and Committees, completed by end of 2014	✓				
		Complete licensing of community radio services as directed by Authority	✓	✓	✓		
	Address any issues arising from licensing process in a timely and appropriate manner	Any issues arising are addressed	✓	✓	✓	2.1, 3.2	Ensuring Diversity Ensuring Plurality
	Develop and Implement Licensing Plan for Broadcasting Services	Licensing plan for broadcasting services is developed and implemented	✓	✓	✓	2.1, 3.2	Ensuring Diversity Ensuring Plurality
Digital Radio Policy (incorporating multiplex & sound broadcast content licensing)	Consultation with stakeholders re the potential demand for Digital Radio in Ireland.	✓	✓	✓	2.3	Ensuring Diversity	
	Optimum technical solution for digital sound broadcasting is monitored	✓	✓	✓			

<sup>10</sup> Approach to work will include: working and managing smarter, stakeholder awareness, reduction of regulatory burden, continuous process improvement, people engagement.

Work Area	Work Activities <sup>11</sup>	Key Deliverables	Timeline			Strategic Objective	Strategic Goal
			2014	2015	2016		
5. Licensing Activities (cont.)	<b>Spectrum Planning and Broadcast Technology</b>	The BAI will participate in national and international Spectrum Planning and Broadcast Technology Fora to ensure a positive environment for the development of broadcasting services in Ireland	✓	✓	✓	1.1, 1.3, 2.3, 7.3	Influencing and Communicating Strengthening Governance and Organisational Development
	<b>Commercial DTT</b>	Monitor DTT platform performance and consider policy implications with key stakeholders	✓	✓	✓	1.1, 2.1, 2.3, 3.2	Influencing and Communicating Ensuring Diversity Ensuring Plurality
	<b>Licence awards for content contracts &amp; temporary and institutional services</b>	The establishment of temporary, institutional and content contract services is facilitated and supported through the timely processing of applications and contracts	✓	✓	✓	2.1, 3.2	Ensuring Diversity Ensuring Plurality

<sup>11</sup> Approach to work will include: working and managing smarter, stakeholder awareness, reduction of regulatory burden, continuous process improvement, people engagement.

Work Area	Work Activities <sup>12</sup>	Key Deliverables	Timeline			Strategic Objective	Strategic Goal
			2014	2015	2016		
6. Operation of Authority and Committees	Review functioning and operation of Authority and Committees	Review is undertaken and informed by experience of current Authority and Committees  Plan is developed and emerging recommendations are incorporated into new Implementation Plan	✓			7.1, 7.2	Strengthening Governance and Organisational Development
	Functioning of Authority and Committees	Induction plan for new Authority and Committee members completed and implemented.  Annual plan developed and implemented  Pilot and implement new infrastructure/processes as developed.	✓  ✓  ✓	  ✓  ✓	  ✓  ✓	7.1, 7.2	Strengthening Governance and Organisational Development

<sup>12</sup> Approach to work will include: working and managing smarter, stakeholder awareness, reduction of regulatory burden, continuous process improvement, people engagement.

Work Areas	Work Activities <sup>13</sup>	Key Deliverables	Timeline			Strategic Objective	Strategic Goal
			2014	2015	2016		
7. Finance and Governance	Internal Financial Controls	Internal financial control policies, processes and procedures are in place, are robust and are working efficiently and effectively	✓	✓	✓	7.1	Strengthening Governance and Organisational Development
	Financial Management and Reporting	BAI Financial Management and Reporting is in line with the BAI's statutory obligations, is accurate and timely, and supports the BAI's operations efficiently and effectively	✓	✓	✓	7.1	Strengthening Governance and Organisational Development
		BAI Cashflow and Borrowing Facility: BAI's working capital requirements are managed effectively	✓	✓	✓		
		Levy: BAI revenue is generated in an efficient and timely manner	✓	✓	✓		
Risk	Risk Management Framework and Risk Register is in place to identify and manage organisational risk	✓	✓	✓	7.1	Strengthening Governance and Organisational Development	
	There is adequate and appropriate communication to support the BAI's activities in this regard	✓	✓	✓			

<sup>13</sup> Approach to work will include: working and managing smarter, stakeholder awareness, reduction of regulatory burden, continuous process improvement, people engagement.

Work Areas	Work Activities <sup>14</sup>	Key Deliverables	Timeline			Strategic Objective	Strategic Goal
			2014	2015	2016		
7. Finance and Governance (cont.)	<b>Governance: Reporting</b>	<p>BAI meets all its financial reporting and other statutory governance reporting obligations in an accurate and timely manner, including:</p> <ul style="list-style-type: none"> <li>• Annual Report and Accounts</li> <li>• Three-year Budget Estimates</li> <li>• Revenue and other Statutory Returns</li> <li>• HRA Reporting</li> <li>• FOI</li> <li>• BAI commitments pursuant to Irish Language Act and BAI Irish Language Scheme</li> <li>• Data Protection Act</li> </ul>	✓	✓	✓	7.1	Strengthening Governance and Organisational Development
	<b>Governance: Compliance</b>	<p>BAI is compliant with its obligations pursuant to the Code of Practice for the Governance of State Bodies</p> <p>The BAI has in place an appropriate system of internal audit</p> <p>BAI undertakes its procurement activities in line with EU requirements and BAI Policy</p>	✓	✓	✓	7.1	Strengthening Governance and Organisational Development

<sup>14</sup> Approach to work will include: working and managing smarter, stakeholder awareness, reduction of regulatory burden, continuous process improvement, people engagement.

Work Areas	Work Activities <sup>15</sup>	Key Deliverables	Timeline			Strategic Objective	Strategic Goal
			2014	2015	2016		
7. Finance and Governance (cont.)	Organisational Strategy	BAI Statement of Strategy 2014-2016 is published, implemented and reviewed on an annual basis	✓	✓	✓	7.1	Strengthening Governance and Organisational Development
		BAI Statement of Strategy 2017-2019 is planned and developed			✓		
		Potential for strategic co-operation with ComReg is explored, developed and implemented	✓	✓	✓		
7. Finance and Governance (cont.)	Facilities and Resources	The BAI provides a health and safety management system to ensure a safe environment for BAI staff working on or off site, contractors and sub-contractors working on behalf of the BAI, visitors to the BAI premises and anyone affected by our activities	✓	✓	✓	7.1	Strengthening Governance and Organisational Development
		The use of the BAI's facilities and other resources is efficient and their use is maximized in pursuit of the BAI's objectives	✓	✓	✓		

<sup>15</sup> Approach to work will include: working and managing smarter, stakeholder awareness, reduction of regulatory burden, continuous process improvement, people engagement.



Work Areas	Work Activities <sup>16</sup>	Key Deliverables	Timeline			Strategic Objective	Strategic Goal
			2014	2015	2016		
8. People and Organisational Development	Human Resources	<p>BAI has in place adequate and effective resources to enable it to meet its strategic objectives</p> <p>HR policies and strategies are in place which enable the BAI to meet its statutory obligations and which facilitate a supportive working environment for BAI staff</p> <p>Effective performance management results in increased staff commitment and optimum usage and development of the skills and competencies available to the organisation</p> <p>BAI works (collaboratively and in consultation where appropriate) to create and maintain a positive working environment for the attainment of the organisation's strategic objectives</p>	✓	✓	✓	7.1, 7.2 7.3	Strengthening Governance and Organisational Development
	OD initiatives are implemented in support of the implementation of the Strategy and Workplan	<p>Internal communications and structures are developed and reviewed</p> <p>An organisational learning plan is developed and implemented to enable attainment of BAI strategic objectives, sustain employee engagement and develop organisational knowledge</p>	✓	✓	✓	7.1, 7.2 7.3	Strengthening Governance and Organisational Development

<sup>16</sup> Approach to work will include: working and managing smarter, stakeholder awareness, reduction of regulatory burden, continuous process improvement, people engagement.

Work Areas	Work Activities <sup>17</sup>	Key Deliverables	Timeline			Strategic Objective	Strategic Goal
			2014	2015	2016		
9. Communications and Sectoral Development	Development of Stakeholder Management Plan	Stakeholder Management Plan developed and implemented	✓	✓	✓	1.2	Influencing and Communicating
	Development and implementation of Communications Plan	An annual programme for proactive engagement with public, broadcasters and other stakeholders is developed and implemented	✓	✓	✓	1.2	Influencing and Communicating
		A programme of public conversations supporting proactive engagement with public, broadcasters and other stakeholders is developed and implemented	✓	✓	✓		
		Communication activities will raise public awareness, support consultations activities and facilitate discussion and debate	✓	✓	✓		
	BAI Reports on Industry Trends and Developments are generated and published	✓	✓	✓			
	Engage with Listeners and Viewers through Media Literacy Activities	Media Literacy agenda and workplan is developed and implemented and is informed by BAI Year 1 Audience Research	✓	✓	✓	2.4, 3.1, 6.4	Ensuring Diversity Promoting Responsible Broadcasting and Empowering Audiences

<sup>17</sup> Approach to work will include: working and managing smarter, stakeholder awareness, reduction of regulatory burden, continuous process improvement, people engagement.

Work Areas	Work Activities <sup>18</sup>	Key Deliverables	Timeline			Strategic Objective	Strategic Goal
			2014	2015	2016		
9. Communications and Sectoral Development (cont.)	Annual Sectoral Development Plan implemented	An annual programme for sectoral development is implemented and reviewed	✓	✓	✓	5.1, 6.1	Facilitate Learning and Development
		Workshops with broadcasters following introduction of new or revised rules and/or procedures, as appropriate	✓	✓	✓		Promoting Responsible Broadcasting and Empowering Audiences
	Review BAI Policy on Sectoral Development	Policy review undertaken and revised annual programme for sectoral development is developed and implemented			✓	5.1	Facilitating Learning and Development

<sup>18</sup> Approach to work will include: working and managing smarter, stakeholder awareness, reduction of regulatory burden, continuous process improvement, people engagement.

Work areas	Work Activities <sup>19</sup>	Key Deliverables	Timeline			Strategic Objective	Strategic Goal
			2014	2015	2016		
<b>10. Promote Responsible Broadcasting and Empowering Audiences</b>	<b>Guidelines on Elections and Referenda coverage issued as appropriate</b>	Guidelines on Elections and Referenda coverage developed and published as and when required	✓	✓	✓	6.1	Promoting Responsible Broadcasting and Empowering Audiences
	<b>Review, revise and publish Code of Programme Standards</b>	Review of Code and consultation undertaken. Code published and disseminated	✓			6.1	Promoting Responsible Broadcasting and Empowering Audiences
	<b>Review, revise and publish General Commercial Communications Code</b>	Review of Code and consultation undertaken. Code published and disseminated	✓	✓		6.1	Promoting Responsible Broadcasting and Empowering Audiences
	<b>Efficient &amp; effective operation of complaints process and Right of Reply Scheme</b>	Complaints process and Right of Reply Scheme operate in accordance with established processes	✓	✓	✓	6.2, 6.3	Promoting Responsible Broadcasting and Empowering Audiences
	<b>Right of Reply Scheme is reviewed</b>	Review of Scheme. Revised Scheme published and disseminated	✓			6.1	Promoting Responsible Broadcasting and Empowering Audiences
	<b>Review of Advertising Minutage Rules</b>	Review of Rules undertaken. Revised rules published and disseminated.	✓			6.1	Promoting Responsible Broadcasting and Empowering Audiences
	<b>Access Rules Review</b>	Review of Rules. Revised rules published and disseminated.	✓		✓	6.1	Promoting Responsible Broadcasting and Empowering Audiences

<sup>19</sup> Approach to work will include: working and managing smarter, stakeholder awareness, reduction of regulatory burden, continuous process improvement, people engagement.

Work areas	Work Activities <sup>20</sup>	Key Deliverables	Timeline			Strategic Objective	Strategic Goal
			2014	2015	2016		
10. Promote responsible broadcasting and empowering audiences (cont.)	Review Implementation of Broadcasters' Code of Practice for Complaints Handling	Implementation of the Code of Practice for handling of complaints by broadcasters is reviewed and recommendations made	✓			6.2	Promoting Responsible Broadcasting and Empowering Audiences
	Children's Commercial Communications Code Review	Review of Code and consultation undertaken. Code published and disseminated			✓	6.1	Promoting Responsible Broadcasting and Empowering Audiences
	Development of Short News Reporting Code	Short News Reporting Code published and disseminated		✓	✓	6.1	Promoting Responsible Broadcasting and Empowering Audiences

<sup>20</sup> Approach to work will include: working and managing smarter, stakeholder awareness, reduction of regulatory burden, continuous process improvement, people engagement.