



**Broadcasting Authority of Ireland
Strategy Statement**

Statement of Outcomes

January 2017



1. Introduction

Section 29 of the Broadcasting Act 2009 (“the Act”) requires the BAI to draw up and adopt a Statement of Strategy every three years reflecting its statutory functions, and in doing so, to undertake a public consultation on its draft Strategy Statement. The Act also requires the BAI to undertake a review of the efficiency and effectiveness of the existing Strategy Statement, in this case the BAI Strategy Statement 2014-2016.

In February 2016, the Authority approved the approach to the review of the existing Strategy Statement and the development of a new Strategy Statement for 2017-2019. Following a public tendering process Ipsos MRBI was contracted to provide research to support the review and the development processes in April 2016. The review of the efficiency and effectiveness of the existing Strategy Statement was published on November 2nd 2016 and can be accessed on www.bai.ie.

The BAI also launched a public consultation process on the Draft Strategy Statement 2017-2019 (“Draft Statement”) on November 2nd 2016. Interested parties were invited to make submissions on the content of the Draft Statement which was made available in a variety of formats. The consultation process was promoted via traditional and social media and responses were accepted online, via email or via post. The closing date for submissions was 1st December 2016. A total of 22 submissions were received and these are listed at Appendix One.

The BAI with support from Ipsos MRBI also convened a Deliberative Forum comprising a representative sample of the public to provide feedback on the Draft Statement. The Deliberative Forum met for one day, (November 15th 2016) and the emerging report was considered as a submission in the context of the consultation process.

Section 2 below provides a summary of the submissions received while Section 3 sets out the outcomes of the BAI deliberations on the outcomes of the consultation process. The final BAI Strategy Statement 2017-2019 is available on the BAI website www.bai.ie.



2. Overview of Responses arising from the Public Consultation

While respondents generally endorsed the structure, content and focus of the Draft Statement some specific textual amendments and/or additions were proposed.

In addition, some general issues with the focus and scope of the Draft Statement were raised. These centred around the prominence of Irish language, the BAI's current operations and the challenges currently facing the broadcasting sector. Where these related to the content of the Draft Statement they were considered by the Authority when finalising the Statement. Issues which did not directly link to the Draft Statement were noted for consideration in the context of relevant operational discussions on the implementation of the Final Strategy Statement.

The following sections detail the amendments and/or additions proposed under the headings in the Draft Statement.

2.1 Vision: The proposed text was as follows: -

'An Irish media landscape that reflects and shapes who we are'

There was general support for the proposed 'vision'. A change from 'media landscape' to 'media environment' was proposed. In addition, the Deliberative Forum suggested that 'shapes' should be replaced with 'respects'.

2.2 Mission: The proposed text was as follows: -

'To regulate, foster and support broadcasting in the public interest

To promote a plurality of voices, viewpoints, outlets and sources in Irish media

To foster diverse and culturally relevant quality content for Irish audiences'

There was broad support for the three elements of the mission statement. A more specific focus on the broadcasting media was suggested.

In addition, greater prominence for the BAI's role in regulating ownership and control of media services was requested.



2.3 Values: The proposed text was as follows: -

'We are

Fair in our processes, procedures and decisions;

Independent-operating as an impartial regulator;

Expert-by informing ourselves through engagement, research and a commitment to professional learning;

Accountable-in our decisions, our governance, and our resources'

The inclusion of 'Independent' was queried as it was seen to overlap with 'Fair'. There was a suggestion from the Deliberative Forum that 'Expert' could be seen to be elitist and inward-looking. Some additional values ('Inclusive 'Reasonable', Practical and Flexible') were also suggested.

2.4 Promoting Diversity and Plurality:

The proposed text was as follows: -

<i>Strategic Objectives</i>	<i>Outcomes by 2019</i>
<ol style="list-style-type: none"> 1. <i>Facilitate a mix of voices, opinions and sources of news and current affairs in audio-visual media which enhances democratic debate and active citizenship in Ireland.</i> 2. <i>Increase the production and availability of culturally relevant audio-visual content for Irish audiences.</i> 3. <i>Foster a media landscape that is representative of, and accessible to, the diversity of Irish society.</i> 	<ol style="list-style-type: none"> 1. <i>The mix of voices, opinions and sources of news and current affairs content available for audiences remains strong.</i> 2. <i>The range and sources of quality culturally relevant audio-visual content available to audiences has increased.</i> 3. <i>Irish audio-visual media is more diverse in terms of its content and those involved in its production.</i>

It was suggested that "Irish Audiences" in Strategic Objective 2 should be changed to "Audiences in Ireland".

A number of respondents highlighted the link between this Strategic Theme and the Theme "Enhancing Innovation and Sectoral Sustainability" and proposed that specific implementation actions be included.



2.5 Achieving Excellence and Accountability;

The proposed text was as follows: -

<i>Strategic Objectives</i>	<i>Outcomes by 2019</i>
<ol style="list-style-type: none"> 1. <i>Regulate to achieve a responsible and accountable broadcasting sector.</i> 2. <i>Show leadership in sustainable development by modelling and fostering high standards of governance, environmental and social practice.</i> 3. <i>Promote an innovative working environment that motivates, challenges and develops the BAI.</i> 	<ol style="list-style-type: none"> 1. <i>BAI is a trusted regulator by all stakeholders.</i> 2. <i>The BAI and the broadcasting sector are recognised as models of good governance and corporate responsibility.</i> 3. <i>The BAI is recognised as an innovative and dynamic organisation that has delivered its strategic plan.</i>

The need for 'fostering' and 'modelling' in Objective 2 was questioned. It was suggested that 'promoting' should be considered.

The inclusion of 'environmental' in Objective 2 was also questioned unless it referred to the media environment. The following revised wording for Objective 2 was proposed "to show leadership in sustainable development by modelling and fostering high standards of environmental, social and governance practice".

Amending Strategic Outcome 3 to 'the BAI is recognised as having a leadership and performance culture' was also proposed.

2.6 Communicating and Influencing

The proposed text was as follows: -

<i>Strategic Objectives</i>	<i>Outcomes by 2019</i>
<ol style="list-style-type: none"> 1, <i>Shape public debate and inform policy to facilitate a vibrant, dynamic media landscape.</i> 	<ol style="list-style-type: none"> 1. <i>BAI is viewed by stakeholders as an informative, authoritative and influential voice on media matters.</i>

It was suggested that the objective should be reworded to 'inform public debate and shape policy'.



2.7 Empowering Audiences

The proposed text was as follows: -

Strategic Objectives	Outcomes by 2019
<p>1. <i>Develop the understanding, engagement and participation of the public in an evolving media landscape.</i></p>	<p>1. <i>Audiences in Ireland are more connected to, and engaged with, audio-visual content.</i></p> <p>2. <i>Audiences in Ireland are supported to develop a greater understanding of, and participation in, the production and dissemination of audio-visual content.</i></p>

It was suggested that this should provide a more specific focus on Irish content.

2.8 Enhancing Innovation and Sector Sustainability

The proposed text was as follows: -

Strategic Objectives	Outcomes by 2019
<p>1. <i>Encourage creativity and innovation as distinctive features of the Irish audio-visual sector.</i></p> <p>2. <i>Work with stakeholders to support the achievement of greater sustainability for the Irish audio-visual sector.</i></p>	<p>1. <i>Creativity and innovation are recognised hallmarks of the Irish audio-visual sector.</i></p> <p>2. <i>Sustainable funding models are developed for the audio-visual sector.</i></p>

There was strong endorsement for premise that significant challenges need to be addressed over the lifetime of the new Strategy. Respondents argued that 'sustainability', with a particular focus on funding, is a pressing issue that needs to be addressed. There was a strong call for immediate action in implementing this theme.

With regard to the wording it was suggested that 'sustainability' and 'sustainable' could be replaced with 'durability'/'durable' to avoid confusion with theme on 'Achieving Excellence and Accountability'. In addition, a new outcome: 'Ensure an increased focus on creativity and innovation across all BAI activities' was proposed.



3. Subsequent BAI Discussion and Deliberations

The BAI discussed the key issues raised by respondents and considered proposals for changes at its meeting on December 15th 2016. The outcomes of these discussion are outlined below:

3.1 'Mission'/'Vision'/'Values':

The general support for the 'vision' 'mission', and 'values' was noted. It was agreed that the proposed changes would not strengthen the draft text so the text was approved as proposed. It was noted that the supplementary text accompanying each 'value' encompassed some of the respondents' particular suggestions.

3.2 Promoting Diversity and Plurality:

It was agreed that reference to the Irish language will require more direct articulation in the final Strategy Statement. It was noted that in the process of developing the text the BAI envisaged that the Irish language was captured generally under these strategic objectives and outcomes. In response to the feedback it was agreed that an additional objective will be added under this theme, i.e. foster and promote quality programming in the Irish language. In addition, the Chairperson's introduction to the Strategy Statement will specifically reference the Irish language, in the context of culturally relevant content. The three existing strategic objectives with some minor changes.

3.3 Achieving Excellence & Accountability:

Proposals to amend the strategic objective relating to 'leadership in sustainable development' were discussed and a minor change to the wording of the objective was agreed to make its intent clearer. A proposed amendment to the strategic outcome associated with the BAI's working environment was also agreed.

3.4 Empowering Audiences:

Having regard to feedback received on the proposed strategic outcomes, it was agreed that the scope for delivering these outcomes would be more clearly articulated in a related set of actions, to be delivered over the period 2017-2019.

3.5 Enhancing Innovation and Sectoral Sustainability:

The use of 'sustainability' and the reference to 'the Irish audio-visual sector' will be retained. An additional objective to ensure an increased focus on creativity and innovation across all BAI activities will be included.



APPENDIX 1

Consultation Document

Welcome to the Consultation!

The *Draft BAI Strategy Statement 2017-2019* (“*Draft Statement*”) has been developed in accordance with Section 29 of the Broadcasting Act 2009. This document is divided into three parts as follows: -

1. Introduction to the Draft BAI Strategy Statement 2017-2019
2. Draft BAI Vision Mission and Values
3. Draft BAI Strategic Themes, Strategic Objectives and Outcomes by 2019

Stakeholders are requested to read and consider Sections 2 and 3 and submit their views via one of the mechanisms identified below. The BAI has also engaged Ipsos MRBI to convene a Deliberative Forum in November 2016 to garner views from a representative sample of the public on the contents of the Draft Statement.

The information collected during these consultation processes will inform the BAI’s final decisions on the content of the BAI Strategy Statement 2017-2019. The final document will be published at the start of 2017. In addition, the BAI will publish a three-year work plan covering the 2017-2019 period.

How Can I Respond?

You can submit your views on the Draft Statement in a number of ways. To help you, we have posed two questions at the end of Sections 2 and 3. Responses can be submitted online, by email or by post.

Online: www.bai.ie/consultations

Email: Submit your response by email to strategy@bai.ie.

Post: Submit your response in writing to: Draft Strategy, Broadcasting Authority of Ireland, 2-5 Warrington Place, Dublin 2.

Timeframe for Responses

All responses to this public consultation must reach the BAI by **12 noon on Thursday, 1st December 2016**.

Use of Your Information

The BAI will collect your name, email address and any other personal information that you include in your response(s). Your name and response(s) will be made publicly available after the new Strategy is launched. The information collected will be used only for the purposes of developing the new Strategy and for no other purpose.



Freedom of Information

The Broadcasting Authority of Ireland (BAI) undertakes to use its best endeavours to hold confidential any information provided by you in your submission subject to the BAI's obligations under law, including under the Freedom of Information Act 2014. Should you wish that any of the information supplied by you in your submission should not be disclosed because of its sensitivity, you should, when providing the information, identify the same and specify the reasons for its sensitivity. The BAI will consult with you about this sensitive information before making a decision on any Freedom of Information request received.

1. Introduction to the Draft BAI Strategy Statement 2017-2019

A key objective for the BAI in developing this new Draft Statement was to provide a document that is concise, accessible and builds on the ambition of its predecessors. While this new Draft Statement is shorter, its structure and core content are firmly rooted in the previous Statements and the underlying legislation. This is most evident in its core focus which is to serve Irish audiences. The Draft Statement largely follows the same overall structure as previous Statements i.e. Vision, Mission, Values, Strategic Themes, Strategic Objectives and Outcomes.

Work on the Draft Statement commenced in February 2016 with a review of the efficiency and effectiveness of the existing Strategy Statement and an examination of the current media landscape from a range of perspectives. Ipsos MRBI was commissioned to conduct independent research with stakeholders on the existing Strategy Statement and the emerging Report ("the Report") is being published to coincide with the launch of the Draft Statement. The Report reveals that the BAI is perceived as an effective and trusted regulator by stakeholders but the challenge of remaining relevant in a fast evolving media landscape is also highlighted. The Report provides an important context for the development of the proposed new Draft Statement in terms of its content, structure and focus.

This is particularly evident in the proposed new **Vision** which clearly sets out the media landscape that the BAI wants to help create i.e. one that reflects and shapes who we are. The BAI recognises that achieving this Vision will require it to continue to work in partnership with an expanding range of stakeholders. The BAI believes this Vision can accommodate anticipated changes arising from national and international developments in relation to size and scale of the audio-visual sector between 2017 and 2019.

The **Mission** Statement identifies three key areas where the BAI will focus its efforts between 2017 and 2019. These reflect a continuity with the BAI Strategy Statement 2014-2016 and are shaped by existing legislation and the BAI's related responsibilities. However, they also reflect the realities of a digital world where the only constant is continuous change.

Stakeholder feedback captured in the Ipsos MBRI Report reveals that stakeholders believe that BAI operations are generally consistent with the values articulated in the BAI Strategy



Statement 2014-2016. This outcome was particularly welcome especially given the challenges faced by the sector and the BAI over the last 6 years. Therefore, it is not surprising that the **Values** in the Draft Statement reflect a refinement and restatement of the current values. The changes reflect the overall drive for a shorter clearer document for the 2017-2019 period.

The principle of greater brevity and clarity is most evident in the formulation and presentation of the **Strategic Themes, Strategic Objectives** and related **Outcomes**. The number of Strategic Themes has been reduced from seven to five without sacrificing any of the breadth or ambition of the current Statement. A series of high level Strategic Objectives are proposed for each Strategic Theme and the expected Outcomes between 2017 and 2019 are detailed for each area. From one perspective the Strategic Themes, Strategic Objectives and Outcomes reflect a desire to build on the BAI's achievements to date as reflected in the Ipsos MRBI Report. However, the Draft Strategy also signals a commitment to focus on current challenges and this is perhaps most evident in the new Strategic Theme of "Enhancing Innovation and Sectoral Sustainability". While this has always been a concern for the BAI, the Draft Statement gives additional prominence and priority to this area. The content of the Draft Strategy is presented in Sections 2 and 3 below.

2. Draft Vision Mission and Values

This section sets out the draft **Vision, Mission** and **Values** for the new Strategy Statement and asks whether respondents believe these are clear and appropriate.

2.1. Draft BAI Vision

The Vision Statement sets out the BAI's vision of the future it wants to help create. This Vision is not specifically linked to the Strategy timeframe. The draft BAI Vision is as follows:

An Irish media landscape that reflects and shapes who we are.

2.2. Draft BAI Mission

The Mission statement sets out what the BAI will do over the period of the Strategy to achieve its Vision. It is divided into three distinct elements as follows:

- I. To regulate, foster and support broadcasting in the public interest**
- II. To promote a plurality of voices, viewpoints, outlets and sources in Irish media**
- III. To foster diverse and culturally relevant quality content for Irish audiences**

2.3. Draft BAI Values

These are the core values that underpin the BAI's operation and are the bedrock of its organisational culture. There is clear continuity between the values articulated here and those



identified in the BAI Strategy Statement 2014-2016. We propose a clearer articulation of these values under four key headings as follows:

We are

- **Fair** – in our processes, procedures, and decisions.
- **Independent** – operating as an impartial regulator.
- **Expert** – by informing ourselves through engagement, research and a commitment to professional learning.
- **Accountable** – in our decisions, our governance, and our resources

2.4 Consultation Questions on Vision Mission and Values

- **What is your view on the proposed Vision, Mission and/or Values?**
- **Are there any specific changes or additions that should be considered, if so please explain you thinking in this regard?**

3. Draft BAI Strategic Themes, Objectives and Outcomes by 2019

This part of the Draft Statement sets out in more detail the areas where the BAI will focus its attention and resources between 2017-2019 and the high level outcomes it expects to achieve

The five Strategic Themes provide further elaboration on the activity areas identified in the Mission. Under each of the Strategic Themes, the BAI has identified its Strategic Objectives detailing specific action areas and providing the framework for the BAI's work plans between 2017 and 2019. Finally, the Outcomes are the goals which the BAI expects to achieve under each of the Strategic Themes by the end of 2019.

For ease of reference the Strategic Themes, Strategic Objectives and Outcomes are presented in tabular form so the connections between them can be easily identified.



Strategic Themes	Strategic Objectives	Outcomes by 2019
1.Promoting Diversity and Plurality	<ol style="list-style-type: none"> 1. Facilitate a mix of voices, opinions and sources of news and current affairs in audio-visual media which enhances democratic debate and active citizenship in Ireland. 2. Increase the production and availability of culturally relevant audio-visual content for Irish audiences. 3. Foster a media landscape that is representative of, and accessible to, the diversity of Irish society. 	<ol style="list-style-type: none"> 1. The mix of voices, opinions and sources of news and current affairs content available for audiences remains strong. 2. The range and sources of quality culturally relevant audio-visual content available to audiences has increased. 3. Irish audio-visual media is more diverse in terms of its content and those involved in its production.
2. Achieving Excellence and Accountability	<ol style="list-style-type: none"> 1. Regulate to achieve a responsible and accountable broadcasting sector. 2. Show leadership in sustainable development by modelling and fostering high standards of governance, environmental and social practice. 3. Promote an innovative working environment that motivates, challenges and develops the BAI. 	<ol style="list-style-type: none"> 1. BAI is a trusted regulator by all stakeholders. 2. The BAI and the broadcasting sector are recognised as models of good governance and corporate responsibility. 3.The BAI is recognised as an innovative and dynamic organisation that has delivered its strategic plan.
3.Communicating and Influencing	<ol style="list-style-type: none"> 1. Shape public debate and inform policy to facilitate a vibrant, dynamic media landscape. 	<ol style="list-style-type: none"> 1. BAI is viewed by stakeholders as an informative, authoritative and influential voice on media matters.
4. Empowering Audiences	<ol style="list-style-type: none"> 1. Develop the understanding, engagement and participation of the public in an evolving media landscape. 	<ol style="list-style-type: none"> 1. Audiences in Ireland are more connected to, and engaged with, audio-visual content. 2. Audiences in Ireland are supported to develop a greater understanding of, and participation in, the production and dissemination of audio-visual content.
5.Enhancing Innovation and Sectoral Sustainability	<ol style="list-style-type: none"> 1. Encourage creativity and innovation as distinctive features of the Irish audio-visual sector. 2. Work with stakeholders to support the achievement of greater sustainability for the Irish audio-visual sector. 	<ol style="list-style-type: none"> 1. Creativity and innovation are recognised hallmarks of the Irish audio-visual sector. 2. Sustainable funding models are developed for the audio-visual sector.



3.3 Consultation Questions on Strategic Themes, Strategic Objectives and Outcomes

- **What is your view on the proposed Strategic Themes, Strategic Objectives and/or Outcomes?**
- **Are there any specific changes or additions that should be considered, if so please explain you thinking in this regard?**



APPENDIX 2

Submissions Received

	Respondent
1	8Radio Vision Limited
2	Amnesty International
3	CRAOL
4	Foras na Gaeilge
5	Gael Linn
6	Public - Heidi Kelly – Hogan
7	Public - Claire Lanigan
8	Easy Media
9	Eimer Mc Govern - Member Contracts Awards Committee
10	Public- Morris Fitzgibbon
11	NCBI
12	Second City Radio
13	TG4
14	TV3
15	We Live On Air
16	181
17	Christmas FM
18	Conradh na Gaeilge
19	Community Television Association
20	Element Pictures
21	Radio Nova
22	RTÉ