



ÚDARÁS  
CRAOLACHÁIN  
NA hÉIREANN

BROADCASTING  
AUTHORITY  
OF IRELAND



DRAFT

# Strategy Statement

2021-2023

CONSULTATION DOCUMENT

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01

# Introduction to the Consultation

Welcome to the public consultation on the Broadcasting Authority of Ireland's draft **Strategy Statement 2021-2023**.

## What is the BAI Strategy Statement?

The BAI prepares a new Strategy Statement every three years in accordance with section 29 of the Broadcasting Act, 2009. This Statement details the BAI's **Mission, Vision, Values and Strategic Objectives**. It also identifies expected outcomes from the work of the BAI over this period.

## Public Consultation

In line with the requirements of the Broadcasting Act, 2009 the BAI is now inviting views of all interested parties on the draft Strategy Statement for the period 2021 to 2023. The public and interested groups are asked to read the Consultation Document and consider the questions set out in Section 4. The information collected during this consultation process will inform the BAI's final decisions on the content of the final BAI Strategy Statement 2021-2023. The final document will be published in December 2020.



## Structure of the Consultation Document

The consultation document is set out in four parts as follows:

01

Section 1 provides information on the Public Consultation process.

02

Section 2 presents the Context for the Strategy Statement 2021-2023.

03

Section 3 explains the main changes and additions to the Strategy Statement 2021-2023 when compared with the current Strategy Statement 2017-2019.

04

Section 4 contains the Draft Strategy Statement and sets out the questions we would like you to consider.

## How to make a Submission

All responses to this public consultation must reach the BAI by  
**12 noon on Wednesday, 11th November 2020.**

You can e-mail your response to [strategy@bai.ie](mailto:strategy@bai.ie) or you can complete a form online at [www.bai.ie/en/consultations](http://www.bai.ie/en/consultations).

Postal responses can be submitted to:  
**Strategy Statement Consultation,  
Broadcasting Authority of Ireland,  
2 - 5 Warrington Place,  
Dublin 2  
D02XP29.**

## Publication of Submissions

The BAI will publish the submissions received to this consultation on [www.bai.ie](http://www.bai.ie) after the publication of the final Strategy Statement 2021-2023.

We will include your name and response, and publication will be subject to consideration of information that may be deemed of a personal nature, sensitive or given in confidence, as provided for by the Freedom of Information Act 2014 and the Data Protection Acts and Regulations. The information collected will be used only for the purposes of developing the new Strategy and for no other purpose.

The BAI shall comply with its obligations under the Data Protection Act 2018, GDPR and any other applicable data privacy laws and regulations. The BAI's [Data Protection Policy](#), and [Privacy Statement](#) is available at [www.bai.ie](http://www.bai.ie).

## Freedom of Information

The BAI undertakes to use its best endeavors 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 deciding on any Freedom of Information request received.



# Context for the Strategy Statement 2021-2023

## Review - Strategy Statement 2017-2019:

Work on the *Draft Strategy Statement* commenced in 2019 with a review of the efficiency and effectiveness of the existing 2017-2019 Strategy Statement. The review, carried out by Ipsos MRBI, was undertaken via a quantitative online survey among stakeholder groups in December 2019, supported by qualitative workshops undertaken in March 2020 to better explore the views of a wide range of BAI stakeholders. The emerging Report entitled '**BAI Strategy Statement 2017-2019 - A Review**' can be accessed [here](#).

The review of the 2017-2019 Strategy Statement highlighted that there was broad satisfaction with, and a clear understanding of, the BAI's **Vision, Mission and Values**. Stakeholders perceived a significant level of achievement in the BAI's Vision and a very strong association with each of the Mission Goals and BAI Values.

The Strategy Statement 2017-2019 contained 12 strategic objectives organized within five broad themes. The review assessed the BAI's perceived achievement of each of these objectives and stakeholders were also requested to rank the relevance and importance of these objectives for the next three-year period. Thus, a measure of achievement and relevance for the future was captured.

## Focus - Strategy Statement 2021-2023:

Over the next three years, the BAI expects **key changes to the media regulatory landscape**, including the transposition of the Audiovisual Media Services Directive (AVMSD) into Irish law, the proposed dissolution of the BAI and the transfer of its functions to a new Media Commission/harmful online content regulator which is set to be established. The new Media Commission will be responsible for the regulation of online services following the transposition of the AVMSD.

The new Strategy Statement will, therefore, guide the BAI during a transitional period and time of change and the Authority is cognisant of the possibility that it may not last the full three years. In developing its strategy, the Authority has also had regard to a range of other external factors that will shape the media environment and influence the work and direction of the BAI during this period. These factors include changing public expectations of media, increased interaction with digital media, the necessary changes in regulatory responses to the impact of digital platforms and international developments impacting on media and public life. Therefore, while this draft Strategy Statement is shaped by the current legislative framework and the BAI's related functions and responsibilities, it also reflects the BAI's expected role in leading and influencing change and transforming itself as an organisation for integration into the new Media Commission.

This focus and the review of the 2017-2019 Strategy Statement have informed the Authority's proposals on the content of the draft *Strategy Statement 2021-2023*. Proposed changes and additions to the *Strategy Statement 2021-2023* are explained in Section 3 below. For information and comparison, the current Strategy Statement 2017-2019 can be found here:

<https://www.bai.ie/en/about-us/our-strategic-goals/>.





03

# Proposed Changes and Additions

## 3.1 Vision, Mission and Values

The draft *Strategy Statement 2021-2023* **retains** the BAI's Vision, Mission and Values articulated in the 2017-2019 Strategy Statement.

The BAI's **Vision** of '*An Irish media landscape that reflects and shapes who we are*' sets out the BAI's vision of the future it wants to help create. The review of the 2017-2019 Strategy Statement indicated that stakeholders perceived a significant level of achievement of this vision. This Vision was not specifically linked to the previous Strategy timeframe 2017-2019 but remains a constant end goal amid continuous change to our society and media.

The BAI's **Mission** Statement is divided into three distinct elements encompassing regulation and support for Irish broadcasting, plurality and diversity in Irish media and content. These goals explain what the BAI will do over the period of the Strategy to achieve its Vision. The review of the 2017-2019 Strategy Statement measured the perceived relevance of these goals for the forthcoming three year period and all goals were perceived to have more or equal relevance.

There are **four core Values** stated in the draft Strategy Statement 2021-2023. These values underpin the BAI's organisational culture and inform all operational activity. In the review of the 2017-2019 Strategy Statement, stakeholders perceived a very strong association with these Values.

## 3.2 Strategic Themes

The BAI Strategy Statement 2021-2023 identifies **five broad Strategic Themes**:

**01** Promoting Diversity and Plurality

**02** Achieving Excellence and Accountability

**03** Leadership in Change

**04** Empowering Audiences

**05** Enhancing Innovation and Sectoral Sustainability

The Strategic Themes and their related objectives identify where the BAI will focus its work and efforts over the next three year period. Overall, only one **new Theme 'Leadership in Change'** has been added replacing the current Strategic Theme '*Communicating and Influencing*'. The other themes are unchanged. This general continuity reflects the views of all BAI's stakeholders that these themes and their related objectives continue to be of importance and relevance for the next three year period, and the desire of all stakeholders that the BAI build on its work and achievements to date across these areas.

## 3.3 Strategic Objectives and Outcomes

Under each of the five themes a series of high-level **Strategic Objectives** are proposed as well as the **intended Outcomes** over the period of the Strategy 2021-2023.

The BAI will also publish measurable **Performance Indicators** for each intended outcome. These indicators will give our stakeholders and the public a greater understanding of the wide range and type of **activities** the BAI will undertake to support the achievement of the intended outcomes. There will also be certainty around their achievement.

### 01 Promoting Diversity and Plurality

**THEME 1 ‘Promoting Diversity and Plurality’** identifies **four** Objectives addressing plurality and diversity in Irish media and production and availability of culturally relevant and Irish language content for Irish audiences. The BAI achieved a relatively strong performance across all of these objectives in the review among stakeholders and they were also perceived to have increased relevance for the next three year period. The draft Strategy Statement 2021-2023 therefore retains these objectives. The first outcome was revised to reflect the importance of sustaining and upholding trust in journalism. The remaining outcomes are unchanged.

Under this Theme, key BAI activities and supports will include the undertaking of media and audience research, publication of reports on media ownership, licensing plans, the operation of the Sound and Vision and Archiving Broadcasting Funding Schemes and specific Diversity Action Plans.

### 02 Achieving Excellence and Accountability

**THEME 2 ‘Achieving Excellence and Accountability’** identifies **four** Objectives reflecting the core role and functions of the BAI as a regulator.

The first objective is unchanged from the 2017-2019 Strategy Statement. **Two new objectives** concern the organisation’s commitment to good governance and sustainable best practice. These objectives clarify that the BAI’s approach is centrally informed by the 17 Sustainable Development Goals of the United Nations and the Irish Code of Practice for Governance of State Bodies. They also encompass the BAI’s public sector duty to ensure implementation of the principles of the Irish Human Rights and Equality Commission Act 2014.

A **new fourth objective** commits the BAI to reviewing and improving regulatory practices to reduce regulatory burden ultimately resulting in an Outcome that regulation is proportionate and serves the public interest.

Under this Theme, key BAI activities and actions will include the development and implementation of compliance plans, reports on broadcasters' compliance with BAI Codes and Rules, the development of Action Plans relating to sustainability and the BAI's public sector duty, BAI's facilitation of the Broadcasters' Sustainability Network, BAI's compliance with the Code of Practice for the Governance of State Bodies and the BAI's Statement on the reduction of regulatory burden.

### 03 Leadership in Change

**THEME 3 'Leadership in Change'** is a new Theme and replaces Theme 3 '*Communicating and Influencing*' in the 2017-2019 Strategy Statement. This Theme has both internal and external dimensions and includes **three new objectives**. The first objective positions the BAI to lead debate and influence policy development on the future legislative and regulatory framework for digital media services. A second objective commits the BAI to responding and adapting to developments in the wider environment, anticipating and assessing organisational, sectoral and audience impacts, while the third addresses the requirement to transform the organisation and resources for integration into the new Media Commission.

Under this Theme, key BAI activities and actions will include an annual AVMSD communications action plan, a stakeholder engagement plan, Audience Research linked to the new media regulatory ecosystem, reports on and participation in European media policy development and internal training and development initiatives focusing on change management practices.

### 04 Empowering Audiences

Under **THEME 4 'Empowering Audiences'** the BAI has been to the forefront in the promotion of media literacy and research. In the 2017-2019 Strategy Statement, this Theme identified one single objective – *to develop the understanding, engagement and participation of the public in an evolving landscape*. An additional **new objective** signals BAI's commitment to the provision of information and an increased participative role to our stakeholders and public in our regulatory processes, in particular the development and review of codes, rules and policies.

Under this Theme, key BAI activities and actions will include ongoing support for Media Literacy Ireland initiatives, reports and research, public consultations, the BAI complaints process and the BAI's Publication Scheme.

## 05 Enhancing Innovation and Sectoral Sustainability

**THEME 5 'Enhancing Innovation and Sectoral Sustainability'** identifies **two** objectives addressing creativity and innovation in, and the issue of sustainability for, the Irish audio and audiovisual sectors in circumstances where the challenges of changing patterns of media consumption, technological change, increased competition and diminishing of advertising revenue are expected to continue.

The **first objective** and associated Outcome ensures that creativity and innovation will be a key focus of the BAI's Broadcasting Funding and sectoral development schemes. The **second objective** and its associated Outcome reflects the BAI's commitment to support the achievement of enhanced sustainability for the Irish audio and audiovisual sectors.

Under this Theme, key BAI supports and activities will include the BAI's Broadcasting Funding and sectoral development schemes, joint BAI and industry initiatives and reports on creativity and innovation as features of Irish public service broadcasting.





04

# Draft Strategy Statement 2021-2023

This section outlines the content of the draft *Strategy Statement 2021-2023*. The structure is similar to previous Statements i.e. Vision, Mission, Values, Strategic Themes, Strategic Objectives and Outcomes. The final Strategy Statement will also include measurable Performance Indicators.

**Section 4.1** outlines the **BAI's Vision, Mission and Values**. As noted above, these have been carried over from the 2017-2019 Strategy Statement and no changes are proposed. This section contains two questions we would like you to consider and respond to.

**Section 4.2** outlines the **draft Strategic Themes, Strategic Objectives** and Outcomes and these are presented in tabular form so the connections between them can be easily identified. Under each Theme, there are two questions we would like you to consider and respond to.



## 4.1 BAI Vision Mission and Values

This section sets out the draft **Vision**, **Mission** and **Values** for the new Strategy Statement.

### BAI Vision

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

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### BAI Mission

The Mission 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

### BAI Values

These are the priority values that underpin the BAI's decision-making and operations and are the bedrock of its organisational culture:

- **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.

## Consultation Questions

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

## 4.2 BAI Themes, Objectives and Outcomes

### 01

### Promoting Diversity and Plurality

#### Strategic Objectives

#### Outcomes

- |  |  |
|--|--|
| 1. Facilitate a mix of voices, opinions and sources of news and current affairs in audio and audiovisual media which enhances democratic debate and active citizenship in Ireland. | The mix of voices, opinions and sources of news and current affairs content available for audiences is strong and trust in journalism is sustained and upheld. |
| 2. Increase the production and availability of relevant audio and audiovisual content for Irish audiences.   | The range and sources of culturally relevant, audio and audiovisual content, including content in the Irish language, available to audiences has increased.    |
| 3. Foster a media landscape that is representative of, and accessible to, the diversity of Irish society.  | Irish audio and audiovisual media are more diverse in terms of its content and those involved in its production.   |
| 4. Foster and promote quality programming in the Irish Language.   |  |

### Consultation Questions

1. What is your view on the proposed **Strategic Theme, Objectives and intended Outcomes**?
2. Are there any **specific changes** or **additions** that should be considered, if so, please explain your thinking in this regard?

## 02

## Achieving Excellence and Accountability

Strategic Objectives	Outcomes
1. Regulate to achieve a responsible and accountable broadcasting sector.	<p>The BAI is a trusted regulator by all stakeholders.</p> <p>Broadcasting sector demonstrates strong accountability and responsibility.</p>
2. Show leadership by modelling and promoting high standards of environmental, economic and social practice in line with the UN Sustainable Development Goals (SDG).	<p>The BAI has established transparent practices and reporting mechanisms which demonstrate high engagement by the BAI with UN SDGs.</p> <p>The BAI has facilitated the Broadcasting Sector in developing a Sustainability Network that demonstrates sound awareness of, and participation, in SDG practice.</p>
3. Show leadership by modelling and promoting high standards of governance practice in line with the Code of Practice for the Governance of State Bodies (COPGSB).	The BAI has established transparent practices and reporting mechanisms which demonstrate a high level of compliance by the BAI with the COPGSB.
4. Improve regulatory practices to reduce regulatory burden.	Regulation is proportionate and serves the public interest.

## Consultation Questions

1. What is your view on the proposed **Strategic Theme, Objectives and intended Outcomes**?
2. Are there any **specific changes** or **additions** that should be considered, if so, please explain your thinking in this regard?

## 03

## Leadership in Change

### Strategic Objectives

### Outcomes

- |  |  |
|--|--|
| 1. Lead debate and influence policy development on the future legislative and regulatory framework for digital media services.           | <p>The BAI uses its knowledge and expertise in collaborating with national and international stakeholders in developing the future regulatory regime for online platforms and in evolving its digital media policies to meet audience and user needs.</p> <p>The BAI is viewed by stakeholders as an informative, authoritative and influential voice on media regulation.</p> |
| 2. Respond and adapt to developments in the wider environment, anticipating and assessing organisational, sectoral and audience impacts. | <p>BAI stakeholders have confidence in regulatory responses that are timely and proportionate.</p>   |
| 3. Lead and shape the BAI's development, policies, practices and processes in preparation for integration into the new Media Commission. | <p>The BAI has a strong leadership, learning and performance culture and an agile, motivated and informed workforce which will support the BAI in its full integration into the new Media Commission.</p>  |

### Consultation Questions

1. What is your view on the proposed **Strategic Theme, Objectives and intended Outcomes**?
2. Are there any **specific changes** or **additions** that should be considered, if so, please explain your thinking in this regard?

## 04

## Empowering Audiences

## Strategic Objectives

## Outcomes

- |  |  |
|--|--|
| 1. Enhance the understanding, engagement and participation of the public in the media landscape and promote media literacy.        | Audiences in Ireland are more connected to, and engaged with, audio and audiovisual content.   |
| 2. Inform and engage the public and BAI stakeholders on the review and revision (as appropriate) of BAI Codes, Rules and Policies. | <p>Public knowledge of BAI codes and rules, and the values underpinning them, is enhanced.</p> <p>There is increased public participation in BAI's regulatory processes.</p> |

## Consultation Questions

1. What is your view on the proposed **Strategic Theme, Objectives and intended Outcomes**?
2. Are there any **specific changes** or **additions** that should be considered, if so, please explain your thinking in this regard?

## 05

### Enhancing Innovation and Sectoral Sustainability

#### Strategic Objectives

#### Outcomes

- |  |  |
|--|--|
| 1. Encourage creativity and innovation as distinctive features of the Irish audio and audiovisual sectors. | Creativity and innovation are a focus of BAI's sectoral support activities (including the Broadcasting Funding Scheme and BAI Sectoral Development). |
| 2. Support the achievement of enhanced sustainability for the Irish audio and audiovisual sectors.         | The viability of the Irish audio and audiovisual sectors has been enhanced by BAI initiatives in this area.  |

#### Consultation Questions

1. What is your view on the proposed **Strategic Theme, Objectives and intended Outcomes**?
2. Are there any **specific changes** or **additions** that should be considered, if so, please explain your thinking in this regard?

A dark blue background featuring several large, overlapping geometric shapes. In the top right, there is a pink rounded rectangle. In the middle left, a large light blue circle. In the bottom left, a yellow circle containing the text 'Thank you' in dark blue. To the right of the yellow circle is a large white circle. At the bottom left, there is a blue rounded rectangle.

**Thank  
you**




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