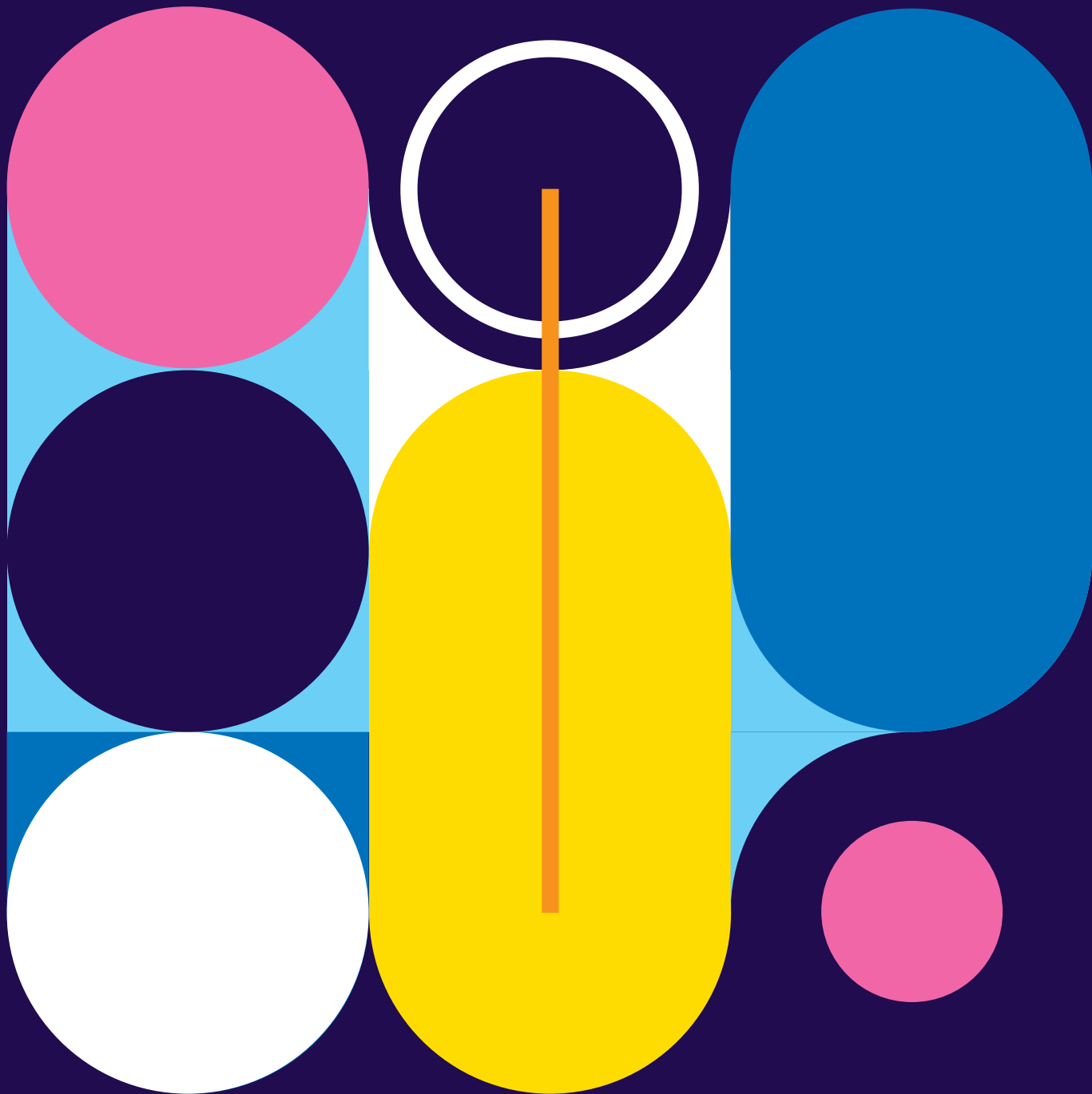




ÚDARÁS
CRAOLACHÁIN
NA hÉIREANN | BROADCASTING
AUTHORITY
OF IRELAND



Strategy Statement

2021-2023

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Chairperson's Foreward

A wise American general once said that plans are useless but planning is indispensable. General Dwight D Eisenhower who later became the 34th President of the United States was speaking about preparations for battle but his advice is apposite in a wider context.

In an unpredictable and rapidly changing environment, flexibility and adaptability are essential. However, so too are vision and clarity of purpose. In responding to the challenges looming in the broadcasting environment, this Strategy Statement seeks to marry the best of both approaches.

Section 29 of the Broadcasting Act (2009) requires the BAI to adopt a Statement of Strategy reflecting its functions. This is the fourth such strategic statement launched by the BAI since its establishment in 2009 and, subject to developments, it may well be the last. Like its predecessors, the statement has been informed by a comprehensive review of the effectiveness of the previous plan, an extensive consultation with stakeholders and an in-depth assessment of the current context, nationally and internationally.

It is a truism that the media landscape has been transformed over the past decade by technological change, changing patterns of media consumption, and diminishing advertising revenue. While media regulation has struggled to keep pace, we are now in a period of transition. The adoption and imminent transposition into Irish law of the revised EU Audiovisual Media Services Directive, which aims to respond to the digital age and create a more level playing field between traditional television and newer on-demand and video-sharing services, is a catalyst for change. There will be key developments in the regulatory landscape during the period of this Strategy Statement including the transfer of the BAI's functions to a new Media Commission with enhanced powers covering the regulation of online services and harmful content.

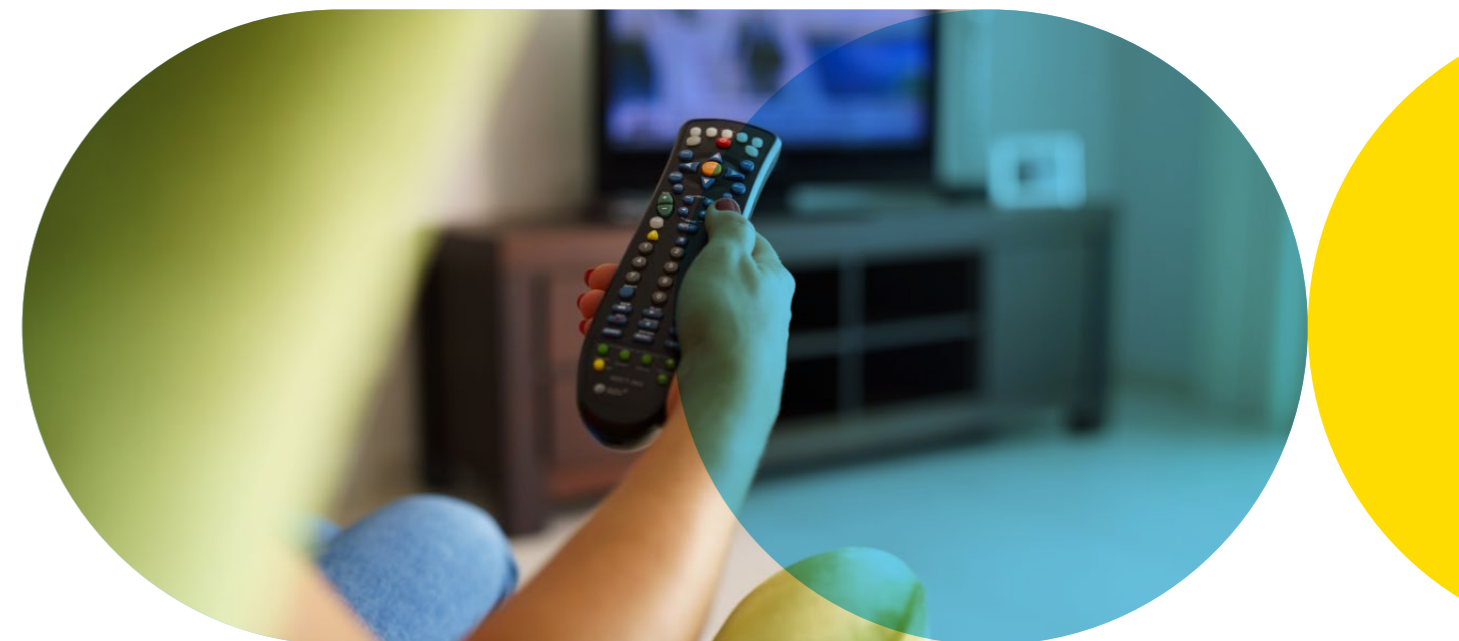
The BAI is a respected regulator which espouses well established media principles such as plurality, diversity, transparency, access, accountability, sustainability and the vital necessity for culturally relevant content. We do not see those values being abandoned or diluted in the new era of regulation; they are all affirmed in this Strategic Statement.

We believe that their effective articulation needs new approaches and methods. In our view, the transposition of the AVMSD and other related changes will facilitate more effective independent regulatory mechanisms.

The main objectives and themes of our previous Strategic Statement are reflected in this new document but we have added a new overarching theme: Leadership in Change. In a time of transition, different futures are possible, some more benign than others. The BAI has a wealth of experience and expertise as a regulator. Drawing on that expertise, and informed by the values identified in this statement, we will actively seek to lead the process of change in a manner and a direction which protects and enhances the public good.



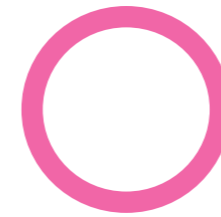
Professor Pauric Travers
Chairperson 2014-2020



BAI Strategy Statement 2021-2023

This Statement details the BAI's **Mission, Vision and Values** and **five Strategic Themes** for the period 2021-2023. Under each of the five themes, a series of high-level **Strategic Objectives** are proposed as well as the **intended Outcomes** and associated **Key Performance Indicators** (KPIs). The Strategic Themes and their related objectives identify where the BAI will focus its work and efforts over the next three-year period. The BAI will also publish an accompanying three-year high-level work plan to support the achievement of the strategic objectives as set out in this Statement.

The BAI will secure stakeholder feedback on the implementation of the Strategy mid-2022 and at the end of 2023. A mix of quantitative and qualitative strategies will be deployed to secure this feedback and relevant stakeholder satisfaction will be benchmarked against the research conducted in 2020 to assess the delivery of the 2017-2019 Strategy Statement (**BAI Strategy Statement 2017-2019 – A Review**). This will be a key information source for the BAI in assessing progress and will complement other measurement tools such as ongoing internal process reviews, market and audience research as well as the KPIs identified in this Statement.



BAI Vision

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

BAI Mission

The Mission is divided into three distinct elements as follows:

- i. To regulate, foster and support a financially sustainable broadcasting industry and to respond to developments in the wider media environment 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. We are:

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

01

Promoting Plurality and Diversity

Strategic Objectives

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.

2. Increase the production, availability and prominence of relevant audio and audiovisual content for all Irish audiences.

3. Foster a media landscape that is representative of, and accessible to, the diversity of Irish society.

4. Foster and promote quality programming in the Irish Language.

Outcomes

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.

The range and sources of culturally relevant audio and audiovisual content, including content in the Irish language, available to audiences has increased.

Irish audio and audiovisual media are more diverse in terms of content, those involved in its production and in on air presentation.

Quality Irish language content, including news and current affairs and content for youth audiences, is available on a variety of media.

Key Performance Indicators

2021 BAI report assesses the impact of changes in ownership on the plurality of media in Ireland between 2018-2020 and reports on compliance with BAI policy thresholds.

Annual research profiling news consumption and levels of trust in news among Irish audiences demonstrates sustained levels year on year.

The BAI's Sound & Vision annual impact assessment reports demonstrate increases in the production and availability of culturally relevant and Irish Language content for Irish audiences.

Develop and pilot a comprehensive Data Collection Framework by the end of the Strategy period with a view to providing transparent and accurate data on diversity on an ongoing basis.

BAI initiatives under its Gender Action Plan result in quantifiable increases in female representation on and off air over the Strategy period.

BAI initiatives under its Irish Language Action Plan result in quantifiable increases in quality Irish language programming over the Strategy period.

02

Achieving Excellence and Accountability

Strategic Objectives

1. Regulate to achieve a responsible and accountable broadcasting sector.

Outcomes

The BAI is a trusted regulator by all stakeholders.

Broadcasting sector demonstrates strong accountability and responsibility.

Key Performance Indicators

Mid-Strategy stakeholder survey demonstrates sustained trust and confidence in the BAI's regulatory processes.

Key compliance issues arising from broadcasters' annual self-assessment compliance reports will be tracked and followed-up on an ongoing basis to ensure a reduction in compliance issues arising.

2. Lead, model and promote high standards of environmental, economic and social practice in line with the UN Sustainable Development Goals (SDGs).

The BAI has established transparent practices and reporting mechanisms which demonstrate high engagement by the BAI with UN SDGs.

The BAI has facilitated the Broadcasting Sector in developing a Sustainability Network that demonstrates sound awareness of, and participation in, SDG practice.

The BAI will report annually on its performance against targets as set out in its SDG Action Plan and Reporting Framework over the Strategy period.

Annual increases in percentage of broadcasters signed up to the charter of the Broadcasting Sustainability Network and participating in annual sectoral sustainability reports.

3. Demonstrate and promote 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.

2021 BAI Report and Action Plan demonstrates effective implementation of BAI Public Sector Duty.

BAI Annual Report and Audited Accounts report full compliance with the COPGSB.

4. Improve regulatory practices to reduce regulatory burden.

Regulation is proportionate and serves the public interest.

Publish and review, periodically, BAI Statement under S.32(4) of the Broadcasting Act 2009, demonstrating actions taken to reduce administrative burden.

03

Leadership in Change

Strategic Objectives

1. Lead debate and influence policy development on the future legislative and regulatory framework for digital and broadcasting media services.
2. Respond, adapt to, and communicate on, developments in the wider environment, anticipating and assessing organisational, sectoral and audience impacts.
3. Lead staff, review and transform the BAI’s policies, practices and processes in preparation for integration into the new Media Commission.

Outcomes

- The BAI has used its knowledge and expertise in collaborating with national and international stakeholders in developing the future regulatory regime for broadcast and online platforms and in evolving its digital media policies to meet audience and user needs.
- The BAI is viewed by stakeholders as an informative, authoritative and influential voice on media regulation.
- BAI stakeholders have confidence in regulatory responses that are evidence-based, timely and proportionate.
- 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.

Key Performance Indicators

- BAI delivers on KPIs and targets as set out in annual communications and stakeholder engagement action plans.
- Annual reports on outcomes of key debates and networks demonstrate BAI participation and input in the shaping and influencing of the development of national and European media policy.
- Mid-Strategy stakeholder survey confirms BAI as informative, authoritative and influential voice on media regulation.
- Mid-Strategy stakeholder survey demonstrates sustained confidence in BAI regulatory responses.
- Achieve target of 90% staff participation in organisational training identified in the BAI’s Staff Training and Development Plan 2021-2022.
- Bi-annual pulse surveys demonstrate positive engagement by BAI staff in the change management process.

04

Empowering Audiences

Strategic Objectives

1. Enhance the understanding, engagement and participation of the public in the media landscape and promote media literacy.
2. Inform and engage the public and BAI stakeholders on the review and revision (as appropriate) of BAI Codes, Rules and Policies.

Outcomes

- Audiences in Ireland are more connected to, informed and engaged with, audio and audiovisual content.
- Public knowledge and understanding of BAI Codes and Rules, and the values underpinning them, is enhanced.
- There is increased public participation in the BAI's regulatory processes.

Key Performance Indicators

- Build on the success of the Be Media Smart campaign through the facilitation of all Media Literacy Ireland (MLI) activities and measure the audience and stakeholder engagement with MLI initiatives through a range of methodologies.
- Undertake quantitative and qualitative audience research over the Strategy period to measure and increase public knowledge and awareness of the BAI's Codes and Rules.
- The BAI will, over the Strategy period, trial and measure the success of new methods of public engagement in BAI public consultations.

05

Enhancing Innovation and Sectoral Sustainability

Strategic Objectives

1. Enhance creativity and innovation as distinctive features of the Irish audio and audiovisual sectors.
2. Support the achievement of enhanced financial sustainability for the Irish audio and audiovisual sectors.

Outcomes

Creativity and innovation are a focus of the BAI's sectoral support activities (including the Broadcasting Funding Scheme and BAI Sectoral Development).

The long-term viability of the Irish audio and audiovisual sectors has been enhanced by BAI initiatives in this area.

Key Performance Indicators

Annual reports measure success of the BAI's Funding Schemes in incentivising and supporting creativity and innovation in the Irish audio and audiovisual sectors.

Initiate/participate in at least 5 events or activities annually that are focused on supporting the achievement of enhanced viability for the Irish audio and audiovisual sectors.

Allocate a minimum of 60% of annual BAI Sectoral Development funding to a range of training and skills development initiatives organised by the Irish audio and audiovisual sectors aimed at supporting the financial sustainability of the audio and audiovisual sectors.

Our Commitment to Human Rights and Equality

Section 42 of the Irish Human Rights and Equality Act 2014 provides that public bodies, in the performance of their duties, have regard to the need to eliminate discrimination and to promote equality of opportunity and treatment and to protect, promote and fulfil the human rights of its members, staff and the persons to whom it provides services.

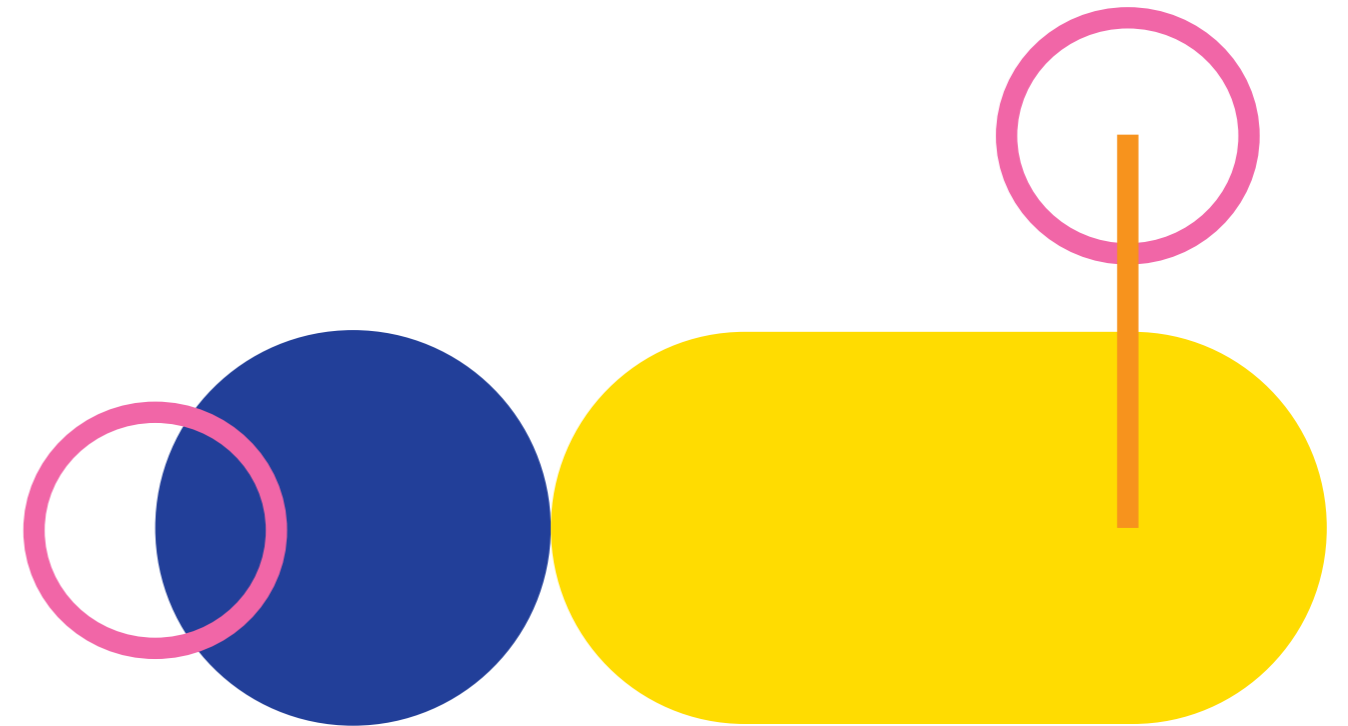
The objectives and functions of the BAI as set out in the Broadcasting Act 2009 speak directly to equality and protection of human rights such as freedom of expression, protection of minors, accessibility and disability equality, right to privacy, right to an effective remedy, right to education, and the right to protection from discrimination. Promotion of equality, the elimination of discrimination and protection of human rights are therefore at the heart of our work and our values which include fairness, independence, expertise and accountability. The BAI is committed to an inclusive culture of respect, dignity, equality and fairness in how we engage with the public, our stakeholders and between our staff.

In accordance with our public sector duty, and in preparation for this Strategy Statement, the BAI established a cross functional steering group to assess the human rights and equality issues relevant to the BAI's functions and purpose, and to report on the specific work areas and the policies, plans and initiatives in place to address these issues. These include, by way of example, the development of codes and rules that protect the human rights of Irish audiences, investigating the public's complaints under such codes and rules and ensuring access to media by those who have a disability. We engage the public and our stakeholders directly in our regulatory processes through open accessible written and online communications. Equality and promotion of diversity and inclusion are to the forefront of BAI Sectoral Development and Funding Schemes. These schemes support the implementation of specific diversity action plans, for example the BAI Gender and Irish Language Action Plans.

The BAI maintains a workplace environment that encourages and supports the right to dignity at work, equitable treatment and respect for our individuality and diversity. This inclusive culture is supported by policies and initiatives such as Dignity at Work, Grievance Procedure, Training & Development and our Employee Wellness Programme.

This Strategy Statement commits the BAI to assessing, addressing and reporting annually on these issues and our Public Sector Duty obligations are inherent in all five strategic themes and their related objectives and activities. The Strategy Statement also takes account of legislative and regulatory changes expected during the next three-year period, including the transposition of the Audiovisual Media Services Directive and enactment of the Online Safety and Media Regulation Bill. Both pieces of regulation address a wide range of fundamental rights and freedoms including Freedom of Expression, Freedom of Thought, the Rights of the Child, the Right to Privacy, the Right to an Effective Remedy, the right to Free Association, rights in relation to Disability and Equality and the right to the Protection from Discrimination.

In particular, Theme 3 of the new Strategy Statement, entitled "Leadership in Change" aims to ensure that many of the same principles, values and protections for audiences and children that are available in respect of television broadcasting services can be successfully extended to online environments.







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