



**Broadcasting Authority of Ireland  
Consultation on the Draft Strategy Statement 2021-2023**

**Statement of Outcomes**

**February 2021**



## Contents

<b>1. Introduction</b> .....	3
1.1 Public Consultation on the BAI Draft Strategy 2021-2023.....	3
<b>2. Overview of Consultation Submissions</b> .....	4
<b>3. Final Statement: Amendments and Additions to the Draft Statement</b> .....	8
3.1 Vision, Mission and Values .....	8
3.2 Vision.....	8
3.3 Mission Goals.....	8
3.4 Values .....	10
3.5 Themes, Strategic Objectives and Outcomes.....	11
3.5.1 Strategic Theme 1 – Promoting Plurality and Diversity.....	11
3.5.2 Strategic Theme 2 – Achieving Excellence and Accountability .....	13
3.5.3 Strategic Theme 3 – Leadership in Change .....	15
3.5.4 Strategic Theme 4 – Empowering Audiences .....	16
3.5.5 Strategic Theme 5 – Enhancing Innovation & Sectoral Sustainability .....	17
4.1 Key Performance Indicators (KPIs).....	19
4.2 Public Sector Duty - Human Rights and Equality.....	19
<b>5. Appendices</b> .....	20
1. List of Respondents: BAI Public Consultation, Draft Strategy 2021-23.....	20
2. Consultation Workshop Attendees - Strategy 2017-2019 Review.....	21
3. Final BAI Strategy Statement 2021-2023 .....	22



## 1. Introduction

In line with Section 29 of the Broadcasting Act 2009 (“the Act”), every three years, the BAI prepares a Statement of Strategy to guide its activities for the next three-year period. Each new Strategy Statement is informed by a comprehensive review of the effectiveness of the previous plan including extensive consultation with stakeholders.

The Review of the BAI Strategy Statement 2017-19 was carried out in early 2020 and the report on that review can be accessed [here](#). Following this review, a Draft Strategy Statement 2021-2023 was published for public consultation. The draft Statement and Consultation Document can be found [here](#). Following its review of the submissions to the consultation, the Authority completed the Strategy Statement 2021-2023 and it was published on the 14<sup>th</sup> January 2021. It is available on the [BAI website](#). This Statement of Outcomes provides a summary of the feedback from the public consultation and outlines where changes were made to the Draft, resulting in the final Strategy.

- **Section 2** is an **Overview of the Submissions** to the consultation and identifies **key issues and common themes**.
- **Section 3** outlines **particular issues** raised under each heading and Strategic Theme and outlines the **specific amendments and/or additions** made to the final Statement.
- **Section 4** explains the **two new elements** contained within the final Strategy Statement. First, Key Performance Indicators have been included. Second, the BAI’s commitment to its Public Sector Duty is set out. The final **Strategy Statement 2021-2023** is attached at Appendix 3.

### 1.1 **Public Consultation on the BAI Draft Strategy 2021-2023**

The public consultation commenced on 11<sup>th</sup> October for five weeks and was promoted throughout the period using a variety of mechanisms including the BAI website, email reminders, press notices and social media. The closing date for receipt of submissions was 11<sup>th</sup> November but a short extension was granted to a number of stakeholders, upon request. 14 external submissions were received and a list of the respondents is provided in the table at Appendix 1.



During the consultation period **two targeted workshops** were held to consider the Draft Statement which included a workshop with all BAI staff and a combined special meeting of both the Contract Awards and Compliance Statutory Committees. It is also important to note that as part of the review of the Strategy Statement 2017-2019 carried out earlier in 2020, workshops were held with broadcasters and other stakeholders.<sup>1</sup> These stakeholders were also asked to consider and share their views on the development of the next Strategy Statement. A list of attendees of these workshops is attached in Appendix 2.

All submissions were circulated to Authority Members and were considered by the Authority at its meeting on 26<sup>th</sup> November 2020.

## 2. Overview of Consultation Submissions

A number of wide-ranging issues and proposals were included in the submissions. Many were of direct relevance to the drafting of the new Strategy Statement while other matters raised were of more relevance and value to BAI work-planning decisions and activities. Some proposals made, however, concerned matters outside of the BAI's current legislative remit, such as the role, functions and powers of the proposed new Media Commission. The detail of the proposals relating to BAI activities and work-planning is not included in this main body summary, but some are included in the BAI's key performance indicators (for example, audience and market research). Others will be explored during the BAI's work-planning process in Q1 2021 when a high-level workplan for the implementation of the Strategy Statement will be finalised.

The main focus of this document is on the elements of the submissions of direct relevance to the high-level goals in the Draft Statement i.e. the strategic objectives and intended outcomes. The Consultation Document provided examples of key **BAI initiatives and activities** under each Strategic Theme that would be undertaken to support the achievement of the outcomes and these were welcomed by many respondents. Respondents also welcomed the commitment to publish measurable **key performance indicators** in the final Strategy which would help BAI stakeholders to better understand how the BAI plans to implement and monitor the delivery of its strategy.

### **Structure and Content of Draft Statement**

In relation to the Draft Strategy Statement, the majority of submissions **endorsed** the structure, its content and focus. With the exception of one respondent, all agreed that the Vision remained valid. While there was a strong association with the BAI's Mission and Values, some additional goals and values were suggested.

---

<sup>1</sup> Sound and Vision applicants and contractors and grant recipients under Sectoral Development.



Most respondents agreed with the retention of Themes 1, 2, 4 and 5 and the BAI's proposed new Theme 3 '*Leadership in Change*' was strongly endorsed. **RTÉ** positively noted that the introduction of this new Theme reflected feedback provided by RTÉ and other stakeholders in the earlier consultation on the new Strategy Statement in March 2020, that is, the call for greater leadership and advocacy by the BAI. It noted that, over the life of the next Strategy Statement, the regulation of media will undergo significant change and, therefore, strong leadership over this period will be required. The BAI can play a significant role in leading debate and influencing long overdue legislative change in broadcasting. **TG4** strongly agreed with the proposed objectives and intended outcomes under this new Theme. However, it noted that, despite the leadership and insights of the BAI, this leadership had not been properly heard by decision makers. As such, in its opinion, there has only been ad-hoc progress in the Irish audiovisual ecosystem since 2009 rather than the strategic progress envisaged by the BAI.

While welcoming this new Theme, the submissions from the commercial radio sector, including **Communicorp** and **Wireless Group (Ireland)** and the sector's representative body **IBI**, called on the BAI to ensure the broadcasting services it currently regulates receive the required attention in the period before the BAI is replaced by the Media Commission. They further state that, as the BAI transforms itself, it must ensure that policy development on future legislation and regulatory matters for the broadcasting sector are not ignored in favour of digital media services. **Wireless Group (Ireland)** called for regulatory action that safeguards radio's position on global technology platforms. A consistent message among commercial and community respondents was the need for additional funding and other supports from the BAI to the sector during the transitional period (from now to the establishment of the Media Commission) under all Themes.

While it was acknowledged that the BAI must continue to operate within the confines of the Broadcasting Act 2009, respondents were of the view that, in its preparatory work for integration into the proposed new Media Commission, the BAI could re-frame its thinking and approach on related regulatory areas. **IBI** and the submissions from **Communicorp** and **Wireless Group (Ireland)** expressed the view that the BAI should refocus its regulatory emphasis on regulatory outputs instead of inputs. In their view, audience relevance should be the driving concern of the regulator in recognition of the natural audience incentives driving broadcasters. This view also emerged in the broadcaster workshop held in March 2020. In this regard, the submission from **Wireless Group (Ireland)** provided detailed suggestions for wide regulatory change and approaches. It was the only respondent that considered that the content of the draft Strategy should be replaced entirely with six specific regulatory deliverables. In its view, these deliverables would contribute towards the economic sustainability and financial security of the sector (a key issue emerging from the Ipsos MRBI research conducted as part of the review of the effectiveness of the previous Strategy Statement 2017-19), paving the way for a new era of regulation.

As was the case with the current Strategy Statement 2017-2019, **plurality, diversity and financial sustainability** remained key issues of concern.



Under the Theme of Plurality and Diversity, both **RTÉ** and **TG4** raised the issue of findability and prominence<sup>2</sup> of public service broadcasting, with **TG4** of the view that it should be specifically referenced in the Strategy Statement.

Submissions from the commercial broadcasters considered that the **diversity and plurality** of the Irish media landscape and the very significant contribution to public service broadcasting that is made by 'commercially funded public service broadcasters' needs to be recognised in this Theme. The BAI was also asked to consider if its present rules under the Ownership and Control Policy actually impede or hinder the achievement of the primary objective. They queried whether allowing more concentrated ownership of services might make them more efficient and better able to withstand the challenging economic environment. The view was expressed that a more liberalised and flexible approach to ownership thresholds was needed to reduce the threat faced by Irish broadcasters in establishing viability.

**Craol** and the **Community Television Association** ("CTA") representing community radio and television noted that during the previous Strategy, community **media plurality** decreased and a renewed effort to support and sustain the sector is required over the life of the new Strategy. The submissions from **Women on Air** and **Women in Film and Television** called for more specific quantifiable commitments and targets to ensure gender equality in the broadcast media and in particular, on-air gender representation.

Among the other submissions, there was broad consensus that the BAI's diversity action plans should extend beyond gender and Irish language and suggestions on this were provided.

**Irish language** provision on audio and audiovisual services and to **Irish culture** were a key focus of the submissions from broadcaster **TG4** and Irish language organization **Conradh na Gaeilge**. It was recommended that specific reference should be made to Irish language news and current affairs, content which supports Irish language-based culture and education and Irish language content for the under 35s. Conversely, other respondents considered that there was too much emphasis in the Draft Statement on the Irish language and on Irish culture and this did not fully recognise or reflect the make-up of Ireland's population and modern diverse society.

The view that younger audiences were underserved by the current media and specific reference should be made to their needs in the Strategy Statement was expressed by independent producer **Roundstone Media**.

---

<sup>2</sup> The concept of findability relates to the ease with which audiences can find these services when searching for television content and measures taken to ensure the prominence of such content to assist its visibility.



Commenting on Theme 5 'Innovation and Sectoral Sustainability', TG4 believed that 'enhanced sustainability for the Irish audio and audiovisual sectors', will be very difficult to achieve without a major overhaul of Ireland's audiovisual infrastructure. The independent production sector in Ireland is in a difficult situation and the sector is highly centralised in Dublin. The broadcaster provided its views on how there should be a better balance in the public funding of the sector to achieve greater diversity and plurality in the sector and a balance in the audiovisual public ecosystem and its regional distribution. It noted that this was a wider issue than the strategy of the BAI but, related to Theme 3 'Leadership in Change', leadership from the BAI is needed to make progress.

**Craol** and **CTA** called for **the 'social benefit' of the community media sector** to be included in the Strategy Statement. The submissions highlighted the sector's value in relation to media literacy, in development education, and the UN Sustainable Development Goals. They also asked that the Strategy recognise particular challenges facing mainly volunteer-based community media in pursuing good governance and highlighted the need for supports in that area and assistance to reduce the regulatory burden.



### 3. Final Statement: Amendments and Additions to the Draft Statement

In this section, under each of the sections of the Strategy Statement, the main issues raised are summarised and the resulting amendments and/or additions are highlighted within the final Strategy Statement text.

#### 3.1 Vision, Mission and Values

#### 3.2 Vision

##### **"An Irish media landscape that reflects and shapes who we are"**

The ongoing validity of the existing BAI vision articulated in the 2017-2019 Statement was generally endorsed.

There was the only one respondent who suggested that a completely new vision should be adopted as the Ipsos MRBI research showed that stakeholders believed that the BAI has achieved the vision in the 2017-2019 Strategy. It believed it was therefore appropriate for the BAI to reflect on what its purpose is. Given the fundamental strategic and economic challenges facing broadcast media in the digital age and the direct correlation with the outcomes for Irish citizens, this respondent advocated a focus on the creation of a more level regulatory playing field for broadcast and non-broadcast media and on fostering the operating and financial circumstances within which existing licensed broadcaster services are able to thrive.

Having regard to the fact that all of the other respondents considered this Vision to be appropriate and valid for the next three-year period, the Authority endorsed its retention.

#### 3.3 Mission Goals

The draft Statement proposed retaining the **Mission** from the existing Strategy Statement 2017-19, 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.



There was general support for the three elements of this Mission Statement, however, a number of respondents considered additions were required. The additions suggested included a reference to the *financial sustainability* of the broadcasting sector; the BAI's responsiveness *to developments in the wider media environment* (as reflected in new Theme 3 '*Leadership in Change*'); and satisfactory provision and inclusion of the *Irish language* in the Irish media. The community sector suggested that the Authority should articulate separate Vision and Mission goals for the different media sectors.

The Authority agreed that the sustainability of the broadcasting sector will continue to be a key focus of its work over the term of this Strategy Statement and agreed with its inclusion within the Mission goals. It decided to include reference to financial sustainability in order to better distinguish it from the broader definition of sustainability referenced in Theme 2.

The Authority did not agree to include an additional reference to Irish language because Theme 1 of the Strategy makes it clear that '*culturally relevant quality content*' already referenced in the Mission includes Irish language provision. The Authority also decided to include a new Outcome in Theme 1 referencing specific types of Irish language provision.

Responding to the call for separate vision and mission statements for each of the media sectors, the Authority noted that the respondent did not elaborate on what value this would bring to the sector or any beneficial impact this would have in practical terms on the work of the Authority. The Authority has always articulated a single Vision and Mission for the media sector regulated by the BAI. If a separate vision and mission was stated for each sector, separate themes, objectives and outcomes would also be expected. This would result in unnecessary duplication of objectives and outcomes.

Having considered the submissions received, the Authority agreed the following amendments to its **Mission** statement:

**BAI Mission - (Revision in blue)**

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



### 3.4 Values

The list of values published in the Draft Statement were also those contained in the 2017-19 Strategy Statement, as follows:

- **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 Authority agreed to add a new value – ‘flexible and adaptive’ having regard to the amended Mission statement and also its strategic objectives under new Theme ‘Leadership in Change’.

One respondent considered that the values should be reordered. In this regard, it noted that the Ipsos MRBI Report on the Review of the Strategy Statement 2017-2019 suggested a strong performance in the values of fairness and independence but the BAI’s association with ‘expert’ and ‘accountable’ was less strong. It suggested that the values be reordered with prominence given to ‘expert’ and ‘accountable’.

The Authority was satisfied to reorder the values but noted that all values are of equal importance in the performance of its functions and decision making. The BAI also adheres to the principles of better regulation which includes transparency among other principles and values.

Therefore, the final **Values** were agreed as follows:

#### **BAI Values (Revisions in blue)**

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.



### 3.5 Themes, Strategic Objectives and Outcomes

In this section, the main issues raised in the consultation feedback under each theme are summarised, and any resulting changes or additions made to the Draft Strategy Statement are highlighted in each theme table.

#### 3.5.1 Strategic Theme 1 – Promoting Plurality and Diversity

This Strategic Theme, Objectives and the new additions to the related Outcomes were generally endorsed by respondents to the consultation. The finalised Theme 1, reflecting the decisions of the Authority, is as follows:

<b>1 – Promoting Plurality and Diversity (Revisions in blue)</b>	
<p><b>Strategic Objectives</b></p> <ol style="list-style-type: none"> <li>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.</li> <li>2. Increase the production, availability <u>and prominence</u> of relevant audio and audiovisual content for <u>all</u> Irish audiences.</li> <li>3. Foster a media landscape that is representative of, and accessible to, the diversity of Irish society.</li> <li>4. Foster and promote quality programming in the Irish Language.</li> </ol>	<p><b>Outcomes</b></p> <p>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.</p> <p>The range and sources of culturally relevant, audio and audiovisual content, including content in the Irish language, available to audiences has increased.</p> <p>Irish audio and audiovisual media are more diverse in terms of its content, those involved in its production and in <u>on-air presentation</u>.</p> <p><u>Quality Irish language content, including news and current affairs and content for youth audiences, is available on a variety of media.</u></p>

These changes were informed by the following submissions and Authority deliberations:



The proposed addition to Outcome 1, that **trust in journalism** is sustained and upheld, was welcomed by most respondents. It was noted by respondents that trust in journalism is a key pillar of public service media and a healthy sector generally. In order to achieve the Outcome of a diverse and pluralistic media market in Ireland, the challenges of **findability and prominence** of public service broadcasting were noted. At the workshop in March 2020, broadcasters also highlighted the challenge of **visibility/discoverability of Irish content** for younger audiences using new media platforms and the potential loss of shared cultural heritage if young people no longer engage with Irish content. The Authority agreed that *prominence* of Irish audio and audiovisual content should also be highlighted Objective 2.

Additional specific reference to **Irish language** content in the objectives and outcomes was requested by two respondents. These respondents also provided suggested wording for a new Outcome for Objective 4 (in the previous Strategy Statement 2017-2019, Outcome 3 was a shared outcome for Objectives 3 and 4). The Authority agreed that a new Outcome for Objective 4 should be added and the final Outcome seeks to combine the suggested outcomes provided by both respondents.

The importance of a broad definition of 'diversity' and the focus of the BAI's future diversity action plans were the focus of a number of submissions. Proposals for collaborative work projects and activities the BAI could undertake with the industry to promote fair and accurate representation of diversity in broadcasting were also provided. Two respondents called for more specific quantifiable commitments and targets to ensure gender equality in the broadcast media and in particular, on-air gender representation.

The Authority agreed that on-air diversity and representation as well as diversity of those involved in media production should be referenced in Outcome 3.

One submission focussed on the diversity of Irish audiences and the need to support the creation of content for younger audiences. It was suggested that the word "*all*" or "*diverse*" be inserted before **Irish Audiences** in Objective 2.

The other issues raised by respondents in relation to plurality, diversity and Irish language are summarised in Section 1 above.



### 3.5.2 Strategic Theme 2 – Achieving Excellence and Accountability

This Strategic Theme, Objectives and Outcomes were generally endorsed by respondents to the consultation. The finalised Theme 2, reflecting the decisions of the Authority is as follows:

<b>2 – Achieving Excellence and Accountability - (Revisions in blue)</b>	
<b>Strategic Objectives</b>	<b>Outcomes</b>
1. Regulate to achieve a responsible and accountable broadcasting sector.	The BAI is a trusted regulator by all stakeholders.  Broadcasting sector demonstrates strong accountability and responsibility.
2. <u>Lead, model and promote</u> 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.
3. <u>Demonstrate and promote</u> 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.

These changes were informed by the following submissions and Authority deliberations:



One respondent noted that it is important for operators in the sector to know the regulator is committed to the same standards of accountability. It suggested that Outcome 2 be revised to read as follows: *'The BAI and broadcasting sector demonstrates strong accountability and responsibility.'* The Authority noted that this Outcome is directly related to BAI's function to 'regulate' and further, BAI accountability and responsibility is separately addressed in Objective 3. This respondent was also of the view that regulation should serve the sector as well as the public interest and suggested that the Outcome for Objective 4 should be amended to *'Regulation is proportionate and services the public interest'*. The Authority noted that it exists to serve the public interest and, therefore, this proposal was not adopted.

The addition of a fourth new objective on reducing regulatory burden was positively noted by all respondents. IBI endorsed the Authority's objective of achieving excellence and accountability and its commitment to transparent practices and commends the BAI on its lighter touch regulatory policy over the last number of years which has reduced the regulatory burden on their members. A number of respondents also submitted proposals and suggestions on how the BAI might reduce administrative burden while at the same time enhancing the public interest.

The community media sector called for recognition of the particular challenges facing community media in pursuing good governance and increased supports from the BAI to enable the sector to improve governance.

In finalising Theme 2, the Authority also strengthened the language in Objectives 2 and 3 and replaced *'show leadership'* with **"Lead, Model and Promote"** and, in Objective 3, replace *'show leadership'* with **"Demonstrate"**.



### 3.5.3 Strategic Theme 3 – Leadership in Change

This new Strategic Theme, Objectives and Outcomes were welcomed by respondents to the consultation. The finalised Theme 3, reflecting the decisions of the Authority is as follows:

<b>3 – Leadership in Change (Revisions in blue)</b>	
<b>Strategic Objectives</b>	<b>Outcomes</b>
<p>1. Lead debate and influence policy development on the future legislative and regulatory framework for digital media <u>and broadcasting</u> services.</p>	<p>The BAI has used its knowledge and expertise in collaborating with national and international stakeholders in developing the future regulatory regime for <u>broadcast and</u> 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>
<p>2. Respond, adapt to, <u>and communicate on</u>, developments in the wider environment, anticipating and assessing organisational, sectoral and audience impacts.</p>	<p>BAI stakeholders have confidence in regulatory responses that are <u>evidence-based</u>, timely and proportionate.</p>
<p>3. <u>Lead staff, review and transform</u> the BAI's policies, practices and processes in preparation for integration into the new Media Commission.</p>	<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>

These changes were informed by the following submissions and Authority deliberations:

As noted in Section 2, the introduction of this “future-focussed”, “relevant” and “more proactive” leadership role by the BAI was welcomed by all respondents. However, the submissions from the commercial radio and television sector voiced a shared concern that this Theme appeared to be focussed almost exclusively on new digital media services. These respondents called on the BAI to ensure the broadcasting services it currently regulates receive the required attention in the remaining period prior to the dissolution of the Authority. In their view, as the BAI transforms itself, it must ensure that policy development on future legislation and regulatory matters for the broadcasting sector are not ignored in the change to an expanded regulatory body and in favour of digital media services. It was also suggested that BAI funding initiatives could be used to support and engage broadcasters to develop and be better prepared for digital content creation, distribution and commercialisation.



The Authority agreed with the suggested amendments made by respondents, i.e. to include specific reference to the broadcasting sector in Objective 1 and its related Outcome, to reflect the BAI’s continuing focus on the broadcasting sector throughout the forthcoming transitional period. The suggested addition of the word ‘evidence-based’ was also added to Outcome 3 based on the planned activities of action plans, engagement plans and audience research under this Theme.

The Authority was also of the view that staff as well as the BAI’s policies and procedures should be a key focus of Objective 4.

Other comments and recommendations made concerned the work activities of the BAI could undertake to achieve its objectives under this Theme and, also, the role, function, powers and resources of the new Media Commission.

### 3.5.4 Strategic Theme 4 – Empowering Audiences

This Strategic Theme, Objectives and Outcomes were generally endorsed by respondents to the consultation. The finalised Theme 4, reflecting the decisions of the Authority is as follows:

<b>4 - Empowering Audiences (Revisions in blue)</b>	
<b>Strategic Objectives</b>	<b>Outcomes</b>
<p>1. Enhance the understanding, engagement and participation of the public in the media landscape and promote media literacy.</p> <p>2. Inform and engage the public and BAI stakeholders on the review and revision (as appropriate) of BAI Codes, Rules and Policies.</p>	<p>Audiences in Ireland are more connected to, <u>informed</u> and engaged with, audio and audiovisual content.</p> <p>Public knowledge <u>and understanding</u> of BAI codes and rules, and the values underpinning them, is enhanced.</p> <p>There is increased public participation in the BAI’s regulatory processes.</p>

These changes were informed by the following submissions and Authority deliberations:

BAI support and work with Media Literacy Ireland was commended by respondents to the consultation. One respondent noted that this work yields benefits for audiences, society and democracy in general.

One respondent observed, however, that media literacy cannot be a substitute for a robust regulatory framework aimed at reducing the exposure of children to all forms of harmful marketing. Therefore, empowering audiences must also be done in tandem with strong regulation to protect them. It also emphasised the importance of generating public knowledge and participation, specifically in relation to the Codes and Complaints Process.



The engagement by the BAI and media with younger audiences and the importance of ensuring they were given a voice, was also raised under this Theme. This Theme also emerged in the **broadcaster workshop** in March 2020 where broadcasters discussed creativity and innovation in content creation that would entice young audiences to broadcasters.

One respondent expressed the view that engaging and building trust and confidence with audiences was of equal importance to empowering and understanding them. They stated that to achieve this goal there needs to be much stronger research and understanding of the media audiences and their changing behaviours.

While a number of commercial radio broadcasters welcomed the strategic objective of enhancing engagement of the public in the media landscape, they advocated a market-led regulatory approach, one which delivers audience success by providing product and content that informs, educates and entertains. They noted that meaningful consultation with audiences will demonstrate this to the BAI and should influence the BAI's approach to regulation and the construction of new codes and rules. Codes and rules should be in keeping with audience and broadcaster demands as well as being relevant and flexible to operate in the fast-changing modern media environment.

The consultation with BAI staff and committees focussed on BAI public consultations, reviews of Codes and Rules and how best to broaden participation among the public (currently the majority of submissions come from the industry). The Authority agreed with their proposal to include a new Performance Indicator to trial new ways of engaging with the public to raise awareness of, and ensure increased participation in, BAI regulatory processes. It was noted that increased knowledge and understanding of BAI Codes and Rules would also assist members of the public who wish to engage in the complaints process. The Authority agreed that the words 'informed' and 'understanding' should be added to Outcomes 1 and 2 respectively.

### **3.5.5 Strategic Theme 5 – Enhancing Innovation & Sectoral Sustainability**

This Strategic Theme, Objectives and Outcomes were generally endorsed by respondents to the consultation. The finalised Theme 5, reflecting the decisions of the Authority is as follows:



<b>5: Enhancing Innovation and Sectoral Sustainability (Revisions in blue)</b>	
<p><b>Strategic Objectives</b></p> <ol style="list-style-type: none"> <li>1. <u>Enhance</u> creativity and innovation as distinctive features of the Irish audio and audiovisual sectors.</li> <li>2. Support the achievement of enhanced sustainability for the Irish audio and audiovisual sectors.</li> </ol>	<p><b>Outcomes</b></p> <p>Creativity and innovation are a focus of the BAI's sectoral support activities (including the Broadcasting Funding Scheme and BAI Sectoral Development).</p> <p>The <u>long-term</u> viability of the Irish audio and audiovisual sectors has been enhanced by BAI initiatives in this area.</p>

These changes were informed by the following submissions and Authority deliberations:

Respondents noted that Theme 5 takes on a renewed importance in light of the impact of the Covid-19 pandemic and its expected long-lasting impact on the economy. Most of the submissions under this Theme made suggestions on activities and supports that could be undertaken and provided by the BAI to strengthen the viability of the audio and audiovisual sectors during the next Strategy period. These suggestions included a more liberalised regulatory approach, BAI facilitation and promotion of collaboration among the sector, as well as collaborative projects with other European and Canadian funding bodies, new funding Schemes for particular projects/audiences and more creative long-term sustainability initiatives for the community sector.

While welcoming the continuation of BAI funding initiatives, one respondent stated that they do not go far enough to support long-term financial sustainability and a wider approach is needed from the BAI, including pursuing legislative change to deliver the outcome envisaged in the second strategic objective. It suggested that Outcome 2 include a reference to 'long-term' viability of the sector. The Authority agreed that this was an important consideration.

A number of submissions raised wider sectoral and funding issues under this Theme noting that leadership from the BAI was needed to make progress on these matters.



## **4. New Additions to the BAI Strategy Statement 2021-23**

### **4.1 Key Performance Indicators (KPIs)**

For each objective there are now 1-2 sample performance indicators. These indicators were drawn up by the Authority, in consultation with the BAI Committee and Executive and having regard to some of the issues raised in the public consultation. Sample performance indicators are a specific means by which to measure progress towards the achievement of the outcomes under each objective.

Respondents to the consultation welcomed the commitment to publish measurable key performance indicators in the final Strategy Statement which would help BAI stakeholders to better understand how the BAI plans to implement and monitor the delivery of its strategy.

As noted in the Strategy Statement, the BAI will secure stakeholder feedback on the implementation of the Strategy in 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.

### **4.2 Public Sector Duty - 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. 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. Our commitment to human rights and equality is therefore set out in this Strategy Statement.



## 5. Appendices

### 1. List of Respondents: BAI Public Consultation, Draft Strategy 2021-23

1. **Communicorp Group Limited**
2. **Community Television Association**
3. **Conradh na Gaeilge**
4. **CRAOL- Community Radio Ireland**
5. **Independent Broadcasters of Ireland (IBI)**
6. **iRadio Ltd**
7. **Irish Heart Foundation**
8. **Roundstone Media Ltd**
9. **RTÉ**
10. **TG4**
11. **Virgin Media**
12. **Wireless Group (Ireland)**
13. **Women in Film & Television Ireland (WFT)**
14. **Women on Air**
15. **BAI Compliance Committee & Contract Awards Committee**
16. **BAI Staff**



## **2. Consultation Workshop Attendees - Strategy 2017-2019 Review**

### **Workshop 1: Broadcasters, March 3<sup>rd</sup> 2020**

- **Communicorp**
- **Cork Community Television**
- **CRAOL**
- **Eir Sport**
- **Independent Broadcasters of Ireland**
- **Radio Kerry**
- **RTÉ**
- **TG4**
- **Virgin Media Television**
- **Wireless Group (Ireland)**

### **Workshop 2: Stakeholders, March 4<sup>th</sup> 2020**

- **An tOireachtas (Aerthonnta)**
- **Animation Ireland**
- **Independent Radio Producer**
- **Learning Waves**
- **Loosehorse Ltd**
- **Macalla Teo**
- **New Normal Culture**
- **Screen Producers Ireland**
- **Screen Skills Ireland**
- **Women in Film & Television**



### **3. Final BAI Strategy Statement 2021-2023**

This link will bring you to [Final BAI Strategy Statement 2021-2023](#) on the document via the BAI website.