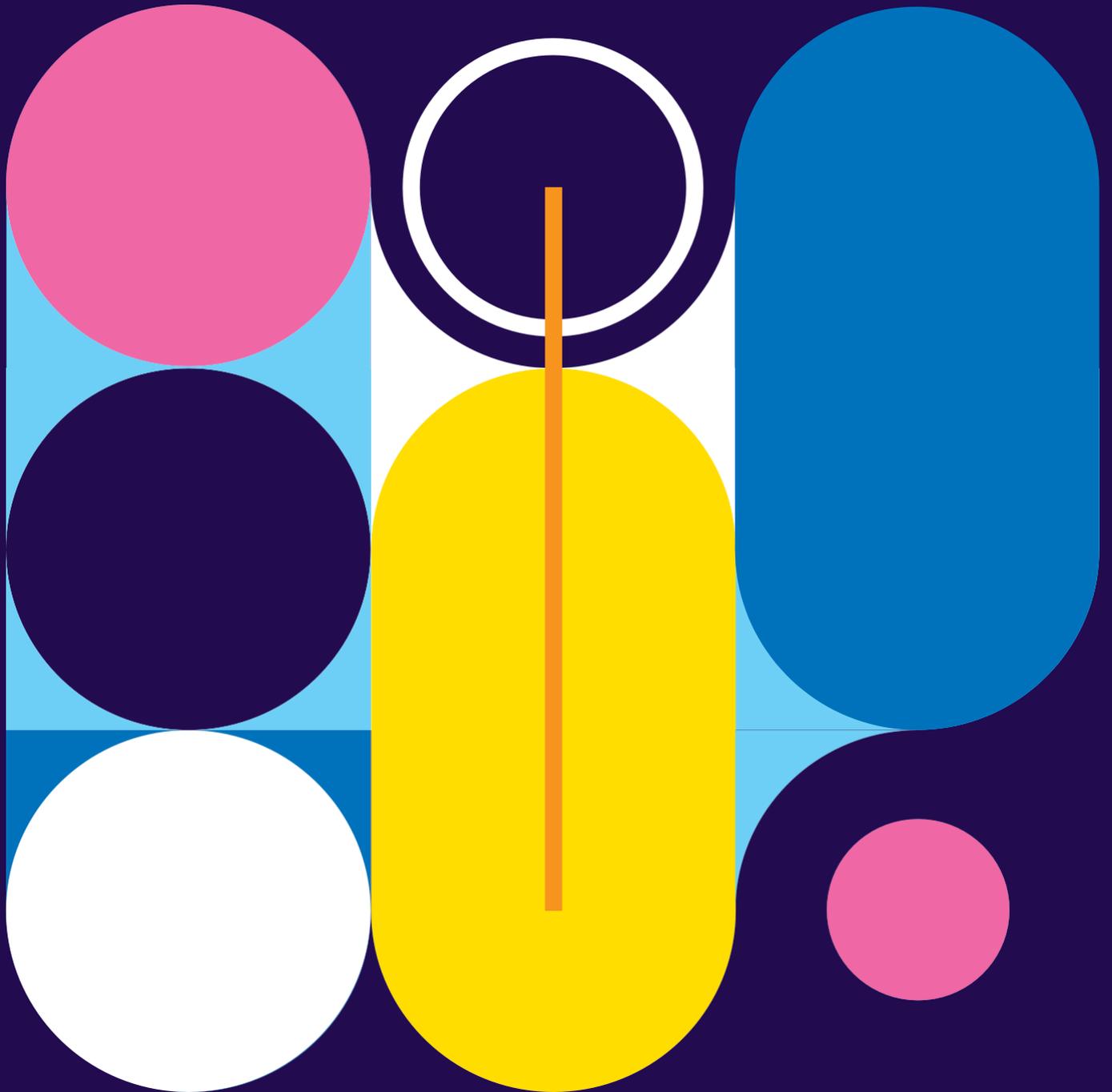




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CRAOLACHÁIN  
NA HÉIREANN

BROADCASTING  
AUTHORITY  
OF IRELAND



# BAI Sectoral Learning and Development Policy

Revised version  
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## Introduction

Section 26 (2) of the Broadcasting Act 2009 provides the statutory basis for the Broadcasting Authority of Ireland (BAI)'s development role in the broadcasting and audiovisual sector in Ireland.

The BAI recognises the importance of encouraging and cultivating excellence in broadcasting and audiovisual content and services by promoting continual investment and innovation in the sector as outlined in its Strategy Statement 2021-2023. The BAI embraces its role in fostering and maintaining a culture of development and lifelong training and learning within the sector. The BAI is committed to continually working in partnership with broadcasters and industry networks to address specific development needs that will enhance capacity in the sector. Ultimately, such investment in learning and development is a means through which broadcasting services can respond to the interests and needs of Irish audiences.

The BAI Sectoral Learning and Development Policy provides the framework to enable the BAI to plan, support, measure and evaluate, from a strategic perspective, the continued growth and development of the sector, through a variety of training, learning and development activities and approaches within its statutory and strategic remit. This Policy reflects the key themes of the BAI's Sectoral Learning and Development Programme for 2021 and beyond and it reflects the BAI's objectives, functions and duties as set out in the Broadcasting Act 2009 and the BAI Strategy Statement 2021-2023.

The context within which the Policy has been developed is set out in **Appendix 1** to this document.

## **1. Policy Aim**

The aim of this Policy is to provide a framework for the Broadcasting of Ireland (BAI) to engage strategically with broadcasters and other key audiovisual sectoral stakeholders to identify their development needs and adopt strategies that will support the sector in developing and strengthening its role within the wider media environment. The Policy focuses on and supports the need for continual improvement of broadcasting outputs and the enhancements of the broadcasting sector's capacity to realise its potential with the creative industries. The Policy also provides a framework for learning and development that enables the BAI to effectively support the growth and development of the broadcasting and audiovisual sector in Ireland. This Policy outlines a broad range of approaches and initiatives which are consistent with the BAI's overall statutory and regulatory remit.

Given the challenges created by economic uncertainty, the BAI endeavours to provide support, either financial or otherwise, to broadcasters and industry networks who strive to build capacity within their sector in so far as possible. The extent of the provision of support provided by the BAI will reflect the availability of BAI resources and funding at any given time.

## **2. Policy Objectives**

The following Policy Objectives have been developed to assist the BAI in fulfilling its statutory remit and achieving its strategic goals; they also provide a strategic structure within which the BAI's sectoral learning and development activities are developed, implemented, measured, and evaluated.

Key objectives are:

- (i) To contribute to the development of standards relating to governance, people and content in the broadcasting and audiovisual sector, including the pursuance of accredited training and the continuous professional development of individuals working in the sector.
- (ii) To co-operate with industry-specific representative bodies to promote training activities in areas of skills shortages in the broadcasting and audiovisual sector.
- (iii) To collect and disseminate information and data on the broadcasting and audiovisual sector in the State. More specifically, to collect and disseminate information and data in relation to the skills requirements of the broadcasting and audiovisual sector with a view to supporting industry networks and broadcasters to address effectively their development needs and those of their members.

- (iv) To co-operate with other bodies outside the State which perform similar functions to the BAI in order to monitor developments in broadcasting both nationally and internationally in respect of sectoral development.
- (v) To undertake, encourage and foster high-quality research to develop and maintain links between the BAI, third-level institutions, and the broadcasting and audiovisual sector.
- (vi) To support industry networks and broadcasters in the most appropriate, effective and consistent operation of their development initiatives and to encourage the use of a mix of learning, training and development approaches and methodologies that respond to the variety of interests and needs in the sector.

### 3. Regulatory Principles

The following Regulatory Principles apply to the BAI Sectoral Learning and Development Policy and reflect the BAI's own core values as set out in the BAI Strategy Statement 2021–2023. These core values underpin the BAI's decision-making and operations and provide guidance for the implementation of BAI Sectoral Learning and Development activities within the broadcasting and audiovisual sector.

We are:

- **Expert** – by informing ourselves through engagement, research and a commitment to professional learning.

The BAI's commitment to being itself an expert organisation is reflected in its commitment to developing the sector's expertise through supporting the continual development of the sector and by promoting both informal and formal learning strategies. The BAI actively encourages industry networks and broadcasters to utilise sector specific experts and/or accredited courses to increase its expertise and knowledge within the sector. The BAI recognises its role in driving and providing research that will facilitate the BAI and the sector in meeting the needs of viewers and listeners in Ireland.

- **Accountable** – in our decisions, our governance, and our resources.

The BAI is committed to being accountable and transparent in all matters related to its sectoral development activities. It aims to operate to the highest standard of governance with appropriate processes and controls in place that are subject to independent scrutiny from time to time.

The BAI expects high standards of governance from industry networks and broadcasters in their use of public funding and in their practices, which should strive to be as cost conscious and efficient as possible.

- **Flexible and Adaptive** – in our regulatory practices and processes.

The BAI is responsive and agile within a changing media environment and remains open to developments in technological advancement, creativity and innovation in its sectoral development activities. The BAI is receptive to testing new approaches and adapting to new methodologies in training and development to suit the evolving and diverse needs of the sector. Where appropriate, the BAI supports the piloting of innovative solutions that further enhance the development of skills and competencies in the sector, and which also serve the larger public interest.

- **Fair** – in our processes, procedures, and decisions.

The BAI demonstrates fairness and balance in all its processes, procedures and decisions made in furtherance of its objectives. The BAI will provide detailed information and guidance about its funding processes for sectoral learning and development projects. It will also provide a clear rationale for its funding and support decisions and offer feedback to all applicants.

- **Independent** – operating as an impartial regulator.

The BAI affirms its independence and impartiality in all broadcasting matters including its sectoral development policy activities. It recognises the sectoral differences and requirements between public, commercial and community broadcasters and acknowledges the diverse range of needs in the audiovisual sector.

## **4. Operating Principles**

The Policy seeks to capture the focus of the BAI's Sectoral Learning and Development work in five overarching, operating principles. These principles stem from the BAI's legislative and strategic obligations and from consultation with industry networks and broadcasters. They are integral to its Sectoral Development activities and will shape the broadcasting and audiovisual industry in 2021 and beyond.

### **i) Working in Partnership**

The BAI is committed to supporting and enabling the sector to participate and guide its own learning and development. The Policy acknowledges that the relationship which the BAI has with a partner organisation will vary in line with the evolution of the sector and the stage of development of the partner organisation. The BAI adopts a flexible and supportive approach but expects partners to apply good practice in their sectoral development initiatives and operations.

The BAI recognises that working in partnership plays an integral role in delivering successful sectoral development outcomes. The BAI will endeavour to develop and maintain strong channels of communication by:

- Ensuring that industry networks and broadcasters understand the BAI's role, functions, and limitations with regard to Sectoral Development.
- Facilitating, supporting and promoting cross-cutting activities between sectoral networks and broadcasters.
- Enabling and developing links between key stakeholders to foster a collaborative approach to sectoral development.

## **ii) Strategic Planning**

The BAI's strategic objective is to engage with and support industry networks and broadcasters with their sectoral learning and development needs across the sector. In this context, the BAI is committed to working in partnership with industry networks and broadcasters to set the standard for strategic and long-term planning within the sector.

The BAI aims to support and offer guidance to industry networks and broadcasters to ensure a high standard of strategic thinking and planning to help strengthen sectoral development activities and to support high quality outcomes.

The annual workplans of industry networks and broadcasters should reflect the BAI's strategic objectives and priorities.

## **iii) Measurement and Evaluation**

The BAI understands the importance of measuring, evaluating and analysing the outcomes of sectoral development activities and commits to working in partnership with sectoral training bodies in this regard. Where applicable, data collated will be available to relevant industry networks and broadcasters to guide and assist with the strategic planning of their learning and development activities.

The BAI is committed to supporting industry networks and broadcasters in measuring and evaluating their learning and development activities by promoting and encouraging the sector to plan and build robust measurement and evaluation mechanisms into any learning, training and development initiative they undertake.

#### **iv) Funding and Other Supports**

Funding for Sectoral Development activities has been highlighted by industry networks and broadcasters as an integral part of the BAI's role. The BAI acknowledges its role in providing funding and other supports to encourage the continued growth of learning and development in the Irish broadcasting and audiovisual sector.

As and when available, funding support will reflect the current development needs of the industry at any given time. Funding priorities may be determined by the BAI in line with industry needs, the BAI's own strategic objectives and the operating principles and objectives of this Policy.

The extent of the provision of hands-on support by the BAI to the sector will reflect the availability of BAI resources at any given time. If appropriate, the BAI may consider funding applications for learning and development projects on an annual and/or multi-annual basis.

#### **v) Building Capacity for the Broadcasting Sector**

The BAI adopts strategies that support the sector in developing and strengthening its role within the wider media environment.

The BAI is committed to building capacity and strengthening sustainability in the broadcasting and audiovisual sector by supporting an array of Sectoral Development initiatives such as:

- Conducting research on development needs and gaps through sectoral needs analyses and other mechanisms.
- Providing funding and other supports for learning and development initiatives that aim to enhance creativity and innovation in the broadcasting and audiovisual sector.
- Providing funding and other supports for learning and development initiatives that aim to enhance environmental, social and financial sustainability.
- Informing industry networks and broadcasters, where possible and as appropriate, of industry 'best practice' learning models with the aim of adding value for all parties.

## **5. Policy Review**

The BAI undertakes to conduct a review of this Policy, at a minimum every four years to ensure the efficiency and effectiveness in the operation of the initiatives that flow from the Policy in line with the evolution of the sector. Reviews may take place more frequently, if, and when, required, to reflect changes in the statutory, strategic, industry or regulatory environment or in response to structural changes in the broadcasting and audiovisual sector.

# APPENDIX 1 Policy Framework

The BAI Sectoral Learning and Development Policy has been developed and drafted within a framework which includes specific statutory provisions of the Broadcasting Act 2009 and relevant objectives of the BAI Strategy Statement 2021-2023.

## 1. Statutory Provisions

Section 26 (2) of the Broadcasting Act 2009 sets out the ancillary functions of the BAI and provides the statutory basis upon which the BAI has developed its role in this area.

The BAI has the following ancillary functions -

- a) to collect and disseminate information on the broadcasting sector in the State,
- b) to monitor developments in broadcasting internationally,
- c) to initiate, organise, facilitate and promote research relating to broadcasting matters,
- d) to collect and disseminate information in relation to the skills requirements of the broadcasting sector,
- e) to co-operate with other bodies, including representative bodies within the broadcasting sector, to promote training activities in areas of skill shortages in the broadcasting sector,
- f) to co-operate with other bodies outside the State which perform similar functions to the BAI, and
- g) to undertake, encourage and foster research, measures and activities which are directed towards the promotion of media literacy, including co-operation with broadcasters, educationalists and other relevant persons.

## 2. BAI Strategy Statement 2021-2023

In its Strategy Statement 2021-2023, the BAI commits to facilitate learning and development in the broadcasting sector, to foster innovation, and to assist the sector to achieve financial sustainability.

### STRATEGIC THEME 5 – ENHANCING INNOVATION AND SECTORAL SUSTAINABILITY

- Strategic Objective 5.1: *Enhance creativity and innovation as distinctive features of the Irish audio and audiovisual sectors.*

*Outcome 5.1: Creativity and innovation are a focus of BAI's sectoral support activities (including the Broadcasting Funding Scheme and BAI Sectoral Development).*

- Strategic Objective 5.2: *Support the achievement of enhanced financial sustainability for the Irish audio and audiovisual sectors.*

*Outcome 5.2: The long-term viability of the Irish audio and audiovisual sectors has been enhanced by BAI initiatives in this area.*

In addition, the Sectoral Development Policy's regulatory principles reflect the core values of the BAI as listed in the Strategy Statement 2021-2023.



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