

BAI Work plan 2015-2016

Summary Sheet - Priority Activities for 2015

Work Area	Priority Activities ¹	Key Deliverables	Timeline		Strategic Objective	Strategic Goal	
			2015	2016			
P1.	Legislative, Statutory and Policy Matters	Liaise with, and provide advice to, the Department on broadcasting legislation and related matters, as appropriate	Liaise with and provide advice to the Department on broadcasting legislation and related matters as appropriate, including: <ul style="list-style-type: none"> • PSB matters • Saorview platform issues • Competition matters 	✓	✓	1.1, 3.1	Influencing and Communicating Ensuring Plurality
		Plurality	Advise Department, as appropriate	✓	✓	1.1, 3.1, 3.2	Influencing and Communicating Ensuring Plurality
			Plurality Policy is developed and published	✓	✓		
			Ownership and Control Policy is reviewed and revised	✓			
			Plurality Research Framework is developed and research commenced	✓	✓		
Developments and trends internationally are monitored	✓	✓					
P2.	Knowledge Infrastructure	An integrated 3-year strategy of organisational knowledge is developed and implemented, which includes IT Strategy, Data and File Management and Strategic Data Use	Smart BAI data returns for all broadcasters is piloted and implemented	✓	✓	1.3, 7.2, 7.3, 7.4	Influencing and Communicating Strengthening Governance and Organisational Development
		New processes are implemented that provide better ways of working and using data more efficiently	Smart compliance self-assessment tool for broadcasters piloted and implemented	✓	✓		
		Scope and undertake significant piece of audience research to support and inform work areas such as Codes and Rules, PSB oversight, Media Literacy and Communication	Audience research framework developed and research commenced	✓		1.2, 3.1	Influencing and Communicating Ensuring Plurality
Significant piece of audience research undertaken in 2015	✓	✓					
Develop and implement continuation plan for:	✓						

¹ Approach to work will include: working and managing smarter, stakeholder awareness, reduction of regulatory burden, continuous process improvement, people engagement

Work Area	Priority Activities ¹	Key Deliverables	Timeline		Strategic Objective	Strategic Goal	
			2015	2016			
		(i) audience research activities for 2015 and 2016, and (ii) use and application of data arising from research					
P3.	Broadcaster Compliance Activities (excl. BFS and Archiving)	Develop and finalise 3 year Compliance & Enforcement Strategy and Workplan	Compliance Strategy and Workplan are developed and finalised	✓		4.1, 4.3, 4.4	Strengthening Transparency and Accountability
P4.	Licensing activities	Review Broadcasting Services Strategy and develop new Licensing Plan	Broadcasting Services Strategy is reviewed Licensing Plan is completed	✓ ✓		2.1, 3.2	Ensuring Diversity Ensuring Plurality
P5.	Operation of Authority and Committees	Functioning and operation of Authority and Committees	Determine the strategic relationship and ways of working with the Authority and Committees Induction plan for new Authority and Committee members completed and implemented. Monitor success and adjust accordingly	✓ ✓ ✓	✓ ✓ ✓	7.1, 7.2	Strengthening Governance and Organisational Development

BAI WORK AREAS

Work Area	Work Activities	Key Deliverables	Timeline			Outcomes
			2014	2015	2016	
1. Legislative, Statutory and Policy Matters	1.1 Liaise with, and provide advice to, the Department on broadcasting legislation and related matters as appropriate	<p>Liaise with and provide advice to the Department on broadcasting legislation and related matters as appropriate, including:</p> <ul style="list-style-type: none"> • PSB matters • Saorview platform issues • Competition matters 	Ongoing	✓	✓	It had been anticipated at the start of 2015 that a short, focussed Bill with a number of proposed legislative amendments would have been introduced before the end of the year. In this regard, the BAI met with DCENR in May and provided input to their discussions on a proposed memo for Government. While the proposed legislation was ultimately shelved, discussions have continued and it was agreed at a further meeting in December that they will be reactivated once the new Minister is in place after the General Election.
	1.2 Provide current, informed, impartial and timely views and advice	<p>The BAI will participate in relevant national and international fora in relation to broadcasting matters.</p> <p>The BAI will respond to consultations on broadcasting related matters.</p>	Ongoing	✓	✓	<p>Participation by BAI representatives at a European level was strengthened in 2015. Celene Craig was elected to the role of Chairperson of EPRA and represented that organisation at a number of international conferences in addition to chairing two plenary meetings. The BAI presented papers at both plenary sessions. The executive also played an active role in the European Union regulators group, ERGA, and participated in two plenary sessions and three working groups covering the topics of protection of minors, independence of regulatory authorities and territorial jurisdiction. At a national level, meetings were held with Ofcom, Northern Ireland and the BAI also participated in conferences with IBI and Learning Waves. The BAI responded on a significant number of consultations on broadcasting-related matters in the course of 2015 – both nationally and internationally. Principally, these focussed on consultations at the European level in respect of the review of the AVMS Directive</p>

	1.3 Plurality	<p>Advise Department as appropriate</p> <p>Plurality Policy is developed and published</p> <p>Ownership and Control Policy is reviewed and revised</p> <p>Plurality Research framework is developed and research commenced</p> <p>Developments and trends internationally are monitored</p>	<p>Ongoing</p> <p>n/a</p> <p>n/a</p> <p>n/a</p> <p>n/a</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>The BAI made a submission to the Department's public consultation on their Guidelines for Media Mergers in Jan 2015.</p> <p>Work on a draft Plurality Policy commenced with the commissioning of a report on current trends in plurality monitoring by Marie McGonagle,(NUIG) in H1 2015. Work on a policy document commenced in H2 and a draft will be presented to the Authority Q1 2016.</p> <p>A plan for the review of the Ownership & Control Policy is in place and work will be undertaken in parallel with the development of the Plurality Policy.</p> <p>A report on the ownership and control of media businesses in the state was prepared and submitted to the Minister for Communications in October. The report was supported by dedicated research undertaken by consultants Communications Chambers.</p> <p>BAI's three year partnership with the Reuters Institute for the Study of Journalism on the annual international survey on audience consumption of digital news commenced. The BAI also partnered with DCU to undertake more detailed analysis on the Irish data. The research will track emerging trends on how Irish audiences access and consume digital news and current affairs. Both research reports were published in June 2015.</p> <p>Additionally, a joint BAI/DCU conference to discuss the research reports and plurality was held in June 2015.</p> <p>BAI was an expert reviewer of data collected by DCU as part of an EU project to apply plurality indicators developed by the University of Florence to all Member states. BAI participated in a meeting to review the</p>
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						results prior to the report being finalised for submission to the EU.
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Work Area	Work Activities ²	Key Deliverables	Timeline			Outcomes
			2014	2015	2016	
1. Legislative, Statutory and Policy Matters (contd.)	1.4 Undertake Sectoral Impact Assessments (SIAs) as required	The BAI will provide advice to the Minister through the provision of sectoral impact assessments and/or public value tests of PSB proposals for new services and variations in channels (as requested). <i>Sectoral Impact Assessment of RTÉ Diaspora "Freemium Player Service"</i>	Ongoing	✓	✓	
	1.5 Media Literacy Policy	Media Literacy Policy approach is agreed; Policy is developed and published	n/a	✓		It was agreed that the approach to the development of a BAI Media Literacy policy would be principle-based. The development of the Policy is currently in progress and it is anticipated that it will be completed by the end of May 2016
	1.6 Develop and implement EPG licensing Policy	EPG licensing Policy is developed and published	n/a	✓		

² Approach to work will include: working and managing smarter, stakeholder awareness, reduction of regulatory burden, continuous process improvement, people engagement

Work Area	Work Activities	Key Deliverables	Timeline			Outcomes
			2014	2015	2016	
2. Knowledge Infrastructure	<p>2.1 An integrated 3-year strategy of organisational knowledge is developed and implemented, which includes IT Strategy, Data and File Management and Strategic Data Use</p> <p>New processes are implemented that provide better ways of working and using data more efficiently</p>	<p>Smart BAI data returns for all broadcasters is piloted and implemented</p> <p>Smart compliance self-assessment tool for broadcasters piloted and implemented</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p>	<p>Smart data returns were piloted among a number of commercial sound broadcasters in January 2015. The returns were amended to incorporate the feedback received. The data returns were circulated to and completed by all commercial sound broadcasters in October/November 2015. Similar returns are being prepared for all other community sound broadcasters and section 71 contractors.</p> <p>Smart compliance self-assessment tools/returns for all broadcasters will be developed and piloted in 2016.</p> <p>Work activities for 2016 will include a review and revision of the BAI Data and File Management Policy to include the development and implementation of a retention and disposal policy for effective records management and investment in new IT software/CRMs to ensure all data is centralised, searchable and accessible.</p>
	<p>2.2 IT functions are expanded generally to defined key functional areas</p>	<p>IT strategy is developed and implemented with a particular focus on efficient use of resources and development of IT infrastructure</p>	<p>Ongoing</p>	<p>✓</p>	<p>✓</p>	<p>A new IT Strategy for 2014-2016 was finalised in 2014. In 2014/15, new desktop computers and laptops were purchased and the BAI upgraded to operating system Windows 7. In line with the recommendations arising from a detailed review of its IT infrastructure and environment, a tender process was conducted to facilitate the migration of the existing infrastructure to the cloud. The tender process for this migration will be concluded by the end of January 2016 and migration should be completed by May/June 2016. The BAI is currently upgrading to Office 365 and an upgrade to Windows 10 will take place thereafter.</p> <p>The internal audit for 2015 included IT security and disaster recovery and any recommendations arising from this audit will be implemented in 2016.</p> <p>A new BAI website was designed and developed in 2015 and is expected to go live in early 2016.</p>

Work Area	Work Activities	Key Deliverables	Timeline			Outcomes
			2014	2015	2016	
	2.3 Scope and undertake significant piece of audience research to support and inform work areas such as Codes and Rules, PSB oversight, Media Literacy and Communication	Audience research framework is developed and research commenced	Ongoing	✓		<p>The BAI developed and finalised an Audience Research Framework in 2014. In line with its Research Plan for 2015, the BAI conducted a tender process for the award of a 3 year contract for an annual tracker survey on the public's attitudes to and perceptions of public service broadcasting and public service objects. This contract was awarded to Behaviour and Attitudes in January 2016.</p> <p>The findings of this research will support the Authority's work relating to public service broadcasting, particularly, its 5 year review of public funding for public service broadcasters.</p> <p>The Research Plan for 2015/16 also identifies the potential value of tracker surveys on Media Literacy and this will be explored further in 2016.</p>
Significant piece of audience research undertaken in 2015		n/a	✓			
Develop and implement continuation plan for: (i) audience research activities for 2015 and 2016, and (ii) use and application of data arising from research		n/a	✓	✓		

Work Area	Work Activities	Key Deliverables	Timeline			Outcomes
			2014	2015	2016	
3. Broadcaster and Contractor Compliance Activities (excl. BFS and Archiving)	3.1 Compliance and Enforcement Policy is published and communicated	Effective and efficient processes are in place for investigation, enforcement and sanction	Completed			
	3.2 Develop and finalise 3 year Compliance & Enforcement Strategy and Workplan	Compliance Strategy and Workplan are developed and finalised	Ongoing	✓		<p>In anticipation of licensing processes over the period 2015/2016, the focus of compliance activity in 2016 was on undertaking reviews of performance of a range of community services whose licences were scheduled to expire. By year end, performance reviews had been conducted with 11 community sound broadcasting services, including a number of station visits.</p> <p>Initial work on the development of a compliance & enforcement strategy and workplan commenced toward year end, with the intention of presenting a proposed plan for approval to the Compliance Committee in Q1 2016. The plan will be aligned with the principles, aims and objectives of the BAI's Compliance and Enforcement Policy.</p>
	3.3 Implementation of Compliance & Enforcement Workplan	Compliance Workplan is implemented	Ongoing	✓	✓	<p>TX Audits: 144 Radio Transmitter stations were audited in 2015 with two minor issues of non-compliance being recorded.</p> <p>Access Rules: In May, the Compliance Committee considered the performance of commercial and public service broadcasters with the Access Rules in 2014, and their plans for the provision of access services in 2015. Activities undertaken to assess compliance included; meetings with user groups, monitoring of broadcaster output, reports from broadcasters and meetings with broadcasters. In general there was good compliance with the Rules, however some issues arose including the quality and reliability of subtitling on TV3; failure to meet subtitling requirements by TG4 and an issue in relation to the absence of audio description (AD) on RTE JR.</p> <p>Radio and TV monitoring Random qualitative monitoring of radio stations was undertaken and has highlighted ongoing issues in relation to sponsorship.</p>

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			2014	2015	2016	
						Compliance discussions are ongoing with RTE and TV3 in relation to product placement and sponsorship on some television programmes.
	3.4 Timely submission of statutory reports as they fall due, including AVMS, non-Irish licensed broadcasting and advertising codes, PSB compliance with CoFTP etc.	The BAI will complete and submit statutory reports in a timely manner and in line with statutory requirements	Ongoing	✓	✓	The BAI submitted to the Minister the statutory report on compliance, by opt-out television providers, with the BAI's commercial communications codes. No significant issues arose. A copy of the report was also provided to Ofcom. The BAI's role in assessing compliance with quotas on European and Independent works as required by the AVMS Directive was expanded to include public service broadcasters. The next report is due in 2016.
	3.5 Contractual Variations	All requests for contractual variations are processed in line with contractual timeframes	Ongoing	✓	✓	There were forty seven requests for contractual variations in 2015 and these requests were processed within the agreed timeframes. 4 of the requests were considered by the Authority and the remainder were approved by the Executive.
	3.6 Develop and implement Archiving Scheme under Section 69 of the Act	An Archiving Scheme under Section 69 (6) of the 2009 Act is developed and implemented	n/a	✓	✓	The information collated through a survey conducted on the recording and storage practices of sound broadcasting contractors and a possible approach to the development of such archiving activities by the sector will be presented in a note for consideration to the Authority's January 2016 meeting.

Work area	Work Activities	Key Deliverables	Timeline			Outcomes
			2014	2015	2016	
3. Broadcaster and Contractor Compliance Activities (excl. BFS and Archiving) (contd.)	3.7 Develop and implement PSB regulatory agenda	Agenda is developed and implemented	Ongoing	✓	✓	The BAI engaged in a range of activities arising from the wider PSB regulatory agenda in the course of 2015. These included: <ul style="list-style-type: none"> Meeting between Authority and RTÉ board followed by further strategic engagement at senior management level. Reviewing and advising on RTÉ's draft Fair Trading Policy Follow-up on the on-going implementation of Government recommendations arising from the BAI's Five-year Review of Public Funding
	3.8 PSB Accountability on public funding	Public funding reviews completed to the satisfaction of the BAI and submitted to Minister	Ongoing	✓	✓	The BAI concluded the work on its annual review of public funding in September and submitted its final report to the Minister in December.
		ASPCs are reviewed and feedback is provided to the PSBs	Ongoing	✓	✓	The BAI reviewed the ASPCs submitted by each public service broadcaster and detailed feedback was provided.
	3.9 BAI Guidance on PSB's COFTP	Review of the Guidance for a Code of Fair Trading Practice is undertaken and new Guidance proposed as appropriate	n/a	✓	✓	The BAI provided guidance as required to the Minister and departmental officials on both the BAI Guidance and the RTÉ Code of Fair Trading Practice pertaining to radio productions. No issues arose. The BAI is still awaiting the TG4 Code and understands that this Code has not yet been received by the DCENR.
The BAI will provide guidance to the Minister on PSB Codes of Fair Trading Practice, as appropriate		Ongoing	✓	✓		
3.10 PSB Public Service Statements	The BAI will provide advice to the Minister on PSB's draft Public Service Statements	n/a	✓	✓	RTÉ and TG4 submitted draft Public Service Statements (PSS) to the Minister which were in turn provided to the Authority for consideration. The Authority's review of each PSS concluded that both PSB's had fulfilled their statutory requirement with regard to their statutory obligations.	

Work Area	Work Activities	Key Deliverables	Timeline			Outcomes
			2014	2015	2016	
4. Broadcasting Funding Schemes	4,1 Implement Sound and Vision Schemes	Programme production will be supported through the effective implementation of Sound & Vision II & III.	Ongoing	✓	✓	<p>The Minister approved the new S&V 3 Scheme and it was formally launched in January 2015.</p> <p>Results for two rounds of the S&V scheme comprising 262 projects to a value of €11.7m were approved for funding in 2015. In total 828 TV and radio applications were assessed by the BAI in 2015. Approximately 246 contracts were signed and 554 payments were processed. €10m was paid out in grants for programme production under Sound and Vision in 2015.</p> <p>The Ancillary Measures provision in the new Scheme facilitated a variety of new initiatives. These included a pilot project for developing education material; an interactive exhibition/workshop centred on the S&V part-funded <i>Song of the Sea</i>; and a conference focused on education programmes on community stations.</p>
		Develop <i>and execute</i> an implementation plan for each of the following years	Ongoing	✓	✓	<p>Stakeholder engagement consisted of various stakeholder meetings and briefings. The BAI also ran a number of dedicated workshops linked to other events. The BAI also initiated and/or supported a series of screenings of S&V projects across the year including the premieres of three feature films, at the Galway Film Fleadh.</p>
		Update Sound & Vision IT system as required	Ongoing	✓	✓	<p>Compliance processes included selection of files for audit by BAI's internal auditors Capita. 14 S&V files that had closed in 2014 were randomly selected and their final cost statement audited. Results of these audits were presented to and approved by the FAR committee in Nov 2015.</p> <p>The BAI concluded a new 5-year archiving agreement with the IFI to cover the operational period for S&V3. Delivered projects were sent to the Irish Film Archive for compliance and quality audit (TV only) and storage. A phased implementation of the new digital delivery of TV projects to the IFI is in the preliminary stages.</p> <p>Recoupment of some BAI funds from commercially successful projects occurred in 2015 and will be reflected in the 2016 Annual Report.</p>

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			2014	2015	2016	
						The baionline system was further developed and upgraded. A plan for the further development of the system was initiated following consultation with Service Now.
	4.2 Develop and Publish S&V 3 Scheme	S&V 3 Scheme developed and approved by EU	completed			
	4.3 Implement Archiving Scheme	Broadcasting Archiving Culture is supported through the effective implementation of the Archiving Scheme	Ongoing	✓	✓	Round 3 of the Scheme was completed in 2015 with 6 projects awarded funding of approximately €1.36m. The completion of the first project funded by the Scheme occurred in the second quarter 2015; the Radharc Trust completed the archiving of its TV collection from the period 1962/63.
		Develop an implementation plan for each of the following years	Ongoing	✓	✓	
	4.4 Undertake Statutory review of Archiving Scheme and develop new Scheme	Statutory review of Archiving Scheme completed and report submitted to Minister	n/a	n/a	✓	The Authority agreed the approach to the statutory review of the Scheme at its December meeting, which will implemented in the first quarter 2016.
		New Archiving Scheme developed and approved by Minister	n/a	n/a	✓	

Work Area	Work Activities	Key Deliverables	Timeline			Outcomes
			2014	2015	2016	
5. Licensing Activities	5.1 Review Broadcasting Services Strategy and develop new Licensing Plan	Existing Strategy is reviewed and new Strategy is developed Licensing Plan is completed	n/a n/a	✓ ✓		A note on the approach to the review of the Broadcasting Services Strategy will be presented for consideration to the Authority's meeting in February 2016. The Authority agreed its licensing plan for the remainder of 2015 in July. The plan comprised of four community/special interest and two commercial sound broadcasting services. The Contract Awards Committee initiated implementation of the plan in September.
	5.2 Implementation of Radio Licensing Plan	Complete licensing plan for commercial FM radio services. Review of licensing activities, to include feedback of Authority and Committees, completed by end of 2014 Complete licensing of community radio services as directed by Authority	completed completed Ongoing			By year end, the licensing processes for three of the community sound broadcasting services listed in the 2015 plan were initiated and on-going. The licensing process for one service was delayed pending the completion of the annual performance review of the service, which should be completed by February 2016.
	5.3 Licence awards for content contracts & temporary and institutional services	The establishment of temporary, institutional and content contract services is facilitated and supported through the timely processing of applications and contracts	Ongoing	✓	✓	Temporary contracts 27 temporary contracts were approved by the Contract Awards Committee and Authority in 2015. Of these, 9 were for pilot community services which allow for maximum of 100 days broadcasting in a 12 month period. Content contracts (S71) 6 applications for new contracts prepared and forwarded to CAC and Authority for approval. Contracting commenced and was completed in most cases. No issues arose. The overall review of internal processes including synchronising terms of application with those of the contract has been completed and new draft docs forwarded to CEO in early December for finalisation and approval.

Work Area	Work Activities	Key Deliverables	Timeline			Outcomes
			2014	2015	2016	
	5.4 Address any issues arising from licensing process in a timely and appropriate manner	Any issues arising are addressed	Ongoing	✓	✓	
	5.5 EPG Licensing	Commence and complete EPG licensing as appropriate	Ongoing	✓	✓	

Work Area	Work Activities	Key Deliverables	Timeline			Outcomes
			2014	2015	2016	
5. Licensing Activities (contd.)	5.6 Digital Radio (incorporating multiplex & sound broadcast content licensing)	<p>Consultation with stakeholders re the potential demand for Digital Radio in Ireland.</p> <p>BAI organisational position is agreed.</p> <p>Optimum technical solution for digital sound broadcasting is monitored.</p>	<p>Ongoing</p> <p>n/a</p> <p>Ongoing</p>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p>	
	5.7 Spectrum Planning and Broadcast Technology	The BAI will participate in national and international Spectrum Planning and Broadcast Technology Fora to ensure a positive environment for the development of broadcasting services in Ireland	Ongoing	✓	✓	<p>DTT Frequency Planning ongoing in relation to migrating DTT stations to frequencies below 690MHz. Six meetings with OFCOM UK and ANFR (France) have resulted in frequencies for the main sites being agreed. Work has commenced on the relay and smaller sites. This work should be completed by the end of Q2 2016.</p> <p>DAB Two DAB bilateral meetings were held in 2015. Discussions are on-going for IRL allotments in the North East, Midlands and Tipperary areas.</p> <p>FM Two FM bilateral meetings took place in 2015. Majority of this work relates to additional coverage requests by various stations. Changes to or additional transmitter stations were agreed and licensed for Newstalk, Spirit Radio, Galway Bay, Q102, Spin, Nova, iRadio, 4FM, and Dundalk FM.</p>

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			2014	2015	2016	
	5.8 Commercial DTT	Monitor DTT platform performance and consider policy implications with key stakeholders	Ongoing	✓	✓	<p>The number of households in Ireland with DTT receivers has increased to 646,000 homes. The number of homes with Irish DTT only has increased by approximately 20,000 to 186,000 homes.</p> <p>All other households have a combination of channels available via SKY, Virgin Media/Cable, Eircom, or UK free to air.</p> <p>Saorview are launching a new “anywhere” product in 2016 that may enhance further uptake of DTT.</p> <p>DTT has also a more stable future following the decision at the World Radio Conference in November 2015 to retain primary spectrum rights for DTT up until 2023.</p>

Work Area	Work Activities	Key Deliverables	Timeline			Outcomes
			2014	2015	2016	
6. Operation of Authority and Committees	6.1 Review functioning and operation of Authority and Committees	<p>Review is undertaken and informed by experience of current Authority and Committees</p> <p>Emerging recommendations are incorporated into new Implementation Plan</p>	Completed			
	6.2 Functioning of Authority and Committees	Determine the strategic relationship and ways of working with the Authority and Committees.	Ongoing	✓		<p>Building on review work undertaken with the outgoing Authority in 2014, an induction programme for the Authority and Statutory Committees was devised and implemented in 2015.</p> <p>An induction day was held with the Members in April and addressed a range of areas including an overview of operations, corporate governance roles and responsibilities, and the organisation's culture and values. Induction sessions on various aspects of policy and operations were delivered to the Members over the course of the year.</p> <p>An approach to the review of performance was considered and will be agreed and implemented by Q2 2016. Any issues arising from the review will be incorporated into future ways of working.</p>
		Induction plan for new Authority and Committee members completed and implemented.	Ongoing	✓		
		<ul style="list-style-type: none"> Annual plan developed and implemented 	n/a	✓	✓	
<ul style="list-style-type: none"> Annual Performance Reviews of Authority and Committees are conducted 	Ongoing	✓	✓			
		<ul style="list-style-type: none"> Monitor success and adjust accordingly 	Ongoing	✓	✓	

Work Areas	Work Activities	Key Deliverables	Timeline			Outcomes
			2014	2015	2016	
7. Finance and Governance	7.1 Internal Financial Controls	Internal financial control policies, processes and procedures are in place, are robust and are working efficiently and effectively	Ongoing	✓	✓	All financial reporting targets and deadlines were met. Internal financial control policies, processes and procedures were overseen by the BAI Finance, Audit and Risk Committee in the course of 2015. The BAI and the Broadcasting Fund received clean audit reports from the C&AG in respect of its Financial Statements for 2014.
	7.2 Financial Management and Reporting	BAI Financial Management and Reporting is in line with the BAI's statutory obligations, is accurate and timely, and supports the BAI's operations efficiently and effectively. Statutory reports will include: <ul style="list-style-type: none"> • Annual Report and Accounts • Three-year Budget Estimates • Revenue and other Statutory Returns 	Ongoing	✓	✓	The BAI was compliant with all its statutory obligations in respect of financial management and reporting, including: <ul style="list-style-type: none"> • Submission of draft 2014 Accounts to Minister • Submission of Annual Report and Accounts 2014 to Minister • Submission of Three-year Budget Estimates 2016-2018 • Revenue and other Statutory Returns
		BAI Cashflow and Borrowing Facility: BAI's working capital requirements are managed effectively Levy: BAI revenue is generated in an efficient and timely manner	Ongoing	✓	✓	Financial management information was produced and reported on a timely basis to assist the Authority and the BAI's FAR Committee in supporting the efficient and effective running of the organisation. The BAI put in place a borrowing facility to assist its cashflow needs should it be required. Levy was generated in an efficient and timely manner and considerable progress was made in the course of the year in respect of aged debt.

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			2014	2015	2016	
	7.3 Risk	<p>Risk Management Framework and Risk Register is in place to identify and manage organisational risk</p> <p>Framework and register reviewed, updated and communicated on a monthly basis</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p>	<p>A revised Risk Management Framework and new Risk Register for work activities to be carried out in 2015/ 2016 under the current work plan was approved by FAR and the Authority.</p> <p>The internal audit for 2016 will review the adequacy and effectiveness of the BAI risk policies and procedures.</p> <p>The Risk Officer reports on risk to the senior management team on a monthly basis and risk is a standing item on the FAR monthly meeting agendas.</p> <p>The Risk Officer, secretary and members of FAR attended risk training in 2015.</p>

Work Area	Work Activities	Key Deliverables	Timeline			Outcomes
			2014	2015	2016	
7. Finance and Governance (contd.)	7.4 Organisational Strategy	BAI Statement of Strategy 2014-2016 is published, implemented and reviewed on an annual basis	Ongoing	✓	✓	A mid- year review of the workplan was presented to the Authority in September and the current statement of outcomes document is being submitted in January 2016.
		BAI Statement of Strategy 2017-2019 is planned and developed	n/a	n/a	✓	
		Potential for strategic co-operation with ComReg is explored, developed and implemented	Ongoing	✓	✓	A memorandum of understanding was developed and finalised between the BAI and ComReg late in 2015.
	7.5 Facilities and Resources	The BAI provides a health and safety management system to ensure a safe environment for BAI staff working on or off site, contractors and sub-contractors working on behalf of the BAI, visitors to the BAI premises and anyone affected by our activities	Ongoing	✓	✓	There were no significant health and safety issues in the year. Refresher fire safety training was provided, specifically fire warden training, use of the fire evacuation chair, and defibrillator training.
		The use of the BAI's facilities and other resources is efficient and their use is maximized in pursuit of the BAI's objectives	Ongoing	✓	✓	No major issues arose in Facilities and no significant works were undertaken or required. Some internal reconfiguration was undertaken to accommodate the additional sanctioned staff. As part of the 3-year energy initiative, the emergency lighting system was updated and all lights in the building were replaced with low energy LED bulbs or equivalent. As a result of the energy initiatives undertaken over the past 3 years, energy consumption has fallen by 5.6% since 2010. Negotiations with the landlord of the Marine House premises to buy out the lease were successfully completed on the basis of a phased payment of €305k over 18 months. Contracts have been signed and the first instalment paid to the landlord.

Work Areas	Work Activities	Key Deliverables	Timeline			Outcomes
			2014	2015	2016	
7. Finance and Governance (contd.)	7.6 Governance: Reporting and General activities	BAI meets all its statutory governance reporting obligations in an accurate and timely manner, including: <ul style="list-style-type: none"> • HRA Reporting • BAI commitments pursuant to Irish Language Act and BAI Irish Language Scheme • Data Protection Act 	Ongoing	✓	✓	A report on the organisation's progress further to the Public Service Integrated Public Service Delivery Reform plan was submitted to DCENR in January 2016 for the year under review.
		Day-to-day organisational governance is undertaken in accordance with statutory requirements	Ongoing	✓	✓	The BAI entered the third and final year of its Irish Language Scheme in September 2015. The majority of the commitments therein have been met or exceeded. A significant development will be the provision of a full Irish version of the new BAI website in 2016. A compliance review by Oifig an Choimisinéara Teanga is expected at the end of 2016. A new 3-year scheme must be developed in 2016
	7.7 Governance: Compliance	BAI is compliant with its obligations pursuant to the Code of Practice for the Governance of State Bodies	n/a	✓	✓	The BAI was compliant with all of the referenced obligations in 2015.
		The BAI has in place an appropriate system of internal audit and internal audit workplan is implemented	Ongoing	✓	✓	The BAI had in place an appropriate system of internal audit and the internal audit workplan for 2015 was substantially completed by the end of the year. Reports were completed and submitted to the FAR Committee and the Committee met with the appointed internal auditors to discuss the reports as well as the proposed approach to internal audit in 2016.
		BAI undertakes its procurement activities in line with EU requirements and BAI Policy	Ongoing	✓	✓	A number of procurement processes were undertaken in 2015, including tenders for legal services, levy management services, audio visual equipment hire, investment advice, design and print, media monitoring and photography. These processes were completed and contracts successfully negotiated. In addition, procurement staff focused on bringing lower value spend into compliance and a number of calls for quotes were undertaken for services such as taxis, couriers and catering.
		Conduct FOI activities in line with FOI legislation, including preparation of an FOI Publication Scheme	Ongoing	✓	✓	
		BAI Statement of Administrative burden further to Section 32 (4) of the Act	Ongoing	✓	✓	A register of supplier spend, procurement activity and contracts issued continues to be monitored and updated by procurement staff. The final audit report from the September 2014 procurement audit was received in 2015 with an overall rating of satisfactory.

Work Areas	Work Activities	Key Deliverables	Timeline			Outcomes
			2014	2015	2016	
						Work on the review of the BAI Statement of Administrative Burden commenced in November. A revised statement will be presented to the Authority for review and ratification in Q1 2016.

Work Areas	Work Activities	Key Deliverables	Timeline			Outcomes
			2014	2015	2016	
8. People and Organisational Development	8.1 Human Resources	BAI has in place adequate and effective resources to enable it to meet its strategic objectives	Ongoing	✓	✓	<p>In March, the BAI received sanction to recruit up to 5 additional members of staff. In agreement with the union, it was decided that the BAI Recruitment Policy would apply and that we would prioritise the recruitment of a Senior Manager (AP) in May and Finance Officer (HEO), in early July. Furthermore, consequential vacancies arising from the internal promotions lead to the recruitment of 3 additional HEOs on a permanent basis and 2 on a temporary basis. In late October, another phase of recruitment was conducted to fill Executive Officers positions. The remainder of the positions will be filled in early 2016 following the completion of a review of the Finance function and thereby bringing the ECF up to the approved 35.</p> <p>The BAI has agreed a number of policies with the union in 2015 - Dignity at Work and the Smoke Free Workplace Policy. Work is ongoing on revisions to a number of other policies. Furthermore, the BAI placed an extra emphasis in the year on Wellbeing at Work, through the organisation of a number of seminars and the provision of a range of wellbeing initiatives.</p> <p>PMD has remained a key focus with formal and informal assessment and evaluations of the PMD process. Coaching and mentoring is available on request but the overall picture is that assessment of individuals' performance is delivered through feedback at regular meetings. Performance assessments are documented and stored on employees' files per the terms of the PMD Policy.</p>
		HR policies and strategies are in place which enable the BAI to meet its statutory obligations and which facilitate a supportive working environment for BAI staff	Ongoing	✓	✓	
		Effective performance management results in increased staff commitment and optimum usage and development of the skills and competencies available to the organisation	Ongoing	✓	✓	
		BAI works (collaboratively and in consultation where appropriate) to create and maintain a positive working environment for the attainment of the organisation's strategic objectives	Ongoing	✓	✓	

Work Areas	Work Activities	Key Deliverables	Timeline			Outcomes
			2014	2015	2016	
	8.2 OD initiatives are implemented in support of the implementation of the Strategy and Workplan	Internal communications and structures are developed and reviewed	Ongoing	✓	✓	<p>Staff Communications meetings and the Union-Management forum are the key structures deployed to advance organisational development initiatives. Additionally the Office of the CEO facilitates a Quarterly Review meeting with all managerial grades in the BAI for a review of the workflows and feedback.</p> <p>Organisational training in 2015 focussed primarily on Coaching for Managers with 15 people across the organisation attending a 3-day course in-house. Furthermore, a number of courses were provided including some health and safety training and some training pertaining to IT changes. Procurement training was also made available for people working in this area. A survey of the skills available in the BAI was also launched late in 2015 and its results are being compiled and will serve to assess any organisational training prioritisation required.</p>
		An organisational learning and development plan is developed and implemented to enable attainment of BAI strategic objectives, sustain employee engagement and develop organisational knowledge	Ongoing	✓	✓	

Work Areas	Work Activities	Key Deliverables	Timeline			Outcomes
			2014	2015	2016	
9. Communications and Sectoral Development	9.1 Development of Stakeholder Engagement Management Plan	Stakeholder engagement Management Plan developed and implemented	Ongoing	✓	✓	A revised stakeholder map was developed and agreed at senior management level. Further work on the key messages section of the stakeholder management plan is required and the outcomes presented to the Authority for consideration in Q1 2016.
	9.2 Development and implementation of Communications Plan	An annual programme for proactive engagement (<i>to include public conversations</i>) with public, broadcasters and other stakeholders is developed and implemented.	Ongoing	✓	✓	A number of stakeholder events were held in 2015. The BAI held an information event for broadcasters and other stakeholders at the publication of its new Code of Programme Standards and revised Access Rules in January 2015. The BAI organised a briefing and networking event for all community broadcasters and networks who were applicants for funding under the BAI sponsorship and sectoral development funding schemes. The BAI co-hosted a public conversation as part of the Digital Biscuit Event in early 2015. The BAI also organised a larger public conversation in Cork as part of the Cork Film Festival schedule of events in November 2015. The event which discussed the relevance and importance of Irish content in the broadcast media was attended by over 100 people and was hosted by broadcaster Claire Byrne.
		Communication activities will raise public awareness, support consultations activities and facilitate discussion and debate	Ongoing	✓	✓	The BAI also participated in Culture Night in September 2015 and this event included the PPI Hall of Fame inductions. The BAI organised a number of screenings of Sound and Vision films.
		BAI Reports on Industry Trends and Developments are generated and published	Ongoing	✓	✓	The BAI invited views and feedback via a questionnaire on Survey Monkey from broadcasters and other stakeholders on a number of matters, including the effectiveness of its communication activities and awareness of the BAI's activities. The results were very positive. A strategic approach to the use of social media has continued with increased use of media-rich footage to enhance social media messaging and to provide information on the BAI's work to a larger audience. Engagement with the BAI via its social media presence on Facebook and Twitter has increased by 28% and 33% respectively in 2015.

Work Areas	Work Activities	Key Deliverables	Timeline			Outcomes
			2014	2015	2016	
						<p>The BAI's new website, which is scheduled for launch in early 2016, will be more public and customer focussed, providing more information on the BAI and easier access to such information and relevant publications.</p> <p>BAI Reports on Industry Trends and Developments will be generated using data from the Smart broadcaster data returns and audience research activities in 2016.</p>
	9.3 Engage with Listeners and Viewers through Media Literacy Activities	Media Literacy agenda and workplan is developed and implemented. This is informed by Year 1 Audience Research.	Ongoing	✓	✓	<p>A key deliverable of the Media Literacy Workplan was a review of the BAI Complaints Handling Process. The objective of the review was to understand the barriers and challenges faced by organisations and members of the general public when making a complaint and to establish how the process can be improved. A report on the outcomes will be presented to the Compliance Committee in H1 2016.</p> <p>Additional work in this area includes the BAI representation on the BAI/NDA Steering Committee working at improving the portrayal of people with disabilities in the media (with the creation of a set of guidelines for broadcasters and a database of experts) and the promotion of S&V media literacy work.</p>

Work Areas	Work Activities	Key Deliverables	Timeline			Outcomes
			2014	2015	2016	
9. Communications and Sectoral Development (contd.)	9.4 Annual Sectoral Development Plan implemented	<p>An annual programme for sectoral development is implemented and reviewed.</p> <p>Workshops with broadcasters following introduction of new or revised rules and/or procedures, as appropriate</p>	Ongoing	✓	✓	The annual programme for Sectoral Development included Network Funding for organisations such as CRAOL, Learning Waves, the Community Television Association and 7 other industry-related networks to conduct training and development initiatives for their members. Overall outputs in this area have increased in 2015, with these networks delivering more T&D than in previous years. Other areas have included the <i>Big Stories for the Small Screen</i> , and <i>Red Rock Training initiatives which were held in H2</i> . A partnership with the Irish Film Board is also in the process of delivering a skills strategy for the audiovisual sector. The Media Research Funding Scheme supported the research behind the report entitled <i>Hearing Women's Voices</i> , and the Community Broadcasting Support Scheme allocated funding for organizational development initiatives to 7 community stations.
	9.5 Review BAI Policy on Sectoral Development	Policy review undertaken and revised annual programme for sectoral development is developed and implemented	n/a	n/a	✓	

Work areas	Work Activities	Key Deliverables	Timeline			Outcomes
			2014	2015	2016	
10. Promote Responsible Broadcasting and Empowering Audiences	10.1 Guidelines on Elections and Referenda coverage issued as appropriate	Guidelines on Elections and Referenda coverage developed and published as and when required	Ongoing	✓	✓	<p>The BAI developed and implemented guidelines for news and current affairs coverage of the referenda on marriage and on the age of candidates for the presidency, held in May 2015. Compliance levels with the guidelines was high and no complaints were upheld in respect to coverage.</p> <p>The BAI also developed and published guidelines that will apply to the forthcoming General Election. A moratorium on coverage will apply as normal but the Authority has agreed that the moratorium will be reviewed after the election.</p>
	10.2 Review, revise and publish Code of Programme Standards	Review of Code and consultation undertaken. Code published and disseminated	Ongoing	✓		The new Code of Programme Standards was published at a BAI organised stakeholder event in January 2015 and became effective on the 1 st March 2015.
	10.3 Review, revise and publish General Commercial Communications Code	Review of Code and consultation undertaken. Code published and disseminated	n/a	✓		Statutory review on the impact and effectiveness of the current Code was finalised and submitted to the Minister. The report was published in October. Work on a revised draft code commenced with internal and external stakeholders including DCENR and Department of Health. A revised draft Code was approved by the Authority in November and December 2015. Consultation on this draft will commence in Q1 2016.
	10.4 Efficient & effective operation of complaints process and Right of Reply Scheme	Complaints process and Right of Reply Scheme operate in accordance with established processes	Ongoing	✓	✓	159 Complaints were referred to the BAI in 2015. Of these 119 related to fairness impartiality or objectivity in news and current affairs. This was an increase from 96 in 2014. 35 complaints were received in relation to Programme Standards. Nine complaints were upheld in full or in part. 81 Complaints were rejected, 31 resolved, 2 invalid, and 36 complaints are in process at year end. Complaint decisions were published on the BAI website. One Right of Reply Request was received in 2015 but was not upheld.

	10.5 Right of Reply Scheme is reviewed	Review of Scheme. Revised Scheme published and disseminated	Ongoing	✓		The Right of Reply Scheme was reviewed in 2015, involving a targeted consultation with key stakeholders. Recommendations were presented to and approved by the Authority in Dec 2015. A report of the results of the review to be submitted to the Minister in Jan 2016.
	10.6 Review of Advertising Minutage Rules	Review of Rules undertaken. Revised rules published and disseminated.	Ongoing	✓		
	10.7 Access Rules Review	Review of Rules. Revised rules published and disseminated.	completed		✓	The revised Access Rules were published at a BAI organised stakeholder event in January 2015 and became effective on the 1 st March 2015.

Work areas	Work Activities	Key Deliverables	Timeline			Outcomes
			2014	2015	2016	
10. Promote responsible broadcasting and empowering audiences (contd.)	10.8 Review Implementation of Broadcasters' Code of Practice for Complaints Handling	Implementation of the Code of Practice for handling of complaints by broadcasters is reviewed and recommendations made	Ongoing	✓		The review of the BAI's internal process for complaints handling was prioritised in 2015, with a view to provide useful data for a review of the Broadcasters' codes. Since the BAI process has now been completed, It is planned to proceed with the review of the Broadcasters' Code of Practice for Complaints Handling in 2016.
	10.9 Children's Commercial Communications Code Review	Review of Code and consultation undertaken. Code published and disseminated	n/a	n/a	✓	
	10.10 Development of Short News Reporting Code	Short News Reporting Code published and disseminated	n/a	✓	✓	This code deals with the standards to be applied to the use by broadcasters of programme extracts in news programming in circumstances where the rights to the content might be owned by another broadcaster e.g. sports rights. The development of the code commenced in 2015 with meetings being held with key broadcaster stakeholders. The focus of the meetings was to assess current practice and challenges, if any, currently arising for broadcasters in this area.