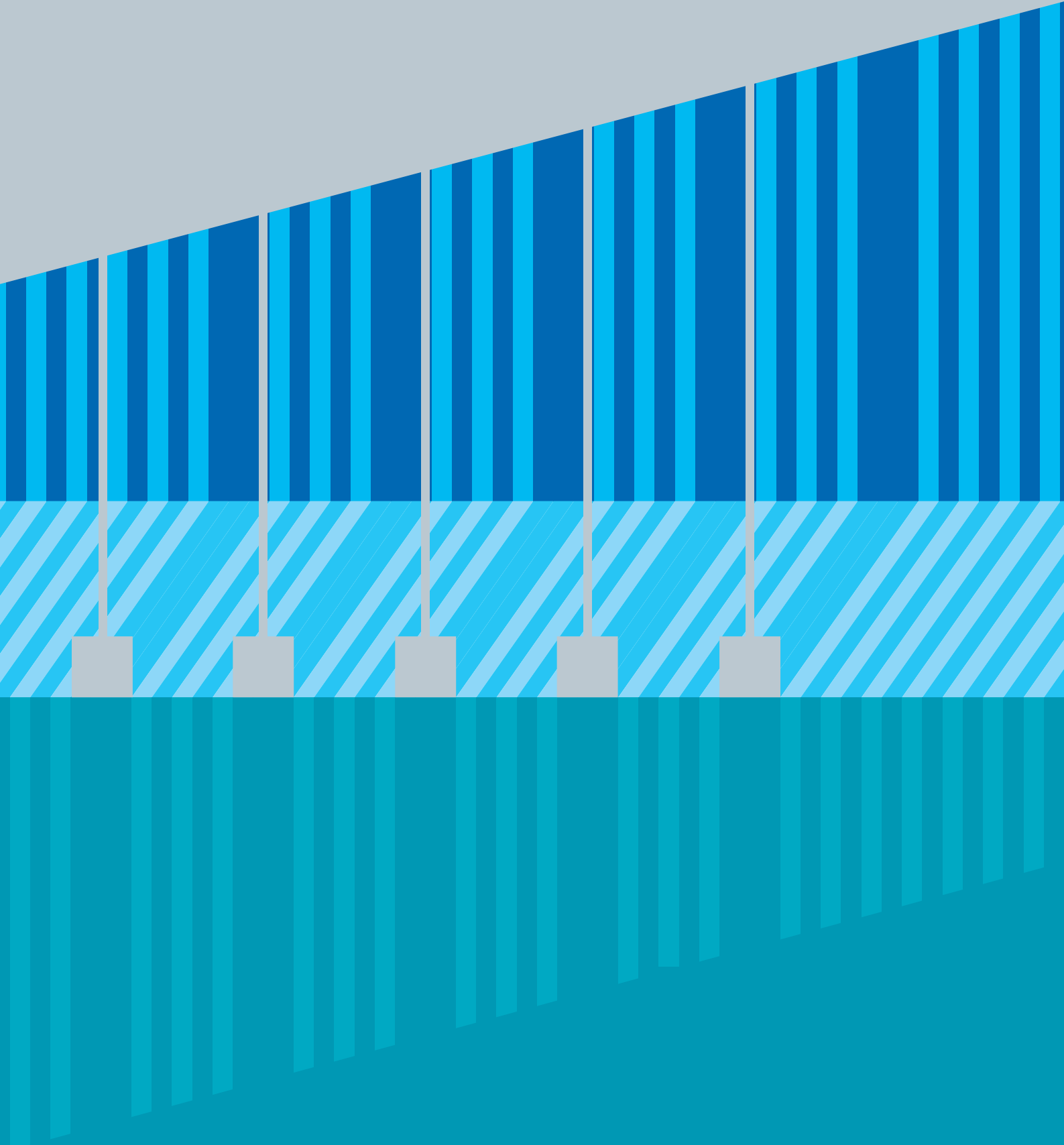


STRATEGIC PLAN 2004-2008



Broadcasting Commission of Ireland
Coimisiún Craolacháin na hÉireann

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INTRODUCTION

This document outlines the Broadcasting Commission of Ireland's Strategic Plan for the period 2004 to 2008. While the BCI has delivered fully on its mandate and responsibilities over the last 15 years, it considers this more formal step of developing a strategy to be appropriate, in line with best practice in the public and private sector. The process of developing this strategy has enabled the Commission to assess its existing programmes of work within the context of its statutory obligations, having regard to the challenges of regulating in the current broadcasting environment. It has also been useful in preparing the BCI for the significant changes which lie ahead.

In December 2002, the Minister for Communications, Marine and Natural Resources announced the proposed establishment of a single broadcasting regulator, the Broadcasting Authority of Ireland (BAI) and also indicated that the BCI would form the nucleus of this new Authority. Until legislation is published in this regard, it is difficult to plan for the various responsibilities which the BAI will have. As a result, this strategy has been developed on the basis of the BCI's current statutory responsibilities. The publication of legislation regarding BAI will trigger a review of this strategy and any appropriate amendments thereof.

The BCI would like to acknowledge the valuable contributions it has received from its stakeholders in the preparation of its strategy. A significant number of people contributed through the stakeholder survey, interviews, and submissions. These inputs are a vital part of the strategic process and have played a significant part in its shaping. Particular acknowledgement is due to the Board, Management and Staff of the BCI who were an integral part of the process and who will play a vital role in ensuring the strategy's success.

The broadcasting sector in Ireland is vibrant and has grown significantly over the last number of years. Ireland's public service broadcaster, RTÉ, has been in existence since 1926 when radio broadcasting was established, with television

broadcasting commencing in 1962. The independent radio and television sector is only 15 years old, while community radio had its beginnings in the mid-1990's. Currently, over 3,000 people are employed in the commercial sector accounting for a turnover of €400m.

Broadcast media has a significant impact on our lives. The most recent JNLR survey results record a listenership to radio of 89% among all adults, while the Irish population views just under 3 hours of television on a daily basis. Community radio stations play a vital development role in their local areas.

The independent sector has achieved much since its inception. However, there are many key challenges facing the industry as a whole. Not least among these is the on-going competition for increased audience share, as broadcasters seek to increase revenues and profitability. This competition includes overseas and satellite channels together with new media such as the internet and computer games. The community sector faces the challenge of funding services from a variety of sources, some of which are drying up. As the sector matures, longer-term strategic factors will come into play both from a commercial and a community perspective.

There are a number of factors that create the framework which underpins the BCI's work and the implementation of its strategy:

- The Government White Paper on Regulation: 'Towards Better Regulation'
- The EU Television Without Frontiers Directive
- Broadcasting legislation
- The current stage in development of the broadcasting sector in Ireland
- Technological changes which impact on broadcasting
- The changing profile of Irish society

The six principles of better regulation as published in the white paper “Towards Better Regulation” will provide an important backdrop to the BCI’s strategy. They are:

- Necessity** Is the regulation necessary? Can we reduce red tape in this area? Are the rules and structures that govern this area still valid?
- Effectiveness** Is the regulation properly targeted? Is it going to be properly complied with and enforced?
- Proportionality** Are we satisfied that the advantages outweigh the disadvantages of the regulation? Is there a smarter way of achieving the same goal?
- Transparency** Have we consulted with stakeholders prior to regulating? Is the regulation in this area clear and accessible to all? Is there good back-up explanatory material?
- Accountability** Is it clear under the regulation precisely who is responsible to whom and for what? Is there an effective appeals process?
- Consistency** Will the regulation give rise to anomalies and inconsistencies given the other regulations that are already in place in this area? Are we applying best practice developed in one area when regulating other areas?

The BCI will implement the suggested actions such as Regulatory Impact Assessments, on new regulations, in accordance with ‘Towards Better Regulation’ as part of the implementation of this strategy.

The EU Directive, ‘Television Without Frontiers’ has a very wide scope and impacts on the operation and regulation of television broadcasting in and from member states. A number of broadcast media are beyond the regulatory remit of the BCI but they are likely to be influenced by the Commission’s development of Codes and Standards. The BCI has and will continue to implement its principles in Ireland through its various policies and will influence European policy through its membership of and participation in key EU fora.

The technological environment for broadcasting over the next 5 years is complex and changing. Advances in technology (e.g. DAB, broadband) provide opportunities although take up has been slow to date. This changing environment will create the potential for shifts in broadcasting and listenership patterns. The BCI will continue to monitor these advances and will develop actions accordingly.

The environment in which the BCI will implement its new strategy is complex, changing and challenging. Ireland has changed rapidly since the inception of independent broadcasting in 1989 - socially, economically and culturally. This poses challenges to the sector in attempting to cater for the changing needs of Irish society. As a regulator, the BCI will continue to monitor this environment and will review our strategy periodically in the light of such changes.

Section 1: VISION, MISSION, VALUES

MISSION

“The BCI will stimulate the development of an excellent indigenous broadcast industry that meets the diverse entertainment, education and information needs of the people of Ireland, while making effective use of a national resource.”

The following vision is at the core of the BCI’s strategy, guiding its development and implementation.

VISION

BCI 2013

Irish listeners and viewers will enjoy quality and choice in indigenous broadcast services through the BCI’s exercise of its role as the single content regulator in Ireland. Irish people will choose to listen to and view Irish services because of their content, relevance and ‘in-tuneness’ with the Irish public’s needs. The broadcasting sector will produce programming which will be relevant to the audiences that it serves and this relevance will be determined by geographical area, age, race, musical, language and other interest categories.

The broadcasting sector will be more compliant having adopted desired values and standards. The BCI will be recognised internationally as a leader in the area of broadcast standards. It will be recognised as the leading source of information and understanding on broadcasting in Ireland. It will balance regulating and developing the sector recognising differing models of financial viability, diversity of programming and service supply e.g. public service, commercial and voluntary.

The Commission’s staff will enjoy a challenging and developmental environment in which their talents are harnessed towards the goal of developing and regulating a unique and vibrant broadcast industry. The BCI and its staff will be seen to have played a key role in the development of a dynamic and successful broadcasting sector in Ireland.

VALUES

The strategic process has identified the following values as important in the BCI:

Openness & Transparency (Accountability)

The BCI recognises the importance of establishing and implementing processes for all its activities which are clear, simple to understand and open to scrutiny by all stakeholders. In addition, the BCI is committed to providing comprehensive information to all stakeholders, in a timely fashion, on its activities while respecting the privacy of individuals and the sensitive nature of some information.

Fairness

The BCI will at all times be fair and reasonable in its practices, processes and procedures in its various roles as a regulator, an employer and a representative of the public interest. It will be even-handed in its dealings and will balance the different aspects of its remit. The BCI understands that this is an ongoing process. It will explore new ways of reflecting fairness and enhancing it within the BCI culture, while continuing its commitment to equality of access and opportunity among staff, stakeholders and the general public.

Consistency & Flexibility

The BCI will be consistent in the application of its practices, processes and procedures to ensure a degree of certainty for both listeners/viewers, as well as broadcasters. However, the BCI will use its discretion to be sufficiently flexible to respond to changing market conditions, as well as the evolving interests and needs of the audiences being served.

People

The BCI values people within the organisation and their ability to deliver the best possible standards of service delivery to our stakeholders. People are the cornerstone to the effective working of the organisation.

The following are key to implementation of this value:

Clarity of Objectives: Individuals within the organisation are clear about what is expected of them within their work. Staff will be supportive of the BCI's organisational objectives and the vision for their achievement.

Managing Performance: Staff members' contribution to the organisation will be supported and enhanced through effective performance management. This provides the opportunity to review performance, provide regular two-way feedback, and assess resource and training needs.

Communication: Communication is essential both between the Board and the Executive of the BCI and externally. Good communication ensures a better flow and working pattern between the different sections of the organisation.

Structure: An appropriate structure, facilitating cross-functionality and team work is key to harnessing the expertise which exists in the organisation.

Quality

Quality is an integral aspect of the way the BCI works. It is evident in the standard of documentation issuing from the organisation – both content and form. It is evident from how callers, the public and visitors are dealt with. Quality also refers to the standard of our processes, procedures and decision making.

Innovation

Innovation in the BCI is defined by a hunger to try new things, new ways of doing old things and the willingness and courage to experiment. Continuing to support innovation in the BCI will be important to the continued development of an innovative culture in the organisation.

Excellence

Excellence denotes setting high standards and aspiring towards them. It involves having a culture of excellence within the organisation that people have bought into and are willing to support.

Efficiency and effectiveness

Efficiency is doing things right. Effectiveness is doing the right thing. Effectiveness can also relate to the ability of the organisation to have influence. The BCI wishes to continue to be both efficient and effective.

Respected

If the decision-making policies are open and transparent, fair and reasonable, then as an organisation the BCI may be respected. Even so, we expect some level of criticism. This type of criticism is important. The BCI wants to be respected but recognises that we may not always be liked, given our role. The BCI will not be influenced by our perception of the industry or individuals involved.

Loyalty

The Board and staff of the BCI are expected and encouraged to articulate an opinion or viewpoint on topics where the individual has particular expertise and/or responsibility. Loyalty to the organisation signifies respect for the organisation by supporting its policy objectives and the implementation of all decisions both internally and externally, when the decision has been made.

Section 2: REVIEW OF PAST PERFORMANCE

This is the first formal strategy for the BCI (formerly the IRTC). Consequently, a review of any previous strategy is not possible. The BCI publishes a yearly Review of Activities which summarises the work and policies progressed by the organisation during the course of the previous year. The series IRTC Review '99 to BCI Review 2003 gives a detailed account of the activities and achievements of the organisation over the last 5 years.

The goals and objectives of the BCI for the period 1999–2003 were as follows:

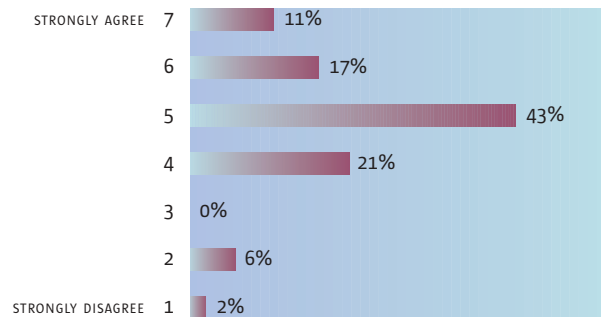
- Implement the necessary changes to evolve from the IRTC to the Broadcasting Commission of Ireland including the recruitment of new staff to bring the executive function to full complement
- Re-license all local commercial radio franchises and explore the development of new radio services
- Licence a new regional radio service for the south-east of Ireland
- Devise a licensing policy for TV services (2001 Act)
- Review key policies including Ownership & Control and Training & Development policies
- Develop Standards in Broadcasting (2001 Act) beginning with the Children's Advertising Code
- Continue the planning for Digital Terrestrial Television
- Continue the development of a training culture and infrastructure within the broadcasting industry
- Develop and implement a new organisation structure including commitments to
 - Create a Corporate Services function
 - Develop the Research function
 - Enhance the Information function
 - Develop the Engineering function
 - Expand the Training and Development function
 - Expand and develop the Programme Monitoring function
- Maintain all other functions as appropriate e.g. support for the greater use of Irish in broadcasting; monitoring technical performance of stations; liaison with international bodies, etc.

The BCI has successfully completed all of these objectives. The Annual Review series, mentioned above, provides the details of this successful implementation. A key constraint in the implementation of its role is the lack of appropriate sanctions, apart from suspension or outright withdrawal of a licence.

EXTERNAL PERSPECTIVE

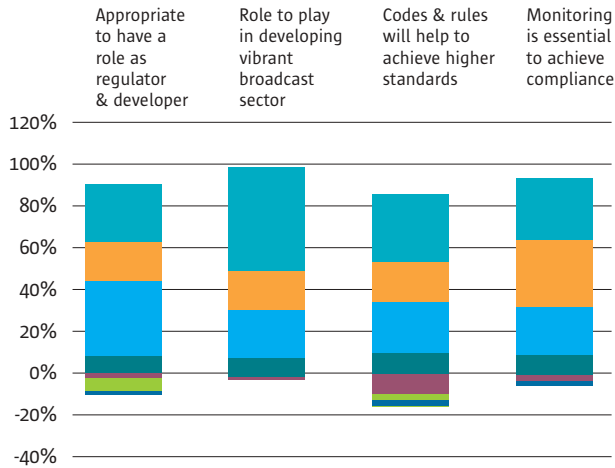
In addition to the internal review of the BCI's performance, the consultation process for this strategy engaged stakeholders in the question of the organisation's performance. The following are they key results of that process:

Table 1: 'I am Satisfied with the Work of the BCI' (External Stakeholders)



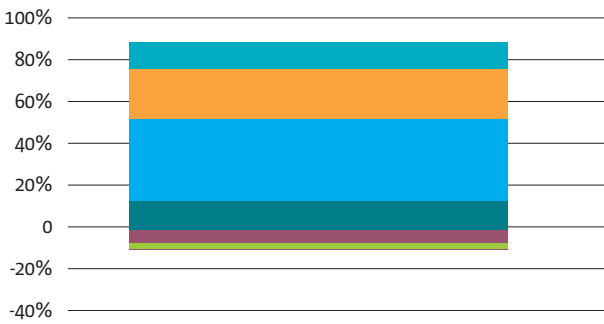
This score is strong when compared with expectations and compared with other organisations in the public sector.

Table 2: Views on the Role of BCI



Stakeholders have a clear view of the BCI’s role encompassing both regulation and development of the sector.

Table 3: “The BCI Performs its Role Effectively”



This is clear endorsement of the BCI’s performance.

Table 4: Positive Stakeholder Responses on BCI Operations

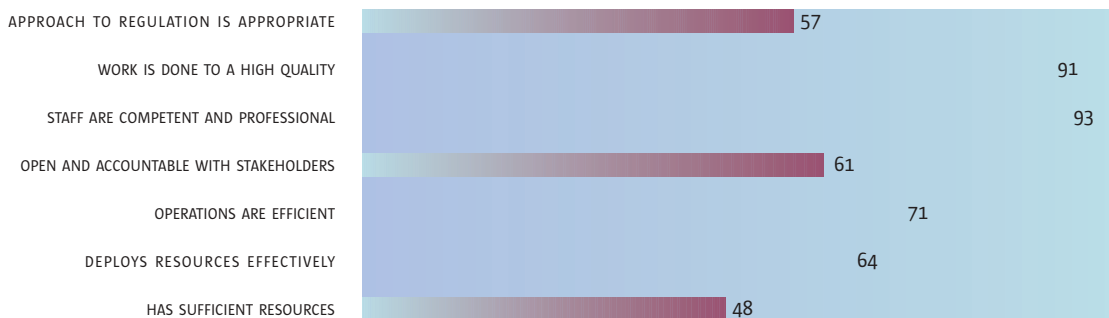
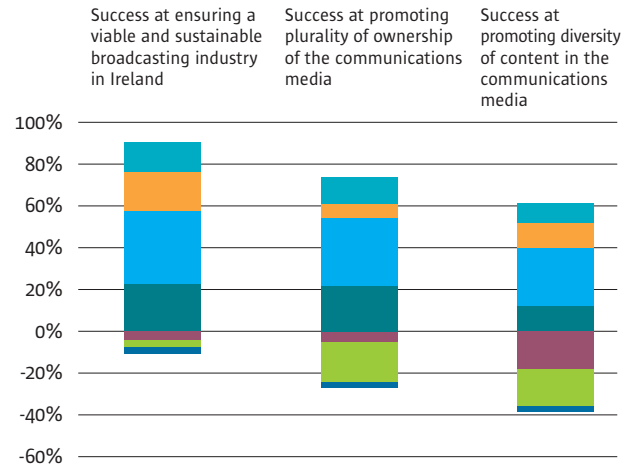


Table 5: Views on the Impact of BCI



The external stakeholders of the BCI have scored the BCI’s performance very highly on the key indicators. This is strong endorsement of the BCI’s achievement on its core objectives. The challenge from this result will be maintaining this level of satisfaction while advancing the development of the industry through greater regulation and developmental interventions.

In conclusion, the BCI has performed well. It is considered to have done so by its stakeholders and by its staff. There are areas for improvement but these, though important, do not take from an overall high performing outcome to its work. A key objective for the next five years will be maintaining this level of performance, addressing the areas needing further attention e.g. diversity of choice, while tackling the new challenges identified.

Section 3: GOALS, STRATEGY & OBJECTIVES

3.1 GOALS

The following are the key goals, which will underpin the fulfilment of the BCI's mission:

- 1 Ensure that the BCI at all times fulfils its statutory role, functions and obligations.
- 2 Ensure the greatest listener and viewer choice for the greatest number of people in Ireland.
- 3 Seek to maximise the number of broadcasting services of Irish origin or licensed in Ireland, as a proportion of the services consumed or received in Ireland, thus ensuring they meet the needs of Irish listeners and viewers.
- 4 Establish a culture of compliance in the industry, thereby securing a significant reduction in the number of breaches of regulations and rules.
- 5 Promote plurality of ownership of the communications media, with particular reference to radio and television services.
- 6 Continue to enjoy the confidence of the broadcasting industry and of the general public as a regulator and developer who acts fairly and in the interests of all.
- 7 Facilitate the achievement and maintenance of a viable indigenous broadcasting sector in Ireland.
- 8 Evolve to become the single regulator for all broadcasting in Ireland (the BAI).
- 9 Ensure that the broadcasting industry in Ireland is a desirable and attractive place in which to work.
- 10 The BCI continues to be an attractive place to work and it operates effectively in carrying out its remit.
- 11 The BCI will be the source of expertise and understanding in the areas of broadcast content.

3.2 STRATEGY

The BCI's role as specified in legislation and through its evolution in practice is complex and multi-faceted. It involves balancing activities which may appear to be conflicting; on the one hand ensuring compliance with regulatory principles, while at the same time supporting and enhancing development initiatives within the sector. The unifying focus for the BCI's role is the needs and views of listeners and viewers. In conjunction with ComReg, it is the guardian of the national resource that is the spectrum. It fulfils a 'watchdog' function, ensuring compliance with regulation for players in a dynamic market. It also sets standards against which broadcasters can be judged, whether licensed by the BCI or not.

The BCI will deliver on its Mission and the key goals defined earlier in this strategic plan by continuing to balance the different dimensions of its role, while ensuring that these evolve further to take account of the changing environment and context in which the BCI works.

The BCI's licensing strategy is to monitor the changing conditions and identify interest in additional services in niche segments, thereby providing greater choice and diversity to meet listener and viewer needs. In addition, its policy on Ownership & Control will be reviewed in the context of the increasing concentration of ownership in the broadcasting sector in Ireland.

The operation of an orderly industry requires even higher levels of compliance. While the BCI has been active in monitoring and enforcing compliance, the profile of this aspect of its work has been low-key. The BCI will increase measures to publicise the extent of monitoring and compliance in order to more fully inform key industry and stakeholder groups. In tandem with this, the BCI will explore options for alternative forms of sanctions to the current range, which would have greater impact.

The development of Codes and Standards is a key regulatory function, which the BCI has started through the development of the Children's Advertising Code. This strategy will be continued with additional codes being published, following relevant consultation, over the course of this strategic period.

The enactment of the Broadcasting (Funding) Act 2003 has expanded the BCI's role further in mandating it to devise a scheme for the disbursement of the fund established from the licence fee. This work will require strategic and operational implementation to deliver on its desired impact in providing greater diversity in content available in Ireland.

Through its research and information activities, the BCI will be the authoritative source of information and understanding on broadcasting content matters. In Ireland's dynamic social and cultural mix, the BCI will deepen its understanding of the changing needs and wants of viewers and listeners.

A key strategic development will be the evolution of the BCI into the BAI. A Ministerial announcement on the detail of the Government's policy is expected in early 2005. Indications are that the BCI should form the nucleus of the BAI and legislation is imminent to underpin the implementation of this important development. The establishment of BAI will bring the public service broadcaster, RTÉ, under the remit of this single regulatory authority. While the model for the BAI has not been announced, the BCI is taking steps in its strategy to prepare itself for the new challenges that the BAI will bring.

The BCI recognises the balance between the public service broadcasting ethos of RTÉ; the more commercial ethos of the independent broadcasting sector and the special interest ethos of the community sector. The BCI will build on its understanding of the public service dimension of broadcasting, recognising that RTÉ operates with a dual funding mechanism, through licence fee and advertising, while being mandated to fulfil a public service broadcasting remit.

In light of its commitment to ensure the greatest viewer and listener choice, the BCI will continue to monitor new technological developments in the broadcasting area to best facilitate audience need.

To facilitate delivery on the strategies outlined above, the BCI will implement some internal development strategies designed to strengthen its organisational capacity. These will include some changes to its organisation structure, its induction and internal communications systems, changes to some of its processes and systems and its organisation culture.

3.3 CORE AREAS OF ACTION & OBJECTIVES

The 'Key Lines of Business' or core activities of the BCI are:

- Licensing
- Compliance
- Codes & Standards
- Information & Research
- Development of the Sector
- Management of the Broadcasting Funding Scheme
- Supported by Finance, Human Resources, & Facilities

A detailed implementation plan for each of these activities is attached in the appendix. These core activities will be supported by 'cross-cutting' programmes as follows:

- Strategic Implementation – integration of strategy into all levels of the organisation's work
- Organisation Development – focused development for the organisation's culture, processes and systems

Again, detailed implementation plans have been prepared for each of these and a summary is attached in the appendix.

OBJECTIVES

To achieve the goals, listed in 3.1 above, the following objectives have been adopted:

- Implement the necessary changes to evolve into the single broadcasting regulator (Broadcasting Authority of Ireland), with responsibility for content, licensing, monitoring and development of the sector.
- Undertake research to increase the understanding of viewers' and listeners' preferences and future needs.
- Expand the range of licensed services to provide greater diversity and choice to listeners and viewers.
- Increase the range of services being broadcast, to ensure greater diversity and choice in programme content.
- Review the regional licensing policy.
- Undertake a fundamental review of radio licensing to develop a 5-year plan.
- Review the impact of the BCI's Ownership & Control Policy.
- Expand the TV licensing function.
- Develop a policy in relation to DAB.
- Develop a strategic plan for the rollout of the Broadcasting Funding Scheme.
- Establish a comprehensive set of broadcast standards.
- Examine the processes for developing codes and determine if they can be made more effective.
- Review Monitoring & Compliance function to see if it should be changed to improve effectiveness.
- Review the Training & Development function.
- Build the capacity within the Broadcasting sector to develop and maintain self-sustaining training and development networks.
- Effect good reporting structures with RTÉ.
- Develop as a leading source of information and understanding on broadcasting in Ireland.
- Implement strategic plan at all levels and in all areas.
- Establish and implement good human resource policies and practices in the BCI.
- Create an efficient internal communications structure within the BCI.

Section 4: RESOURCES

In undertaking the strategic process, current resources were identified and quantified. Estimates of the proportion of each of these resources currently used by the key areas of action have been made. The action plans have been examined with a view to identifying what resources – people numbers and capabilities, finance, technology and facilities – are needed.

The resources required to implement the Broadcasting Funding Scheme are currently being examined. It is recognised that the BCI will require additional people and expertise in order to fulfil the responsibilities outlined in both the Broadcasting Funding Act and the proposed legislation for a single content regulator. Until this legislation for the BAI is published the full extent of any additional resources cannot be estimated with greater accuracy. The resourcing issue will be addressed in full at the time of publication of the BAI legislation.

Section 5: MEASUREMENT, REVIEW & FUTURE PLANNING

Progress on the strategy will be reviewed by the Board, Management and Partnership forum of the BCI on a six-monthly basis. Major changes in the external or internal environment such as the publication of the expected Broadcasting Authority of Ireland Bill will trigger an immediate review to ensure that the strategy takes these factors into account or appropriate adjustments are made to the strategy.

The following key performance indicators (KPIs) have been identified as overall measures of performance against the plan's objectives:

- Market share of indigenous radio and television as measured by the listenership and viewership ratings.
- Compliance levels in the year compared with the average for the preceding three years.
- Industry perception of the BCI is positive and recognises the role it is playing in accordance with strategy.
- General public perceive the BCI to be performing an important and positive role in ensuring that their needs are met.
- The BCI is the entity that is turned to for insight, comment and understanding on matters related to the regulation of broadcasting content in Ireland.
- The BCI has been mandated to evolve into the BAI.
- The broadcasting industry is attractive to staff and experiences normal turnover levels.
- The BCI is rated highly by its staff as a good place to work and it continues to attract the talent it requires to fulfil its mission.

FUTURE PLANNING

The strategic planning process included a contingency planning process where different potential events were evaluated and the BCI's reaction to them developed. This exercise has strengthened the BCI's ability to respond flexibly if an unanticipated event occurs which has strategic impact.

ACTIONS	BCI RESPONSIBILITY	PERFORMANCE INDICATORS	TIMELINE
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F 1: Ensure Availability of Organisational Funding	Negotiate Grants with Department Ensure timely draw down of funds	1 Sufficient overall funds to be available for work programmes 2 Availability of funds to ensure continuity of work programmes	Ongoing
C 4(a): Ongoing Ownership and Control compliance issues with commercial contractors, i.e. issues that arise outside performance reviews	Respond to ongoing ownership and control contractual/compliance issues as they arise	1 Increased notification by contractors of issues that arise 2 All issues dealt with in a timely fashion by BCI	Ongoing
C 4(b): Ongoing programming compliance issues with commercial contractors, i.e. issues that arise outside performance reviews	Respond to ongoing ownership and control contractual/compliance issues as they arise	1 Increased notification by contractors of issues that arise 2 All issues dealt with in a timely fashion by BCI	Ongoing
C 4(c): Ongoing compliance issues with community contractors i.e issues that arise outside performance reviews	Respond to ongoing ownership and control contractual/compliance issues as they arise	1 Increased notification by contractors of issues that arise 2 All issues dealt with in a timely fashion by BCI	Ongoing
S 3: Advice and information on statutory content requirements, codes and rules	Provide required advice and information on statutory content requirements, codes and rules in a variety of formats to all stakeholders Publish detailed compliance report Publish information on viewing patterns/standards related data	1 Awareness among all stakeholders of statutory content requirements, codes and rules 2 Establish culture of compliance 3 Compliance levels improve 4 Regular reports published on website	Ongoing Sept 2004
I 5: Fulfil Commission's statutory obligations under the Freedom of Information Act & Data Protection Act	Maintain appropriate structures Inform public Keep skills up to date Review record management and retention	1 All FOI requests are responded to in a timely manner 2 Information relating to requests is readily accessible 3 Record management and retention reviewed	Ongoing Mid-2005

ACTIONS	BCI RESPONSIBILITY	PERFORMANCE INDICATORS	TIMELINE
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C 1: 1988 Act Contractors, Performance Reviews ownership/control, management/staffing, programming, financial/trading	Review procedures as sector expands Carry out reviews Develop staff to conduct reviews	1 Procedures reviewed 2 All stations reviewed in accordance with timeframes set down by the BCI according to service type 3 Better compliance	Ongoing
S 6: Ensure staff in compliance area have relevant skills	Identify training needs Provide ongoing training to staff	1 Training needs assessment completed and actioned 2 Work is completed to a high standard and quality	Ongoing
R 2: Undertake research activities that supports the BCI's policy developments and information needs	Develop workplan of research activities Assign tasks and allocate timeframe for completion of tasks	1 High-quality documentation linked directly to the work of the BCI is available 2 Relevant research for internal and external distribution is available 3 High levels of satisfaction with information received and research produced	Ongoing
R 3: Improve the capability to monitor and keep abreast of developments in broadcasting and other key areas on an ongoing basis	Identify and, where necessary, upskill staff to carry out this function Ensure that further investigation can happen in a proactive manner, where and when appropriate	1 Timely information is available to inform critical developments in broadcasting 2 A better flow of information within the BCI exists	Ongoing
R 4: Develop more formal links with research sections in other regulatory bodies	Attending meetings and workshops at an EU/bilateral level	1 An increased awareness of BCI research function 2 Greater exchange and awareness of information between relevant regulatory bodies	Ongoing
C 3: Technical Performance Reviews 1988 Contractors	Review procedures as sector expands Carry out reviews	1 Procedures reviewed 2 All stations reviewed in accordance with timeframes set down by the BCI according to service type 3 Better technical compliance	Ongoing

ACTIONS	BCI RESPONSIBILITY	PERFORMANCE INDICATORS	TIMELINE
I 4: Host of public events, including conferences, oral hearings, media briefings	<p>Arrange relevant events</p> <p>Ensure most appropriate people are identified internally and externally</p>	<ol style="list-style-type: none"> 1 Clear messages delivered 2 Good attendance 3 High satisfaction response achieved through event evaluation 4 Event accessibility 	Ongoing
F 5: Asset Management	<p>To implement systems to maintain and safeguard the assets of the organisation</p> <p>To ensure adequate return on assets</p> <p>Evaluate expenditure and investment proposals to achieve the best value for money</p>	<ol style="list-style-type: none"> 1 System developed and in place 2 Returns on investments in line with good practice 	Ongoing
A 1: Provide sufficient and appropriate accommodation for current and future staffing needs	<p>Assess office needs in accordance with Health and Safety requirements and source new accommodation where necessary</p> <p>Assess divisional requirements and allocate office space accordingly</p>	<ol style="list-style-type: none"> 1 No overcrowding of offices 2 Accommodation available when required 3 Staff satisfaction with accommodation and facilities 	As required
A 3: Source and provide sufficient and appropriate furniture for current and future staffing needs	<p>Assess divisional requirements and purchase accordingly in accordance with MEAT requirements</p>	<ol style="list-style-type: none"> 1 All Health and Safety requirements met 2 Staff satisfaction with accommodation and facilities 	As required
L 13: Licensing of DTT or Other Services under Broadcasting Act 2001	<p>Respond as appropriate to initiatives in relation to DTT Services or Other Technical/Statutory Developments</p> <p>Advertise Additional Licences</p>	<ol style="list-style-type: none"> 1 Commission Responds in a timely manner to any developments 	
L 2: Further Dublin Licensing Review Potential for Further Dublin Licensing	<p>Invite Expressions of Interest</p>	<ol style="list-style-type: none"> 1 Licences awarded stations on-air 2 Decisions on whether to advertise licences announced 	<p>May 2004–May 2005</p> <p>4th quarter 2005</p>
L 3: Re-Licence and Extend Contracts for Community and Community of Interest Services	<p>Undertake Performance Reviews of all existing services and extend as appropriate</p> <p>Implement licensing process</p>	<ol style="list-style-type: none"> 1 Licences awarded 2 Contracts completed and stations on-air 	June 2004–Dec 2006

ACTIONS	BCI RESPONSIBILITY	PERFORMANCE INDICATORS	TIMELINE
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L 11: Launch of Television Licensing Policy and Commencement of Licensing Activities under 2001 Broadcasting Act	Finalise and launch Policy Advertise Licences	1 Policy Launched and Published 2 New Content Available	Commence July 2004 Licensing ongoing-2008
OD 1: Develop and circulate a policy on BCI organisational development	Identify an appropriate person to develop the policy Draw up and negotiate policy with staff Introduce and explain policy to staff To prepare and implement an organisational development plan Implement recommendations	1 Individual identified 2 Policy written, circulated and adopted by organisation 3 Assessment of needs carried out and report produced 4 Implementation plan prepared	July 2004 Oct 2004 Nov 2004 Feb 2005
OD 7: Develop an OD training role	Identify person with responsibility for this role Develop and implement action plan for OD training Evaluate training effectiveness	1 Person identified 2 Action plan drawn up and circulated to staff 3 No. of training initiatives implemented and evaluated 4 Effectiveness of OD training function against strategy has been evaluated	July 2004 Jan 2005 Ongoing Mid-2006
D 1: Implement Broadcasting (Funding) Act 2003	Develop a scheme under the Act Implement the scheme once approval has been received Develop and implement a scheme for the archiving of broadcasting material	1 Scheme approved by the Commission 2 Grants awarded 3 Programmes Broadcast 4 Archive system in place	July 2004 End 2004 Early 2005
OD 3: To develop the skillset to support cross functionality	Identify opportunities Establish mechanisms and procedures for establishing teams Build skill set for team working Implement and review	1 Written set of mechanisms and procedures circulated 2 No of training interventions on teamwork implemented 3 Effectiveness review carried out by each team	Sept 2004 Ongoing Ongoing

ACTIONS	BCI RESPONSIBILITY	PERFORMANCE INDICATORS	TIMELINE
C 2: Programming Monitoring 1988 Act Contractors	<p>Ensure BCI keeps pace with changing technology and that monitoring plan is consistent with available staff resources</p> <p>Increase monitoring staff levels as required</p> <p>Review monitoring procedures</p> <p>Conduct monitoring</p>	<ol style="list-style-type: none"> 1 Procedures reviewed and technology in line with what is being used in the sector 2 All stations are monitored in accordance with timeframe set down by the BCI according to service type 3 Increased compliance with existing codes 4 Compliance with new codes 	<p>Sept 2004</p> <p>Ongoing</p>
I 3: Provide information (internal & external) relevant to staff of BCI	<p>Assess internal communications & information gathering mechanisms</p> <p>Devise & implement relevant changes</p>	<ol style="list-style-type: none"> 1 Increased staff awareness of relevant internal & external issues 2 High satisfaction rating in staff survey 	<p>Sept 2004</p> <p>Mid-2006</p>
SI 4: Develop a greater level of cross-functional activity within the organisation	<p>Identify areas within the strategic plan where cross-function activity is appropriate/desirable</p> <p>Set up structures for cross-function activity</p> <p>Strengthen divisional capacities through training/re-skilling</p>	<ol style="list-style-type: none"> 1 Cross-function/team working is the norm in the organisation 2 Greater cross-divisional knowledge & skills within the organisation 	<p>Sept 2004-2006</p> <p>Sept 2005</p>
SI 3: Organisation re-balance between operational and strategic	<p>Re-define Board role with greater emphasis on policy and strategy</p> <p>Management team examines methods of operation and take a more strategic focus</p> <p>Develop more operational responsibility among staff</p>	<ol style="list-style-type: none"> 1 Less operational issues addressed at board meetings 2 Management meetings focussed more on strategic issues 3 More operational decisions taken at divisional/section level 	<p>Sept 2004-Sept 2006</p> <p>Interim review after 1 year</p>
L 1: Review of licensing policy on regional and second county services	<p>Undertake Impact Study re: Regional Service</p> <p>Commission to review and decide Policy and further licensing activities</p>	<ol style="list-style-type: none"> 1 Study completed 2 Policy decision taken 	<p>Sept 2004-Dec 2004</p>

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R 5: To assist, through research, the sourcing of information relevant to the transition to single content regulation	Conduct/commission research to increase the understanding of any additional functions which may arise as part of the transition to the BAI, in particular models of public service broadcasting	<ol style="list-style-type: none"> 1 Research available for staff and Board in advance of transition 2 BCI forms nucleus of Single Content Regulator 	Sept 2004–2005
I 7: Develop the Commission's Resource Centre/library	<p>Identify function of resource centre library</p> <p>Establish best practice for information presentation</p> <p>Source and organise current and future requirements</p>	<ol style="list-style-type: none"> 1 Public & media recognition of resource centre as a means of obtaining information 2 Increased use of resource centre 	<p>Sept 2004</p> <p>Autumn 2005</p>
F 7: Financial Management of the Programme Fund	<p>Examine implications of management and disbursement of Fund</p> <p>Implement recommendations of consultants</p>	<ol style="list-style-type: none"> 1 Consultants' report completed 2 Recommendations implemented 	<p>Mid-2004</p> <p>End 2004</p>
L 12: Development of Community Television	<p>Develop pilot project</p> <p>Advertise Licences</p> <p>Respond to requests for Section 40 Assessments</p>	<ol style="list-style-type: none"> 1 Pilot Project established and operational 2 Terms of Pilot Project adopted by Pilot Project groups 3 Community Groups report satisfaction with timeliness and appropriateness of BCI response 	<p>Mid-2004</p> <p>3rd quarter–2004</p> <p>Ongoing mid-2004 to 2008</p>
L 15 Review of News and Current Affairs Policy for Radio Services Licensed under the 1988 Radio and Television Act	Undertake consultation in respect of News and Current Affairs Requirement	<ol style="list-style-type: none"> 1 Policy reviewed and published 	Oct 2004
OD 4: Culture interventions	<p>Chart current culture Identify culture that fits</p> <p>Develop action plan with timelines for review of culture including: Culture aspects of work roles, Building skills, Assessing performance on those aspects of role</p>	<ol style="list-style-type: none"> 1 Agreed statement of current organisational culture 2 Agreed statement of desired culture 3 Action plan developed and agreed 4 No. of interventions from plan carried out and reviewed 	<p>Oct 2004</p> <p>Mid-2005</p> <p>Late 2005</p> <p>Beginning Jan 2006 and ongoing</p>

ACTIONS	BCI RESPONSIBILITY	PERFORMANCE INDICATORS	TIMELINE
OD 2: To communicate and implement the OD strategy internally	<p>Establish a team to take responsibility for this action</p> <p>Team draws up operational and evaluation plan</p> <p>Implement plan</p> <p>Undertake evaluation and review</p>	<p>1 Team established</p> <p>2 Operational and evaluation plan written</p> <p>3 No of communication interventions, events or initiatives carried out and evaluated</p>	<p>Nov 2004</p> <p>Dec 2004</p> <p>Jan 2005-Jan 2006</p>
R 6: Ascertain listener and viewer needs	<p>Review current available sources of information (e.g. Nielsen/JNLR)</p> <p>Identify research gaps</p> <p>If necessary, design and commission external research</p>	<p>1 Information available on viewers and listeners needs to inform BCI licensing policy and decisions</p> <p>2 Information on viewers and listeners needs publicly available</p>	Phased approach linked to licensing
L 14: Ownership and Control Policy	Review existing policy	<p>1 Policy reviewed and published</p> <p>2 BCI can demonstrate plurality in Ownership of Services</p>	Review date agreed Nov 2004
H 2: Ensure that job objectives are reconciled with current strategic plan	Regularly review and update job objectives and descriptions	<p>1 Organisational objectives are achieved</p> <p>2 Job objectives updated in PMDS review</p>	Annually
H 3: Ensure high standard of customer service in dealing with public and visitors	Draft and publish and review Customer Service Charter (item 10 on Sustaining Progress Action Plan)	1 High scores on stakeholder survey on operating effectiveness is maintained	Annually
H 5: Meet the BCI's organisational objectives and support individual development through appropriate training & development	Establish mechanisms to identify and address skills gaps/skills sets and implement appropriate training & development activities	<p>1 Individual training plans created for all staff</p> <p>2 Training plans implemented for all staff</p>	Annually
S 1: Develop Broadcasting Standards as required by Section 19 of the 2001 Act i.e. Children's Code, Access Rules, Taste and Decency Codes, General Advertising Codes	<p>Develop, issue and implement the codes and rules required in Section 19</p> <p>Review processes employed</p> <p>Establish procedures to ensure compliance by RTÉ</p>	<p>1 All codes drawn up, issued and implemented in line with timeframe established by BCI</p> <p>2 Evaluation report on each process used to develop codes</p>	2004/2005

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<p>SI 2: Communicate the Corporate Strategy effectively across the organisation</p>	<p>To achieve a belief in and loyalty to the strategic plan</p> <p>To ensure that the plan is demonstrably relevant to all (staff & Board)</p> <p>The strategic plan forms the basis for any induction into the organisation</p>	<ol style="list-style-type: none"> 1 Organisation has adopted and supported the strategic plan 2 Staff refer to strategy in all information/documentation relating to BCI activities 3 All decisions taken will reflect the strategy 4 Board documentation is grounded in the strategy 	<p>2004–2008</p>
<p>L 8: Review Ox Report into Statutory Licensing Process for Licensing of Independent Radio Services</p>	<p>Examine and assess implications of Report</p> <p>Ensure response to Dept. of Communications</p> <p>Implementation of legislative and operational changes</p>	<ol style="list-style-type: none"> 1 Review of Report undertaken 2 Response submitted 3 Changes implemented 	<p>2004–2005</p>
<p>L 6: Development of Licensing Policy for Introduction of Digital Audio Broadcasting Services</p>	<p>Planning and Liaison with Industry and ComReg</p> <p>Draft appropriate statutory interventions for submission to Dept. of Communications</p> <p>Advertise digital services</p>	<ol style="list-style-type: none"> 1 DAB Policy drawn up and published 2 Observations given to Dept. of Communications 3 Services advertised 	<p>2004–2008</p>
<p>L 16: Spectrum Management relating to services licensed by BCI under 1988 and 2001 Acts</p>	<p>Frequency planning for radio and television services</p>	<ol style="list-style-type: none"> 1 Continuous opportunities for further radio and television licences 	<p>Ongoing 2004–2008</p>
<p>T 3: Review the BCI training policy</p>	<p>Evaluate effectiveness of current policy</p> <p>Identify potential changes in key priorities</p> <p>Develop a revised training policy with regards to all strands of broadcasting</p>	<ol style="list-style-type: none"> 1 Evaluation Report published 2 Key priorities identified reflected in workplan 3 New policy agreed and in place 	<p>End 2004</p> <p>End 2005 and biennially thereafter</p> <p>End 2005</p>
<p>H 4: Create, implement and review performance management and development system</p>	<p>Introduce appropriate performance management systems (Item 4 on Sustaining Progress Action Plan)</p> <p>Provide appropriate training; review after implementation</p>	<ol style="list-style-type: none"> 1 Management system implemented within timeframe 2 Relevant scores (your role within BCI) on staff survey are maintained 	<p>To be initiated in 2004 and operational by end of 2005</p>

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F 3: Internal Financial Planning and Administration	<p>Devolve budgetary responsibility to appropriate levels</p> <p>Enable budget holders to take responsibility for budgetary management</p>	<ol style="list-style-type: none"> 1 Responsibility for budgets handed to Section Heads 2 All budget holders trained in budgetary management 	<p>2005 Budget</p> <p>Mid-2004</p>
L 10: Development of Radio Licensing Policy and Activities under 2001 Act	<p>Examine potential and agree policy</p> <p>Invite expressions of interest/ applications for radio services</p>	<ol style="list-style-type: none"> 1 Policy Paper published 2 Expressions of interest and services advertised 	<p>Early 2005</p> <p>Mid-2005–2008 ongoing</p>
T 2: Establish links and relationships with relevant training staff in RTÉ	<p>Establish links and relationships between BCI, relevant networks and relevant training staff in RTÉ</p>	<ol style="list-style-type: none"> 1 Number of contacts made 	<p>2005 onwards</p>
T 5: Promote the use of Irish in the sector	<p>Liaise with other Irish language organisations</p> <p>Develop initiatives for increasing the use of Irish on broadcast media</p>	<ol style="list-style-type: none"> 1 Number of joint initiatives 2 Number of contacts 3 Number of initiatives developed and evaluated 4 Increased awareness of Irish being used on broadcast services (survey) 	<p>Mid-2005</p> <p>Ongoing</p> <p>Ongoing</p> <p>Early 2005</p>
I 6: Use of internet/other technology to promote BCI functions and role	<p>Review the Commission's methods of communication and technologies utilised (internal and external)</p> <p>Update as appropriate</p>	<ol style="list-style-type: none"> 1 Greater utilisation of new technology 2 Positive response from stakeholders 	<p>2005 onwards</p>
I 8: Develop a house style	<p>Review publications and material produced by the BCI</p> <p>Develop a policy on editing and devise a "house style". This will encompass all publications issued by the BCI</p>	<ol style="list-style-type: none"> 1 Uniform high quality documentation 2 All documents produced would be easily identified as the BCI's 	<p>Commence immediately and implemented 1st quarter 2005</p>
R 1: Develop a policy on research with reference to the Strategic Plan, Policy Objectives, Resource Availability and Information Needs of all BCI Divisions and all Stakeholders	<p>Review existing policy</p> <p>Identify and prioritise future needs</p> <p>Review suitable actions arising from these needs</p>	<ol style="list-style-type: none"> 1 Written Policy is approved by BCI Board and published 	<p>End 1st quarter 2005</p>
H 7: Establish and develop Partnership framework	<p>Establish Partnership forum which will facilitate development of framework</p>	<ol style="list-style-type: none"> 1 Forum established 2 Framework developed 	<p>2005 onwards</p>

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SI 5: Review the impact and effectiveness of the strategy	Devise mechanisms for review	1 Review is undertaken in accordance with agreed mechanisms	July 2005 and annually thereafter
L 4: Examine future potential for additional special interest services	Seek expressions of interest Consider alternative models for viability	1 Expressions of interest undertaken 2 Study of alternative models completed	2005
L 5: Review current policy of licensing on the AM band	Examine value of further analogue licensing on AM band	1 Review complete and considered by the Commission	End 2005
C 5: Performance Reviews 2001 Act Contractors	Establish and implement procedures as sector develops	1 Effective procedures established and implemented 2 All contractors are reviewed in accordance with timeframe set down by the BCI according to service type	2005
C 6: Technical Reviews of relevant areas 2001 Act Contractors	Establish procedures as sector develops Carry out reviews/monitoring	1 Effective procedures established and implemented 2 All contractors are reviewed in accordance with timeframe set down by the BCI according to service type	2005
H 6: Establish and implement programme to develop internal HR function	Identify HR requirements and put in place adequate resources	1 HR function fully established 2 Maintain high satisfaction level of staffs survey	2005
H 8: Develop, implement and review HR policies	Review existing policies; make necessary amendments and introduce new policies where required	1 All necessary policies in place and implemented 2 Review mechanisms established	2005
C 7: Programme Monitoring 2001 Act Contractors	Establish procedures as sector develops and new standards are established Carry out reviews/monitoring	1 Effective procedures established and implemented 2 All contractors are monitored in accordance with timeframe set down by the BCI according to service type 3 Compliance with existing and new codes	2005
S 2: Review broadcasting standards	Review standards as agreed at implementation stage and/or set down in relevant legislation	1 Codes reviewed as agreed and changes implemented	2005/2006/2007

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T 1: Support the development of options for sector relevant training	Assist in the development of an accreditation framework Explore the use of alternative training formats	1 A number of accredited courses are in place 2 The number of formats being used for training in the sector	Completed end 2005 End 2005
T 6: Provide information and advice to the sector on training and development best practice	Ascertain needs of sector re: information on training Gather and collate information and training resources as appropriate Develop dissemination mechanisms (e.g. website)	1 Consultation with stakeholders completed 2 Resource file prepared 3 Dissemination mechanisms in place and operational	End 2005 Mid-2006 End 2006
A 5: Maintain office facilities	Employ and contract appropriate personnel to keep the offices in a 1st class condition and to meet health and safety requirements	1 Zero defects regarding the office environment	End 2005
A 2: Provide leading edge technology	Provide appropriate technology for the management of the organisation Identify new methods of using technology to facilitate the organisation	1 No computers more than 4 years old 2 New methods in operation for the delivery of information and public interaction	Summer 2006 End 2006
OD 6: Evaluation of the effectiveness of organisational structure	Undertake evaluation Implement recommendations	1 Evaluation undertaken 2 Implementation plan prepared	2006
L 7: Readvertisement of National Radio Service and Limerick Local Radio Service on expiry of existing contracts	Advertise Licences	1 Process completed	2007
L 17: Television Licensing: renewal of TV3's contract	To review the operation of the first ten-year term of TV3's contract To determine any additions and/or modifications required to the terms of its contract To negotiate and agree any revised terms with a view to concluding a new contract	1 Contract concluded and TV3 continues on air	2008
H 1: Secure the additional capabilities identified as needed in the strategy process and establishment of BAI	Identify the positions and other forms of additional capability and source these through all available channels	1 BCI's scores on staff capability remain as high as in the stakeholder surveys 2 Score on operating effectiveness on stakeholder survey is maintained	As required