



Coimisiún
na Meán



Strategy Statement 2025 – 2027

Publication date: March 2025

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Foreword

We are delighted to share our first three-year Strategy for Coimisiún na Meán. It represents a significant milestone for our young organisation, setting out our vision for a vibrant and healthy media landscape in Ireland. This wasn't created in isolation; it's the result of careful consideration, in-depth analysis, and valuable input from staff and stakeholders. We are truly grateful to everyone who contributed their time and insights.

Our mandate is to forge a media landscape that serves the public interest and underpins fundamental rights. The media landscape affects the development and rights of children and the rights of minority groups. The media landscape affects us all as consumers and as citizens exercising our democratic rights. The media landscape contributes to societal stability, and it shapes and reflects who we are as society. Our strategic outcomes reflect these ways that the media landscape has an impact on us all.

The media landscape is constantly evolving, with a rapid pace of change. The advent of artificial intelligence, for example, will change how content is produced, distributed and consumed. This can benefit users, but it also poses risks. We need to ensure that the emergence of new types of content services, and changes in how existing ones are operated, do not damage our fundamental rights or our society itself.

One thing that will not change is the importance of the media landscape in supporting democracy. Independent, high quality editorial decision-making, journalism and content creation are essential to a functioning liberal democracy. These need to be defended and promoted, now more than ever.

When people turn on a television, computer or mobile device, they want and expect to see a diverse range of content that reflects their culture, values and society, free from arbitrary censorship or information manipulation. We will confront these challenges through our policy, research, development and supervision functions, anticipating future trends to inform our work, and responding to changes in how people create and consume content and in how services deliver it to people.

Against the background of a complex media environment, our Strategy aims to ensure that people, especially children, across Ireland and beyond can benefit from the positive aspects of media, while also being protected from its potential harms. We will work to ensure that people have the tools

and skills to engage with the media they consume and to understand how media content is created and presented to them by different types of services.

Our Strategy reflects the important role of the media landscape in underpinning an open, democratic and inclusive society which upholds fundamental rights, including freedom of expression. We are an independent agency, and we will be evidence-based and proportionate in our work. We will engage with the companies we regulate to encourage compliance, but we will not hesitate to take formal enforcement action when needed.

This Strategy sets out how we intend to make progress towards our strategic outcomes. It will be complemented by our annual work programmes, which will provide more detail on individual projects and workstreams, as well as our ongoing work areas.

At Coimisiún na Meán, our employees are the driving force behind our mission and embody the vision and values that underpin this Strategy. Their dedication, expertise, and innovative thinking have been instrumental in shaping this Strategy. They will play a critical role in implementing the Strategy and driving us towards our strategic outcomes.

This Strategy will direct our efforts, inform our decisions, and support us in monitoring progress. We are confident that, by working together, we can deliver a media landscape that works in the public interest. We look forward to the journey ahead.

Jeremy Godfrey
Executive Chairperson

Niamh Hodnett
Online Safety
Commissioner

Rónán Ó Domhnaill
Media Development
Commissioner

John Evans
Digital Services
Commissioner

Aoife MacEvilly
Broadcasting and
Video-on-Demand
Commissioner



Left to right: Rónán Ó Domhnaill (Media Development Commissioner), Niamh Hodnett (Online Safety Commissioner), Jeremy Godfrey (Executive Chairperson), Aoife MacEvilly (Broadcasting and Video-on-Demand Commissioner), John Evans (Digital Services Commissioner).

Our Strategic Framework

This Strategy Statement sets out our strategic framework for the three years from 2025 to 2027 inclusive.



Vision

Our vision is for a thriving, diverse, creative, safe and trusted media landscape.



Mission

We regulate, support and develop a media landscape that underpins fundamental rights and fosters an open, democratic and pluralistic society.

Strategic Outcomes

Children

A media landscape that upholds the rights, wellbeing and development of children and their safe engagement with content

Democracy

A media landscape that supports democracy and democratic values, underpins civic discourse, and reduces the impact of disinformation

Trust

A media landscape that consumers can trust, and where they are protected from exploitation and fraud

Irish culture and media

A media landscape that is sustainable, pluralistic and participative, and that reflects and shapes who we are as society

Diversity and inclusion

A media landscape that promotes the values of justice, equality, diversity and inclusion

Public safety

A media landscape that strengthens public health and safety

Delivery Tools

Holding regulated entities to account

Playing a leading role in the European regulatory framework

Empowering and supporting the public

Supporting and developing the Irish media sector

Collaborating and cooperating for impact

Research and future focus

Delivery Enablers

Leadership and governance

People and organisation

Processes, systems and data

Communications

Sustainability



1. Introduction

1.1 About Coimisiún na Meán

Coimisiún na Meán ('An Coimisiún') was established in 2023 following the passage of the Online Safety and Media Regulation Act 2022 (OSMR Act) which amended the Broadcasting Act 2009, dissolved the Broadcasting Authority of Ireland (BAI), and established a new suite of regulatory functions for the new organisation.

In addition to undertaking the functions of the BAI as the regulator for broadcasting in Ireland, An Coimisiún is responsible for the regulatory framework for online safety, the regulation of broadcasting and audiovisual on-demand services, and for supporting and developing the media sector in Ireland.

An Coimisiún is deeply committed to promoting and upholding fundamental rights, ensuring that our media landscape contributes to an open, democratic society. Most notably, upholding the right to freedom of expression underpins all areas of our work.

Since An Coimisiún was established, the Minister has appointed all five Commissioners and the organisation has grown to approximately 200 staff. Our team is the most important enabler in delivering our Strategy and they have already undertaken an extensive programme of work. This three-year Strategy Statement sets out our plans for the years 2025, 2026 and 2027 and will be accompanied by annual work programmes that will provide detail on individual projects and work areas that will contribute to realising our strategic outcomes.

Overview of Coimisiún na Meán

Who we are

Coimisiún na Meán is Ireland's agency for developing and regulating a thriving, diverse, creative, safe and trusted media landscape.

What we do

We implement the regulatory regime for online safety.

We regulate broadcasters and video-on-demand providers.

We support the wider media sector.

What we don't do

Coimisiún na Meán is not a content moderator or censor. We do not prejudge editorial decisions made by media organisations.

We do not have powers to compel the immediate take-down of online content or to tell media organisations what they should or should not publish or broadcast.

How we are structured

We are an Executive Chair and four Commissioners leading a team of over 200 staff across different functional areas.

How we support

We support the development of high quality, accessible and inclusive content for Irish audiences that reflects and shapes Irish society.

We support the public, as content creators and consumers, in engaging with the media landscape, while protecting them from harm.



Our legislative mandate

Coimisiún na Meán was established further to the provisions of the Broadcasting and Other Media Regulation Acts 2009 and 2022.

We undertake the functions of the previous Broadcasting Authority of Ireland (BAI) regulating and supporting the development of media in Ireland and we enforce the Online Safety and Media Regulation Act 2022 (OSMR Act), the EU Digital Services Act (DSA) and the Terrorist Content Online Regulation (TCOR) in Ireland

Who we regulate

We regulate broadcasters, video-on-demand providers and online services whose EU presence is based in Ireland.

We regulate online services with over 45 million monthly users jointly with the European Commission.



1. Introduction (continued)

1.2 The media landscape in which we operate

Our focus is on the entire media landscape. This includes the content that is produced and consumed, the people who produce and consume it and the channels where content is available. All these elements of the media landscape are varied and fast-changing.

Today's media landscape includes a wide variety of **content**. There is content that educates, entertains, informs, serves social, professional or commercial purposes, advocates for political ideas, or serves other purposes. Items of content can take seconds to consume, or hours. Content can reflect local, national, European or global issues and interests. Content can be in English, Irish or other languages (or none). Content can be accurate or misleading, factual or fictional, thought-provoking or simply entertaining. Content can be safe for children or pose a risk to their safety or development. It can be lawful or unlawful. Different types of content have different potential to cause harm, and different potential to contribute to an open, democratic and pluralistic society.

Content is **produced** by a wide variety of participants in the media landscape. Professionally produced content remains of critical importance. However, much content is now produced by members of the public with different interests and different degrees of digital skills, as well as by organisations such as businesses, educational institutions, public bodies, and advocacy groups. The techniques used to produce content are fast evolving, with video and image editing tools and generative AI available both to professionals and members of the public.

Content is made available through a variety of **channels**. These range from traditional print and broadcast channels, through catalogues of podcasts and video on-demand, to online platforms and marketplaces. Some channels select or curate content and take editorial responsibility for it. Others provide a mechanism for sharing and publication of user-generated content. Some channels rely on users to search for content that they find interesting, others use recommender systems to promote content based on user profiling.

Content is **consumed** by a range of people from young children to adults of all ages. They consume content in their personal capacities and as employees and as members of organisations. They have different interests, different levels of media literacy, different preferences for the channels they use, and different vulnerabilities.

1.3 Our approach to regulation, development and support

We are tasked with regulating and developing the media landscape in Ireland. We do so in a way that is fair, proportionate, transparent, and consistent.

Our approach is rigorous, led by data and evidence. We uphold freedom of expression and regulate only as necessary in a democratic society in pursuit of legitimate objectives set out in law, such as upholding the rights and reputation of others, upholding children's rights, maintaining public safety, preventing disorder or crime, protecting health or morals, enabling free and fair participation in democratic processes, protecting national security, and maintaining the integrity of judicial processes.

In particular, we recognise the value of diversity of opinion, views and media channels for content that relates to democracy and civic discourse.

We have an extensive set of tools that we can employ in the execution of our mandate. These include:

Holding regulated entities to account:

We use direct regulatory tools such as codes and rules, licensing, supervision, enforcement and sanctions to hold regulated entities to account. In executing our regulatory role, we systematically focus our supervisory resources on regulated entities that may pose the highest levels of risk of harm. We prioritise policy development and implementation in areas which will best achieve desired outcomes, in line with this Strategy.

Playing a leading role in the European regulatory framework:

We participate in EU regulatory networks and collaborate with the EC and our counterparts in other Member States so that regulation is applied consistently and effectively for the benefit of people in Ireland and across the EU, irrespective of the Member State where a service provider is established.

Empowering and supporting the public:

We employ user support tools such as media literacy, education, outreach and complaint handling to educate and empower the public, as both creators and consumers of content.

1. Introduction (continued)

Supporting and developing the Irish media sector:

We use tools such as funding and sponsorship schemes, licensing of broadcasters, and overseeing the funding and commitments of Public Service Media (PSM) organisations, to support and develop the Irish media sector.

Collaborating and cooperating for impact:

We work with and through our partners in civil society, and establish out-of-court dispute settlement bodies, nominated bodies, trusted flaggers and vetted researchers to maximise our impact.

Research and future focus:

We use research and data to:

- enhance understanding of the media landscape and its impact on fundamental rights
- support evidence-based policy development, programme design and decision making to deliver positive outcomes
- inform ourselves and stakeholders on how best to serve the public interest.

2. Vision, Mission and Values



Vision

Our vision is for a thriving, diverse, creative, safe and trusted media landscape.



Mission

We regulate, support and develop a media landscape that underpins fundamental rights and fosters an open, democratic and pluralistic society.



2. Vision, Mission and Values (continued)

Our Values

Our values determine our culture and the standards to which we hold ourselves to account. They set out the behaviours we live on a day-to-day basis.

These values guide us in the execution of our mandate and in our engagement with the public, those we regulate and support, and in our interaction with colleagues.



Trust

We build and protect our reputation as a trusted regulator.

- Build credibility by demonstrating expertise and competence.
- Be consistent, proportionate, and fair in decisions and policies.
- Follow through on commitments and be reliable.
- Use clear and simple words when addressing stakeholder needs and concerns, rather than resorting to legal language and references.



Courage

We are not afraid to take risks and challenge the status quo to change the media landscape for the better.

- Be curious in our questions, think critically and challenge constructively.
- Embrace change by looking for better ways to do things and navigating ambiguity together.
- Assess risk and take informed decisions.



Impact

We maximise our impact by delivering results that make a positive difference.

- Be clear on the desired outcome we want for us and the public before choosing a course of action.
- Set clear goals, then measure and evaluate outcomes.
- Learn from failures, be honest and transparent about what has worked and what can be improved.



People Focused

We do our best work by valuing each other and our stakeholders and working together.

- Engage with stakeholders, listening in a respectful way to ensure the best outcomes for the public.
- Prioritise inclusion by being open to the value diversity brings, and ensuring our service is accessible to all.
- Support everyone to do their best work, by developing capability and protecting wellbeing



Independence

We are impartial, putting the best interests of the public at the centre of what we do.

- Be impartial by listening to stakeholders while remaining objective, and interrogating data.
- Be transparent and open, showing the rationale and evidence for decisions.
- Take ownership of decisions even in the face of criticism.



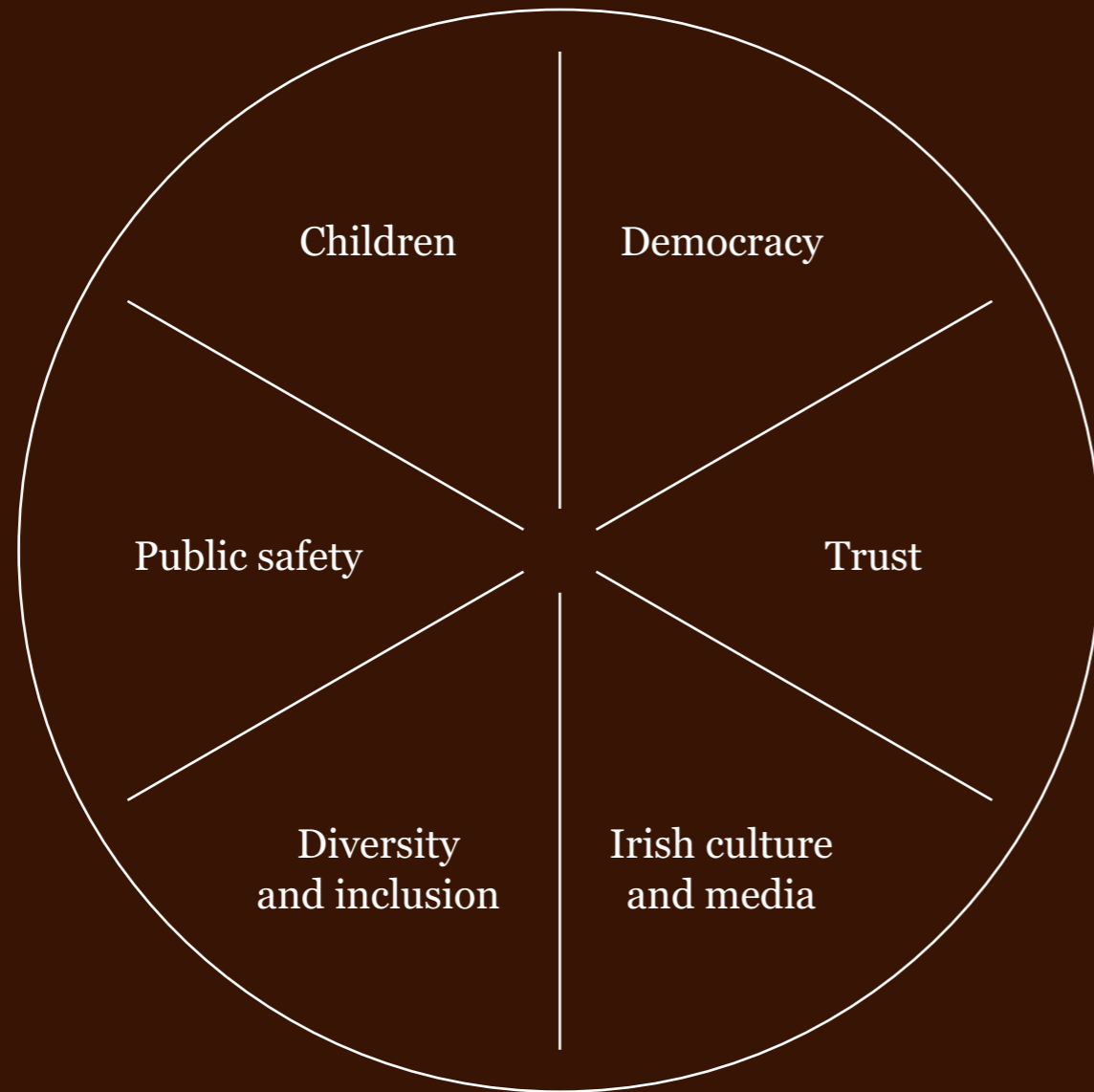
Integrity

We uphold the highest ethical standards.

- Act at all times in good faith and speak up to ensure our values are upheld.
- Be honest and open in all interactions.
- Always do the right thing and be transparent in what we do and how we do it.

3. Strategic Outcomes

In striving to realise our vision we will focus on six key outcomes for the media landscape, as set out here:



These outcomes are aspirational, we do not expect them to be achieved in full over the period of this Strategy Statement, but we do aim to make substantial progress towards them. We have chosen outcomes that reflect the importance of the media landscape in underpinning an open, democratic and pluralistic society. As such, the outcomes are not directly within our control. Rather, we will work with fellow regulators and use our delivery tools to influence participants in the media landscape so as to bring about change.

Children

A media landscape that upholds the rights, wellbeing and development of children and their safe engagement with content.

What does this look like:

- Content is available that is of social and cultural benefit to children, including readily accessible and more prominent Irish content developed for and by children.
- Children can access media content that supports their health, wellbeing, development and inclusion from a variety of sources.
- The rights and best interests of children are a primary consideration in the design, delivery and dissemination of media content.
- There is reduced exposure of children to content and conduct that is harmful to them.
- Changes in online platform behaviours reduce harms to children.
- Parents/guardians and children are better informed and confident in making safe media choices.

Democracy

A media landscape that supports democracy and democratic values, underpins civic discourse, and reduces the impact of disinformation.

What does this look like:

- People have agency to make free and informed choices about how to participate in civic discourse and how to exercise their democratic rights.
- Editorial independence and freedom of expression are protected, and a wide variety of political views are lawfully expressed.
- Participants in public life face scrutiny but are not discouraged by the prospect of unlawful threats or abuse and are aware of their rights within our remit and of how to exercise them.
- Participants in public life and the general public have confidence in the integrity of electoral processes.
- PSM organisations and other regulated providers are seen as trusted sources of content.
- There is public awareness of the need to defend democracy and its value, and of the impact of disinformation.

3. Strategic Outcomes (continued)

Trust

A media landscape that consumers can trust, and where they are protected from exploitation and fraud.

What does this look like:

- Platforms take swift action to address fraudulent content.
- There is public awareness of the risks of online fraud, exploitation and scams and of how to mitigate them.
- There is greater implementation of advertising controls supporting consumers in identifying advertorial and other commercial content.
- Details are provided by media organisations of all economic arrangements / payments made, transparently and in an easily accessible manner.

Irish culture and media

A media landscape that is sustainable, pluralistic and participative, and that reflects and shapes who we are as a society.

What does this look like:

- The Irish media sector is economically sustainable.
- The production sector is innovative and creative and reflects and delivers on the interests of Irish society.
- Content champions Irish culture, reflects the many facets and growing diversity of society, including the need for content that is accessible to all and that pays special attention to the Irish language, as well as to culturally niche audiences.
- The Irish media sector is accessible, inclusive, diverse and representative of contemporary Ireland.
- There is diversity of media ownership and plurality of production, distribution and delivery channels.
- PSM organisations produce content that is valued and consumed by Irish audiences.
- There is public awareness of the value of PSM organisations to Irish society.

Diversity and inclusion

A media landscape that promotes the values of justice, equality, diversity and inclusion.

What does this look like:

- People, in all their diversity, are enabled to express their lawful views and be their individual, authentic selves in all forms of media.
- Content that incites hate or violence on the grounds of protected characteristics, or which uses grossly offensive language to cause distress, is less prevalent.
- People can access and enjoy media content that caters for their diverse needs and interests.
- There is awareness among the public, as both creators and consumers of content, of the impact on others of hate, aggression, exclusion or othering, and of the importance of digital civility.

Public safety

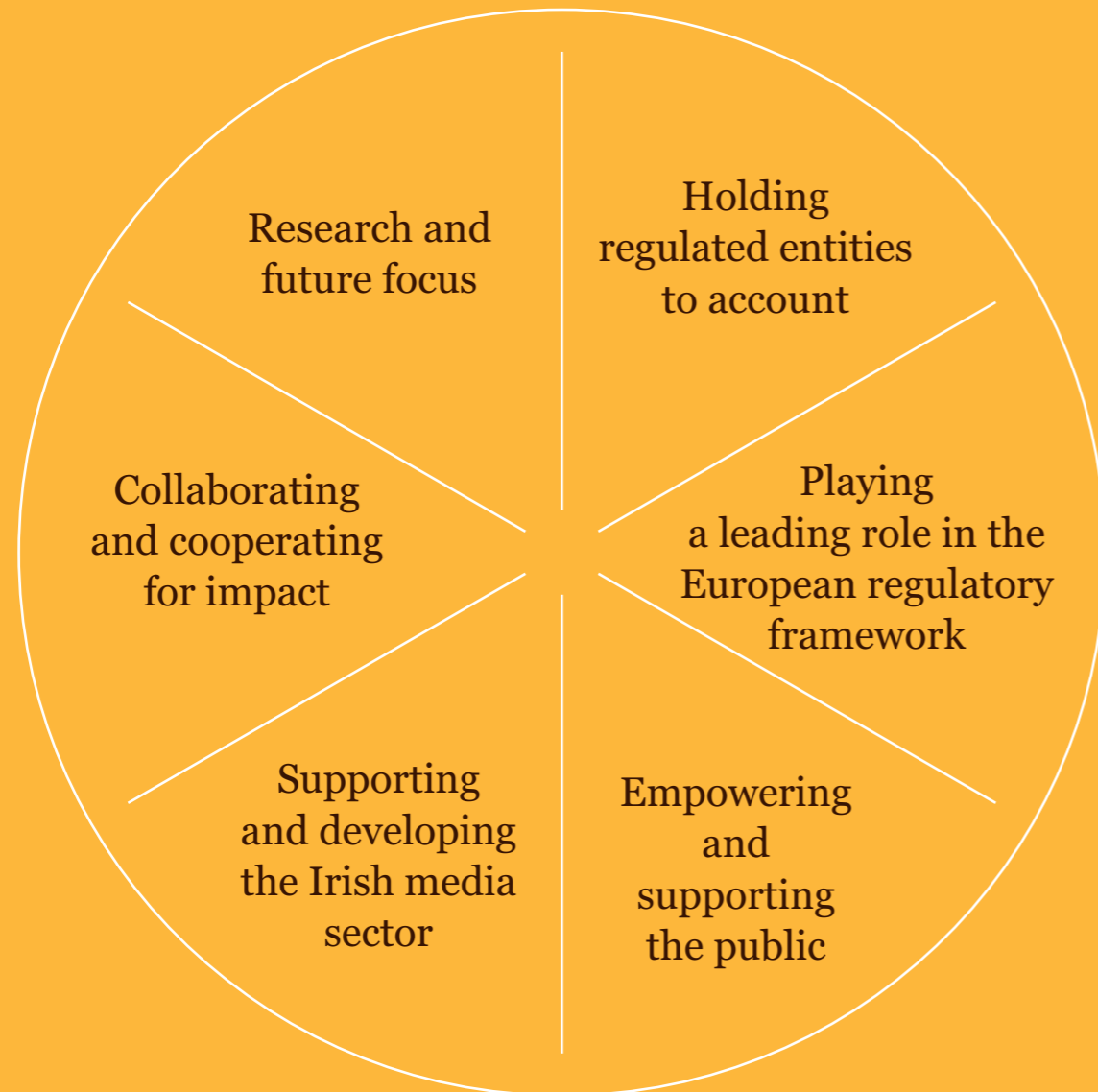
A media landscape that strengthens public health and safety.

What does this look like:

- People seek out, identify and consume content from trusted sources of information, contributing positively to public health and public safety.
- Platforms are more successful in identifying and removing terrorist content online (including in response to removal orders from competent authorities), reducing people's exposure to it.
- Content that unlawfully incites civil disorder is less prevalent and less impactful.

4. Delivery Tools

To support the realisation of our vision, we make use of six strategic delivery tools. These are:



Each delivery tool is of equal significance and will drive a series of actions that will be undertaken over the life of this Strategy Statement. Progress will be monitored and evaluated as set out in our implementation framework in Section 6.

The actions to be delivered under each delivery tool are set out below.

Holding regulated entities to account

Using our regulatory powers, we will ensure that media service providers comply with their regulatory obligations.

- We will periodically review codes and rules that relate to content and commercial communications impacting both broadcast and online audiences to ensure they reflect the changing media landscape and contribute to achieving our strategic outcomes.
- We will take a risk-based approach to supervising regulated entities and monitor their compliance with regulatory obligations, and will seek changes in behaviour where we have concerns.
- We will use our formal complaint-handling, supervision and investigative powers and take enforcement action when necessary to hold regulated entities to account.
- We will support regulated entities in complying with their obligations under legislation using a range of measures including codes and guidance, through consultation and ongoing engagement, and through communications and education programmes.

Playing a leading role in the European regulatory framework

We will play a leading role across the EU as a strong, courageous, independent and action-oriented regulator.

- We will participate actively at an EU level in the development and implementation of digital and media legislation, including in relation to the potential review of instruments such as the AVMS Directive, cooperating with the EC and our counterparts in other Member States.
- We will be at the forefront in Europe, recognised for the strength of our regulatory actions and the effectiveness, fairness and transparency of our approach.
- We will play a leading role in EU regulatory networks such as the European Digital Services Board and the European Board for Media Services, contributing actively to the implementation of media regulation and legislation.

4. Delivery Tools (continued)

Empowering and supporting the public

Through advisory, awareness-raising and educational activities, we will support enhanced media literacy and empower people to make informed media choices.

- We will fund and promote media literacy initiatives for individuals, communities, policy makers and institutions. These will focus on areas such as the role of Coimisiún na Meán, the rights of media content consumers, and how to recognise reliable and accurate content.
- We will provide users with advice and guidance on what to do when they see content they believe is illegal, harmful or in breach of the Online Safety Framework or the codes applying to broadcasters and Video-on-Demand (VOD) providers. This will include practical advice on how to effectively report content to online platforms or lodge a complaint with a broadcaster or VOD provider, as well as other steps users can take, such as engaging with nominated bodies, trusted flaggers or out-of-court dispute settlement bodies.
- We will establish mechanisms to assist users when there is an imminent risk of serious or widespread harm.
- We will consider complaints about alleged breaches of regulatory obligations and, through our platform supervision activities, analyse how the public make use of the reporting mechanisms.

Supporting and developing the Irish media sector

We will set out a vision for the future of the Irish media sector, providing the support required to ensure that it remains a strong, sustainable and independent voice in and for Irish society.

- We will consult widely to develop a view on the future role of PSM organisations and the wider media sector in creating and delivering the public service content that society needs. We will set out a vision for the future of the Irish media sector that:
 - encompasses the implementation of the remaining recommendations of the Future of Media Commission Report and the EU Media Freedom Act provisions
 - incorporates the development and implementation of a new oversight role for performance and funding of PSM organisations and
 - establishes a new PSM framework, reflecting and shaping who we are as a society, supporting media plurality, protecting media freedom and sustaining independent and impartial journalism.
- We will use our role in oversight of PSM to ensure that PSM organisations have appropriate mandates, strategies and public service commitments, and are funded appropriately.
- We will prepare a fresh broadcasting services strategy and review the conditions we include in broadcasting contracts so that the commercial broadcasting sector continues to innovate to meet the changing needs of society and support our desired outcomes.
- We will use our funding schemes and our role in overseeing PSM organisations and commercial and community broadcasters to support a thriving, diverse, creative, safe and trusted media sector.
- We will promote transparency in media ownership and use our powers in relation to licensing of commercial broadcasters and media ownership to protect the public interest in plurality of media.
- We will design, develop and implement new initiatives that stimulate the provision of high-quality media content in English and Irish, including journalism, news and current affairs, drama, animation, factual and entertainment content that is appropriately diverse, innovative, accessible, inclusive, and representative of contemporary Irish society.
- We will work with stakeholders to ensure our GEDI Strategy is implemented and that all voices are heard and represented in the media through strategies and initiatives that support accessibility, equality, diversity and inclusion.

4. Delivery Tools (continued)

Collaborating and cooperating for impact

We will work with and through a range of national and international stakeholders to ensure that our collective efforts support and enhance the delivery of our target outcomes.

- We will seek out strategic partnerships, collaborating with other regulators in Ireland and across the EU to coordinate and enhance our response mechanisms and ensure appropriate and timely action in addressing issues of concern. We will work with statutory bodies, including An Garda Síochána and An Coimisiún Toghcháin and with our fellow members of the Irish Digital Regulators Group (the CCPC, the Data Protection Commission and ComReg). Within the EU we will work with the EC and with Digital Services Coordinators and media regulators in other Member States.
- We will actively promote the development of an ecosystem that supports the delivery of our mandate including nominated bodies, vetted researchers, trusted flaggers, and out-of-court dispute settlement bodies.
- We will further develop our programme of engagement with public bodies, civil society groups, our Youth Advisory Committee, and self-regulatory organisations to ensure that we remain informed, and to harness our collective efforts in the realisation of the strategic outcomes in this Strategy Statement.
- We will work through domestic, regional and global fora on digital and media policies to ensure clarity and coherence across the system as approaches to policy and regulation evolve at national, European and global levels.

Research and future focus

We will monitor technology, content and other developments across the media landscape and provide research and insight to the public and policy makers to support informed decision making.

- We will conduct research, and enable research by vetted researchers, that promotes better understanding of how the media landscape affects:
 - the rights and best interests of children, including research on the impact of social media usage on society
 - democracy and civic discourse
 - the interests of consumers
 - digital civility
 - diversity and inclusion
 - the risk of public disorder and risks to public health.
- We will conduct research on audience needs and the extent to which they are being met, to inform our view of how best to develop the Irish media landscape.
- We will conduct research that provides a more detailed understanding of the issues related to our desired outcomes, and that informs our policies and strategies for achieving them.
- We will monitor emerging policy, research and technological developments, including those related to artificial intelligence, to advise and inform our approach to delivering our mandate.
- We will pursue strategic partnerships at national and international levels to share research, ideas and solutions and to undertake collaborative research and data sharing where appropriate.

5. Delivery Enablers

To support the realisation of our vision, we rely on five delivery enablers that will ensure we have an agile, effective and well-managed organisation that makes economic and efficient use of resources and adheres to high standards of corporate governance. These are:



The actions we will undertake under each, are set out here.

Leadership and governance

We will provide clear leadership and direction to our staff, the ecosystem in which we operate and our peer regulators, whilst ensuring that we establish and hold ourselves to the highest standards of governance and accountability.

- We will lead as one coherent Commission within our organisation and across the Irish and EU media landscape, communicating effectively and providing the direction necessary to deliver on our desired outcomes. We will cultivate strong, compassionate leadership at all levels, enabling leaders to guide change, inspire innovation, and foster a collaborative culture.
- We will develop our governance capability and systems in line with the needs and duties of a public body of our scale, and demonstrate high standards of governance through transparent decision making, robust systems, accountability and compliance with relevant legislative requirements.
- We will invest in financial and corporate governance systems, controls and processes, training our teams and applying good practice in risk management to all aspects of our work, ensuring we are operating to a high standard of compliance and within our risk appetite and that our approach to governance and risk evolves in line with the development of our organisation.
- We will expend the funds allocated to us by the exchequer and collected by means of levy in an efficient and effective fashion, ensuring we achieve value for money in delivering our strategic outcomes.

5. Delivery Enablers (continued)

People and organisation

We will develop a progressive, safe and welcoming environment that attracts and retains our talented and diverse staff, and supports investment in their continued development and advancement.

- We will attract, develop, and retain talented staff by creating a supportive, innovative and inclusive environment where individuals can thrive and contribute to achieving our strategic outcomes.
- We will ensure that our People Strategy is fully supported across the entire organisation, directly contributing to the delivery of our strategic outcomes. We will foster a culture of adaptability, continuous improvement and collective ownership, enabling our staff to drive and sustain meaningful progress.
- We will foster a values-driven culture, anchored in Trust, Impact, Independence, Courage, People Focus and Integrity, ensuring our people feel empowered and aligned with our vision and mission.
- We will optimise our organisational structure and foster effective cross-functional collaboration to enhance operational efficiency, innovation and effectiveness. We will develop, and where necessary redesign, our internal structures, ways of working and processes to support the advancement of our outcomes.
- We will listen actively to our people. We will promote health, wellbeing and inclusivity, ensuring all staff feel valued and supported, and creating a workplace that prioritises equality, diversity and employee voice.
- We will promote and encourage opportunities for our staff to engage with and participate in projects with local, regional, national and international experts or regulators in areas that support our target outcomes.

Processes, systems and data

We will invest in, build and operate robust and secure processes and systems, utilising best practice, data and research to inform our approach to operating to high standards of compliance and the delivery of our Strategy.

- We will invest in the development of management information systems and our data infrastructure to ensure the value of the data we capture is leveraged effectively to make evidence-based decisions and that our efforts are targeted to achieve the greatest impact.
- We will specify our approach to gathering, securing, recording, protecting and managing the data we collect from a wide range of sources to ensure that it is protected from external threats, ensures business continuity and supports the delivery of our mandate and target outcomes.
- We will streamline our processes to support the advancement of our outcomes in a consistent, transparent and organisation-centric manner.

Communications

We will prioritise clarity and consistency in our communications with internal and external stakeholders to support the delivery of the organisation's strategic outcomes. We recognise that effective communications can be a lever for our regulatory and developmental activities.

- Our approach to communications will focus on practically showcasing the work the organisation does to educate and inform our audiences. We will provide clarity on our remit, functions and powers and proactively communicate about the work we do to the greatest extent possible, aiming to minimise mismatched expectations about our role.
- We will ensure that our communication is clear, concise, and tailored to our various audiences. We will start from a position of understanding the audience we want to reach and the message we want to deliver, then use the right tactics and channels to achieve our target outcomes.
- We will work to ensure that our internal communications build an open and transparent organisation where every member of staff understands our vision and mission and feels a sense of ownership of our achievements.

Sustainability

We will put sustainability at the heart of how we manage and inhabit our physical space, how we use our scarce resources, and how we support the development of sustainable practices by those we regulate.

- We will ensure sustainable development is embedded in our approach to governance, leadership and operations, making sustainable practices a fundamental focus of the organisation and part of everyday life.
- We will ensure all programmes we support are rooted in sustainable practices and, through our funding, industry guidelines and promotional tools, encourage those operating in the Irish media landscape to prioritise environmental sustainability and mitigation of, and adaptation to, climate change.
- We will introduce a series of positive, practical measures that will support us on our green journey towards achieving a net zero carbon footprint.

6. Implementation Framework

We have developed a robust framework to support the implementation of this Strategy. Implementation will be led by the Commissioners, supported by the commitment, collaboration and engagement of all our people and teams across the organisation.

In implementing the Strategy, we will strive to strike an appropriate balance between the need for regulation and the need to uphold and balance fundamental rights. Our approach, therefore, will be both risk-based and rights-based.

Our risk-based focus will ensure the most efficient use of our resources by continually prioritising the areas of greatest risk and highest impact for Irish society.

Our rights-based approach will ensure we uphold and balance fundamental rights, including freedom of expression, the right to hold and manifest one's beliefs, the right to respect for private life, the right to equality and non-discrimination, the right to participate in free elections and the rights of the child. These rights are incorporated into the outcomes we seek to achieve and the actions we will take to achieve them. We are committed to upholding them in the way we perform our functions, including how we regulate and support the media sector, how we treat our staff and how we interact with members of the public and stakeholder groups.

As part of our implementation framework:

- On an annual basis we will prepare and publish an organisational work programme that will set out our priorities for the year, having regard to the strategic outcomes, delivery tools and enablers in this Strategy Statement.
- We will proactively monitor and assess progress in respect of this Strategy Statement. As this is our first Strategy, Year One will focus on establishing a number of qualitative and quantitative indicators that will be tracked and monitored over the life of the plan in line with our strategic outcomes. When we have more experience, we will be able to select the most appropriate performance indicators.
- We will make adjustments and adapt our plans if circumstances change, to ensure we remain on track towards the achievement of our desired outcomes.
- In our next Strategy Statement, we will report on the outcomes and effectiveness of this Strategy Statement, based on those indicators.

Appendix 1 List of Acronyms

AVMS Directive	Audiovisual Media Services Directive
BAI	Broadcasting Authority of Ireland
CCPC	Competition and Consumer Protection Commission
ComReg	Commission for Communications Regulation
DSA	EU Digital Services Act 2022
EU	European Union
GEDI	Gender, Equality, Diversity and Inclusion
OSMR Act	Online Safety and Media Regulation Act 2022
PSM	Public Service Media
TCOR	EU Terrorist Content Online Regulation 2024





Contact Us

Coimisiún na Meán
1 Shelbourne Buildings,
Shelbourne Road,
Dublin 4,
D04 NP20,
Ireland.
Email: info@cnam.ie
Website: www.cnam.ie