

The logo for EPRA (European Public Real Estate Association) is displayed in a bold, light blue, sans-serif font. The letters are slightly shadowed, giving them a three-dimensional appearance against the dark blue background.

EPRA

3-Year
Organisational Strategy
2017-2019

Yerevan, 19-21 October, 2016

Why have a Strategy?

- Sets the direction and scope of our work for the period 2017-2019
- Useful in conditions of uncertainty
- Helps us to stay relevant

Why a Strategy for EPRA *now*?

Offers the opportunity for EPRA to:

- Reaffirm our core purpose and delineate our role and relevance going forward
- Provide clarity on our direction and priorities
- Be responsive and agile to changes in a dynamic and evolving external environment
- Articulate the challenges for our members and for our organisation over the next three years

Draft Strategy May-October 2016

- Draft Strategy presented in Barcelona, May 2016
- Consultation with Members and Other Stakeholders June 2016
- Outcomes of consultation considered by EPRA Executive Board in July 2016
- Final Draft Strategy issued in September 2016
- Yerevan Plenary October 2016: approval sought

Responses to Consultation

- Total of 25 Responses
- 19 EPRA Members
- 6 Other Interested Stakeholders

Outcomes of Consultation

- Engagement of respondents very evident
- Quality of submissions was very high
- Strongly supportive of timeliness of initiative
- Strong support on Vision, Mission and Values
- Suggestions mainly “fine-tuning” in nature
- Most comments on EPRA’s Goals and Objectives

About EPRA

- Sharing best practice and experience a key strength
- Research, expertise and knowledge transfer also key, particularly re emerging and complex topics
- Independent, non-political and impartial character of EPRA is critically important
- Varied views on enlargement of EPRA Membership

EPRA's Relationships with Others

- EU and non-EU Membership and relationships: should emphasise why important and how this makes a difference
- EPRA-ERGA: calls to address this relationship more explicitly
- Highlight other Relationships: Commission, CoE, EAO, other regulatory networks
- Support for continuing Representation Activities

Amendments to June Draft

- Draft circulated on *September 23rd* reflects amendments proposed
- No radical changes
- *Background, Context and Challenges* reflects some additional points of emphasis esp. in relationships with key stakeholders
- Minor changes to *Vision, Mission* and *Values*
- *Goals* and *Objectives* streamlined
- Additional sections on *Commitment to Performance Assessment* and *Strategy Review*

Vision (as amended)

- The European Platform of Regulatory Authorities (EPRA) promotes freedom of expression as well as a culturally diverse, sustainable and pluralistic media environment through its support for independent, professional and effective regulation of the audiovisual media.

Mission (as amended)

- EPRA provides an independent and transparent forum for audiovisual regulators to share relevant information, best practice, experience and expertise. It explores innovative means of regulating and analysing the audiovisual sector and sharing that with a wider audience of stakeholders.

EPRA Values (as amended)

- **Independent** – non-political and impartial
- **Informal** – safe discourse and sense of community amongst our members
- **Transparent and Accountable** in our processes and procedures
- **Expert, Informed and Learning Organisation**
- **Collaborative** – builds strong external and internal links, and stays connected

Overarching Strategic Goal

- To provide EPRA members with appropriate tools to increase their understanding of the changing nature of regulation by giving keys to better grasp the complexity of the new media environment and, thus, to remain future-focussed and responsive to change.

Strategic Goals 2017-2019

1. Continue to serve our Members by:
 - (a) Being an informed and relevant source for our membership
 - (b) Growing the participation and involvement of members
2. Strengthen EPRA's support structures
3. Communicate and Participate – actively engage to share learning and expertise

Strategy Commitments

- EPRA commits to:
 - Assessing implementation of the Strategy
 - Reviewing if appropriate
 - Measuring its performance

Next Steps

- Now seeking formal ratification of the Strategy
- Publication on EPRA Website and dissemination
- Three-year EPRA Work Programme to be developed to give effect to the Strategic Objectives