



## Audiovisual content regulation that empowers citizens and promotes plurality



### To deliver this vision IFCO will:



### The core values that underpin all IFCO activities and are the foundation of its organisational culture are as follows:



**Accountability**  
for our decisions, processes, governance and use of resources



**Responsive**  
to the evolving views and needs of all our stakeholders



**Learning**  
as an organisation and in our engagement with stakeholders



**Independent**  
in our deliberations and decisions



## Strategic Theme 2 Resource Effectiveness and Excellence in Governance

Strategic Objective	Action	KPI	Target	2025 Report
<b>Maintain strong financial and governance oversight and management.</b>	Implement robust financial management and reporting procedures in co-operation with relevant Departmental shared functions.	Annual income and expenditure with reference to agreed targets. Outcomes of internal audits and other financial reviews. Scheduled review of financial controls.	Maintain income at or above annually agreed targets. Maintain expenditure at or below agreed annual allocation. Implement any recommendations from internal audits reports and Annual Review of Financial Controls within agreed timeframes.	Assessed based on targets in annual Performance Delivery Agreements. Targets achieved in 2023, 2024 and 2025. All internal audit recommendations implemented by end 2025.
	Engage with the Department to ensure that the Annual Performance Delivery Agreement (PDA) is agreed and reviewed in a timely manner.	PDA is developed and agreed within specified timeframes.	PDA reviewed and agreed in Q1 annually.	Achieved for each year, 2023, 2024 and 2025.
	Engage with the Department in delivering a Periodic Critical Review (PCR) of IFCO.	Information and analysis in support of the PCR are provided to the Department in a timely manner.	Engage with the Department in delivering a Periodic Critical Review (PCR) of IFCO commencing in 2023.	PCR Report published in September 2025.
<b>Model high standards in governance and organisational responsibility practices.</b>	Publish and review a new Strategy Statement every 3 years and report on delivery annually in the Annual Report.	Strategy Statement is developed in consultation with stakeholders and published on IFCO website. Annual Report includes review of delivery against Strategy Statement.	New Strategy Statement in place by Q3 2023. Annual Report is published in Q2 each year.	Completed in 2023. Achieved for each year, 2023, 2024 and 2025.
	Ensure compliance with the Code of Practice for Governance of State Bodies 2016.	Reports on compliance with the Code.	Full compliance with the Code.	Compliance detailed in Annual Report each year. PCR Report stated full compliance.
	Provide Secretariat and other relevant supports/inputs for Film Classification Appeals Board, Censorship of Publications Board and Censorship of Publications Appeals Board.	All boards operate effectively. The provision of any required input to support the development and implementation of proposals on the future of the publications Boards being brought to Government by the Department of Justice in 2023 (Action 62 of the Justice Plan 2023).	Secretariat support provided as required within agreed timeframes. Provision of support to the Boards and the Department of Justice.	Completed.
	Promote an innovative and working environment that supports and develops staff.	Staff satisfaction.	Staff satisfaction with working environment and support remains over 80%.	Staff satisfaction over 80% as measured as measured through an independent research in Q4 2025.
<b>Engage with and support other relevant public policy initiatives e.g. Public Sector Climate Action Mandate.</b>	Climate Action initiatives and targets to be included in PDA.	Initiatives are included in and reported on in PDA and Annual Reports.	Delivery on initiatives in PDA.	Climate Action Plan developed and implemented. Progress reported in Annual Report 2023, 2024 and 2025.

## Strategic Theme 1 Quality Service

Strategic Objective	Action	KPI	Target	2025 Report
<b>Provide trusted and timely classifications and advice.</b>	View and certify content in accordance with the legislation and published Classification Guidelines.	Number of certifications issued for cinema release and Home Entertainment.	Increase the volume of cinema certificates issued by 20% from 2022 levels. Maintain Home Entertainment classifications at 2022 levels.	Cinema Certificates in 2025 up over 25% on 2022 levels. Home Entertainment classifications in 2025 down over 60% on 2022 levels due to decrease in submissions for physical release.
	Maintain a high level of stakeholder confidence in classifications and advice.	Number of successful appeals and number of audience complaints that result in updated advice.	Successful appeals are less than 1% of all classifications and the number of audience complaints that result in updated advice is less than 1%.	Appeals and complaints targets achieved. Stakeholder confidence over 90% as measured through an independent stakeholder survey Q4 2025.
	Ensure that Classification Guidelines reflect current community standards.	Revised Classification Guidelines with reference to outcomes of 2021 research and stakeholder feedback are published.	Final version of new Classification Guidelines published in Q1 2024.	Completed in June 2025.
<b>Provide quality service for business customers that supports a vibrant sector and a diversity of content.</b>	Ensure that current processes and timeframes for classification decisions are clear to distributors.	Distributor satisfaction with process and timeframes for the submission and review of material.	Over 95% of classification decisions are provided within agreed timeframes.	95% target achieved. Distributor confidence over 90% as measured through an independent stakeholder survey Q4 2025.
	Implement process enhancements in consultation with stakeholders. Explore options for an IT system that will replace Lotus Notes for managing the classification process.	Conclusion of process review and implementation of changes. Agree options for new IT system.	Process review to be concluded by Q1 2024. Process improvements implemented by end 2024. Options for a new online system by end 2025.	Review complete. Revised IT solutions being discussed with Department of Culture Communications and Sport (DCCS) with deliverables under Strategy Statement 2026-2028.
	Ensure that the classification fee structure is fit for purpose.	Review of fee structure based on sectoral consultation is presented to the Department for consideration with a clear case for any proposed changes to the Statutory Instrument.	Present fee review report to the Department by Q1 2024. Agree timeframe for implementation of any agreed legislative changes by end 2024.	Review included in Periodic Critical Review (PCR) Report 2025. Next steps to be considered with DCCS under new Strategy Statement 2026-2028.
	Continue to process video retail licence applications.	Number of video retail licence applications processed annually.	Maintain number of licences at 50% of 2022 level.	Video licences in 2025 over 50% of 2022 levels.
	Review current structure and approach to video retail licences.	Review of current approach to licensing complete by Q2 2024.	Present report and recommendations on licensing to the Department by Q2 2024. Agree timeframe for implementation of any agreed legislative changes by end 2024.	Review included in 2025 PCR Report. Next steps to be considered with DCCS under new Strategy Statement 2026-2028.

## Strategic Theme 3 Communication and Engagement

Strategic Objective	Action	KPI	Target	2025 Report
<b>Promote the role and contribution of the Office.</b>	Enhance the structure and content of the IFCO website to increase accessibility and audience engagement.	Complete a review of the content and structure of the IFCO website. Implement a plan to enhance the website.	Review to be completed by Q1 2024. Costed development plan by end 2024. Plan implemented by end 2025.	Delayed due to staff resources. Instagram plan developed and will be implemented in 2026.
	Develop a programme of activities to mark the centenary of the office.	Programme of activities developed, implemented and reviewed.	Programme developed by end Q2 2023. Programme implemented by end Q4 2023.	New logo, events and landmark documentary completed. Details in Annual Reports 2023, 2024 and 2025
	Develop and implement a programme of engagement with young audiences.	Programme of activities developed, implemented and reviewed.	Programme developed by end 2023. Programme implemented in 2024 and 2025.	Over 25 classification workshops with younger audiences 2023-2025. Cinema competition in 2023. Plain English Classification Guidelines published in 2025. Research partnership with Ombudsman for Children's Office.
	Programme of engagement with major film festivals to support delivery of this strategy.	Programme of activities developed, implemented and reviewed.	Programme developed by end 2023. Programme implemented in 2024 and 2025.	Engagement with Dublin International Film Festival, Cork International Film Festival, Galway Film Fleadh, Fresh Film Festival Limerick, Gaze Film Festival, Kerry Film Festival, Leitrim Film Festival and The French Film Festival. Details in Annual Reports 2023, 2024 and 2025.
<b>Contribute to policy debates and practical initiatives that support the delivery of this strategy.</b>	Old film classification records to be preserved and transferred to the National Archives.	Records to be evaluated and a plan for the transfer of records to be developed and implemented.	Plan developed by end 2023 and implemented by end 2025.	Largely completed by end 2025. Completion delayed due to available staff resources.
	Implement a programme of activities with a particular focus on collaborations with relevant partners.	Research and other activities support the delivery of the strategy and support broader national policy objectives including responding to climate change and increasing diversity equality and inclusion.	5 such activities will be implemented by the end of 2025.	Engagement with Coimisiún na Meán, Ombudsman for Children's Office, Screen Ireland, The Arts Council and International Classification bodies including British Board of Film Classification and Pan European Games Information. Greater press engagement reported in Annual Report 2023, 2024 and 2025.
	Contribute to policy debates in a variety of fora.	IFCO is viewed as an authoritative voice in relevant discussions.	The majority of stakeholders view IFCO as an authoritative voice based on research.	Audience research reports published in 2023 and 2025. Independent stakeholder research in Q4 2025 indicates that more work needs to be done in this area. This is included in Strategy Statement 2026-2028.

