

RTÉ Executive Board

Date: Tuesday 15 January 2019

Present: Dee Forbes(Chair), Jim Jennings, Breda O'Keeffe, Eimear Cusack,
Adrian Lynch, Rory Coveney, Jon Williams, Richard Waghorn,
Geraldine O'Leary

In attendance: 

1. Presentation by [REDACTED] **Corporate and Consumer Events 2019**

The DG invited Joe to present and given an overview re: **Corporate and Consumer Events 2019**, and what is being planned. This is a chance for discussion and input from the Executive Board. RTÉ Supporting the Arts supports 130 events across the country. There has been an 30% increase and it is a very active scheme and gives prime position across Radio, TV, Digital. This covers ads, events, programmes, pop-ups and merchandise. Last year Allianz Business to Arts named RTÉ as one of Ireland's leading Culture Sponsor. Covering from 2Fm presence at festivals from Electric Picnic to Longitude, RTÉ Concert Orchestra events. Raidio na Gaeltachta's presence at Oireachtas na Samhna Killarney where there were 15,000 people and Fleadh Ceoil in Drogheda where you had 500,000 people in attendance. Hundreds of Outside Broadcasts throughout the year.

A discussion was had about whether we are supporting the right events, which events we would like to supersize and those where we are not necessarily getting the most out of. Also the possibility of creating our own event, which we RTÉ would own.

Actions:

- Look at the Ploughing Championships – Editorially what is working and not. JJ to take ownership of this and work with JW and AL .
- An RTÉ owned event.
- Supersizing smaller 2fm Events.

4 & **Marketing Plans & Structure 2019 & Team Design** [REDACTED] attended the

5 Executive Meeting and presented the Marketing Plans & Structure 2019 and her Team Design. A lengthy pre-read document had been circulated regarding this. There were 13 key themes following a long consultation period which were outlined the in Executive Summary. Aim to receive approval to prioritise TV and 2fm for marketing and communications and the sign off on the 5 Big Marketing & Communications Bets. Nora

presented plans for a new approach to Marketing and Communications. 3 Year Brand, Marketing and Communications Strategy. Top 3 Objectives for 2019 and the 2019 Marketing and Communications Plans. DF and Executive Board members noted the huge work that has gone into this and the fact that we would like to get the organisation behind to support – well done to [REDACTED]. Key is the introduction of critical new roles within the areas: 3 roles in particular. There was an in-depth conversation around these roles, given the current climate. BOK asked that these roles be validated with regard to finances, factoring in VEP, budgets and headcount..

Action:

NT and AL to meet with FOS around the finance. More work put into the roadmap, proposal and finance and to revert to Executive Board next week for final decision.

2. **Approval of Minutes of Tuesday 4th December**

The Minutes of Tuesday 4th December were approved.

3. **Reports:**

Commercial – GOL updated the Executive Board on Commercial. The Commercial deficit figure for 2018, is less than €3.1m less than what we thought would be €3.8-€4.2M. We ended up in line with previous year trading. BOK noted well done to GOL and the Team for the work put in to Commercial. Group M reporting that the Radio industry was down 6% in 2018. Commercial Team don't agree with this figure.

Confident to make spot revenue, radio and TV this month. February looks ok €1M to go for TV. [REDACTED] deal nearly signed.

Will look into an RTÉ/IBI event round Radio to promote the medium and power of Radio. Maybe discuss with IBI.

Content – JJ reported that it was a busy Christmas across the board. Good offerings from RTÉ. The NYE Concert went well, with funding from Fáilte Ireland. The recent

announcement with regard to the GAA Club Championships was very positive and well done to [REDACTED]. We also have the rights for the Women's World Cup Soccer. New Chief Conductor of the National Symphony Orchestra to be announced tomorrow.

JW reported that the relaunch of Studio 3 has been put back by 1 week. As we wanted to differentiate the look between the Six One News and the Nine O'Clock news and didn't want this to look like a repeat.

ACM

AL reported that he will have the exact RTÉ Player figures for Christmas next week, but up by 20%. Love Hate is in the No. 1/2 Slot as is Bachelors Walk. Getting the Brand lab going and how to scale up. First six days of 2019 were poor TV, next seven days good. Episode 1 of DWTS down 60,000. Operation Transformation really good share and going with 1 hour as opposed to 2 x 30 mins worked much better. The Op Trans is a



We need to look at plans for World Cup Rugby/ the launch and how to build on what we have/engagement. [REDACTED]

[REDACTED] JJ to talk to [REDACTED] re: same. Also to look at the National league matches and do a big promotion around this.

Action: DF to talk directly to AOL to arrange a meeting between RTÉ and Vodafone.

One RTÉ

EC reported that the Contractor Review is still ongoing. Talking to people. Plan to start with discussions, and have a couple of groups closed off by end Jan. There will be

training provided and starts next Monday incorporating Contracts and TOR for CDG. BOK reported that a large piece of work on the process, how it will be managed for Revenue was done on the Contractors piece, with the assistance of KPMG. An information piece. Also BOK mentioned the fact that the payments going forward will operate real time. Revenue will have full insight into payroll and staff. Finance working on this. Only those compliant and with Tax Clearance Certs will be able to get a contract. BOK asked that the Executive Board please give this message to all their Managers and in turn Line Managers and those who hire please inform their staff. Communication is key here.

Finance

BOK reported that year end 2018 Commercial was in a better place than we had hoped and €900k better regarding Licence fee. The Eversheds/Contractors piece needs to be included in budget but will need to quantify this and factor in risk and possible litigation. Working on a letter BOK and EC regarding the Contractor Review to update Public Accounts Committee.

Operations:

RW met with the 4 Operations Managers. Will have a Priority list for next week.

6. Approvals –

CDG

- CDG Report – 15 Hire Applications, 14 Agreed, 1 not Agreed. 3 Renewal Applications, 1 Agreed, 2 Not Agreed. 5 Independents, 5 Agreed.
- Revised Terms of Reference – New Terms of Reference drawn up for the CDG, this was approved by the Executive Board.

A196

- Stage 1 A196 Upgrade of Studio 5 business case – approved by the Executive Board in principle for procurement.

- Stage 1 A196 + business case Consolidation of post production estate - approved by the Executive Board in principle for procurement.
 - A196s for camera renewal- Approved by Executive Board.
7. **Review of Actions** – not discussed due to time constraints.
8. **AOB:**
- DF, JJ and JW before the Climate Change Committee on Wednesday @ 2pm, along with Met Eireann.
 - RTÉ + 1 Channels for RTÉ 1 + 2 have been approved.
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9. **Confirm Actions Arising** – not discussed due to time constraints.

Next Meeting is Tuesday 22 January 2019, Top Floor Boardroom, Stage 7

RTÉ Executive Board

Date: Tuesday 22 January 2019

Present: Dee Forbes (Chair), Jim Jennings, Breda O'Keeffe, Eimear Cusack, Adrian Lynch, Rory Coveney, Jon Williams, Richard Waghorn, Geraldine O'Leary.

In attendance: [REDACTED] Mediatique, [REDACTED]

1. Presentation by [REDACTED] Mediatique 'Valuing the distribution of RTÉ Services on platforms' [REDACTED]/Mediatique had been asked to assess the RTÉ's approach used in negotiation of carriage fees paid by the main platforms for the provision of the revamped RTÉ Player and other functionalities. This work is prior to entering a new wave of negotiations.

Looked at what value does RTÉ bring, how to update thinking, and what is the value of other tradable data worth across platforms. [REDACTED] gave insight into the methodology developed by Mediatique which has been used to inform the negotiations between commercial PSBs and Virgin Media in the UK, contextualizing value: the value of the service and the value of not having the service. The work was structured around five main streams which [REDACTED] addressed. Some research was undertaken by Ipsos MRBI on behalf of RTÉ and [REDACTED] went through those findings, looked at various scenarios and Mediatiques offered analysis and advice going forward. [REDACTED] presented part 2, 'Reframing the Relationship between RTÉ and Virgin Media. Presenting RTÉ's Distribution Strategy: Connecting, How, When, Where. Looked at Distribution Strategy and priorities, Market Dynamics, Virgin Media Context, RTÉ's approach to new deal and the Next steps. [REDACTED] presented information on the relationship between RTÉ and Virgin, a suggested approach on how the relationship between RTÉ and Virgin needs to be reset – going in to the negotiation of the contract, a new negotiation strategy for the new deal outlining objectives, concessions, settlement options and alternatives. [REDACTED] went through the timeline for this negotiation, the team involved and the steps involved. The Executive Board fully supported the plan [REDACTED] has in place for the negotiation of the deal and wished her the best with this.

2. **Marketing Plans & Structure 2019 & Team Design:** [REDACTED] returned to the Executive Board for sign off/approval of the extra staff required for Marketing area. NT and AL met with [REDACTED] during the week to validate the budget and headcount. NT went through the plan to cover the cost of these positions and with some restructuring and absorbing some of the costs in marketing budget this would be budget neutral. NT was given

approval for the hire of 2 new roles i) Creative Director and ii) Multimedia Designer. NT and EC to discuss final costs. An SEO Search person needs to be given more thought, perhaps it is an option to Commission someone in to do the job.

Action: AL & NT to come back to the Executive Board with a plan for SEO role.

3. **Approval of Minutes of Tuesday 15th January**

The Minutes of Tuesday 15th January were approved.

4. **Reports:**

One RTÉ: People Strategy.

EC gave a presentation on People Strategy 2018 – 2022 which outlined the plans, how they are and have been implemented to date and future plans, the Five Leading the Way initiatives. Enabling the People Strategy & Other Initiatives. A lot of great work has been done along the way, some examples: the Change Leadership team fed into Leadership Development, the Learning and Development area, plans for internship, new Head of Diversity & Inclusion, New Employee handbook coming in the weeks ahead. Plans to make wellness central a day to day approach. How better we can utilize the Employee Assistance Programme. A lot of work has been done on the Contractors piece with Eversheds. Training for Managers to start next week with regard to the new Contracting policy. BOK noted that a lot of work has been done on the Contractors Report/Review and noted that if EC needed more support in the coming weeks to please ask as we may need to bring more expertise in when needed.

PDS and Increments:

EC brought up the subject of PDS and Increments. Discussions were started with MA & TUG regarding same, this is a lengthy process. EC to meet again with MA regarding these topics. The Executive Board discussed this at length. PDS to be tackled first as this is linked to business and is frozen at the moment as things stand.

NSO VEP's there were 10 applications. Detailed analysis being done. Decision should be made by end of Season in July, to plan for the new Season in September.

VEP next phase. This needs to be discussed in the next few weeks. More work needs to be done here in each of the areas. Each Division to think about their own areas again and potential releases and phasing of such.

Action: The Executive Board members to come back to the Executive Board on the last Tuesday in February (26.02.19) with VEP options, having taken all factors into consideration from Contractors to business demand and exposure etc. A Map of each area to be worked on, managed by EC.

Action: DF, EC & BOK to meet to discuss the new Contracting laws and the plans around this and how it will be communicated.

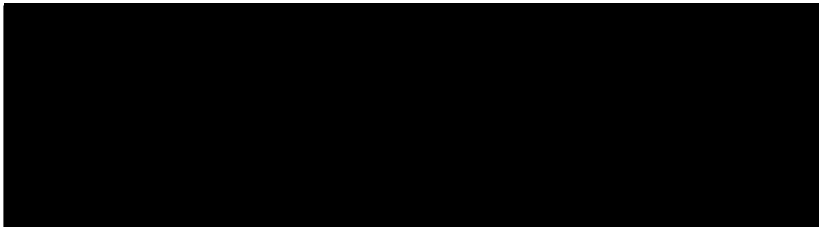
Entertainment - RC noted that the Entertainment Area need to be looked at carefully, managed, mapped out, look at duplication. What is RTÉ's Entertainment Strategy, what do we do, where is the gap.

Actions: i) JW to ask [REDACTED] to meet and analyse Entertainment. ii) AL to look at what Entertainment we need for less cost. The analysis piece needs to be done first. iii) EC to write the Entertainment plan up.

Finance:

BOK noted that the Refinance plan was being brought before the RTÉ Board this coming Thursday 24th January. The Department have notified us that they do not need to give approval for this. Our 2018 deficit is now running at €9.3m end of year, not €9.9m.

Operations:



5. **Review of Actions** – not discussed due to time constraints.
6. **AOB:**
 - No meeting next Tuesday 29th January due to meetings in Cork and several Executive members being out of the office.
 - DG & Acting Chair, Shane Naughton, to meet with Minister Pascal Donohoe and Minister Bruton on Wednesday 30th January.
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7. **Confirm Actions Arising** – not discussed due to time constraints.

Next Meeting Tuesday 5 February 2019, Top Floor Boardroom, Stage 7

RTÉ Executive Board

Date: Tuesday 5 February 2019

Present: Dee Forbes(Chair), Jim Jennings, Breda O'Keeffe, Eimear Cusack, Adrian Lynch, Rory Coveney, Richard Waghorn, Geraldine O'Leary.

Apologies: Jon Williams

In attendance: [REDACTED] Eversheds

1. **Approval of Minutes of Tuesday 22nd January**

The Minutes of Tuesday 22nd January were approved.

2. **Reports:**

Commercial:

GOL gave an update on Commercial. TV down slightly YOY, Radio also slightly behind but hopeful of making budget. Some work needs to be done on PIC, especially with regard to the [REDACTED]. This is worth a lot of money each year so we need to get this right. There is an opportunity to work into this and get it right.

Action: GOL & JJ to meet regarding PIC and put a group together to work on this.

Agencies are reporting that spend in the [REDACTED] is down considerably, and that the probability that the food (in particular) is Brexit related.

Action: RC suggested that the Department (Communications, Climate Action and the Environment) be briefed regarding this. GOL to prepare a document on this.

Need to look at SOR Sponsorship again and pursue this. The Player is up slightly. Meeting Group M with regard to sponsorship of Pop Up Channels.

Need to look at Pop Up Channels and how we can do this differently, bespoke,

content driven by Sponsors. Current reiteration taking 16 weeks, planning ahead of 4 months. This needs more thought. RW suggested a Player bespoke programme package. The right model needs to be found. RW happy to be involved with the player & commercial group involved for pop-up channel.

Action: GOL, AL & RW to meet around Pop up Channel options prior to meeting Group M

ACM:

AL reported that the Player is up 44% YOY, 20% around Box Sets. VOD is up. Team working through bugs on the system at the moment, this is a 12 week process. Experiencing problems around the Ads in particular. DF suggested that perhaps Comms might need to be involved in communication around this. Very good product and very successful, but need to look at the [REDACTED].

Action: AL to give an update on Player next week at Executive Board.

[REDACTED] to attend next week's Executive Board and demonstrate new Software being used for data. Plan on making some small Schedule changes on RTÉ2 around the 4/5pm slot. DWTS steady enough. There is a 12 month plan for Fair City, with the new set some opportunity for some changes. Storylines need to be looked – opportunity for growth. GAA went very well at the weekend.

3. [REDACTED] from Eversheds were in attendance to lead discussion around: **The Status of an employee/freelancer:** This session was to talk through with Executive Board Members what work is being done and examples of the training being given to the Managers, which is ongoing.

4. **Longwave Future plans** – RC had submitted a document worked on by a group (JJ, JPC, PW, RW, 2RN & R) who have been working on a solution regarding Longwave. A conversation was had regarding this matter. Given the current climate and Brexit, we will need to maintain the service going forward. Various options were looked at including a Digital Licence in the UK, getting the licence through BBCNI, this will take time and will be very expensive. DF & RC meeting with DFA to look at options. Repair work will have to be done to the Mast in 3 months, which will mean a 2 month break.

Action: BOK and RW to talk to 2RN to ask if they will take the cost of repair of Mast.

Current thinking that service is to be maintained going forward for 2 years.

6. **AOB:**

- **Strategy:** Strategic Prioritisation framework being looked at. Because of current financial situation need to look at the business model and how it needs to be changed accordingly. RC & GB to meet with each of the Executive Board Members in the coming days to discuss options. A Strategy Session will take place with the RTÉ Board on May 30th of this year and the Executive Board will attend.
- EC advised that a further update (from the session at Bite on 28th November) with the Managers should be arranged. 2 Workshop Sessions with different Leaders and some members of the Executive Board, keep communication and engagement ongoing.
Action: EC to talk to NOG re: framework.
- **Finance:** BOK advised that there was a meeting coming up with Cairn Homes regarding future noise and disturbance around building work. Re-finance of €60M done. 2018 final results will be at Executive Board next week. BOK instigated a conversation around Annual Leave and how to manage.

- **Executive Board Away Days:** Suggested date April 2nd, travelling afternoon of April 1st. Decision was made to go to Cork and arrange meetings with RTE Cork office.

7 **Confirm Actions Arising** – not discussed due to time constraints.

Next Meeting Tuesday 12 February 2019, Top Floor Boardroom, Stage 7

RTÉ Executive Board

Date: Tuesday 12 February 2019

Present: Dee Forbes(Chair), Jim Jennings, Breda O’Keeffe, Eimear Cusack, Adrian Lynch, Rory Coveney, Jon Williams, Richard Waghorn, Geraldine O’Leary.

In attendance: [REDACTED]

1. **Audience Insights**

[REDACTED] gave a review of last year across TV, Player, Radio and recent JNLR results. 2018 Share, grew adults 15 – 34 and 25 -44. 16 RTÉ Programmes appeared in the top 20 2018. Grew RTÉ 2fm , RTÉ Radio 1 – steady.

RTÉ Player increased by 300,000, frequency 50 points, Increased users by 300k. Frequency grew by 5 points. Grew streams by 24%. Time spent +2 mins. Awareness decreased by 2 points RTE.ie. Grew uniques by 300k. Grew page views by 7.4 million RTÉ News Now App, grew page views by 10 million. [REDACTED] provided some B&A research results for the Player, covering ‘Ever use’, ‘Weekly + User demographic’, Monthly playcount per visitor & Player Exclusive Content. RTÉ Player Streams - 2018 Average of ~5.3m streams per month, up 22% vs. 2017. Unique Visitors: 2018 Average of 1.35m, down 11% vs. 2017. Player Exclusive Content, Love/Hate, 488, 897 Streams - which accounted for [REDACTED] of all Player Exclusive content watched since Dec 10th.

Paul demonstrated new software which will be available to all. Radio JNLR is pretty much the same, YOY up on share, 2fm slightly down. National weekday station reach Adults 15+, pretty steady comparing 2008- 85%, 2018- 83% .

2. **Approval of Minutes of Tuesday 5 February.**

The Minutes of Tuesday 5 February were approved.

3. **NSO Release Dates**

A discussion was had with regard to 10 VEPs in the NSO. These had been approved for Scheme in 2017, date to be decided. Plan is now for staggered release , 3 stages, 2 VEPS end of April. 5 VEP's by beginning of June, 3 VEPs end of July. Communication around this is very important. [REDACTED] prior to any communication. Management of NSO [REDACTED] to look at finance and budget with regard to Augmentees and proceed to Augment where possible. This plan was agreed by Executive Board.

4. **Draft & Unaudited 2018 Out-Turn Versus Budget & 2017**

BOK presented the Draft end of year Budget 2018, still to be audited. 2018 Deficit was higher than the forecasted budget. Commercial was weaker and Licence fee higher. Shortfall of €2m. Draft Deficit of €13. TV and Radio Revenue below budget. Costs were in line with budget. Special Events savings offset increase in additional Content and lower VEP exits than target.

5. **Strategy Review** [REDACTED] joined the meeting. RC and GB had met with all the Executive Board prior to this meeting and had prepared a Draft: Developing Strategy Options for RTÉ. Due to the financial situation, options that have previously been discussed will now, with preparation, have to undergo a full planning process. These in turn will have to be negotiated with BAI and Government officials. We are now 1.5 years in to our 5 Year Strategy and this is to recalibrate and reevaluate for the duration of 3.5

years. There will be different elements and a different roadmap for 2022. Plan is to engage a Consultancy Company to develop the options and scenarios, discuss with Executive Board then roadmap/work out how to proceed.

AL mentioned the rebrand process in May/June. [REDACTED] work on roadmap proposals. AL/GB/NT to meet around this. A Project Team on this project to be decided on. DF and RC to meet and discuss. The Exec will have 1 or 2 Away Days in the coming months on this. DF/RC and [REDACTED] to work on communication piece.

The Executive Board all agreed that this has to be done.

6. One RTÉ Pack

Richard had circulated Draft Q4 2018 One RTÉ update on the 6 Transformation Projects. Plan is to re-energise the projects and reengage as they are very important pillars. This was originally designed to share on the HUB, a reminder to staff of the work ongoing, complete and the timelines involved. Staff Survey is moving forward and to be designed by April. Employee Handbook will be available in the coming weeks. The Leading the Way Project to be tied into the ERP. Defining Teams project is done. EC to take a look at this resource and where it should go, as it will need to be kept updated. EC & RW may swap project leads, to be discussed.

Actions arising from discussion:

- Creating Smarter to close out of what's done and move to a new arena.
- Defining Teams to be taken offline.
- DF & RW to meet re: work and assistance needed.
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- RN3 Studio & Studio 3, RN1 Pall Driver - proceed
- Desk required for Orchestras.
- Strategy to feed options in

- BOK, [REDACTED], RW, JJ & [REDACTED] to meet re: RNI & Studio 8.

7. **Approvals:**

CDG

Content Division – 38 Requests, 38 Agreed.

ACM Division – 15 Requests, 15 Agreed.

News and Current Affairs Division – 10 Requests, 9 Agreed, 1 to be discussed at Exec.

Operations & Production Services Division – 3 Agreed, 1 to be discussed at Exec.

Commercial Division – 1 request, 1 Agreed.

Other – 3 Requests – 1 Agreed, 2 Not Agreed to be discussed at Exec.

Independents – 5 requests, 5 Agreed.

8 **AOB:**

- VEP Next phase and plans from each area to come back to the Executive Board end of February (26.02.19)
- Note on Annual Leave by EC – approved by Exec for circulation.

9. **Review of Actions** – not discussed due to time constraints.

10. **Confirm Actions Arising** – not discussed due to time constraints.

Next Meeting Tuesday 19 February 2019, Top Floor Boardroom, Stage 7

RTÉ Executive Board

Date: Tuesday 19 February 2019

Present: Dee Forbes(Chair), Breda O'Keeffe, Eimear Cusack, Adrian Lynch, Rory Coveney, Jon Williams, Richard Waghorn, Geraldine O'Leary.

In attendance: [REDACTED]

Apologies: Jim Jennings

1. **GDPR: Presentation by [REDACTED] (Matheson) & Judith Fanning: "Why the GDPR matters to RTÉ and how to embed data protection into the culture of RTÉ"**

GDPR came into force on 25 May 2018. This presentation was to highlight the importance of GDPR and how GDPR and Data Protection need to be embedded into RTÉ and become part of business as usual soonest. There is an obligation to ensure that all staff are compliant and that they undergo the training whereby they understand the importance of GDPR and the absolute need for compliance. A new Irish supervisory Authority called the Data Protection Commission (DPC) was established to regulate. GDPR is a privacy law, no sector specific generally it applies to everybody. CB went through the risks for RTÉ as a consequence of breaching GDPR, discussion around breaches and advice. CB and JF gave examples of High Risk Activity and steps that can be taken to reduce this. JF looking for Executive Support to ensure all staff take the training, and gave a handout of a plan outlining how this can be managed to completion of training for all. Lists to be supplied to Managers. Staff who have not completed GDPR training to be contacted and given a date by which they should complete training. GDPR Training sessions to be provided every few weeks, across all the business areas. Plan to make this business as usual, incorporate in to day to day business. JF and NOG to work on an awareness campaign. JD to revert to DF on this. The Executive Board offered JD support of the plan and the proposals for implementation.

2. **RTÉ Brand Strategy Roadmap [REDACTED]** joined the Executive Board to present the vision for the RTÉ Brand. Plan to rejuvenate and strengthen the brand. Simplify the relationship between brand, channels and content. Tell a complete brand story and create a more inclusive culture across the whole

organisation. Currently going through the tender process to appoint an Agency. We are at the point of second face to face clarification meeting with the 3 final agencies', which takes place on 28th February and members of the Executive Board to attend this session. Hoping to appoint the Agency in March of this year. The Strategy phase to go on until July, then the Creative phase from July to March 2020. The three Agencies in the tender process are of high calibre, with a high profile client list. There will be three RTÉ teams involved in the planning, governance and implementation of the Brand strategy.. The Steering Group will comprise the Executive Board, The Core Project Team will drive the work programme, this team to be hands on and report to the Steering Group, and the Divisional Implementation to support the delivery within the divisions. After the Teams have been appointed, the plan is to communicate the project roadmap and then review the scope versus other projects. AL pointed out that this work is a creative expression of the Five Year Strategy and is taking what we have and making it relevant creatively. This is parallel project and should remain linked with the Strategy work being managed by RC and VF.

Action:

- i) The Executive Board to think about membership of the Core Team after the Session on 28th February and revert back with thoughts as to who are the best people to appoint to the team.
- ii) NT and her team currently looking at News and Current Affairs. NT to come back to the Executive Board with a proposition regarding this.

3. Approval of Minutes of Tuesday 5 February.

The Minutes of Tuesday 12 February were approved.

around procurement. A chance to use this system design to tighten up on policies -e.g. travel, mileage etc.

Action:

BOK will bring a proposal on ERP back to the Executive Board end of March.

Still engaged with the Contractor Review, looking at rates with Revenue. Working on a Strategy piece for RC & GB. Another push on Annual Leave and the Executive Board members/Managers to drive this. Currently having the Art work catalogued.

O&PS

RW reported that they are looking at a new facility for Leinster House during the summer. JW and RW to meet regarding this as the facility to be used by others as well.

RTÉ2+1 to go live this evening.

RW to meeting monthly with AL & JJ with regard to Operations/Content and ACM. Looking at the Radio Building Studios and RN1. [REDACTED] working on an Operations piece around the Studio Services and RW to bring this to the Executive Board. [REDACTED] also has a plan around improving processes in the 10 main areas and how to do things better. RW will also bring this to the Executive Board when complete.

Action:

RW to bring back Operations piece around Studio Services and improving processes in the 10 main areas, plans on how to do things better.

One RTÉ

The Creating Smarter Project to evolve into Production Models project. This will look at more efficient production models. Project to be renamed and

reconstitute the membership. EC offered to Project Manage the Defining Teams.

Strategy

RC reported that the Tender was in re: Consultancy work. Meeting BAI later today. Going through the Commitments. Looking at metrics and value for money, percentage of spend in Content. There will be a series of workshops around Strategy options in the coming months for the Executive Board. The Strategy work and the Creative Agency work both to be kept in mind as parallel projects.

5 **Approvals:**

A196s

- TV Studios EVS replacement
- FM Antenna Three Rock
- FM Combiner – Mount Leinster
- FM Transmitters – Mount Leinster
- Microwave Radio-Dishes

All the A196 submissions above were approved by the Executive Board.

6. **AOB:**

- **Longwave:** Further discussion was had regarding Longwave plans and discussion that took place with MK of 2RN. Suggestion was to spread the work over 2 years. Top set stay wires this year and low set stay wires at another time in the future. This would involve 2 shutdowns and would be a more complex communication.
Action: RW to speak to MK again regarding this and see what other solution can be found factoring in Brexit, shareholders and people to inform 2 shutdowns not ideal.
- Follow up Leaders Meeting taking place in Bite café on 27th February.

7. **Review of Actions**

DF went through items from previous meetings and gave a reminder of outstanding items.

8. **Confirm Actions Arising** – not discussed due to time constraints.

Next Meeting Tuesday 26 February 2019, Top Floor Boardroom, Stage 7

RTÉ Executive Board

Date: Tuesday 26 February 2019

Present: Dee Forbes(Chair), Jim Jennings, Breda O'Keeffe, Eimear Cusack, Adrian Lynch, Rory Coveney, Jon Williams, Richard Waghorn, Geraldine O'Leary.

In attendance: Paula Mullooly, [REDACTED]

1. **ACM Accommodation Move - presentation by [REDACTED]**
[REDACTED] This move is part of Project 6, which is one of the Landsale Projects which involves reorganization of the Buildings for our future. This space is where Digital was originally located and wraps around the Commercial area. The project is more than accommodation move it includes a review of business needs and ways of working. A proposal had been circulated to the Executive Board as pre-read; it was designed by RTÉ PP&S working with Dave Timpson ACM. Project is being managed by [REDACTED]
[REDACTED] Most of the area will be open plan with shared private spaces – these private spaces will be available for booking online. Complies with the Golden rules approved by Executive Board in 2018 and takes on board MOLA findings. Delivery expected Q2 of 2019. Various discussion and suggestions were exchanged with regard to this project from the branding, sound and acoustics to the possibility of adding more seating in the front Reception area.

There was also a discussion around collaborative working (across the organisation) and the technology required to support this. More thought needed here around policies, consistency and technology in particular. RW and his team to be involved in these discussions. Looking at an open working environment. This proposal was approved in the main apart from finer detail of collaborative working area which needs to be worked out along with RW and Technology team. The plan is to tender for the fit out, Town hall meeting with staff to show the drawings and discuss. Business case to be worked on and taken to Capex Committee and revert to Executive Board. Work alongside NT re: branding design and RW/BOK with regard to Technology and budget etc.

The subject of Radio and Studios came up. [REDACTED]

[REDACTED] Careful discussion and planning required. JJ/RW to come back re: Radio Projects, the options and proposal.

2. **Approval of Minutes of Tuesday 19 February.**

The Minutes of Tuesday 19 February were approved.

3. **Reports:**

Strategy

RC reported that Tender was in from Consultancy Companies regarding the work being undertaken on the Five Year Strategy. Government will most likely give a statement in May regarding the Five Year Strategy. Minister for Communications, Climate Action and Environment's commissioned review

due end of March. The Consultants will undertake work around the option of no change in funding; they will offer advice and options around this. Plan is to have a workshop in the coming weeks. Whatever is decided will need to be implemented in the best interest of the organisation.

Commercial

GOL reported that nothing has changed since last week. Still a lot of uncertainty and nervous feeling around spending and the possibility of No deal Brexit. TV Spot down 5%. March a good bit to go yet. AB for Eir came in.

O&PS

O&PS Weekly Report was circulated; looking at Budget 2019, savings required may not be possible due to overspends. Having a Production Scheduling Meeting and looking at Production Design graphics. [REDACTED] working on a sustainable strategy regarding the Studio services and will bring this to the Executive Board meeting end of March.

Content:

JJ reported that Sport's viewing at the moment is interesting. Up on last year's football. With the week of last 6 Nations on Virgin, more sport on RTE. We have 8 International Soccer games coming up. Ireland's Got Talent 2018 – 420,000 and 2019 – 301,000. Late Late Show on Friday 22nd February 42% share, 445,000. Claire Byrne Live, 36%, 300,000 on the 10:30 – 11pm slot. Orchestra on Dancing with the Stars was great, feedback was fantastic, design looked super – 37.5% share – 550,000. Dermot Barron audience of 400,000.

JW reported that the Creative Agency is working with News & Current Affairs, had a session covering the topic **Truth or Facts?** This rated well.

Eurovision Song Contest and future plans to be discussed due to ongoing situation. DG, JJ & JW to meet regarding this.

ACM:

Some new programmes coming up in March/April. Sunday night with Marty & Bernard, 2 part programme. Travellers Guide on Wednesdays @9.30. Cutting Edge with Brendan O'Connor back. A new programme called The Borrowers which will be about the comings and goings of 3 Credit Unions across the Country. Celebrity Coach Trip which will be covering a trip to Morocco.

The people involved in developing the Player came in for a meeting. Work needed to be done here to rectify problems as a matter of priority due to reputational impact. Some serious conversations took place. Came to a satisfactory outcome, with updates on status coming in regularly.

Finance:

Looking at Budget 2019, the current Commercial uncertainty will have an impact along with factors such as VEP Stage 2 and Ops as discussed. This to be managed carefully. Contingency arrangements will need to be looked at. This will be fed into the Strategy work being done.

Artwork currently being looked at by Sotheby's 5/6 pieces in particular. Superannuation Scheme has written looking for a raise.

██████████ will need to meet with the Executive Board and Managers with regard to Procurement and Brexit implications due to UK suppliers and spend, there will be risks involved so strategic buying is important.

Finance and HR working very hard on the Contractors Review, this is meticulous work so time consuming but nearly there.

One RTÉ:

Looking at VEP Stage 2 and also the Contractors work being done, both will need to be managed in parallel. NUJ and TUG (Extraordinary General Meeting) Meetings taking place regarding Contractor Review. Managing the communication carefully is important. Annual Leave balance being looked at again and Managers have been asked to push this. JW noted that the Annual leave may need to be discussed at the Executive Board again as exceptions may need approval.

Entertainment work is being done and a plan being worked for Entertainment News area.

4 **Managers meeting prep/discussion**

Meeting with the Managers on Wednesday 27th, 4pm at Bite Cafe. Managers were asked if they would like to submit ideas prior to meeting. This meeting will reiterate previous message given back on November 28th and give business update.

5 **Approvals:**

CDG Report:

- **Content Division:** 18 Requests, 18 Approvals.
- **ACM Division:** 5 Requests, 5 Approvals.
- **News and Current Affairs:** 10 Requests, 9 Approved. 1 for Executive Board approval.
- **Central Services:** 4 Requests, 4 Approvals.
- **Finance:** 2 Requests, 2 Approvals
- **Human Resources:** 2 Requests, 2 Approvals.

6. **AOB:**

- **International Women's Day on March 8th:** There will be events on Campus, Staff event on Thursday 7th at lunchtime and for external guests Hourglass will take place in Radio Centre @ 6pm on Thursday 7th, and this will be recorded for Radio 1. There will be an all female Morning Ireland on March 8th and a Photographic Exhibition of various members of staff will be unveiled in the Canteen on Friday @ 11am.

7. **Review of Actions**

8. **Confirm Actions Arising** – not discussed due to time constraints.

Next Meeting Tuesday 12 March 2019, Top Floor Boardroom, Stage 7

RTÉ Executive Board

Date: Tuesday 12 March 2019

Present: Jim Jennings (Chair), Breda O'Keeffe, Eimear Cusack, Adrian Lynch, Jon Williams, Richard Waghorn, Geraldine O'Leary.

Apologies: Dee Forbes, Rory Coveney

In attendance: 

1. **Paul Loughrey attended the Executive Board to give monthly Audience Insights for February.** The brand tracker is now in a new format, presented key findings for 2017 v 2018, progress and decline. Looked at the reputation of RTÉ as an organisation, the majority of reputation metrics are pretty steady year-on-year for RTÉ; Relevant, Reflective of society, Trustworthy, Sensitive to causing offence, Resourceful, Editorial integrity, Fair and impartial, and promotes diversity all hold strong. Value for money – licence fee brand value remained the same, but still general consensus people don't want to have to pay. There are now more people that feel the

licence fee is 'bad value' (42%) than those saying it is 'good value' (34%). There is a communications piece to be done around this. Need to research deeper as to the why and demographic. RTÉ Player streams up 13% for February (like for like). Player Exclusive Content has accounted for 13% of total Loads in 2019. Love/Hate has accounted for 1/3rd of all Player Exclusive Content (and 4% of total Player loads). **Player v TV**, DWTS (P)+6%, (TV) -1%, Late Late Show (P)-11%, (TV) -7%, First Dates, (P) -8%, (TV) +6%.

Share- before .65%, after 79%, +22%. Impact+28%. RTÉ2+1, only 2 weeks in 6% reach so far. 000s- 1, Share.13%, Impact +1%. Champions League average audience of 300,000 per game for the 9 games. Ireland's Got Talent, 240,000, Dancing on Ice 260,000.**RTÉ One+1 24hrs**, 000s- before 3.3 after 3.5, +15%.

2. **Approval of Minutes of Tuesday 19 February.**

The Minutes of Tuesday 12 March were approved.

3. **Reports:**

Commercial

GOL reported that Commercial had just brought in [REDACTED] from Northern Ireland Tourism, March deficit will drop. Hoping to bring in more and keeping positive about April that it will be slightly better off. We are €470k in so far. March 10% down YOY and €500k off budget, hopefully this will get better. Need to look at Commercial potential very carefully and focus on SME's, mid range business. Look at restructuring the business planning function and use the talent we have.

Finance:

BOK reported on the Draft 2018 Results versus Budget (as will be presented to the ARC 13th March). 2018 Deficit was higher than Budget as forecasted. Weaker commercial and higher licence fee. Results in income shortfall of €2.5m Costs contained & FX gain contains draft deficit of €13m. €67M Closing cash balance 31 December. This is much healthier because of land sale, good policy in ring

fencing the land sale projects, capital investment plans to use €31m identified, €10.5m Site projects and VEPs & Special events. Next phase of VEP to be discussed and actual savings from VEP phase I to be realized, need to come up with a template for Phase II.

ACM:

AL reported of the ongoing work with Thinkcon and Comcast Europe in the last week. AL & [REDACTED] met with [REDACTED] to discuss the ongoing issues and reputational damage at stake. They have taken this very seriously and are now over delivering. Steering Group meeting twice monthly and 2 calls weekly to have regular updates. There were 22 tickets in total to be fixed, 5 priority, 4 of which have been done and the 5th to be completed by week end. Monthly Product Board/RTÉ.ie last week, curating podcasts, some good images and there will be a drop of new player content in next two weeks. We are at the final stages of choosing the Company for Rebrand, met with the final 3 in the running; need to make a final decision and all feedback from Executive Board members who were at the presentations welcome. AL to distribute final papers.

[REDACTED] is working on an interim project on voice guidelines, tone of voice/personality piece. Will bring leads in on this interim piece to look at what is right and what is not working. AL met with [REDACTED] regarding 2 ideas for Big Picture – May & Autumn on Loneliness and Data. Possibility of 3 – as intention to do a big one on Climate Action in the Autumn. Discussion will be had around having 3 – may be too much.

Content:

JW reported that a meeting has been set up with Media Literacy Ireland – ahead of the European Elections – separate fact from fiction. This to be launched on Morning Ireland and the newspapers will write pieces along with RTÉ, all will

post together. This will be on Claire Byrne Live the following week. JW mentioned that it is a big week for news as vote is expected at 7pm. Miriam gone to London for Primetime. News at 9, had 478,000, 36% share. Dearbhail McDonald, Fertility Shock brought in 24.3% share and Claire Byrne Live 30.8% - all very good.

JJ reported that the new 2fm Schedule is ready to go. Nicky Byrne leaving for Westlife and Jenny Greene to leave too. Jennifer Zamparelli to have her own show.

One RTÉ:

EC reported that there was a recent meeting with TUG re: Contractor review and hoping to have everything complete by end of June. One to one conversations starting next week - all things being equal in the IR space.

New legislation has come into play with regard to banded hours, this is to safeguard hours for employees.

EC reported that the first Leadership Development Programme will begin on 4/5 April. There will be 22 candidates. This has been received very positively by all candidates and they are very much looking forward to the development course. The group will consist of People Leaders and some Producers.

4. **Approvals:**

A196s

- Stage 1 A196 Radio 1 Longwave (Summerhill Mast Upgrade)
- UHF Antenna - Hollywell Hill
- Stage 7 Ground Floor Refurbishment ACM

The three A196 requests were approved and RW to circulate the Business Case for Stage 7 in support of the A196.

CDG Report:

- **Renewals:** 6 Requests, 5 approved, 1 not approved.
- **Hires:** 14 Requests, 13 approved, 1 not approved.
- **Independents:** 12 Requests, 11 approved, 1 not approved.

5. AOB:

- RW brought up the subject of the Radio Studios. RW, JJ, JW & BOK to have a meeting to discuss. Plan would be have this in place for May of next year. RN3 is the working title for 1/2 Studios in Stage 7. This to be a semi-permanent move, a visualisation piece to be done on this. Plan is to move the 7am-7pm speech programmes first. Small working Group to engage first, JJ, RW, JW and then meeting with BOK. Business case will need to be signed off by end of next month.
- BOK report that following work with Savills, report to go to the RTÉ Board on 21st March with regard to 6 paintings.

6. Review of Actions


- 7. Confirm Actions Arising** – not discussed due to time constraints.

Next Meeting Tuesday 26 March 2019, Top Floor Boardroom, Stage 7

RTÉ Executive Board

Date: Tuesday 26 March 2019

Present: Dee Forbes (Chair) Jim Jennings, Breda O'Keeffe, Eimear Cusack, Adrian Lynch, Jon Williams, Richard Waghorn, Geraldine O'Leary, Rory Coveney, Paula Mullooly.

In attendance: 

1. **RTÉ Guide presentation**

A Strictly private and commercially sensitive presentation was circulated by Breda O'Keeffe and Geraldine O'Leary on the various options for consideration by the Executive Board regarding the RTÉ Guide. Decisions to be made regarding retaining the Guide and growing it or alternatively selling it. There are pros and cons and each were outlined in the discussion document. All options were looked at. It was agreed that all options and plans regarding the future of the RTÉ Guide would go before the RTÉ Board meeting on May 30 and if it were decided to go forward with a sale, be ready to progress with this strategy in June. Contact to be made with one or two companies to gauge interest by AL and BOK. Matters around this would have to be managed very carefully, especially in the context, content and sequencing of communication.

2. **Approval of Minutes of Tuesday 19 February.**

The Minutes of Tuesday 12 March were approved.

3. **Radio move to Stage 7/Build of new Studios**

A strictly Confidential proposal was circulated by hand due to the highly sensitive nature of the content. This proposal goes through new Studio facilities on Campus, new accommodation options for Radio (Radio 1, Radio 1 Extra, Lyric breakfast, RnaG weekday, this does not include 2fm and Digital). The document was put together by RW, further to meetings RW had with JJ, JW, TMcG and PW. [REDACTED] was in attendance for this session to go through options with RW, various scenarios were fleshed out. The Executive Board were happy with the concept of the plan, and gave go ahead to RW and TB to work on the Business case with the assistance of Technology, Radio, News & Finance to pull all the required information together. The Business plan to come back to the Executive Board before going onward to RTÉ Board meeting on 30th May 2019. All going well, we would hope to have some Studios in place by Spring 2020, with some a bit later.

4. **Reports:**

Commercial

GOL reported that TV 9% down YOY for March, Radio 13% down on budget YOY.

April we are hopeful will bounce back. TV spot is doing ok. Finance is up with [REDACTED]

[REDACTED] Hoping to be on budget for April.

TV for May 73% in. Meeting with [REDACTED] last week and we have signed off on [REDACTED] sponsorship. This will bring in [REDACTED] extra revenue. They will sponsor Marian Finucane, Tracy Clifford on 2fm, Food on the Edge on TV, Killing Eve, Handmaid's Tale, new Baz Ashmawy programme and Ear to the Ground. Vodafone to sponsor Young Offenders. Gillette to sponsor Game on.

Content:

JJ updated that the position of Group Head of Irish Language has now been appointed,

[REDACTED] This news has been positively received.

New 2fm schedule changes have been announced. Jennifer Zamparelli taking over the 10am slot in June. Nicky Byrne has left for Westlife tour. Eurovision planning going ahead. Sports and Champions League still pulling in good numbers. Studio 5 project, the Screen was recently tested and looks great, potential is big.

JW reported that the Election Programme usually goes out from Stage B, but will be using Studio 3 now for European and local Elections. The possibility for lift and shift is great. Need to look at budget/crew cost and the possibility of Exit polls.

Studio 5 to be ready for Sport on 20th September.

ACM:

AL reported that last weekend brought in good results. 40% share on Friday night, peak 46% on Saturday and 43% on Sunday. . Dancing with the Stars brought in 565,000. Work on Entertainment piece has been done and ready to come back to the Executive Board.

Aoife and Paul worked on this body of work. Careful analysis work and looked at

contribution to our audience. Due to start a Climate Change Campaign on the June Bank Holiday weekend, activating population for Climate Change before Summer time – hoping to engage with the younger audience. We will find ways to engage with the public, RTÉ to be part of the initiative.

Player all of the critical tickets have been finished (22). Ads load have been tested, mid roll and pre roll. This has stabilised. GOL to look at the use the same ads running for different content. DF mentioned keeping a watchful eye going forward. Calls still happening twice weekly, and Steering Group meetings re: Player.

One RTE:

RW reported that following the Team Meeting - the Creating Smarter project to close down at the end of the month. The Initiative Production Model will replace this as new project. Sustainability will be an additional Seventh Project in the coming weeks.

The Defining Teams is to have a new Project Manager - [REDACTED]

ERP Project has run in to a few bumps. Studio 5 project has progressed. Property projects all good. Working Together, there will be new communication in May.

RW to update the Quarterly Report, last quarter and first quarter and will write this up for circulation.

The Staff Survey, there is more to do around this and the communication.

DF mentioned Sustainability and its importance e.g. the use of single use plastics. We, as an organisation, need to get ahead. No plastic cups and eventually no bottled water.

We need to change our practice and to champion this.

EC updated on the Contractor review and the fact that we hope to sign off on Video Editors this afternoon. This will take shape in the coming weeks

EC confirmed that a meeting with Grant Thornton and the Department of Communications, Climate Action and Environment with regard to NSO and the due diligence process to take place on 03 April.

Banded hours legislation recently has come in to place. A review of all casuals and part time staff is being undertaken. Lump sums also being looked at. We will have a view on this in the next 2 weeks.

EC initiated a conversation with regard to PDS and the fact that there had been a pause on this for the moment. Decision was the Pause to remain regarding PDS, this is part of the bigger picture.

Strategy:

RC mentioned that Communications Chambers will come in to have another session around the Strategy options in about 2 weeks. There will be substantial pre-read and this will be circulated well in advance with Agenda.

Legal:

PM circulated a Legal Report to the Executive Board, going forward this will be circulated each week to keep the Board up to date on legal matters.

Finance:

BOK reported on Finance. Looking at Forecast 2019 and looking at the gap. Annual Leave needs to be looked at again and balance brought down further.

Delay in the ERP Project, ongoing changes and fine tuning how we will work. BOK, EC and RW will revert back to the Executive on ERP next month.

Looking at Sale of some pieces of Art work. This has been approved by the RTÉ Board with some conditions around this.

██████████ negotiated a new deal with Sony with ██████████ ██████████ to attend the Executive Board to give an update on Acquisitions Strategy. Looking at Acquisitions costs.

Archive project to come back to the Executive Board to update on developments.

5. **Approvals:**

CDG Report:

Content: 20 Requests, 20 Agreed

ACM: 7 Requests, 6 Agreed, 1 Not Agreed

Transformation & Technology: 1 Request, 1 Agreed

News and Current Affairs: 2 Requests, 2 Agreed.

Operations and Production Services Division: 8 Requests, 6 Agreed, 2 Not Agreed.

Human Resources: 1 Request, 1 Agreed

6. **AOB:**

- DF reported that RTÉ Board met last week and there was widespread report for work being undertaken on the Strategy. [REDACTED] attend the Board meeting to given an update on the Archive project. BAI funding of €900k has been secured for this project. There is a request to publish the Archive document on the HUB.
- RTÉ Company Secretary [REDACTED] to leave RTÉ on 5th April. Paul Mullooly has agreed to take up the role of Company Secretary. Paula will attend the Executive Board from here on in.
- Tuesday of next week Executive Board members will travel to Cork to meet with staff working in RTÉ Cork and to get an update on the work going on there.
- RC mentioned that he had attended a meeting last week on behalf of DG and that he had met with Danish Director General of DR, [REDACTED] who has been through a similar process of change. Invitation to [REDACTED] to visit Dublin to brief the Executive Board.
- Licence Fee collection looks like it is going to go to tender. Working on options – DF, BOK & RC.

7. **Review of Actions**

- Work has been done on RTÉ's Entertainment area, this to come back to the Executive Board.
- [REDACTED] to attend the Executive Board to give an update on Acquisitions Strategy.
- Archive project to come back to the Executive Board to update on developments.

8. **Confirm Actions Arising** – not discussed due to time constraints.

Next Meeting Tuesday 16 April 2019, Top Floor Boardroom, Stage 7.

RTÉ Executive Board

Date: Tuesday 16 April 2019,

Present: Dee Forbes (Chair) Jim Jennings, Breda O'Keeffe, Eimear Cusack, Adrian Lynch, Jon Williams, Richard Waghorn, Geraldine O'Leary, Rory Coveney, Paula Mullooly.

In attendance: [REDACTED]

1. **GDPR Project Plan – Phase 1: RTÉ Personal Data Mapping Project.**

[REDACTED] was in attendance to present the GDPR Project Plan [REDACTED] had circulated in advance a pack for Executive Board to pre-read. In order for RTÉ to be fully GDPR compliant we require a body of work to be complete. This project will take place in 6 phases. The first phase of this work is the RTÉ Personal Data Mapping Project. Judith's pack consisted of the following documents:

- Explanatory Note together with a Checklist for Compliance Status;
- Draft Mapping Units document;
- Introduction to the RTÉ Data Mapping Project (including Guidance for completing the Data Mapping Questionnaire);
- The Data Mapping Questionnaire.

Because of nature of the business we are in we hold a large amount of personal data. A table has been created whereby each area will have to break down the information stored,

a full inventory of personal data – how we got this, what it was for and what we are doing with it. This work will identify what we have, dates, what form it is in and a decision will then be around this. The data and retention policy states data should be deleted after 8 year. Judith looking for Executive support with regard to the data within their areas. Discussion was had regarding journalistic privilege. RW noted that the data needs to be stored in a secure environment and deleted when we are finished with it. This exercise is to see what data we have and then we will build the correct process around this. PM suggested that Document Management training around policies would be a good idea for the organisation in line with corporate governance. JF mentioned that help will be required with the small business units with the bigger areas.

Action:

The plan is for JF to send the finalised documentation to the Executive Board members to send on to their respective teams. The introduction note will go to the Teams before being asked to complete the questionnaire. GDPR workshops will be organised by JF to inform people around GDPR, the requirements necessary and any questions they may have arising from this.

JF also had circulated updated Staff policies as follows

- RTÉ Privacy Policy v2, subject to review and comment on a number of points by HR;
- RTÉ Staff Processing Notice V2; and
- Terms and Conditions for RTÉ Online.

Action:

The decision was taken that if any of the Executive Board had any queries around the updated policies they should revert to [REDACTED] by end of week – otherwise these would be taken as approved.

JF thanked the Executive Board for support, the Data mapping project is a big job but this has to be done. We need a clear plan and proceed.

2. **Approval of Minutes of Tuesday 26th March 2019.**

The Minutes of Tuesday 12 March were approved

3. **Updated proposal to move radio to Stage 7 and the TV Building**

At the meeting of 26th March, a paper was presented by RW to the Executive Board with regard to moving Radio programmes to Stage 7, subsequent to that meeting more work has gone into the plans and an updated document had been circulated prior to the meeting. This document included plans for the move, accommodation changes, necessary building work and studio builds. This proposal was well received by the Executive Board and approved to go forward. Costing etc. need to be worked on a Business case will come back to the Executive Board for approval, before going to the RTÉ Board for approval end of May.

4. **Introduction of operational charges for Radio, News and the Regions**

RW had circulated a pre-read paper on the introduction of operational charges for Radio, News and Regions. RW wanted to initiate discussion around a process to start charging for operational services as there are no SLA's in place. Hoping to have this process in place by 2020. A discussion was had with regard to a charge back mechanism. This was the first conversation around this.

Action: More discussion to be had around the best way forward regarding proposal charging mechanism, and RW JJ, JW and BOK, [REDACTED] to discuss further and revert.

5. **Proposed change of structure: Orchestral Assistants**

Orchestral Assistants, 2 CO and 2 NSO had moved to Operations as part of the One RTÉ structure. After one year and a review, it is considered the Operations managing OAs is not practical. Proposal to move the OA's back to Orchestras/Content Division to be managed by Orchestras. As this is change to One RTÉ Structure, this needed Executive Board approval.

Action:

Approval was given that the OA's to move back to Orchestras/Content Division to be managed by Orchestras.

6. **Financial Highlights for February**

Still under cost pressures. Commercial Revenue is €0.6m below budget. Licence fee income is €0.4m below budget. Operation Costs are €0.4m better than budget. FTE: 55.6 lower than Budget. Still looking at bridging the Gap.

7. **Strategy Options:**

This part of the meeting was a closed session and due to the Strictly Confidential nature

8. **AOB:**

Due to time constraints no discussion.

9. **Review of Actions**

Due to time constraints no discussion.

Next Meeting Tuesday 30 April 2019, Top Floor Boardroom, Stage 7.

RTÉ Executive Board

Date: Tuesday 30 April 2019

Present: Dee Forbes (Chair) Jim Jennings, Breda O'Keeffe, Eimear Cusack, Adrian Lynch, Jon Williams, Richard Waghorn, Geraldine O'Leary, Rory Coveney, Paula Mullooly.

1. **Approval of Minutes of Tuesday 16 April.**

The Minutes of Tuesday 16 April were approved.

2. **Reports:**

i) Commercial

GOL gave an update on the current Commercial situation. Thankfully TV spot has made a good recovery. Q1 wasn't good but April and May are good and up YOY Budget. Retail is up, [REDACTED] are very competitive at the moment. June AB 67% of target done. The deals are nearly complete. [REDACTED] will attend the Executive Board in the coming weeks to present on this. A lot of work has gone into TV spot. Agencies are working differently now and we are doing value pots. Working

on deals for the Rugby World Cup, talking to [REDACTED]

[REDACTED] for sponsorship. [REDACTED]

Some ideas around podcasting on Radio. There will be 14 games, 3 sponsors would be ideal amounting to a total of @ [REDACTED] TV spot good. Tesco has sponsored Wingman with Baz Ashmawy, Killing Eve, Prime time movies, Ear to the Ground and DIY SOS. They spent [REDACTED] In talks with [REDACTED] about sponsoring Young Offenders in October, there will be 6 episodes. The Zoo is sold to SSE Airtricity. Pulling with my Parents has been sponsored by Dentsu. More work needs to be done with regard to 25-44 age group, advertising on our own platforms not necessarily targeting who we want. Radio, is still very mixed. [REDACTED]

[REDACTED] We have outperformed the market but the market is still very uncertain. 2fm up 17% YOY. Radio 1 will be at the All Together Now Festival, this will be a much younger audience. Perhaps look at Brand imaging for Radio 1 as it hasn't been changed in 20 years, work to be done. Experienced some issues with VOD and delivery in March and April need to catch up for May. Player will go to big screen and all devices on 8th May. There will be a campaign around this. Looking like Commercial will be off Budget by €4m for the year.

Action:

Entertainment piece of work will come to the Executive Board in the coming weeks.

ii) Content

JJ reported that there is a lot of GAA activity at the moment. There will be a GAA announcement at 12noon today on Radio 1 with regard to the picks for the up-and-coming season matches and there will be launch of the coverage next Sunday 5th May. Also there will be the pick of the best Hurling and Football teams over the last 60 years of GAA, this will go out on August 29th and November. This TV show will be instead of the Marty Party. There will be OB's after the matches on Radio, Sunday Game and In the Dressing Room before the game. The games have increased from 5 months of the year to 9 inclusive of the Club matches.

2fm major reschedule. New Breakfast programme from 6 -9am with Eoghan McDermott and Doireann Garrihy. 9 -12 Jennifer Zamparelli, 12 - 3pm Tracey Clifford, 3-6 Jenny Greene, 6pm Game on for 1 hour. Keith Walshe will move to weekends, Bernard is leaving and Lottie will go back to Entertainment. This to start first week in June.

2fm looking for new voices/talk/contributors. Discussion was had around launching the new schedule in Electric Picnic style Thursday before Bank Holiday.

JNLR results on Wednesday 1st May. Joe Duffy Motors just sponsored w/end Sports.

Ireland's favourite Folk Song started this week, 7,3pm, 5 shows.

Rugby World Cup panel line up in the process of being finalised. We will televise warm up games.

JW reported that Election planning underway. Started with the Week in Politics on Sunday last. The new Studio looked great. The three big TV Debates will be decided at the Election Steering Group meeting. The week in politics will go to Galway and Cork in the coming weeks leading up. It was noted that Wardrobe and Make-up have contributed greatly to the new look and feel of Programming/New Studio. Well done.

iii) Audience Channels & Marketing

AL reported that Superunion, the Company working on the Brand Architecture, will be in RTÉ meeting with various people. There have been 2 groups working on this project up to now, Executive Board and a mixed Management group. Plan is to look for a third group of people, external group, representing younger people, regional etc. Nora Torpey working on key campaigns and sports proposition. Also looking at Summer of music. Thinkhouse in working with 2fm, looking at popular culture, music, youth feedback. Really good insights.

Meeting of Podcast Steering Group today. Curating what we have, looking at online products, extending key brands and looking at making it bigger.

Kid's Strategy to come to the Executive Board and on to the RTÉ Board for approval.

Online Strategy will also be brought back to the Executive Board by [REDACTED] in May, this will include RTÉ player, Audiovisual, RTÉ.ie app, News now.

Hellweek on RTÉ2 is good. Baz – Wingman – got 25% share on Sunday night. Tommie Tiernan starting on Saturday night 4th May. Performance in TV down SharePoint, Sundays down, Monday evenings down slightly.

Looking at Cross-platform event regarding Climate Action, and in particular date of 10th November where Children will come in and take over Dáil Éireann. Campaign would start asap. Plan would be to launch the idea at the UN on 23rd September. Work along with Science Foundation Ireland.

DF noted that we will need to meet with Met Éireann to plan ahead for the summer.

Action:

Nora Torpey to attend Executive Board next week to update on the Brand Architecture process/governance etc. and upcoming Marketing campaigns.

iv) Finance

BOK noted that Quarter 1 down €1.6m so far. Licence fee down, Revenue €1.6m off v Budget. Costs are ok and in line with Budget. Savings on PROC costs. Q1 forecast currently under review. Ops still being worked on. Budget coming back next week, VEP and Contractor Review ongoing. Also need to factor in possibility of General Election. Annual Leave not yet where we want to be. 2017, 40% had been booked so far. 2019 43% booked, so not up enough.

ERP project has been delayed slightly to January 2020, this is in order to get this to the place we want it.

Currently still in talks with Department of Revenue re: Contractors.

Sale of Artwork agreed by RTÉ Board. Communication around this to be managed carefully.

Action:

BOK to bring back Forecast Q1 to Executive Board next week to discuss further suggestions/proposals around savings.

A/L figures to be circulated to the Executive members regarding their respective areas.

ERP Project will be brought to the Executive Board to explain what exactly it involves end of May – [REDACTED] will attend.

RTÉ Guide to come back to the Executive Board next week for further discussion.

v) One RTÉ

EC reported that the Employee Handbook had been updated. Design has been changed and it will be called You and RTÉ. This will go on the HUB when finalised.

Looking at Wellness initiatives, all year round. Relaunch of the Dignity and Respect at work initiative. In the process of designing a Train the Trainer programme. Also updating information and those involved in the Designated point of contact to re-inform. There will be a group of 5 – 10 people.

Contractor Review meetings will start today with the Video Editors Group & Operations [REDACTED] will make contact with those involved and there is a process planned around this.

Leadership Development Courses at the IMI went very well and positive feedback. Working on the Casual/Part-time plan going forward.

Action:

Eimear to bring along Top line figures for Casuals to the Executive Board meeting next week.

vi) Operations

Richard brought the Quality of Service Group Report – Quarter 1 to the attention of the Group, this had been circulated as pre-read to the Group. This highlighted issues and actions. The group meet weekly and it is working very well. Will bring this report to the Executive on a quarterly basis.

The 7pm outage on RTÉ 1 & 2 currently being investigated by [REDACTED]. Looking at getting Costs down in Operations Budget. Working with Content on this.

A/L Operations at 46.3%. GDPR a lot of work done here to get numbers up.

Putting Strategy in place for each area. Work has started on the Ground floor.

Radio Studio work being done for RTÉ Board. One RTÉ production models meeting to take place – clarity required around sustainability.

vii) Strategy

RC reported that the various meetings around Components are ongoing. We need to start the process of planning. Work to be done on what we want the business to look like and then how we do it. A Roadmap for Revised Strategy. Working on the 44 Components.

viii) Legal



6. AOB:

- DF brought up the subject of Reverse Mentoring and would like each of the Executive Board to give this due consideration – to be revisited. Interest in the Executive Board in participating, this to be progressed.

7. Review of Actions

- not discussed due to time constraints.

8. Confirm Actions Arising – not discussed due to time constraints.

Next Meeting Tuesday 7th May, Third Floor Boardroom, Admin Building @ 10am

RTÉ Executive Board

Date: Tuesday 7 May 2019

Present: Dee Forbes (Chair) Jim Jennings, Breda O’Keeffe, Eimear Cusack, Adrian Lynch, Jon Williams, Richard Waghorn, Geraldine O’Leary, Rory Coveney, Paula Mullooly.

Apologies: Jim Jennings, Jon Williams, Richard Waghorn

In Attendance:



1. Approval of Minutes of Tuesday 30 April 2019.

The Minutes of Tuesday 30 April 2019 were approved.

2. i) **RTÉ Brand Architecture process / Governance** – [REDACTED]

[REDACTED] talked through the RTÉ Brand Strategy plans, what they are looking for is a sign off on governance structure and also Youth Advisory Board – whether to proceed. Superunion the Agency appointed to work on the Brand had 15 one to one meetings with Senior Management. The Brand immersion work is going on at the moment until mid June. The Brand Strategy stage plan is to hold workshop mid-July presenting three idea-driven platform territories. Presentation of research findings. Agree and document brand platform. There will be three groups involved, Steering Group, Core Project Group and Influencer Group. It was decided that Commercial [REDACTED]

[REDACTED] also be represented in the Influencer Group. Also looking at Youth Advisory Group made up of half internal and half external (most likely 6 +6). This will involve getting the group together for 4 envisioning workshops. The external list will be an important one and we need to get the best people possible on this list. Key dates for the Executive Board are June 12th Steering Group Presentation by Superunion of Brand Immersion findings and recommendations and also July 11/12th.

Action: NT to bring the Youth Advisory Group list to come back to the Executive Board on May 21st for sign off discussion.

ii) **Upcoming Marketing Campaigns** – [REDACTED]

presented on the Marketing and Communications Strategy and gave an update on recent and planned activity and sought Executive Board sign off on this. Activity for DWTS ran from Jan/March, News & Current Affairs-April, Sports May-November, Summer of Music from RTÉ 2fm May-August, Drama-November. Sports promotion for season starting on Sunday next. **2fm**

Summer of Music will kick off end of May with Jenny Greene and the Concert Orchestra Concert this will run throughout the summer with Live events, Studio 8 Sessions, Young artist collaboration and On air. Thinkhouse have come in to research on the audience and in particular the target audience of 15 – 24 and how we can engage meaningful collaboration. DF mentioned that Irish should be the more obvious collaboration. The new **RTÉ sports campaign** Sport brings us closer kicking in this weekend, creating a feeling of belonging to a team, tribe, nation, fan engagement. Pillars being Brand Film, Live Experiences, Social and On-Air. DF noted that we need RTÉ Sport to own this. Sports rough cut by Thurs/Fri. RTÉ News and Current Affairs. Zero G took on the research relating to **News and Current Affairs** as it was a strategic proposition not creative. After research with the Stakeholders, came up with Truth Matters. This is an emotional connection and one of great importance, the truth matters it is not always popular but we will always tell it. Red B worked on the creative pillars for the campaign. We weren't quite happy with what they came back with so there was a rebrief and they are due back week end. We went to emotionally connect with the audience, campaign to run from May 31st through to November.

3. **Forecast Q1 2019**

BOK had circulated a copy of the Forecast for Q1 2019 as pre-read.

Big variance between Budget 2019 and Q1 Forecast 2019, not where we want to be.

Commercial we are €4m off for the year. Licence fee over €1.2m shortfall, increase in Licence extra inspectors from 1st July, hoping to bring back €500k.

Content due to Acquisitions (including Young Offenders) the difference in variance is substantial. We need to bring this down. AL & DH to meet and discuss looking at bringing amount down re: Acquisitions. Operations also

very much over budget, and looking at finding savings here. DF mentioned that A/L and Toil again needs a big push by Executive Board down to Teams. Pause on PDS, discretionary spend i.e. travel, entertainment, training. VEP's to be looked at again/refocus. HR to look at this.

Action: EC to bring back A/L list to Executive Board.

BOK: Q1 forecast to come back to Executive Board in two weeks after further work on cost savings.

Entertainment piece of work to come back to the Executive Board.

4. **RTÉ Guide:**

BOK reported that a teaser has been worked up re: RTÉ Guide and Executive Board agreed to proceed as had been discussed.

5. **Update/Discussion Casual staff:**

EC gave an update on the current contract situation and figures regarding casual staff. Individual analysis worked on. There are a number of people on a few different contracts and this will now change - one Contract for RTÉ.

6. **CDG Report:**

- **Content Division** – 12 Requests, 11 Agreed, 1 not Agreed as Business case needs to be worked up.
- **ACM Division** – 1 Request, 1 Agreed.
- **News and Current Affairs:** 5 Requests, 5 Agreed.
- **Operations and Production Services Division:** 16 Requests, 11 Agreed, 5 Not agreed (on hold)
- **Commercial:** 2 Requests, 2 Agreed.
- **Corporate:** 1 Request, 1 Agreed.

RTÉ Executive Board

Date: Tuesday 28 May 2019, 9 – 10am

Present: Dee Forbes (Chair) Jim Jennings, Breda O'Keeffe, Eimear Cusack, Adrian Lynch, Jon Williams, Richard Waghorn, Geraldine O'Leary, Rory Coveney, Paula Mullooly, Jim Jennings, Jon Williams, Richard Waghorn

1. **Approval of Minutes of Tuesday 7 May 2019.**
The Minutes of Tuesday 7 May 2019 were approved.
2. **ERP Presentation**

BOK (in consultation with EC and RW) made a presentation to the Executive Board to make Executive members aware of the changes that are planned for the new ERP system. This will replace the existing Finance (Agresso and Transfare) and HR systems (Peoplesoft, HR Direct and Candidate Manager) with an integrated HR & Finance system. Plan is to go live on early 2020. BOK looking for Executive support to progress the plan into System build. This project was a result of the landsale and is a very complex project. In the design process at the moment. Plan is to have one system, a worklist and that there will be stronger controls. There will be significant changes around procurement and fees and across all of HR and Finance systems. We plan on keeping approval system very tight and governance will be so important.

Everything from payslips, expenses, timesheets, leave, rostering, learning and development, management of recruitment applicants, h&s incidents will all be managed online. This will allow for greater management and tracking. There will be tighter control and reminders sent to those in positions of approval. There will be consistency across the organisation and will affect pretty much all parts of the business. The system will flag non compliance but will not prevent it. There will be a lot of change but it will be very beneficial and positive in the long run.

The Executive Board members were in approval of the new ERP system and the processes involved.

Action:

DF asked that the topic of expenses/mileage/management of taxis come back to the Executive Board later on to discuss (BOK and EC to look at this).

3. **AOB:**

Nothing at this time - due to time constraints.

4. **Review of Actions**

- not discussed due to time constraints.

5.. **Confirm Actions Arising** – not discussed due to time constraints.

RTÉ Executive Board

Date: Tuesday 11 June 2019

Present: Dee Forbes (Chair) Jim Jennings, Breda O’Keeffe, Eimear Cusack, Adrian Lynch, Jon Williams, Richard Waghorn, Geraldine O’Leary, Rory Coveney, Paula Mullooly, Jim Jennings, Jon Williams, Richard Waghorn

In attendance: [REDACTED]

1. Young People’s Strategy presentation [REDACTED]

[REDACTED] Head of Young People’s Content, attended the Executive Board and presented the new Young People’s Strategy to the Board. At the moment there are 1,190,502 young people in Ireland. 800,000+ from the age of 0 – 12 YEARS and 47% 3 - 5 year olds can navigate a smartphone. The main objective is to create content and put it where children can access it. [REDACTED]

[REDACTED] Also would like to have a face or even an animated character to

associate with RTÉ. Currently working on Podcasts. RTÉ reach from 2015 – 2018, RTÉjr 4 – 7 year olds stable at 6%, 8 – 14year olds have gone from 9% down to 6%. Looking for more support for the team, in particular in the digital area and 3 further roles in particular. [REDACTED]

[REDACTED] This to be discussed with EC and HR. Gaming is also being looked at and talking with a company called [REDACTED] about this. We need outside help in terms of increasing our position on YouTube, to take our content, edit, repackage and curate the channel. Talking to a company called Little Dot who could do this work. We have a lot of children's material in RTÉ Archive. Youtube and our own Player both so important to Young People's Strategy in terms of accessibility to young people.

[REDACTED] Various other options to be looked at including Statutory Minimum for Young peoples, this is a legislative issue. Commercials also to be looked at and options around this. Also the Age bracket for Young peoples to be considered.

Action:

A lot of decisions and options for consideration. Smaller Group to meet and look at this before sign off.

2. **Entertainment presentation** [REDACTED]

[REDACTED] had been asked to look at the Entertainment area. This discussion took place. Further discussion required regarding this item with a small group of Executive Board members.

3. **RTÉ Board follow up discussion** – this item was a closed session.

4. **Approvals:** These items to be circulated for online approval due to time constraints.
 - CDG Report
 - Business case for Learning and Development area and Admin refresh
5. **AOB –** AOB items deferred until next meeting due to time constraints.
 - GDPR
 - Dignity and respect at the work
 - Contractors Review
6. **Review of Actions**
 - not discussed due to time constraints.

STRICTLY CONFIDENTIAL

NOTES – RTÉ EXECUTIVE BOARD MEETING - TUESDAY, 18TH JUNE, 2019

PRESENT: D. Forbes (Chair), E. Cusack, R. Coveney, A. Lynch, B. O’Keeffe, G. O’Leary,
R. Waghorn and J. Williams

IN ATT: [REDACTED]

APOLOGIES: J. Jennings

Items 4 and 6 on this meeting’s Agenda were not reviewed.

1. AUDIENCE INSIGHTS – UPDATE – [REDACTED]

PL presented an overview on all platforms for June 2019. Key findings were as follows:-

Reputation: Holding strong, with slight improvements in some areas.

Value: The Licence Fee value continues to be a challenge, with the majority being negative.

- Satisfaction:** Levels holding steady to 2018, with a slight dip for Irish Language and Sport.
- TV:** RTÉ ONE heads the viewing ratings in Ireland, followed by VM1 and RTÉ 2. Netflix appeals mainly to 18 – 34s.
- Radio:** RTÉ Radio 1 is the most popular and growing, Today FM and You Tube overtake 2FM for 18-34s.
- Online:** There is close competition between RTÉ.ie and Independent.ie for online service. In the 18-34s Journal.ie have fallen back.
- On Demand:** The RTE Player is trending upwards in 2019, registering its highest usage to date @36%.
- Other Services:** There has been a noticeable increase in Other Service, particularly Social Media accounts.

Performances Year to Date

All Day Share - RTÉ ONE is slightly down and **RTÉ 2** shows a marginal increase. **VM Total** is slightly down on 2018. **Peak Share - RTÉ ONE** is down, with **RTÉ 2** slightly ahead and **VM Total** shows a decrease. **Soaps** – Stiff competition in 7 -9p.m. Slot. **GOL** to evaluate the financial impact of losing the EastEnders add-break to increase viewing figures.

Jan-May YOY - RTÉ ONE: The News is down across the week. Sundays @ 9.30p.m. Sundays is problematic. January drama underperformed. While LLS share increased, numbers declined.

RTÉ 2: A strong performance for First Dates, Thursday, 10pm and also for GAA on Saturdays. **Top 20 Programmes for the Year** – VM Rugby coverage filled the first five places. RTÉ had a good spread of genres across its remaining placings.

Selected TV Highlights

With the success of one-off Specials, e.g. LLS Country Special, AL to pursue further options [REDACTED] **Champions League** with Liverpool performed well, as did **Tommy Tiernan**, with an average of 29%. **Prime Times** coverage of the Quirke trial received 511K viewers and **Fair City** remains stable @ 27.4% share and is working to increase same. **Ultimate Hell Week** – appealed to Techno Lads, **Women's Work Cup** received an average of 6.4% to date. Unfortunately, women are not watching it. They are looking at Love Island and the **Euro Qualifier** is thousands up, appealing largely to Men 15-34s. **Ray D'Arcy** returned a 0.3% drop.

[REDACTED]

Children's Viewing - PL confirmed that he is researching how children watch TV and on what devices to view same. In the past, Saturday morning kids viewing occupied a strong place on TV and since its demise; it remains an option for future viewing possibilities.

Elections Coverage 2019 - RTÉ's trusted coverage went out across all platforms Saturday 25th and Sunday 26th reaching a cumulative – 1.6m viewers.

The Player – There was a discussion around the accessibility and the usage of The Player and the steps needed to remedy and drive viewers to this platform. Rather than pursue a Player 3, it was felt more important to address the difficulties with the current Player. RW and AL to meet with AB on same.

Radio

RTÉ Radio 1 occupies 19 of the Top 20 National Radio programmes, Adults 15+. **RTÉ 2FM** occupies the first 4 places for Adults 15- 34s and ten of the Top 20 Programmes in this demographic. Streams year on year have increased by 8% to date.

2. EVENTS DISCUSSION

[REDACTED] joined the meeting to discuss this topic. RC outlined the proposition to explore and develop Events, as a fourth leg for Public Service Media. Events to date have shown a good return e.g. The National Ploughing, Culture Night, Young Scientist, Bloom and Jenny Green/NCO. Music events are considered to be less risk based, with a good return compared to other genres. It would be a major boost for RTÉ branding, with good marketing possibilities that can be spread nationwide. DH and RC have heavily researched this area and are convinced of its potential. BOK would like to further crunch the numbers on this proposition. On the back of approval, RC is to devise a job specification to manage this new strand.

3. BUDGET 2020

BOK noted that 2020 will be the most challenging financial year so far. The overall drive will be to rein-in figures to those of the 2019 forecast. DG asked that each directorate analyse their own domain and return their options to the CFO and the DG by 5th July. RW confirmed that constraining capital spend will have negative impacts on the reliability of our services into the future.

5. A. O. B

GDPR - PM confirmed that she would like all directors to return the completed document that was circulated by Judith Fanning. Re. Data Mapping – PM to distribute paper on findings, with workshops to follow.

Dignity & Respect At the Work Place - The policy on same has been relaunched. EC confirmed that training courses have been completed by senior HR personnel and will be rolled out to managers in the near future.

Eversheds Review of Contractors – EC confirmed that contracts for Video Editors, Wardrobe and Production Design have been issued, with no appeals to date. SIPTU are up to date with development on same. The next phase to be navigated concerns Cameras. EC will keep the board updated on same. The NUJ are seeking a separate deal.

CDG - RW circulated an update for 17th June, which explains agreed and non-agreed requests. RW brought to attention that HR Direct should handle and present to the CDG the following:-

1. Supplementary contract for existing employees
2. Requests to hire composers and writers
3. Requests to hire presenters for digital radio stations
4. Requests to hire consultants

Agreement was confirmed for the first three above items, while the fourth request will be agreed by the DG and the Executive Board.

OTHER MATTERS

Internships: EC was fully supported in developing same and to scope out RTÉ's requirements.

Annual Report: To be issued next week.

Commercial: DG would like GOL / members of her team to attend future PSG Meetings so that they will be fully compliant with future programme development, thus enhancing commercial revenue potential going forward. e.g. sponsorship etc. AL and GOL to agree same.

CFO: DG advise that Breda O'Keeffe, CFO will be departing from RTÉ next year.

Next Meeting, Tuesday, 9th July @ 9a.m.

RTÉ Executive Board	
Date:	Tuesday 23 July 2019
Present:	Dee Forbes (Chair), Adrian Lynch, Jon Williams, Richard Waghorn, Geraldine O'Leary, Rory Coveney, Paula Mullooly,
Apologies:	Jim Jennings, Breda O'Keeffe, Eimear Cusack,

- Approval of Minutes of Tuesday 18th June**
One slight edit to last sentence of the paragraph in point 3 which was changed to "RW confirmed that constraining capital spend will have negative impacts on the reliability of our services into the future."
Minutes have been edited to reflect this and new version uploaded on SharePoint.
- Reports:**

Commercial:
GOL reported that AB for September was 75% in so far which is good. Concerns around the latter part of the year due to the unpredictability of the current climate with Brexit deadline looming. Agencies predictions for the remainder of the year have dis-improved. TV spot down 4 and Radio spot down 8. Non spot (sponsorship etc) up 3 for TV, up 6 for Radio up 25% vod. Down 7% for June YOY. TV looks if it will be ok. We are encouraging deals around spend on the Rugby World Cup, [REDACTED] in for Rugby so far.
Need to look at end of year reforecast.
A new role being finalised, this to be a link between Commercial and the Programme Team, this new person to be involved from the very beginning of process. AL confirmed the job description for new role has been finished and will be advertised internally in coming weeks.

GOL announced new structure within Commercial and is happy with this new structure the right people in the right positions. Some concerns with regard to Radio 1, Radio spot is concerning. Although plans are afoot for Q1 next year, DF asked if there is something we can do to boost Radio 1 prior to this.

Action: DF asked if NOC and her group can look at Radio 1 and how to make an impact/talkability something creative. DF can attend the meeting if necessary. In the meanwhile DF to meet Head of Radio 1, TMcG.

Content:

NOC reported that is a busy time at the moment in preparation for Autumn launch. Putting a lot of work in to getting it right, having the right talent and looking at who should be there. Summertime no big sport events on, little home production. Love Island is huge with 300,000 viewers.

JW informed the Executive Board that the RTÉ Investigates Crèche programme was taking place on Wednesday evening. Big news stories for the summer have been Brexit and Lisa Smith. Current Affairs has been quiet and we will look at next summer and plan for something at this time.

ACM:

AL reported that RTÉ1 2 points down for World Cup. RTÉ2 is stable. Some good programming coming up for the Autumn which will allow us to claw back.

RTÉ1 275 down 20,000 YOY, VM down 10,000 YOY.

Need to look at changing the messaging around RTÉ1. Need to promote Saorview, the audience is there. Opportunity there, just need to join the dots and market.

Legal:

Main highlights for Legal over the last few weeks has been the RTÉ Investigates Crèche work and the Greyhounds, we have an FOI case in at the moment. Looking at some of the older cases and would like to finalise these in the coming months.

Strategy:

RC reported that DF and MD to meet with Minister Bruton on Monday 29th next and will begin the conversation on RTÉ moving forward. Planning meeting around this today and the messaging.

DF reported that the RTÉ Board meeting went well. Thank you to all those involved in getting us to where we are. Consensus is that we are on the right way forward.

O&PS:

Reviewing the Design & Production Design area. [REDACTED] looking at this.

[REDACTED] and the Planning Team relaunching the 2020 plans – this will present planning in a different way. [REDACTED] to attend Executive Board Meeting in the future to present on planning.

Work on the Car park will be complete by end of July.

New Security hut at the front entrance working well.

Catering tender at the final stages. Also plan to give the Canteen a refresh.

ESB Energy Policy was signed off in the last few weeks.

Sustainability and Environment Services is now headed up by Eileen Duggan.

Business Case for Radio Studio for Stage 7 is at the final stage.

Review of Radio BCO's currently taking place, looking at practices and how best to work through. There are 26 BCOs.

We have 3 people working on the Channel Management Programme and the IBMS system. We will have a new Head of Channel Scheduling in August.

Nearly finished DR playout, Disaster playout which will be downstairs in Admin this will be built into the Cloud.

On September 4th, Saorview broadcast channels will change, there has been a 6 month migration. Northern Ireland will be affected. Website is nearly ready, call centre staff being trained. We received €450 from the Department regarding this.

3. **Drones:**

RW presented three papers under the Agenda item Drones. A Guidance note, Legal documents and the Safety guidelines which upon approval, will be published on the hub. PM noted that there had been a complaint regarding Drone footage so policies had to be put in place. Currently RTÉ owns 11 Drones, 5 are registered with the IAA. All need to be registered. Plan is to keep the Drones centrally and use trained pilots. [REDACTED] will be the keeper of the Drones for RTÉ and licence them out. All Operators need to be trained. Staff need to be aware of GDPR, privacy, safety guidelines and the management of the footage. Drones cannot be flown over people 50 feet. New legislation is being introduced new year by the EU.

RW would like the Executive Board's support and that the Drone documents be published on the HUB. This was agreed by the Executive Board and that the Drones be managed centrally as suggested.

4. **GDPR:**

██████████ has been appointed as the new Data Protection Officer for RTÉ.

With regard to the Data Mapping project, waiting on feedback regarding this. Ask Executive Board members to revert please.

We will be setting up a Data Steering Group of the right people to address such matters as cookies. Data protection needs to be imbedded in everything we do. Going forward it is hoped that all files etc be saved on One Drive. RW noted that the Archiving policy is going to come to the Executive Board for review at some point regarding a new records management system.

5 **Review of Actions**

- Not discussed at this time.

6. **AOB:**

Diversity:

JW brought the subject of Diversity for discussion. There was a soft launch already but there will be a hard launch around the area of Diversity in September. We as an organisation need to up the ante around Diversity editorially. Ambitions need to be taken seriously across all areas. JW asked for support for our Diversity Lead across all areas please.

DF to organize a meeting with the Commissioning Editors and Heads to give greater support to Diversity and also that this be on the Agenda for Corporate Editorial once monthly, each area needs to be accountable.

DF wanted to make the Executive Board members aware that ██████████ who ran 4ondemand is to come in to work with us for one month and give us his insight around the Player and to put a plan in place, this is a great resource and RDH will work across all areas. AL will look after ██████████

7 **Confirm Actions arising:**

- DF asked if NOC and her group can look at Radio 1 and how to make an impact/talkability something creative. DF can attend the meeting if necessary.
- DF to meet Head of Radio 1, TMcG.

RTÉ Executive Board

Date: Tuesday 30 July 2019

Present: Dee Forbes (Chair), Breda O'Keeffe, Eimear Cusack, Jon Williams, Richard Waghorn, Geraldine O'Leary, Niamh O'Connor.

Apologies: Jim Jennings, Adrian Lynch. Rory Coveney, Paula Mullooly,

In attendance: [REDACTED]

1. Approval of Minutes of Tuesday 23 July 2019
Minutes of 23 July approved.

2. **Sustainable strategy for Studio Services:**

Rodney Icton was in attendance to present paper on **Sustainable strategy for Studio Services**. RI has been Manager of Studio services for two years, and in that time has put in place a lot of positive changes but has more to do. Staging and Studio Technicians etc. are all working together to solve problems, approach is listen and lead. EC commended RI on the good job he was doing working with staff and building trust. Lots of changes have been made to the physical working environment and conditions have improved. Current issues are resourcing and culture. Not easy to change. RI had listed in the pre-read Four options for addressing change and the solutions.

- i. Prop room
- ii. Rigging crew
- iii. Annualised Hours
- iv. Agency

Agreement was made to move along with the Prop room, to look at the Rigging option and Annualised Hours and Agency options need more work done here. EC to meet RI to look at these. DF thanked RI on the really good paper put together, for addressing these issues with efficiency.

3. **Reports:**

Commercial:

GOL reported that she had a meeting re: Radio 1 with [REDACTED] and had discussed minuteage flexibility, if we could have maximum minuteage room from 5 – 6 for October, November and December on Radio 1, it would really help. This is a Ministerial issue and being handled by RC. The current Commercial shortfall is at €1.8m and we don't want this to increase. Need to drive more category money, don't want shortfall to grown. Good conversation with TMcG re: non spot, plan

is to have more competitions on Ray D and Tubridy. To revert to TMcG on this on his return from break. Radio 1 remains biggest priority. Within the new Commercial Structure there will be a Radio Lead to work on creative and editorial side. Perhaps a regular catch up with Radio. BOK mentioned that we will most likely be €6m off, as we are €4.9 off budget at the moment.

EC and GOL meeting [REDACTED] next week re: RTÉ Guide. Autumn Launch has been confirmed.

GOL to update on Brexit and impact on commercial to date. This to go to Vivienne Flood to be incorporated into an Update Note for Minister/ Department of Communications, Energy & Natural Resources.

Content:

NOC reported Sports and News remain big for the summer. Up for the Match for the two all Ireland finals. Rose of Tralee coming up end of August. New Season Autumn Launch taking place on Thursday 22nd August.

JW The Crèche RTÉ Investigates remains the big story. DF noted the impact and wanted to wish JW and all those involved well done. Will have to make plans and start thinking about British Election and the event of a No deal Brexit, contingency plan very important financially. We have flagged this with the Department. This will be very important. JW also to feed into the note being prepared by Vivienne Flood.

One RTÉ:

EC reported that the Contractor review is ongoing. NUJ will come in under Eversheds. Currently 36 contracts issued, 24 signed. Going ahead with Steering Committee meeting next week then looking at On-Air people.

Still ongoing problems with people being brought in with no contracts, no cotags, no pc logins. People will not get paid unless they have a contract prior to starting.

EC Starting plan 5 weeks to put proposal together with regard to Pay. Will revert to the Executive Board at various points along the with regard to negotiating strategy for the Unions and ways of working together. Meeting MA today.

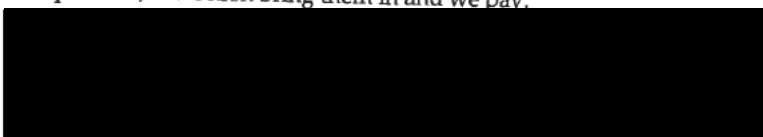
O&PS:

RW wanted to flag that the Channel Management/IBMS project is on status red/running into problems with regard to additional resources now. Steering Group Meeting took place yesterday and we have a very

tight window but still hopeful to get it over the line. JPC due back in September.

Finance:

Mazars will come in for a series of meetings with Senior Management, as they want to focus on what is the strategy going forward. We will come back in September with a presentation from Mazars. They are independent, the Union bring them in and we pay.



4. **Forecast 2019:**

BOK reported on the Year to date at June 2019, the first 6months of the year 2019.

Revenue at the end of June is €3.8m below budget. Licence fee is €1.4m below, therefore we are €5.2 off income. Costs are ok and pretty much in line with budget but we can always do better. Net deficit is €4.3m.

Outlook is that the Commercial revenue will grow from €3.8 to €6.1m deficit. Licence fee gap of between €0.5m to €1m. Costs €1.5m - €2m better than Budget. A/L hoping to save €1.5 by the end of the year.

Reminders to staff re:A/L use or lose ongoing. EC will bring an update on this end of August. Responsibility of managers to get the message out to their staff. Only carryover of 5 days maximum. EBITDA after special events is €1.3 off budget.

Costs need to be lower, discretionary costs curtailed.

JW noted that Brexit Election planning will be a cost that we need to plan for. DF asked that Radio and TV please coordinate around this, JW and NOC should make sure of resource planning. DF asked that we be prudent re: planning.

Discussion was had with regard to keeping back some of the Autumn Launch to Q1 2020, look at this end of August with a viewpoint in October. We will have a better of Brexit impact end of Oct/Nov. Virgin will have I'm a Celebrity in November and Winter Love Island in January.

5 **Approvals**

- CDG Report: 22 Requests, 15 Agree, 7 Not Agreed.

5 **Review of Actions**

- Not discussed at this time.

6. **AOB:**

- Letter and information note on Brexit impact to date going to the Department/Minister. GOL and JW to input.
- DF, MD met with Minister Bruton, [REDACTED] on Monday 29th July. In summary a good meeting and outlined strategy, a different RTÉ and plans. MD outlined position and concerns of the RTÉ Board. A follow up of this meeting, to outline options in greater detail probably end of August.
- Next meeting of the Executive Board will be on August 20th 2019, meetings of August 6 and 13 cancelled due to holidays and several member being away.

7 **Confirm Actions arising:**

RTÉ Executive Board

Date: Tuesday 20 August 2019 @ 11am

Present: Dee Forbes (Chair), Adrian Lynch, Rory Coveney, Paula Mullooly, , Eimear Cusack, Jon Williams, Geraldine O'Leary,

Apologies: Jim Jennings, Breda O'Keeffe , Richard Waghorn, Niamh O'Connor.

1. **Approval of Minutes of Tuesday 30 July 2019**

Minutes of 30 July approved.

2. **Reports:**

Commercial:

GOL noted that the New Season Autumn launch taking place on Thursday 22nd, RTÉ

may look at doing something different next year as some people are still on holiday at this time. The launch looks good, the Late Late Show set, lots of people involved. The entertainment will be Keith Barry.

Commercial area has settled down well, people are clear on roles, job specs, what is expected and accountability. GOL having one to one monthly meetings with staff. Another presentation was made to staff last week, and the team are stepping up. Revenue same pattern continues. September AV

for TV is good. October AB coming up. 13 of top 20 Clients are down year to date. [REDACTED]

PIC remains an issue but GOL met with TMcG and DH and they are more open to promotions and will be supportive of this. AL reported that the new role linking Commercial and Programming will be boarded in two weeks. AL and EC working on this.

GOL noted that we need to work on stakeholders and tell our story better. Rugby World Cup in Japan coming up, advertising is very restrictive, events and social for sale.

Action

GOL to bring Organisation chart back to the Executive Board in a few weeks, clarifying who is who and the roles.

ACM:

AL reported that [REDACTED] has been appointed as Creative Director, This is very exciting and a new role. He will start in October and work across all of the business.

Autumn Launch on Thursday. RTÉ2 is pretty level, 2 points down, RTÉ1, 1 point down. We have a good schedule up to December. Super Union still working away on Brand Architecture. [REDACTED] came in for two days to work with AB and Team regarding the Player. He met and spoke with as many of the team as was possible. This went really well and received a lot of feedback from [REDACTED]. He was very impressed with the commitment and energy of the team, he will come back in September.

One RTÉ:

EC reported on the Contractor Review, 44 have been issued, 31 signed, 11 due back and 2 declined. On Air and Sub Editors Sport will be the next group to be worked on. The Steering Group will meet on Monday 26th. The On-Air list will go to the Exec for information/obs. NUJ has been very vocal. EC and BOK to meet with Scope.

[REDACTED] has been in advising around work practices and the efficiencies.

Toil/Holidays remain an issue. Summer is a big issue reToil and in particular News and Current Affairs. Discussion was had regarding this, and DF suggested perhaps we need to visualise more Radio next year.

Re: RTÉ Guide staff, plan is for GOL and EC to meet [REDACTED]. Certain matters need clarification before 2 offers can be considered and the RTÉ brand factored and protected. The matter will involve 12 staff. List of asks to go to RTÉ Board.

Legal:

PM updated the Executive Board on various new recent developments, matters settled etc.

A questionnaire has come up from the Data Protection Commission with regard to compliance and cookies. Looking at this.

Content

JW asked his Managing Editor to plan for a No deal Brexit day to look at how life will change and the impact on people across the board right across the country. This day to happen on October 1st. Studio 5 will be used for Six One and Prime time and will effectively be Brexit Headquarters. [REDACTED] has started work on Claire Byrne Live and will most likely do a show from border town like Dundalk on October 28th. This will be a huge week for RTÉ News and Current Affairs.

DF asked that RTÉ as an organisation be joint up across all areas/platforms and JW/AL and NOC to be across this.

To note [REDACTED] did a great job reporting from Malaysia regarding the very sad story of Nora Quoirin and dealt with it with great sensitivity. Youth Parliament has changed its name to Youth Assembly. Applications have been received online.

3. Approvals

A196: Stage 1 & Stage 2 -Digital AD Serving Technology Solution

Stages 1 and 2 Digital AD Serving Technology Solution were approved by Executive Board.

4. Review of Actions

- Not discussed at this time.

5. AOB:

- JW has submitted 3 Temporary Brexit assignments for Executive Board approval – Multi Media Journalist Belfast, Multi Media Journalist London and Shoot/Edit camera crew - these had been approved for finance by the Financial Controller. John explained the rationale behind the requirement. These roles will be filled by existing staff.

These roles were approved by Executive Board.

- DF noted that the Autumn launch had asked that that Genre Heads talk about the new material their specific areas at the Autumn launch for the Staff event.

- EC reported that [REDACTED] Printing is to take VEP.
- RC reported that he along with AL had worked on a job description for Head of Events across all areas.

6. **Confirm Actions arising:**

RTÉ Executive Board

Date: Tuesday 3 September @ 10am

Present: Dee Forbes (Chair), Adrian Lynch, Rory Coveney, Paula Mullooly, , Eimear Cusack, Jon Williams, Geraldine O'Leary,
Jim Jennings, Richard Waghorn,

Apologies: Breda O'Keeffe

1. **Approval of Minutes of Tuesday 27 August 2019**
Minutes of 27 August approved.
2. **Commercial Structure and Strategy**
GOL gave a presentation on the new structure with Commercial area, which were announced in June of this year - Commercial Solutions and Sales merged. Two aspects to this, work we have to do Corporately and Commercially. The nature of the business has very much changed, we need new areas of revenue, for example spot is an issue. We have made great progress but we are not where we want to be yet. Looking at benchmarking successes and failures. Each team member now has job description, knows the role and the expectations with it. Need to work together to manifest internal relationships; work with the Genre Heads and a credible single line of contact. The new position of Content partnership liaison will help greatly. DF noted that the Genre Heads need to work with Commercial and we need to help them understand the need to work the importance of working together with Commercial. Working on both strengths and weaknesses and looking for the opportunities out there. For example the New Season Launch – perhaps we look at this differently next year, needs to be discussed. Perhaps the Agencies could host us and bring clients in so we can tell our story. Need to look at opportunities around the Youth Parliament, around the non news items, perhaps themed ad breaks for the week in question. DF noted we need to be on top of this and what is happening socially etc. Sustainability is also very important and measurement, we need to be able to measure client's journey and have AV measurement across all.

DF noted that we, the Executive Board, need to pull together to support Commercial and work needs to be done on Stakeholders and how to get message out, build on relationships within Content and branded content.

3. **RTÉ Guide**

PM reported that there are two interested parties at the moment. Recently met with KPMG with regard to some issues/queries from the parties in question, which were as follows:

1. TUPE
2. Old Archive Content
3. Access to Talent and the RTÉ Brand.

Discussion around Archive, Talent and Branding was had, several options offered including transitioning period, editorial control, impact on reputation and branding all very important matters but ones we are open to finding solutions and working out. PM to go back to KPMG to deliver message we are open to working solutions but will need to know what the offer is and what is it based on.

4. **Reports:**

Content

JW noted that the discussions around Brexit continue, possibility of no deal is real and also need to factor in there may be a UK general election. Forging ahead with plans for the Brexit No Deal Day on 1st October. This will go across the day from Morning Ireland to Prime Time across all platforms. Each programme to look at different aspects. Studio 5 will be Brexit Headquarters. JW has informed and started conversation with the Government.

Online News is up 30% YOY and there appears to be a different pattern of consumption, looking at why this is and the possibility people are on holiday and checking in whilst away.

ACM

AL reported that he had a lunch meeting today, Tuesday 3rd September, regarding options around Fair City.

[REDACTED]

All Ireland football results were great, in at 969 it was an excellent game. Replay taking place at 6pm on Saturday 14th September. What is usually The Sunday Game will take place on Saturday after the game. Virgin have

put to air a new Sports Show on Monday and Friday, 2 per week. Matt Cooper and Ivan Yates on air 3 nights weekly now. Ireland's Got Talent finished.

One RTÉ

EC reported Contractors Review ongoing, 44 contracts issued, 33 signed and 1 declined, waiting on 10, 3 appeals in.

EC and BOK met with Scope last week, meeting went well and was honest exchange of information.

The NSO situation is gathering momentum and meeting with the Department of Communications, Energy and Natural Resources regarding this.

O&PS

RW reported that the Saorview migration has started, there will be a 6 month lead up to this in March. Call Centre well prepared. Longwave switching off for two days this week for maintenance. Ads on air from 12noon today announcing this and then it will be switched off again from 10 -17th October.

Studio 5 work is progressing. Sports backdrop will be ready this Friday. This project will be delivered on time. 20th September is the date for first Rugby World cup match and opening ceremony.

5. **Department Communications, Energy and Natural Resources Meeting update:**

RC reported on the recent meeting BOK and RC had on the Friday 30th with the Department of Communications, Energy and Natural Resources and Department of Public Expenditure and Reform. This was a very direct meeting on where RTÉ is financially and the outlook. DPER were very appreciative of the difficulty and measures prepared to take with output etc. The collection of Licence Fee was mentioned and the British model. This meeting is to be followed by DF meeting with Sec Gen of Department of Communications, Energy and Natural Resources.

6. **For approval:**

Business Case & A196 for *New Devices* – this discussion was postponed to Executive Board meeting next week, 10th September 2019.

7. **Review of Actions**

8. **AOB**

DF gave an update on next phase of work with the Government, discussions with Unions and working with PWC verifying the Strategy

and finer details. PWC have been hired by the RTÉ Board. DF/RC/BOK/EC part of a Steering Group with PWC. This is a massive project and PWC a big resource to us. A lot of work ahead.

9. **Confirm Actions arising:**

RTÉ Executive Board

Date: Tuesday 10 September @ 9am
Present: Dee Forbes (Chair), Adrian Lynch, Rory Coveney, Paula Mullooly, Eimear Cusack, Jon Williams, Geraldine O'Leary, Jim Jennings, Richard Waghorn, Breda O'Keeffe

In attendance: 

1. **Audience Insights presentation by Paul Loughrey**

PL was in attendance to give an update on Audience Insights to September 2019.

PL started off with the recent JNLR results for **Radio**. Of note there was a decline in 2fm and a drop in share for the 15 – 34 year olds. Newstalk has had an increase in this group. Regional and local radio stations healthy. Marian Finucane largest gain +45,000. Also increase in listenership Hard Shoulder and Off the Ball. The Hard Shoulder increase is having an impact on Drivetime. Weekday all stations remain level – apart from Today fm. Radio 1 slight growth YOY for 35 – 54 year olds from 14.4% to 15.4% .

Online, up 6% year to date. Sports had record streams for All Ireland football final. RTÉ.ie and News Now steady growth, slight larger growth News Now. Key growth areas for August, RTÉ Brainstorm +178%, RTÉ Weather 138%, RTÉ Lifestyle +23, RTÉ News +20%. Analysis and features really good engagement. TV, YTD decline across all audiences. VM appears stable. Impact of no World cup evident. LLS first episode had an audience of 540k, Room to Improve 430k 36% share. RTÉ having a good year, doing well. Top 20 programmes dominated by Sport – 12 of the 20, football final is number 1 at 988,600 - 76% share. New Season off to a good start.

Discussion was had around non TV homes and gaining information around this from Audience panels.

Action: PL and RC to work out what info we specifically need re: non TV homes and PL to look at Audience panel research around this.

GOL mentioned the need to be able to measure AV. PL to revert on a few queries.

2. **Approval of Minutes of Tuesday 3 September 2019**

Minutes of 3 September approved.

3. **Budget 2020**

BOK presented Draft 1 of Budget 2020. Hard copies were circulated to Executive Board members. The forecast for Budget 2019 had been set at deficit of €9.3M, at the moment it is forecasting at €13.5M. We are €9M short of where we need to be. Business as usual is running deficit of €32M. Figure of -18M is not a good picture factoring in public funding would have been -€9M. Forecast up to July 2019, had factored in General Election for this year, this is now not likely to happen and should be factored in for next year. Licence fee and Commercial need to be recast and costs are too high. Land sale projects will have to be slowed down BOK to meet RW regarding this. ERP project is running late. Special Events need to be looked at again, all events including Olympics and Licensing and [REDACTED] all to be looked at again. RW looking at scheduling over the next 5 weeks, RW will be in Studio, looking at how we do things and what we can do differently to shave time and scheduling of personnel – this in turn may have an impact on Content. Clarity around NSO also needed. Content and Operations will need to look at their areas. The 2020 Budget to go before the RTÉ Board at the meeting on 26th September. More work needs to be done from various areas; budget needs to be brought down further.

Action: BOK asked the various Executive Board members to go back and meet with their Finance areas and revert by Friday 13th and another draft of Budget 2020 to come back to the Board on Tuesday 17th and Tuesday 24th September. When this layer of Budget has been worked on, we will delve down to next lay and look at our Strategy Commitments and incorporating them.

4. **Strategy Update**

RC presented a timeline of all the up and coming plans for the coming months.

DF brought the Executive group together on Monday morning 9 September to go through the weekend press coverage and future communication in the coming days, messaging from all areas and Management to be consistent and clear.

PWC is working on Report and its report will go to the Board this week. A lot of work to be done in the next 5 weeks. Licence fee collection option to be considered. We need to discuss this carefully and have a view on what is best. Minister has engaged New Era to work on independent report on RTÉ situation, New Era and PWC have engaged. PWC to attend the RTÉ

Board Meeting of 26th September. Also Dee due to meet with the Minister to go through timeline, waiting on meeting.

5. **For approval:**

CDG: JW has taken over on CDG instead of RW. JW presented the CDG Report and its decisions.

Content: 16 Contracts for approval, 9 Agreed, 7 Not agreed.

ACM: 3 Contracts for approval, 1 Agreed, 2 Not.

Commercial: 1 Contract for approval, 1 Agreed.

Operations and Production Services: 17 Contracts for approval, 16 Agreed, 1 Not agreed.

News & Current Affairs: 3 Contracts for Renewal, 8 approved.

A discussion arose around contracts for On Air Talent, as a few contracts had come up at CDG and more information was required.

Action: An Exec Talent Committee is to be formed and all On Air Talent to go before this Committee going forward. The Committee to include: DF, EC, AL, BOK, JJ, JW and PM.

A196 & Business Case for New Devices: Windows 2007 will run out at end of the year, we need to migrate to 2010. Last computer fleet was purchased 2011, we need more modern machinery. Plan to work just 1 device per person. Looking at pricing a volume of devices with a supplier, a framework agreement and procurement for best price. We will do this over a 2 year period. 2007 will be out of support in January and this will be a security risk. New devices to be rolled out in 2020/2021. We are focusing on 3 projects for 2020: i) Desktops ii) Studio 4 iii) Subtitling.

A196 & Business case for New Devices was approved by Executive Board, this to be put forward for approval for RTÉ Board meeting of 26th September 2019.

6. **Review of Actions**

7. **AOB**

- 25 Year Service Awards: Given our current situation, this to be looked at and a plan to be put together to mark the occasion in a more cost effective fashion. EC to investigate and revert with a proposal.
- It is agreed and decision taken that there will be no RTÉ funding of Christmas parties, lunches, end of season parties in 2019 this year across all of the organisation. There will be no exceptions to this.

- EC working on speaking notes as the TUG meetings are starting and options on the table early October. Looking at taking Kieran Mulvey to facilitate negotiations subject to availability and discussion with SIPTU /NUJ
- DF wanted to thank all the Executive Board members for the hard work being put in, it is appreciated.

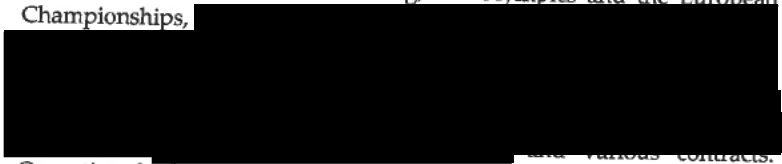
RTÉ Executive Board

Date: Tuesday 17 September @ 9am
Present: Dee Forbes (Chair), Adrian Lynch, Rory Coveney, Paula Mullooly, Eimear Cusack, Jon Williams, Geraldine O'Leary, Jim Jennings, Richard Waghorn, Breda O'Keeffe

Apologies: Richard Waghorn,

1. **Approval of Minutes of Tuesday 10 September 2019**
 Minutes of 10 September approved.

2. **Budget 2020**
 BOK introduced Draft II of Budget 2020. Progress made but we need to have a further iteration to reach -€18m. We have moved Election finance to 2020 and there is also a new Commercial Revenue figure. Various other items were discussed for cost saving, the Olympics and the European Championships,



Operations budget to be looked at again, meeting with RW re: Production Models. Branding will have to be looked at by ACM. Sales incentives to be taken out of budget. Expect NSO plan to take effect first half of next year so that will bring back in €1m. The 2020 Budget to go to the RTÉ Board at the end of this week (20.09.19) for RTÉ Board meeting on 26.09.19 this figure has to be reduced to -€18 by week end.

Action: BOK and Finance team to factor in the savings discussed at the Executive Board across all the areas, ongoing meetings during the week. Draft III Budget 2020 to be presented to the Executive Board on Tuesday 24th and to the RTÉ Board on Thursday 26th September.

GOL to circulate a document on updated Commercial figures.

3. **Reports:**

Strategy:

RC reported that he along with several RTÉ colleagues had met with the officials from Department of Communications, Energy and Natural Resources in the past few days and the subject of Licence fee collection was brought up as a possible option for RTÉ. This will need to be given careful consideration. A discussion arose regarding this and there are several factors which will need to be explored in order to progress further and to include:

- i) the current legislation around no licence fee homes,
- ii) the current TV licence fee database,
- iii) CPI
- iv) TUPE
- v) Licence fee prosecution. Decision to express interest with certain caveats as per list. GDPR a factor and many unknown factors.

The PWC report for the RTÉ Board is due this week and will go to RTÉ Board on Thursday 26th. This Report will also be presented to New Era.

Action:

RC to work on a document of Asks around the Licence fee collection

One RTÉ:

EC to bring the Transformation document to the Executive Board next week, 24th September, outlining all HR related plans and negotiations.

Content:

JJ reported that the Rugby World Cup will launch on Friday in Japan. New Studio 5, from which the Sports panel will report from, looks great. Plan to start slowly and building up but extremely happy. Club GAA starting next weekend, the Championships and the Rugby World Cup on Sunday. Have had a great summer of Sports.

DF queried plans around Climate change/the Youth Parliament, the RTÉ faces and voices to be associated with this? This needs to be considered. Also the Schools will strike regarding Climate change around the Country and marching out of school on Friday 20th.

AL reported that the Late Late Show received 49% share last week and the fact that RTÉ was up 7 points in share for September alone.

The Documentary No Stone Unturned to be screened on RTÉ next week. A lot of work has gone into clearing this from across the areas.

DF noted that we have to get better at telling people what is going on and perhaps more involvement with Social media. Laura Brennan Documentary aired on Monday night, hugely poignant. Ploughing Championships will go out on Six One this one and also the launch of Galway 2020.

4. **Brand Strategy & Architecture**

This item wasn't discussed at the meeting due to one of presenting team being unwell.

5. **For approval:**

A196

- UHF Saorview Transposer Antennas
- FM Programme input Equipment Replacement

These A196s for approval were not discussed at the Executive Board meeting due to time constraints, but have since been circulated for online approval – and have been approved.

6. **Review of Actions**

7. **AOB**

8. **Confirm Actions Arising:**

Next Executive Board Meeting Tuesday 24th September 2019 @ 9am

RTÉ Executive Board

Date: Tuesday 24 September @ 9am

Present: Dee Forbes (Chair), Adrian Lynch, Rory Coveney, Paula Mullooly, Eimear Cusack, Jim Jennings, Richard Waghorn, Breda O'Keeffe, Richard Waghorn,

In attendance: [REDACTED]

Apologies: Jon Williams, Geraldine O'Leary,

1. **Approval of Minutes of Tuesday 17 September 2019**

Minutes of 17 September approved.

2. **Budget 2020**

BOK had circulated three documents for the information of the Executive Board i) Financial highlights to 20th September 2019, ii) Budget 2020 for RTÉ Board presentation on 26th September 2019, RTÉ Board Results Year to date August 2019 and outlook for 2019. Main focus being the Budget 2020 and the fact that Draft Budget 2020 is coming in at a deficit of -€19M with the new Strategy layered into this. Assumptions have been made as follows: Commercial Revenue €145m, Licence fee income small growth, Operating Costs of €334 in line with Strategy. Special Events [REDACTED]

[REDACTED] Strategy changes of €10 which will be a challenge to deliver.

BOK asked that we spend wisely and cut where we can. 2019 financial highlights. The headcount is 37 higher than budget, the Evershed Contractors would certainly be a factor and the amount of FTE. HR to look at this further. Licence fee income is €1.7m below budget.

Coming up monthly meeting with Department of Revenue and another meeting with Scope on 4 October. Options re: RTÉ Guide to be updated – check in with KPMG.

Also the sale of RTÉ Artwork is coming up - presale event in Dublin.

3. **5G:**

RW had prepared and circulated a paper on 5G and the implications for RTÉ. 5G is the next generation of mobile broadband. There will be implications for RTÉ, channels and services, Saorview and 2RN. The EBU is setting up a Group on 5G Business models which was launched at the recent IBC in Amsterdam. RTÉ will sign as a founding member, plan would be to engage with the Government around Spectrum policy. RW will have a discussion with ComReg regarding Spectrum policy. 5G devices will range from the car, tv, mobile devices, smart speakers to name but a few. There will be great potential for production around 5G. It is expected to take years for 5G to take over from 4G's dominance, switchover probably not likely to happen any earlier than 2030 but we at RTÉ would like to be there from the get go, incorporate all elements of the supply chain and have access to the Spectrum. This needs more thinking but would like to be one of the countries there from the beginning.

4. **Reports:**

Due to time constraints this item did not take place.

5. **Transformation**

EC and [REDACTED] along with the HR and Finance Teams had prepared a Commercial Sensitive and Highly Confidential presentation paper of various options regarding **RTÉ Building a Sustainable Future**. These were broken down into i) Business imperatives ii) Cost reductions iii) Organisation Efficiency and iv) Organisation Effectiveness. The plan going forward from 2020 – 2024 over a 5 year period. Some very difficult decisions to be made by the Executive Board regarding reductions to PROC costs and general efficiencies. Whatever decisions are made will need to be rock solid with no potential for creepage. Left with no choice without more impact to output / content.

6. **For approval:**

CDG

This discussion was taken offline – due to time constraints.

7. **Review of Actions**

8. **AOB**

9. **Confirm Actions Arising:**

Next Executive Board Meeting Tuesday 1st October 2019 @ 9am

RTÉ Executive Board

Date: Tuesday 1st October @ 9am

Present: Dee Forbes (Chair), Adrian Lynch, Rory Coveney, Paula Mullooly, Eimear Cusack, Jim Jennings, Richard Waghorn, Breda O'Keeffe, Jon Williams, Geraldine O'Leary,

In attendance: [REDACTED]

1. **Approval of Minutes of Tuesday 24 September 2019**

Minutes of 24 September approved.

2. **Reports:**

Due to time constraints the Reports were not discussed.

3. **Brand Strategy & Architecture Executive Update**

[REDACTED] had circulated a pre read document to the Executive Board prior to the meeting. A lot of work has been done up

to now and wanted to take the Executive Board through this to date and future plans. What has come to the fore is that people are looking for meaning in brands and we need to shift audience perceptions. Currently we are in the Validation stage of the Brand development process. The brand is the most important and valuable asset. Moving to focus groups in the next week. Work has been ongoing over the summer with Superunion. There have been 13 Stakeholder interviews and 5 workshops, which have included the Executive Board and the Youth Advisory Group. Not yet where we want to be. The RTÉ Brand is in evolution and one of the most important things is getting the **Why** right. If we get the why right it will bring people in on our journey. Feedback is very important to us as is the research feed in order to future proof RTÉ. Need to bring the Digital natives along with the rest of the audience. October 11th there will be a research session and will also do a session with the Executive Board at another date. Aim to have a clear view of the brand by year end. Really happy with Superunion and the work being done.

4. **Review of Actions:**

Due to time constraints Actions were not discussed.

5. **AOB**

- A discussion was had with regard to the forthcoming meeting with the TUG. It was decided that the full Executive Board, all those who were available, would meet with the TUG on Thursday 3rd October @ 10am.
- EC reported that the recent Transformation presentation document presented to the Executive Board on 24th September, is currently being stress tested.
- DF reported on the recent RTÉ Board Meeting.
- Meeting with Communications with regard to messaging and social media in the coming weeks.
- JW reported that Brexit Day taking place today 1st October across Radio and TV. A lot of work has gone into this. Praise for Tony Connolly and the great work he is doing.
- DF mentioned the fact that 5 pieces of Artwork are being put up for sale. Staff to be notified on the HUB.
- DF asked that AL & RW come to the Executive Board with a view on the next steps for the RTÉ Player.
Action: AL to circulate the Player tender document for information to Exec Board.
- FYI the RTÉ Board Minutes from 2016 are being released to [REDACTED] under Freedom of Information.

6. **Confirm Actions Arising:**

Next Executive Board Meeting Tuesday 8th October 2019 @ 9am

RTÉ Executive Board

Date: Tuesday 8th October 2019
Boardroom, Third Floor, Admin Building @ 9am

Present: Dee Forbes (Chair), Adrian Lynch, Rory Coveney, Eimear Cusack, Jim Jennings, Richard Waghorn, Breda O'Keeffe, Richard Waghorn, Jon Williams, Geraldine O'Leary,

In attendance: [REDACTED]

Apologies: Paula Mullooly

1. **Audience Insights presentation by Paul Loughrey**

Paul Loughrey was in attendance to give an update on Audience insights up to October 2019. There has been growth of 110% for September, and huge growth in live events. The Player had the highest live stream since the launch of new Player for the Ireland v Japan Rugby world cup game with 197,000 streams.

Ireland v Russia, 308,800 live streams, 304 claimed to watch out of home. 38% on RTÉ2 and 62% on RTÉ Player. Discussion was had with regard to measurement and the most accurate in terms of people dipping in and out and ensuring they are not counted more than once. Play count seems to be most accurate and of similar comparison to TV reach which is 30 minutes and this also excludes technical error.

RTE.ie pageviews at 66,040,984. Homepage 10m page views per month for 3rd month in a row (biggest since Jan 2014). Brainstorm biggest month to date with 610k, up 230% YOY.

YTD September all day big growth up 5% for RTÉ1 and 57% RTÉ2. Programme driving gains, Nationwide, Big week on the Farm: Harvest, 4 nights, Room to improve, Comedy Showcase, Fairy City & The Week in Politics – all Sundays. Claire Byrne Live, Keith Barry Experience, Wednesday.

Looking at forecasting for 2020 and how it will be broken down.

Actions:

- [REDACTED] to put a paper together for next Executive Board presentation (on 12 November) regarding measurement/currency and alignment.
- DAI further discussion needed around this – to be taken offline by DF/AL & GOL.

- [REDACTED] to bring the forecast 2020 back to Executive Board to look at.

2. **Approval of Minutes of Tuesday 1st October 2019**
Minutes of 1st October approved.

3. **Reports:**

Commercial:

GOL reported that we will make budget for September & October for TV Spot. November at the moment looks challenging due to Brexit. A lot of the key players not spending because of Brexit. Radio 1 is up for September YOY. 2fm up 20% YOY. Player packages sold for Rugby World cup. Will be negotiating 2020 deals soon. More work to be done on Radio 1 pricing, this is very important. Having first Trading away day for 2020 next week. The new Commercial structure and in particular the buddy system in Trading and Sales starting to work. 60 top clients on our hit list.

Action: AL asked would it be an option to go out to the Agencies with Top Talent. GOL to look at this.

Content:

JJ reported that it was a strong September with a lot of new content and lots coming up, including the new Drama Dublin Murders.

O&PS:

RW reported that the Production models work is going well and he will bring an update to the Executive Board when finalised. Optimistic with regard to this and improvements that can be made.

Studio 5 looking good. The Today Show is now in HD on RTÉ1, will complete other regions by end of year. Looking at Channel Management. RW & AL to meet on Wednesday 9th re: Player.

Action: RW to bring Production Model body of work back to the Executive Board when work has been complete.

One RTÉ:

EC reported more work and preparation required by the Team following recent Transformation presentation and further meeting on Friday to finalise this going forward as a Team.

4. **For approval:**

CDG

Content Division: 32 Submissions, 29 Agreed, 3 Not agreed.

ACM Division: 10 Submissions, 10 Agreed.

Commercial Division: 2 Submissions, 2 Agreed.
Learn and Finance Division: 3 Submissions, 3 Agreed.
Operations and Production Services Division: 47 Submissions, 31 Agreed, 16 Not Agreed.
News & CA: 2 Submissions, 2

5. **Review of Actions**
6. **AOB**
7. **Confirm Actions Arising:**

Next Executive Board Meeting Tuesday 15th October 2019 @ 9am

RTÉ Executive Board

Date: Tuesday 15th October 2019
Boardroom, Third Floor, Admin Building @ 9am

Present: Dee Forbes (Chair), Adrian Lynch, Rory Coveney, Eimear Cusack,
Jim Jennings, Breda O'Keeffe, Jon Williams, Geraldine O'Leary,
Paula Mullooly

By phone: Richard Waghorn

1. **Approval of Minutes of Tuesday 8th October 2019**
Minutes of 8th October approved.

2. **Budget 2020**
BOK presented Draft III of Budget 2020. The Budget is starting to take shape and more information in on what we are budgeting for. We need to look at cash, funding and headcount areas in particular. DF asked that there is an Owner for each project for follow up and in order to keep the Executive Board updated. Various cuts have been layered in around the Strategy and other adjustments have been incorporated.

Owners for the various projects as follows:

- GOL – Commercial incentive taken out,
- AL - Branding Spend. AL to discuss with NT and revert on this.
- JJ - Special Events
- JJ – Sub licence
- EC - Pay
- JJ - Radio 1
- JJ – DAB

- JJ – Religious
- DF & BOK – Top Talent
- JW – News Entertainment
- JW – One RTÉ Journalism
- RC – NSO

DF suggested that there should be a HR and Finance person relevant to each area to work along with the Project owners.

DF noted that the projects have been agreed on as an Executive Board and no changes to be made without reverting back to Executive Board.

Draft IV Budget various assumptions will be made.

- The Player Strategy along with Commercial. AL & AB have a short term plan regarding Player; this will go to the RTÉ Board meeting as it will require further funding. AL/GOL/PM/RW to work on this. Additional spend will be required for Player and minuteage. AL and AB to give top line on how much.
- Licence fee. 2020 target to be agreed with Department of Communications, Energy and Natural Resources/An Post.
- Operating Costs – in line with Strategy.
- Strategy Changes and incorporated costs to be delivered.
- NSO to move to NCH.
- Discretionary spend cut to be allocated to each division.

3. **Reports** were not discussed at this time due to time constraints.

4. **Review of Actions**

5. **AOB:**

- Intern Programme is moving ahead. Requirements from different areas. There will be 6 month and 12 month positions.
- Next RTÉ Board meeting taking place on 31 October 2019.

6. **Confirm Actions Arising:**

- Draft III of Budget 2020 Agreed.
- Project Owners to revert update every two weeks – taking effect from 15.10.19.
- Any Project changes to the plan to be agreed by Executive Board, otherwise go according to plan.
- Project plan or charter/checklist.

- AL to discuss Branding spend with NT and revert on this.
- EC to present update Transformation project update pack at meeting next week 22.10.19.

Next Executive Board Meeting Tuesday 22nd October 2019 @ 9am

RTÉ Executive Board

Date: Tuesday 22nd October 2019
Boardroom, Third Floor, Admin Building @ 9am

Present: Dee Forbes (Chair), Adrian Lynch, Rory Coveney, Eimear Cusack,
Jim Jennings, Breda O'Keeffe, Jon Williams, Richard Waghorn
Geraldine O'Leary, Paula Mullooly.

1. **Approval of Minutes of Tuesday 15th October 2019**
Minutes of 15th October approved.
2. **Transformation project update plan:**
EC & RW presented an updated Transformation programme project pack. This document was a discussion document outlining the various Workstreams, Structures, Processes and Timelines.
 - There are 11 Workstreams. The 6 Enabling projects to be incorporated into the Workstreams.
 - Strategy has fed into the work streams.
 - DF/EC/JJ to meet re: Services Changes.
 - VF/JH/NOG to attend the next Executive on 29th October to go through the Communications plan/map for the coming weeks/months a beginning to end Communication plan.
 - DG asked if the Executive Board agreed to lead the various Workstreams, and to be supported by HR, Finance and Legal. Teams to be populated.
 - Any thoughts please feed in to the process and let RW know.
3. **Reports** were not discussed at this time due to time constraints.
4. **Approvals:**
 - CDG Report: taken offline due to time constrains.
5. **Review of Actions**
6. **AOB:**
 - RTÉ Board meeting taking place on 31st October.

- PM reported that the IMRO contract has been extended by 2 years with same terms as current agreement/freeze for 2021 and 2022.

7. **Confirm Actions Arising:**

Next Executive Board Meeting Tuesday 29th October 2019 @ 9am

RTÉ Executive Board

Date: Tuesday 5 November 2019
Boardroom, Third Floor, Admin Building @ 9am

Present: Dee Forbes (Chair), Adrian Lynch, Rory Coveney, Eimear Cusack,
Jim Jennings, Breda O'Keeffe, Jon Williams, Richard Waghorn
Geraldine O'Leary, Paula Mullooly.

1. **Approval of Minutes of Tuesday 29th October 2019**
Minutes of 29th October approved.

A note at the very outset of the meeting to mark the passing of Gay Byrne. Sympathies to his family, Kathleen, Crona, Suzy and extended family. No date yet for the funeral, the plan is to televise the funeral on RTÉ1. There will be a special Late Late Show Tribute to Gay Byrne tonight Tuesday 29th. There will be a bit turn out from President Michael D Higgins, ex President Mary McAleese, Bob Geldof, Christy Moore, Mary Black, several of The Chieftains, Colm Wilkinson, Pat Shortt and Tommie Tiernan to name but a few. The Late Late Show will go out as normal on the Friday also. DF noted great credit to the to the Radio, News and Claire Byrne show as it was all hands on deck.

2. **Transformation project update plan:**
Discussions were had with regard to plans for Staff Meetings, presentation of relevant information, incorporating this into slides and speaking notes. The Staff meeting to take place next week. A 5 point document regarding the process. A meeting to take place on Thursday afternoon to finalise this document for presentation.
Plans for Meeting with TUG and MA the day before staff meeting.
3. **Reports** were not discussed at this time due to time constraints.

4. **Approvals:**
CDG Report:
- Content Division: 25 Requests, 25 Agreed.
 - ACM Division: 1 Request, 1 Agreed.
 - Commercial Division: 2 Requests, 2 Agreed.
 - Operations and Production Services Division: 1 Request, 1 Agreed, 1 Not Agreed.
 - News and Current Affairs Division: 13 Requests, 13 Agreed.

5. **Review of Actions**

Next Executive Board Meeting Tuesday 26th November @10am

RTÉ Executive Board

Date: Tuesday 26 November 2019
Boardroom, Third Floor, Admin Building @ 10am

Present: Dee Forbes (Chair), Adrian Lynch, Rory Coveney, Eimear Cusack,
Jim Jennings, Breda O'Keeffe, Jon Williams, Richard Waghorn
Geraldine O'Leary, Paula Mullooly.

1. **Approval of Minutes of Tuesday 5th November 2019**
Minutes of 5th November approved.

2. **Reports:**

Content & ACM:

JJ reported that he has been meeting with his Management Teams across the Content Area and briefing them, a lot of talk about public value and arts and culture. A discussion was had about marketing and promos and how to get our public service broadcasting activity out there. DF agreed there should be a way of getting out message out there to showcase and promote what we do, the smaller things but equally important.

AL agreed to meet with [REDACTED] and discuss messaging around the Strategy and to be more focused. Messaging is important both internally and externally.

JJ/DF suggested perhaps team send top 5 items in each area informing what is going on and recent activity.

JJ informed the big items e.g. Late Late Toy Show and Fair City all going well. The GAA and the end of year Club GAA going well, a lot of activity at the moment.

DF noted the launch of the 3 Programmes Teaching Aid into the Junior Cycle. This has been 5 years of work. 2 of the Programmes are RTÉ and one TG4. The Wild Atlantic, Cloud Control and Wrecking the Rising. BAI were part of this project. All 13 Junior Cycle subjects will have RTÉ content in the next few years. To note the Doc on One is also on the cycle.

JJ noted that a meeting with An Coimisinéir Teanga was taking place today 26 November.

Storyland launched last night. JJ noted this had been a great Autumn. AL noted that it had been the strongest Autumn up 3 share points; Young Offenders, Dublin Murders and Sport were of particular mention.

JW mentioned that RTÉ Investigate Special on the Quarries and damage to the Irish Countryside is going to air on Wednesday 27th November.

Bi-elections taking place on Friday next. This will be a dry run for the General Election.

British Election taking place on Thursday 12th December, and this will be the focus after the bi-election.

Commercial:

GOL reported that the reforecast for spot has improved for both TV and Radio. It is up to €500k better than expected. Retail up, [REDACTED] has doubled it's spend, also just completed the deal with [REDACTED] Radio €50k better. Expected the deficit will now be approx. €6.9. Trading down 3% YOY, this across all Agency business.

PIC is still a problem, as is Orchestras as they have gone over budget.

AL queried do we need to align our Trading deals with what we need to deliver on TV. [REDACTED] to start trading next week. Radio one pricing has changed slightly.

GOL & AL planning to get out to agencies to talk. Agencies will want to talk about Radio 1 and The Player.

Breakfast arranged for DF/GOL & AL to meet with the top Agency CEOs

[REDACTED]

Legal:

PM reported that Legal were getting through final items regarding Quarries RTÉ Investigates and nearly there. Settlement had been reached with [REDACTED]

JW wanted to pay tribute to PM and her Legal team for all work involved in getting the Quarries RTÉ Investigates to air.

Strategy:

RC reported that he had met with the Department of Communications, Energy and Natural Resources yesterday with regard to i) Minuteage ii) DAB and iii) Aertel.

Will get a Draft in to the Department this week with a view to going to the Minister in two weeks. DAB doesn't need Ministerial consent but is in two parts a) Network Station and b) Digital Channels therefore we need to make an application. It is expected to progress quickly, which in turn may affect the closing date. Will discuss with ComReg.

Regarding Aertel, Website and Teletext service will be taken out of Broadcasting Act. We will have to put up a holding page. To note we don't use Aertel for Subtitles. Several changes being made to the Broadcasting act.

One RTÉ:

EC updated that the Contractor Review, all contracts were issued bar one which amounted to 80. 58 have been accepted, 1 rejected and 19 still out. Some due back on 18th December and On Air due back December 23rd.

Response to Public Accounts Committee re: Contractor Review being finalised for issue.

[REDACTED]

EC reported that there is a meeting with TUG tomorrow and the working document has not frozen. Rules of engagement will be worked out with Kevin Duffy.

3. **Budget 2020**

BOK reported that the Annual Leave and Toil plans were proceeding; reminders were published in February and October so staff is fully aware. Any exceptions should go to the Executive Board 10 December for approval.

Budget 2020 to go before the RTÉ Board on Thursday 5th December. Draft 5 was at deficit of €19.7m. Not happy with this. Licence fee deficit of €2.4m.

Actions:

- [REDACTED] DF asked people to look at what we have committed to next year; JJ and AL and also the Commission spend to be looked at, what are the gaps. Revert at the next meeting.

- BOK JJ, RW, PL to meet re: Olympics.
- RW, JJ, AL, JW to meet re: Special Events – meeting on Friday next. Clashes and rescheduling in particular to be looked at – especially summer season.

4. **TUG Consultation update**

EC gave an update on the TUG Consultation to date. Further meeting tomorrow.

5. **Schedule Overruns:**

RW had circulated a paper with regard to Schedule overruns on RTÉ one with particular mention of peak time. Executive Members to look at this again and come back in the meanwhile to RW.

Action:

Schedule Overruns paper and actions to be signed off at next meeting.

6. **AOB:**

7. **Confirm Actions Arising**

Next Executive Board Meeting Wednesday 11th December @ 9am

RTÉ Executive Board

Date: Tuesday 11 December 2019
Boardroom, Third Floor, Admin Building @ 9am

Present: Dee Forbes (Chair), Adrian Lynch, Rory Coveney, Eimear Cusack,
Jim Jennings, Breda O’Keeffe, Jon Williams, Richard Waghorn
Paula Mullooly.

Apologies Geraldine O’Leary

1. **Approval of Minutes of Tuesday 26th November 2019**
Minutes of 26th November approved.

2. **Budget 2020**

BOK presented the final Budget 2020 which had been presented to the Audit and Risk Committee and the RTÉ Board the week prior to this meeting. Year 1 of the Revised Strategy 2020 – 2024 has been incorporated

into this Budget and forms the basis. Significant cuts and change is required to deliver the Budget 2020.

Key assumptions are as follows:

- We are at €19.5 deficit – need to reduce by a further €10m.
- Commercial Revenue at €145.3m including increased new revenue from Player , events and minuteage flexibility (which is still with Minister for approval). The Dept have asked that the TV and Radio be separated.
- Licence fee income has been adjusted downward based on out turn 2019.
- Operating cost €333m, €3m below Strategy and includes Strategy changes.
- [REDACTED]
- Strategy Changes delivering savings of 10m will be challenging.
- Business as usual projects will need looking at.

A discussion was had around how we can promote what we do better. There will need to be a mechanism for readily showcasing what we do and this needs to be done every few weeks. We need to project our value, and value for money public service is. Licence fee is 44cent per day. BOK suggested engaging with An Post directly and perhaps we can work together to jointly market the licence fee. Feeling is that the Licence fee will now roll over given recent developments.

Further to a meeting AL & JJ had about programmes, deferrals were agreed until 2021 to save money – looking at €500k. This will need to be managed carefully in order to protect commercial performance.

Options have been looked at regarding the Olympics and discussions on how to reduce costs, the use of Studio 3 or Studio 5 which would reduce costs considerably which RW and Team would facilitate. JJ to talk to DMcB regarding this. JJ/AL to revert on cost savings involved. BOK suggested a meeting take place involving JJ/AL/Paul Loughrey and Linda Power. RW to talk to Beibhinn Breathnach regarding the Studio and the possibility of it all being done in Studio 3.

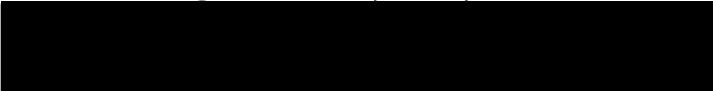
[REDACTED]

Also discussion around General Election plans and savings around this [REDACTED]

Studio 5 to be used for General Election.

Proc savings were discussed. BOK to come back in January re taxis etc as there needs to be more discipline around this. Perhaps an option no taxis from 8am to 8am unless a contributor?

Actions:

- Commercial we will need to hit the ground running in 2020. DF to meet with GOL/AL re: plans for 2020. Spot, Sponsorship and Social need to be looked at, with particular focus on Podcasts as there are big opportunities for Social Media.
- AL noted he is meeting NT today re plans for 2020, he will also add the licence fee to discussion and focus on value for money and public service. Will also get JH involved in this conversation. DF noted that it is important this is in place asap.
- 
- JJ/AL to revert mid January re: Studios for Olympics and cost savings involved, further to discussion with DMcB.
- Jon Williams to revert on the General Election savings.
- AL to meet with JH, NOG, VF, SB, MC around Corporate plans, commercial plan, public affairs plan. The plan for 2020 needs to be managed carefully, joined up thinking.

3. **Schedule Overruns:**

RW had circulated a paper with regard to Schedule overruns on RTÉ one with particular mention of peak time. Executive Members look at this again over the week and new paper had been circulated as a pre-read.

Action:

Schedule Overruns paper was approved by Executive Board.

4. **Proposed changes to the structure of the O&PS division**

Not discussed due to time constraints – defer to next week.

5. **Proposal for delivery of efficiencies with O&PS**

Not discussed due to time constraints – defer to next week.

6. **The Player Plan 2020:**

AB presented the RTÉ Player 2020 Business plan and had circulated this prior to the meeting as pre-read. A review of the Player was undertaken. It

is a year since launch and a difficult year. Narrative wasn't good, internally or externally. Though it is up 20% YOY. The issues were looked at and 40 bugs identified. 74 out of 100 rating real time and we need to get to 80. There is a problem with the playback component. [REDACTED]

[REDACTED]

There will be a new dedicated team fully focused on the Player some of our own staff, moving to accommodate this and require some new staff, approx. 6.25 FTE. There will be continuous investment to get us where we need to go. Have to look at our Player as a third channel. It should be great, live on demand, unique. Discussion was had regarding the Lab and repurposing and all these options are being reviewed. We need to decide what it is and what we want it to do. Perhaps the Lab should move to where it is needed most and sit in content. DF: Wanted to thank AB and her team for for all the hard work put in. JW wanted to note his support for AB and her team and to thank them for all they do.

7.

AOB:

- The Government, Taoiseach's Office announced yesterday that it was setting up a Commission to look at Public Service Broadcasting. Results end of September.
- Received 10m funding from Government.
- Decision around the relocation of Lyric fm put on hold, at the request of the Government, until the Commission reports on findings.
- Maybe look at having Senior Manager meetings next week to update on facts.
- EC reported that at the Union Meeting they had agreed Terms of Reference. [REDACTED] validating financials for TUG. EC meeting Unions on Monday and plan to give all that is required in order of transparency.
- Executive Board agreed no increments to be paid as of January.
- A note to go out to staff reiterating where we are, giving factual information and noting we have received €10m from Government. Business as usual.

8.

Confirm Actions Arising

Next Executive Board Meeting Tuesday 17th December @ 9am

RTÉ Executive Board

Date: Tuesday 17 December 2019
Boardroom, Third Floor, Admin Building @ 9am

Present: Dee Forbes (Chair), Adrian Lynch, Rory Coveney, Eimear Cusack,
Jim Jennings, Breda O'Keeffe, Jon Williams, Richard Waghorn
Geraldine O'Leary

Apologies Paula Mullooly

1. **Approval of Minutes of Wednesday 11 December 2019**
Minutes of 11 December approved.
2. **Annual Leave exemptions**
EC gave an update on where we are regarding A/L at year end as all surplus leave will be wiped by 5 January 2020. 83.3% of leave has been booked off. 1237 staff have cleared leave. 141 exceptions, of that 46 are business related. All legacy leave will be cleared.
Action: EC to circulate the list of the exceptions to the Executive Board members.
3. **Proposed changes to the structure of the O&PS division**
RW had circulated as pre read document suggesting mini restructuring of O&PS, which consists of three areas: i) Property and Services ii) Broadcast & Media Services and iii) Production Services. There already has been a mini restructure in Property & Services and now this proposal covers the other two business areas: Production Services and Broadcast Media Services. This will enable greater flexibility in what is a big area for first line support. There will be a new Regional Operations Manager to be appointed and will report to Head of Broadcast & Media Services. A number of reporting lines to change and some of the teams will transfer to Studio Services. Programme Support reporting lines will change within the area. The 4 Managers are aware of these changes and are supportive. There will be a new single planning resource team, and a move from 1 week rota to 4 week block. This will create more efficiencies and will bring planning and scheduling together.
This paper and its proposals was fully supported by the Executive Board.

4. **Proposal for delivering efficiencies in O&PS**

RW presented a paper, which had been circulated as a pre-read, with proposal of how to deliver more efficiencies with OP&S. It is a redesign of the way the work is done and benefits for the business. In particular A & B from the paper are for consideration at this time, A: Reducing duration of some studio activities and B: Removing Buried hours. It is planned to free up and lock capacity within teams and remove buried hours within rotas, this in turn will reap cost savings for the shows. This will feed into the new model. RW would appreciate feedback and thoughts from the Executive Board on how to best use the saved hours.

Actions:

- RW to meet with JW & JJ and teams with Planning Manager [REDACTED] to look at plans.
- Planning Session to take place the Studios.
- Discussion about interchangeability between Studio 5 and Studio 3 and in particular discussion between RW, JJ & JW around Sports planning and Olympic planning.
- RW's Managers, [REDACTED] to meet re: planning.
- RW, JJ, JW, [REDACTED] efficiencies and reducing schedule time for programming.

5. **Reports:**

- One RTÉ

DF thanked RW and [REDACTED] for all the work that has gone in to the 63 projects under the Transformation project. Currently 63 Projects, 43 Charters and 3 Business plans. Back to this on January 3rd.

- RTÉ Guide:

GOL reported that plans will need to be looked at for the RTÉ guide going forward and this to be managed carefully. 13 staff involved. Digital version of Guide along with print version to be looked at, access to historical content also. GOL to look at the options here and is there another possible use of the Guide to drive RTE.ie. RTÉ Guide Strategy – should it sit in Commercial Strategy?. There should be a line to Entertainment, should it sit in Content?

- Content:

JJ reported that he along with EC had visited the Lyric fm office in Limerick and met with lyric staff further to announcement of extra funding by the Government and a request that any decision around lyric relocation be paused until the Commission being set up is to

return with recommendations in September. [REDACTED] to retire this year and [REDACTED] to take over as Station Lead from February 1st. Decision needs to be made regarding the lease. Engagement with various bodies in Limerick to be planned and alternative accommodation to be looked at Troy Bannon looking at this and will lead the property project and AMP lead the Lyric change.

JW informed the Executive Board that the parents of [REDACTED] would give one and only interview to Jackie Fox for RTÉ news to be televised tonight.

- Commercial:

GOL reported that there was a rush coming to Christmas and year end. Commercial had been forecast to run at €7.2m behind but now €6.6. Regained €600k. Deals are starting for 2020. Hope to have [REDACTED] by end of year. Negotiations have started. TV spot down 4, 2fm up 10, Radio down 11 YOY. Talking to [REDACTED] about a 3 year deal for partnership.

- Finance:

BOK had a list of proposed areas and recommended change of policy to impact and bring down cost. They were as follows: Taxis, Actuality expenses, Subsistence & Travel, Purchase Cards, Contributor Fees. Final decision on these policies to be made and a date whereby new policies will take effect.

- Strategy:

RC reported that the minutage flexibility letters regarding both TV and Radio advertising to go to Minister this week by separate letter.

6. **AOB:**

- Data: The meaning of Data and it's business requirement [REDACTED] to Common Currency data/Commercial revenue needs clarity with regard to it's use across the board. PL has prepared a Data Strategy proposal regarding it's use. PL to attend the Executive Board to present the Data Strategy.

- British General Election: JW noted that across Radio, TV, Digital and all areas the British General Election coverage had gone very well and thank you to all involved.

- DF noted that BOK's successor for the role of CFO to be announced tomorrow, 18 December, and his name is Richard Collins.

7. **Confirm Actions Arising**

This in turn led into a discussion around Longwave. [REDACTED]

7. **Approvals –**

- **A196 & Business case for Contribution Networks.** RW had submitted a Proposal/Business Case regarding the Circuit Network Project. This was approved by the Executive Board and signed off.
- **CDG** there was not a formal CDG, but there were 4 Contract requests for Executive Board approval. These were approved.

8. **Review of Actions –** not discussed due to time constraints.

9. **AOB:**

- Renewal of lease of Limerick lyric fm premises – 2 year renewal agreement approved.
- RC to meet with BAI on Wednesday 19th December. Suggestion by RC that the Executive Board present plans for 2019 to BAI early in the New Year.
- Coimisineir Teanga to publish findings of recent investigation in April of 2019. Finding in his view that TV is in breach.
- End of year staff update with DG tomorrow, Wednesday 19th December, Main canteen @ 11am.

Next Meeting is Tuesday 15th January 2019 @ 9am, Top Floor Boardroom, Stage 7

RTÉ Executive Board

Date: Tuesday 15 January 2019

Present: Dee Forbes(Chair), Jim Jennings, Breda O'Keeffe, Eimear Cusack, Adrian Lynch, Rory Coveney, Jon Williams, Richard Waghorn, Geraldine O'Leary.

In attendance: [REDACTED]