

Next Executive Board Meeting Tuesday 14th January 2020 @ 9am

RTÉ Executive Board

Date: Tuesday 14 January 2020
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

In attendance: [REDACTED]

1. **Retirement Policy**

EC updated on on the recent recent decision by Work Relations Commission in favour of an ex member of staff's case against RTÉ and the imposition of its retirement age of 65. This item was brought forward for discussion and agreed that RTÉ will appeal to the next stage in the process – the Labour Court.

2. **Election planning – [REDACTED]**

HMcG and JOR were in attending to give an Election Planning briefing to the Executive Board. First change for this Election is that it will take place in Studio 5. Results Centre will take place in Studio 1 and will be a hive of activity and very visible this will be the engine room and effectively the count centre. All will be tested. Plan to have Leaders interviews one after the other depending on availability and these to go out live. Brian Dobson will interview. Plans will be short and sharp due to lead up time being short. Then there will also be coverage on Morning Ireland, Today with Sean O'Rourke and Six One. There will be two Debates i) Claire Byrne Live all parties, taking place at NUIG on 27th January, ii) Tuesday 4th February before the Election Prime Time.

Campaign will be a digital first Election. News at One, daily curated blog and 3 correspondents assigned to Party Leaders, 1 Reporter to each. There will be a daily campaign podcast presented by Áine Lalor and Colm Ó Mongáin. Brexit republic suspended for 3 weeks. Will try to do some Instagram also. 3/4 people working on News Now App and Social Media, Instagram will work with young audience so would like to work that in. The news will remain at 30 mins and will drop the business whilst Election business going on. Drivetime will go on the road. HMcG noted that it will be a very tight run

into the Election and News will need help and support regarding extra resources. This is a very important role and our job is to inform the Electorate. Gaps in Editorial staff due to people having left and resources will need to be filled from other areas. Roles and personnel have been identified. DF asked that all areas support and most especially HR speed things along and fill resources where needed.

JW noted that the Election poll this year is to be shared with the Irish Times. MRBI and IPSOS will do this.

JOR went through the results gathering plans. The output will be from 32 count centres and 39 constituencies. Saturday 8th RTÉ will broadcast from 9am – 2/3am and Sunday 9th much later. Again to reiterate with HMcG already said we will need people back in, support and shortcuts to processes of hiring. Need support from HR. DG ensured that she would speak with Director of HR and that this would be looked after.

RW noted that some programming over the weekend will probably have to be moved out as there are only 3 HD Galleries and the lighting rigs will need to be changed. News will need to take the 3 Galleries and 2nd Floor. Tommie Tiernan, Winning Streak and The Late Late Show are scheduled for the weekend. AL & NOC to meet with RW and OPS with regard to looking at options re: programming changes to accommodate facilities.

DF and BOK noted thanks to both HMcG and JOR for all the preparation and planning and wished them well.

3. Approval of Minutes of Tuesday 17 December 2019

Minutes of 17 December were approved.

4. **Reports:**

- Commercial:

GOL reported that that the year has started well, [REDACTED] all good. TV spot at this point mid January already ahead of last year's budget. Digital good news. Meeting with the team fortnightly which is really working. Taking all available money for the player and working play to demand. SLAs are being done and a lot of positivity around working with RTÉ. Meeting Group M tomorrow. Focusing on non-spot and also beyond sponsorship and what we can do. Really looking at what is our business model, how can we make money and is a [REDACTED] an option. No red flags presently but there is risk for 2020. [REDACTED] to start his new Role

as Commercial liaison for Content and will lead content and commercial projects. Officially starting position end Jan. TV spot for February is good €700k booked and €500k to bring in.

- Content:

JJ reported that Content over Christmas was really good and well delivered. NYE went well as did the Shane Lowry Documentary. The Room to Improve/ Dermot Bannon Home refurb brought in an audience of 860,000 in Episode 1 – really happy with that. Six One brought in a 47% share last evening (13 January).

- Finance:

BOK circulated Budget 2020 Recap and Update. End of last year we were in deficit of €10m. €10 of savings per Strategy 2020 – 2024 with Commercial revenue 2020 incorporating €2.5m savings. [REDACTED] Programme deferrals of 500k. Licence fee figure not yet agreed. Final budget of €10.05.

- Strategy:

RC mentioned that the announcement of the Chair of the new Broadcast Commission was imminent. RC noted that we will need to give thought and plan for core narrative for the Broadcast Commission, Plan for the future of Public Service Broadcasting and the terms of reference.

6. **AOB:**

- DF mentioned that the next RTÉ Board meeting is taking place on Thursday 23rd January, where the Budget will again be looked at and the Change plane. DF would like to change the format of the Executive Boards going forward, next week Tuesday 21st January the Executive Board will focus on Content and also second half of the Executive Board will be Brand Strategy update session with Superunion. Tuesday 28th, focus will be on Commercial and second half of Board will focus on Data Strategy/Audience insights update. Tuesday 4th February, Change Plan and Communications plans.

7. **Confirm Actions Arising**

Next Executive Board Meeting Tuesday 21st January 2020 @ 9am

RTÉ Executive Board

Date: Tuesday 21 January 2020
Boardroom, Third Floor, Admin Building @ 9am

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

In attendance: [REDACTED]

At the very outset of the meeting DF welcomed new CFO Richard Collins to the role and as member of Executive Board. Richard will replace current CFO Breda O'Keeffe on her departure.

1. **Content Session**

JJ/AL/JW wanted to give an update on Content, where are currently at, what's working what's not and plans ahead.

AL noted that Audience insights had reported Q4 2019 there was a 1.8% growth up ¾ share points for 2020 so far.

JJ noted that 4 year cycle for sports and election is very strong. The Commissioning Programme Strategy Group's work is beginning to be delivered through and the offering is really good. JW reported that the intensive News cycle of 6One and 9 O'Clock has impacted on the shares significantly. News is performing strongly and came in 3 of the top 5 programmes of last week.

DF noted this year will be a year of lots of change, a lot happening. [REDACTED]

[REDACTED] RW noted this was a complex move regarding the equipment. RN3 will be the end of the year and it may go to next year for the rest, factors being less people, technology and money.

Action: DF/JJ/RW to discuss [REDACTED]

The Content area is broken into 4 Genres: Factual, Drama, Entertainment and Sport.

NOC presented a flavour of some of the big public statement items across Factual, Drama and Entertainment. These short trailers/videos were all strictly confidential.

- 3 part series on Sean Quinn, expected to go to air April/May.
- Redress Bill Series, series of documentaries regarding the Redress Board and the stories not told. Very powerful. Working with Legal Dept. PM noted timing will be very important here.

- Starting a Digital first with some of the Doc on One e.g. Becoming Irish. This will be promoted on social media, then the player and then to RTÉ channel. Plan to drop a Doc on One story every two weeks/ Autumn 2020. This will be a Trimedia series – Radio/Digital/TV. Plan is to go out on Doc on one and then drop a podcast every week or two.
- New Podcast Series The Nobody Zone about an Irish Serial killer. Work on the template for this on Player/Doc on One and Linear for Autumn.
- Centenary of Decade celebrations. The Enemy files series.
- Also in talks with the Government regarding History projects to mark Decade of Anniversaries which will be 3 part funded, BAI, Atlas and gone before Government for funding. Will have to send in a series of costed plans, funding will be over a 3 year period, supporting cultural development, arts & culture. Pitch has gone to Dept of an Taoiseach. This will be factual slate. DF noted the importance of this body of work and the Steering Group should regroup after the Election . There is also a Famine Documentary in association with UCC and Atlas. And The Arms Trial.
- With [REDACTED] now running the Drama slate for the last year, we have 20 hours of drama next year and 6 big dramas could play this year. Dead Still, Normal People 12 x episodes acquired, The Young Offenders. For the Autumn: Smother, North Sea Connection and The South Westerlies a drama around Windfarms.
- Entertainment has changed for Saturday with Tommie Tiernan on air since after Christmas and Angela Scanlon taking over new show in March for 8/10 weeks. LLS doing very well and up 3 points. Sunday evening slot @ 6.30 we have 3 big programmes, Dancing with the Stars, Raised by the Village and Ireland's Fittest Families.
- Lots of new series on RTÉ 2: Hell Week, Pulling with my Parents. A call out to the independent sector for new Comedy panel show and a Quiz show.
- Also to note we are doubling output for the Irish Language.
- Young People You tube channel ready in March.
- Arts & Culture, Ann-Marie Power big plans ahead for the Concert Orchestra.
- Really good commissions for Arts and Culture. We have Herstory coming in the next two weeks.

[REDACTED] gave an overview of the **Sports** key events for 2020, which are:

- Olympics
- Paralympics
- UEFA Euro 2020
- GAA Championships League & Club
- Champions League
- November Rugby Internationals, South Africa, Australia, Japan
- European Cross Country Championships
- Racing 27 days
- Womens U/20 6 Nations

Olympics will start in August and will be there with smaller team. Euros in July and then Paralympics. There will be secondary events also. European Athletics will move to TG4 because of clash with Paralympics.

Good place for 2020.

██████████ gave an update on **Radio** plans for daily schedule, the people and the voices on air. Looked at the current schedule, how it has evolved and where we would like to go. Research shows Content is what the audience want but how we present the Content is so important. There is a lot of sentiment around Radio. Work and Research has started and there will be focus groups led by Red C starting in the coming weeks in Dublin Cork, Sligo and Mullingar. Looked at the faces we would like to work with in 2020 morning/afternoon and weekends. After the recent passing of Marian Finucane, Marian's slot will have to be filled and an opportunity to redesign this show with the new presenter.

DF noted this was great Content and that we need a way to communicate this and bring it to the attention of the public.

Action:

DF suggested regroup on the Centenaries after the Election and also would like to up the ante as regards to Climate Action. Is there another Big Picture or something similar planned for this year.

Election update:

JW gave an update on Election 2020. Claire Byrne last night had a 30% share, a very good debate. Plan is moving along swiftly. Election Coverage on the Saturday night will be in Studio 5. Scheduling the one to one Brian Dobson interviews with Party Leaders. Plans have advanced for Claire Byrne Leaders Debate next Monday 27th at NUIG. Prime Time Leaders debate will take place on Tuesday 4th February and will be the last time the 2 leaders Leo Varadkar and Michéal Martin will be together. Six One outside broadcasts have started. Brian Dobson will Anchor Sat night the night of Election Day 8th February, Claire Byrne will do the Sunday 9th February during the day and Miriam

O'Callaghan the night. Monday 10th Miriam will do daytime and Claire will do night.

2. **2RN Saorsat**
RW presented the 2RN Saorsat proposal on behalf of 2RN and this had been circulated as preread prior to the meeting. RTÉ Executive Board approved the proposal and the selection of Eutelsat (option 2) which was to deliver savings in 2020 and approved execution of contract with Eutelsat to enable the necessary changes to take place.
3. **Brand Strategy**
This session took place with Superunion Consultants and was a closed strictly confidential session.
4. **AOB:**
5. **Confirm Actions Arising**

Next Executive Board Meeting Tuesday 4th February 2020 @ 9am

RTÉ Executive Board

Date: Tuesday 4 February 2020
Boardroom, Third Floor, Admin Building @ 9am

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

Apologies Breda O'Keeffe

In attendance: [REDACTED]

1. **Commercial Session**
Geraldine O'Leary along with [REDACTED]
[REDACTED] gave an update on the Commercial Trading and Sales plans for 2020. Priorities are addressing client's needs with the collaborative teams, and putting the customer at the centre of all that we do. DK reported that structure of the industry has changed, including linear

viewing and the customer's needs are different. Market is in decline. 4% in 2020. [REDACTED]

[REDACTED] Our ambitions for the coming year are to better the market performance, look at new models and the workstreams to feed into that. Our inventory is so important, trade new products and offerings to new partners and look at new inventory. Research partnerships, collaborations with other media owners in Ireland and UK. DM gave an overview of the Sales challenges [REDACTED]

DF thanked Commercial Team for all the hard work and on behalf of the Executive Board offered support if and when needed.

2. **Data Strategy/Audience Insights**

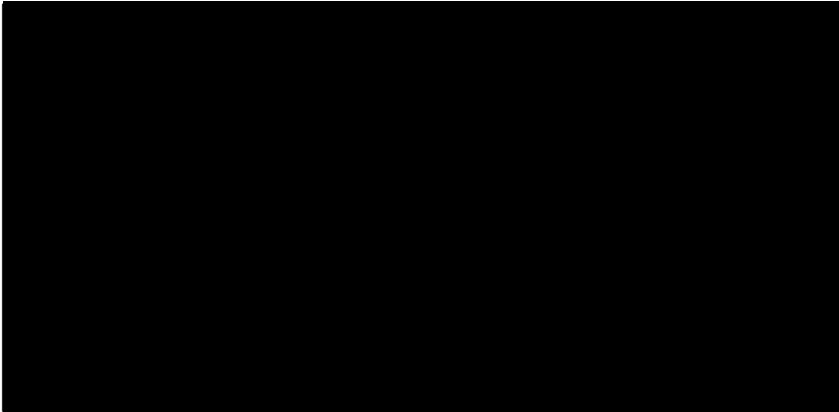
Audience Insights: PL gave an overview of 2019. It was a good year and share was really good. Bird's eye view of the market show the TV homes and Radio are still in a healthy place. Value of RTÉ, 83% of Adults feel that RTÉ is valuable to Irish Society. 71% feel RTÉ is of value to them personally. TV all day share of viewing For Adults 2019- 25.6% which is stable. Radio 30.2%. TV reach remains high with 2.9m reach by RTÉ.

LLS had solid gains from September – December 2019, 495k viewers which was an increase of 10,000, average streams of 44k per episode. Fair City is Ireland's #1 Soap with 353,000 viewers & 28% share. OT grew view viewership with 446,000 viewers. News and Current Affairs big increases. Six One News 346,000 viewers. Nine O'Clock News, 352,000 viewers. Prime Time, 267,000. Claire Byrne Live 231,000. Also 2019 in Sport did really well second half of the year. GAA Semis and Finals combined 684,000 views. Euro Qualifiers. Player, average 49,000 streams per qualifier. First Dates, Young Offenders, Special Forces and Father Ted repeats all did really well.

Radio 1 Research is underway by Red C and results will come back to the Executive Board.

Data Strategy: PL had presented a Data Strategy Document as pre-read. This body of work had been undertaken by the RTÉ Data Value Group, and led by [REDACTED]

[REDACTED]



Action: RW agreed to own the Tagging part of the project, to take it away and come back with a plan (set of instructions) across the organisation by end of February.

AL to work on a job spec for Data Strategy role within ACM.

3. **Approval of Minutes of Tuesday 21st January**
Minutes of Tuesday 21st January were approved.

4. **HR Update:**

- Dignity and Respect Policy was introduced last year and following this a training schedule has been set up for Managers and employees to attend.
- Interim update, there were 2,700 applicants for 10 places. Shortlist has taken place and interviews planned. Commercial application has already taken place.
- Change to Parental Leave 18 weeks unpaid leave has now changed to 22 weeks and will increase to 26 weeks. Parents leave, which can be taken by either parent within first year after birth, was 6 weeks and this now increases to 7 weeks. Government pay €245 and discussion was had around topping this up. Agreement was made that no we will not do this due to financial situation.
- EC reported that discussions were ongoing with the TUG. Proposal was given on 2nd December. Waiting on response and expect to have it this week. As per Executive Board agreement no increments were paid in January.
- EC reported that HR have started working with [REDACTED] Eaton Square regarding an Organisation review. This body of work will need to be done with the support of the Executive Board. EC to start the pilot with HR and then a sub-set of Executive Board to meet on this. Work to be done in two

tranches. This will allow us to look at gap analysis and upskill and enable us to take an objective view.

5. **Election Update:**

JW reported on Election business to date. The Debate takes place tonight. Steering Committee took place yesterday and it was decided to widen the scope to invite Leader of Sinn Féin Mary Lou McDonald to take part. Brian Dobson one to one interviews finished last night. JW suggested an Election debrief when it has finished. Plan is to open the Election 2020 coverage at 9.40pm on Saturday then go to Eileen Dunne News Bulletin and then to Brian Dobson to go through Exit pole findings. Off air at 10:15pm. Back on Air Sunday morning. DF wanted to thank the fantastic group of people on the Election Steering Group and the Teams involved working across the organisation, on Election 202.

6. **Approvals:**

- **CDG Report:** Content – 25 Requests, 25 Agreed. ACM – 8 Request, 2 Agreed, Not Agreed. Further discussion with HR around some of these roles required.
- Commercial - 1 Request, 1 Agreed. OPS - 24 Requests, 24 Agreed.
- News and Current Affairs – 8 Requests, 8 Agreed.

A196's

7. **AOB:**

- DF noted that next week's Executive would look at the Change project workstreams. There are 45 and we will go through these line by line. Detailed check on the status whether it be green, amber or red.
- Board meeting Thursday 13th February.

8. **For information:**

- FOI Review 2019
- Legal Report

5. **Confirm Actions Arising**

Next Executive Board Meeting Tuesday 11th February 2020 @ 9am

RTÉ Executive Board

Next Executive Board Meeting Tuesday 11th February 2020 @ 9am

RTÉ Executive Board

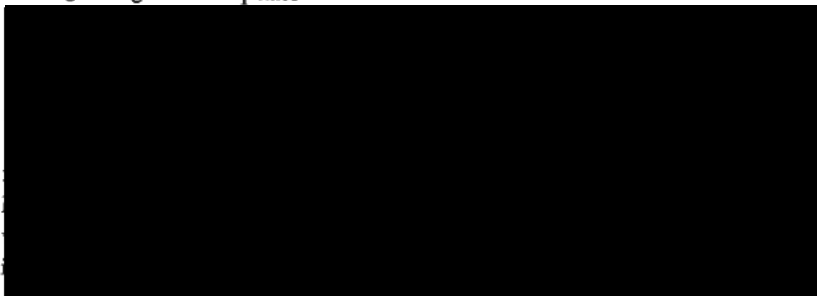
Date: Tuesday 11 February 2020
Boardroom, Third Floor, Admin Building @ 9am

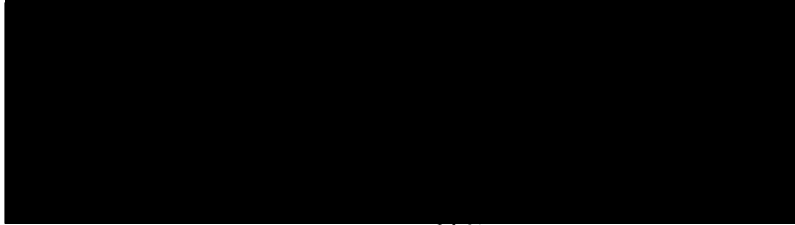
Present: Dee Forbes (Chair), Adrian Lynch, Rory Coveney, Eimear Cusack,
Jim Jennings, Jon Williams, Richard Waghorn, Breda O'Keeffe
Geraldine O'Leary, Paula Mullooly, Richard Collins

In attendance: 

1. **Approval of Minutes of Tuesday 4th February 2020**
Minutes of Tuesday 4th February were approved.

2. **Change Programme Update**





Meetings will start with New Era end of April on a monthly basis. First meeting to go through the Management Accounts. There will also be a quarterly Governance meeting.

DF asked that all the Executive Board please engage with the Change Programme.

EC noted that the Organisation review work has started and an initial meeting took place with Eaton Square Consultants, involving EC, AL, PM and RW. There will be a discussion about this at the next Executive board to make sure we as an Executive Board are all aligned and moving as one. DF also noted that an Organisation Design meeting will take place next week with Eaton Square looking at in particular ACM and Content, the design of the business what is working and what is not. Will involve all Executive Board members when timing is right to look at and assess each area.

Action: DF to meet RW re: Benefits Tracker.

3. **Financial Results for 2019**

BOK had circulated a Draft and Unaudited financial results for 2019 v Budget. This to go before RTÉ Board on Thursday 13th Feb.

It looked like a €9-€11m deficit before the final Review and we actually came in at €7.3m deficit which was far better. December came in better on the commercial front. Licence fee had a bad year and was €3mM under budget. Pulled back costs and were €8m better than budget, also of help was Election didn't happen in 2019. Annual Leave we had a target of €1.5m and came in at €1.8m. Really worked for us and going forward now no more than 5 days carryover of annual leave. EBITDA was in line with budget.

Refund/rebate of some tax on the land sale which came in at €1.6m, €300k VAT on sales and enabling projects. Foreign Currency and Brexit was of benefit to us. RTÉ Guide Revenue was good.

GOL requested that PIC come to the Executive Board to look at prior to the next CEL meeting.

4. **Reports:**

Election. AL reported the Election stats. The Exit poll on Saturday evening came in at 545,000 average share with 2.2m people/reach turned in a some point.

Election 2020: Sunday average of 356,000, Six One 770,000 and Nine O'Clock News 698,000. Between 6 – 9, 610,000. 15 – 34's Six One 46% share, 93,00. RTE.ie figures 11m hits on Sunday. RTE.ie and News Now 35-40% up on 2016 Election. 15.5m across all apps etc on the Sunday. 15.9m on Monday which was up 70% on Election 2016.

Radio streams way up, figures were huge. Claire Byrne live 560,000k share. The campaign was massively up.

DF had asked that we look at the story of our numbers and increases. [REDACTED]

[REDACTED] have created something on the communication around this and the telling of our story and how we are engaging and resonating with audiences.

JJ noted that Content dominated the Election and it was a great Election, great Radio, congratulations to all involved.

JW wanted to place on record a thank you to all the teams working on the Election 2020 for the outstanding work. A special thanks to RW and his OPS team who pulled out all the stops and moved heaven and earth to get where we needed. Such hard work was put in and by new groups of people who hadn't worked on this before. Studio 5 looked great.

DF noted the huge effort by so many people the will and the drive. Stakeholders who visited the RTÉ Count Centre were blown away by the work and dedication going on behind the scenes and a special mention to John O'Regan who was relentless and pulled out all the stops.

5. **AOB**

- DF noted the very sad passing of RTÉ colleague [REDACTED]. Such a sad time. Condolences to family, friends and colleagues and a mention of all [REDACTED] colleagues who worked on the Election under such sad circumstances. [REDACTED] will be missed. DF mentioned that staff may need extra support in the coming weeks of a private nature. EC mentioned a new EAO provider and the fact that HR would keep an eye on people. This is the 5 passing in the last number of weeks and is difficult for staff.

8. **For information:**

- Legal Report
- Commercial Report

5. **Confirm Actions Arising**

Next Executive Board Meeting Tuesday 18th February 2020 @ 9am

RTÉ Executive Board

Date: Tuesday 10 March 2020
Boardroom, Third Floor, Admin Building @ 9am

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

By phone: Richard Waghorn

Apologies: Richard Collins

In attendance: [REDACTED]

1. **Risk Mapping Report**

[REDACTED] presented the list of RTÉ's Top Risks 2020 for discussion. This had been circulated as a prered prior to the Meeting. There are various internal and external factors that have to be considered. These risks relate to the Strategy in how they are captured, monitored, identified and implemented. Outcome to go to March Audit & Risk Committee, this to form the basis for ongoing management and reporting 2020. This to be reviewed quarterly at Executive Board Meeting. Risk is a particular event, or circumstance that, if it were to occur would impact achievement of business objective. There are 12 Risks captured on the list and 1 being the highest risk. AOR queried if the Executive Board was happy with the risk list as it stands, the ranking, the risk rating criteria and the relevant impact. Based on the list as it stands there was an accompanying risk map according to the list as it stood, this was for discussion. Categories of impact were: Reputational, Financial, Quality of Service, Legal and Operational. The risk should be evaluated on the most relevant impact. A discussion was had regarding the various risks and whether they fit where they are on the list. Risk 8, Commercial Revenue because of Brexit and current Covid 19, it was felt this should be moved to 4 instead of Services and Distribution. What was Risk 4 to be moved down the list as we are providing the service, there is an awareness of the risk but we are managing it. This to move to yellow category. Risk 3 Covid 19 to move to RED Category. Risk 6 the Delivery of Change Programme should sit between red as there is a high level of risk but it is being managed. It was felt that Risk 9, Editorial Risk should be moved higher up the risk in line with 5. Risk 1 People biggest risk. Risk 5 Adequacy of Public Funding and Risk 2 External Stakeholder Support are largely outside of our control.

AOR to update the Risk list to reflect the suggested amendments by the Executive Board and circulate prior to the Audit and Risk Committee.

2. **Change Programme dashboard update**

This item was not discussed at this time.

3 **Financial savings breakdown (follow up)**

This item was not discussed at this time – postponed until next week.

4. **Communications update**

This item was not discussed at this time.

5. **TUG Update**

EC updated that the recent talks between RTÉ and TUG have been paused due to the current Covid19 crisis and the fact that it is priority.

Communication is now key with managers more than ever, as staff need to be kept informed.

6. **Approval of Minutes of Tuesday 3rd March**

Minutes of Tuesday 3rd March 2020 were approved.

7. **AOB:**

- GOL reported that it is an uncertain time, as The Late Late Show broadcast from Limerick is to be cancelled due to the Covid19 Virus. Sponsorships with [REDACTED] will be in jeopardy. It is a very uncertain time, Commercial trying to do short term deals. Taking it day by day. Agencies are also very unsure.
- AL reported that Claire Byrne Live had a 50% share on Monday 9th March, Six One News had 49% share, Nationwide 30% share, Nine O'Clock News 40%, Boys in Green Doc had 35/36% share.
- DF mentioned about the daily Covid 19 Contingency planning meetings @ 10:30 and the involvement of all areas and monitoring of situations.
- AL brought along a paper from Online/Player with regard to support required for 12 months for 3 positions. [REDACTED] to take charge of work required on Player for next 12 month. [REDACTED] to take Acting role to help deliver the rest of portfolio and ensure the development of the other projects. [REDACTED] to manage delivery of Online projects across the areas. These positions were supported by Executive Board.
- AL also updated the Executive Board that the next phase of the Branding work will be the Creative phase and will require a Budget to tender for the Creative Services. This is a sizeable amount of money. This paper to come before the Executive Board for approval, prior to procurement of the creative service.

██████████ to manage delivery of Online projects across the areas. These positions were supported by Executive Board.

- 8 **For information:**
- Legal Report
 - Commercial Report
 - Audience Scorecard

9. **Confirm Actions Arising**
- Actions from meeting captured above.

Next Executive Board Meeting Wednesday 18th March 2020 @ 9am

RTÉ Executive Board

Date: Wednesday 18th March 2020
Boardroom, Third Floor, Admin Building @ 9am

Present: Dee Forbes (Chair), Adrian Lynch, Rory Coveney, Eimear Cusack,
Jim Jennings, Jon Williams, Paula Mullooly, Richard Collins

By phone: Geraldine O'Leary

Apologies: Richard Waghorn

1. **Financial savings breakdown (follow up)**
This item was not discussed at this time due to urgent Covid-19 discussion

2. **Approval of Minutes of Tuesday 10th March**
Minutes of Tuesday 10th March were approved

AOB:

3. The Covid-19 was the main item of discussion and priority at this time. DF noted that we need to consider and think about what is critical on air at this time. There is a growing need for Education for children and Head of Young People's ██████████ is looking after this project at the moment in conjunction with the Department of Education.

We need to look at what is essential viewing in our Schedule. As time moves on we will have less people coming in to work and plans need to be in place. We also need to be mindful of the capacity of the networks. Broadband access, we will need priority DF to talk to BW regarding this. This site at Donnybrook should be a priority for our provider Vodafone and it would be good to be on a priority list.

EC updated on the people and the fact that in the main people are working from home. Small number of staff showing symptoms out of a group self isolating. HSE has just recently changed its guidelines. People travelling from any country need to self isolate for 14 days. This message needs to be communicated to staff.

If and when we have any suspected cases of Covid-19, the HSE will take over. There will be isolation at home and HSE look after contact tracing and investigation.

DF also mentioned we need to look at what will need to stay on air in the event of an emergency. JJ/JW noted that there are backups and plenty of cover for this in both News and Radio. There are a lot of contingencies.

[REDACTED]

NOC working on other projects at the moment and will revert with update by week end. It is planned to air mass daily at 10:30am on News Now and at 11am on Sundays.

The Commissioning of Programming may change in how it is modelled as it is now urgent. The Independent Sector will need help and smaller projects may be the way to go.

GOL mentioned we need to assess where we are in terms of cancellations and financial implications. There have been a number of cancellations as to be expected. We will need to look at the Revenue models.

[REDACTED]

DF suggested we need to look at various scenarios across the table. We need to assess the situation. GOL to look at peak only schedule for RTE1 and RTE2.

RC mentioned we are looking at a loss of 1.5m for March.

A note to mention the RTE virtual St. Patrick's Day parade it was huge and a great success.

AL reported that 2.2 viewers watched TV last night for St. Patrick's night. 1.587m viewers first half of 9 o'clock news. Movie took 400k, 69% share on RTE1 at 9pm. The Player is up 40%. Kids viewing growing and growing. 11.8m page loads on News Now yesterday. 5.5m new unique users last week.

- PM noted that the Audit and Risk Committee is to meet today. Programme Committee to be stood down. RTE Board meeting to take place on Thursday 26th March.
4. RC reported that he has started a piece of work regarding Content with Indecon Consultants. It is an opportunity and is being done with the support of SPI, TG4 and SDG.

Approvals:

A196

- Player Component – approved by Executive Board.
- Player server replacement – approved by Executive Board.
- 2RN related A196 – pause until RW return.

5. **For information:**

- Legal Report
- Commercial Report
- Weekly Scorecard

6. **Confirm Actions Arising**

Next Executive Board Meeting Tuesday 24th March 2020 @ 9am

RTÉ Executive Board

Date: Wednesday 31st March 2020
Boardroom, Third Floor, Admin Building @ 9am

Attendees: Dee Forbes (Chair), Rory Coveney, Jon Williams, Paula Mullooly, Richard Collins,

By phone: Adrian Lynch, Eimear Cusack, Jim Jennings, Geraldine O'Leary, Richard Waghorn

Finance:

DF opened the meeting and confirmed attendees also by phone. A lot of work being done and to be done regarding RTÉ's finances. RC noted that he had been in touch with all members of the Executive Board and had asked to send each area to send in a financial update outlining the current situation and the effect of Covid-19. Expect to have the overall first cut by tomorrow morning. There was a discussion regarding the Government wage subsidy scheme. RTE has applied for this scheme since yesterday. Currently it is to run for 12 weeks. Staff to be notified of this next with a communication

outlining this. The scheme is based on average wage for January and February. DF noted that this would be one of several cost cutting measures we would need to do. A letter is in final stages of preparation to go to Minister for Communications, Climate Action and the Environment, Richard Bruton outlining current financial situation, commercial decline and the drop in licence fee income which is an issue, a meeting with the Minister to be requested.

DF noted that according to a UK article, the Advertising market is 50% down. Agencies are shutting down and going on a 4 day week, staff working 3 weeks in 4.

Content:

JJ noted that there was a lot going on for Content. There was the announcement [REDACTED] had contracted Covid 19 and was on the other side. Working along with EC/HR regarding return to work. [REDACTED] and his team had organised a deep clean of Radio Studio. Radio working well. An experiment took place with RTÉ Gold, which we were happy with. All programmes and working well. Croke Park has been set up as alternative work space. Joe Duffy set up to work from home. 2fm is operating remotely very efficiently. LLS will announce stand in presenter later on in the week, but as weeks are going on it is harder to get content and guests. Discussing giving Cork Office/Afternoon Show a break after Easter. School Programming started yesterday and feedback was very good. Mass daily on News Now also being very well received.

[REDACTED] is on committee representing RTE and how best to commemorate people who pass away during the Covid19. AMP and her team working on Festival of Light project over the Easter period. Sports Dept employees have been working in different areas across the organisation. Putting plans in place/Schedule for coming weeks when Content will become a little thinner.

DF noted thanks to [REDACTED] and her Team for all the work put in to the School programming daily – this is a great public service.

JW wanted to note thanks to JJ and [REDACTED] for allowing the Sports Team to row in. It has been great help. Morning Ireland Team currently looking at Archive material to bring upbeat pieces of Sport.

Lunched Podcast with [REDACTED] to tie in with Ireland On Call. The SixOne News will do half hour programme on Good Friday and Easter Monday.

[REDACTED]

ACM:

AL reported that there were 17,000 hits on the player for Childrens daily school. RTE2 usually have 7000 viewers, yesterday it was 240,600, which was 38.5% share Online reaction was great. The Lab worked well with the Suzanne Kelly's team. 447,000 viewed Burned by the Sun and 409,000 Claire Byrne Live.

Commercial breaks have been closed as follows: nothing before 4pm and after 11.30pm.

AMP and NT working with [REDACTED] Government regarding the Festival of Light for Easter.

AL noted that we would have to manage budget for rest of year as we are purchasing movies and this is expensive. We will look at Content cuts and activate inhouse productions for Autumn.

Performance is great on TV, expect JNLR results to be very good, NewsNow great. Demand is high. 103 million NewsNow viewers last week.

A programme in partnership with Department of Health starts at 7pm on Thursday night called Ireland on Call.

O&PS & Technology:

RW reported that the Transformation programme has been paused for the moment.

Technology all working well. No technical failures or outages. 1500 staff working remotely. Decrease in IT tickets.

OPS have fitted Perspex screens in Galleries, to allow people to sit side by side.

The Newsroom Gallery looks well and thanks to [REDACTED] and his Team, Rodney and the Stage hands.

Studio 5 on standby.

TB handling the Supply letters. Studio 6 was given a deep clean and Studio 7 was used during this time. Looking at Capex list and will get update to RC.

Teams working well together and very innovatively. Motivation is good.

Looking at Zoom as another option for video conferencing along with Microsoft Teams. It would be a useful back up. Newsroom using Teams quite a bit.

Internet traffic is huge at the moment, 400 Gigabits per second on Monday during the Taoiseach's address. Player infrastructure is very strong and it is holding up well. [REDACTED]

One RTÉ:

EC reported that out of 190 staff being monitored re: Covid19, 60 have returned to work. Reduced to 139 self isolating. Being proactive and contacting people on the list. No. Of active cases reducing. Only 3 positives. New Health and Safety Manager Colm Byrne is starting tomorrow, Wednesday 1st April and EC and TB to meet with Colm. This will be of help to TB.

EAP service is working well.

DF noted a big thank you to EC and her HR Team who have been working 24/7 and on call. A huge thank you to all involved, it is greatly appreciated.

Discussions around Holidays and A/L to be signed off on due to the amount of staff working offsite. This proposal to be prepared by EC and will circulate for approval tomorrow. This to go to the RTÉ Board. Meeting to take place tomorrow of the Executive Board re: Finance and outlook.

Strategy:

RC reported that [REDACTED] from his team will capture the changes, content and editorial as so many changes have happened in a hurt. A template has been worked on and AOR will start to phone senior staff to discuss, calls expected to take 30 mins. It is important to capture the information and assemble this into a document. RC to send a note around to Executive Board members to explain and asked if they can inform their Teams/Managers this call is coming.

AOB:

DF noted that the EAP and it's role is very important and that we will need to support our Staff in these difficult times and especially in the weeks ahead.

TMcG, DF, PW, JJ, JW, RC, AL, NOC members of a group who are looking at how to best celebrate the lives of people who have passed away at this sad time. The best and most appropriate approach and how to tell people's stories. Team working on this approach.

Executive Board to reconvene tomorrow @4pm to sign off on financial measures prior to RTÉ Board meeting on Friday 3rd April.

For information:

- Legal Report
- Weekly Scorecard

Next Executive Board Meeting Monday 6th April 2020 @ 3pm

Executive Board Meeting
Monday 6th April, 3pm

Participants:	Dee Forbes, Jim Jennings, Eimear Cusack, Rory Coveney, Adrian Lynch, Richard Waghorn, Jon Williams, Paula Mullooly, Geraldine O'Leary, Richard Collins
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- At the outset of the meeting DF noted there were a few items of priority to discuss, as follows: Commercial, the RTE Guide and outlook for the week ahead. RC noted that with regard to finance a lot of good work had been done across all the areas with regard to cost reductions. Following the last RTE Board meeting, a lot of work had been done. Savings had been identified and work was in progress. A further Board Meeting/Call of a smaller group to take place on Thursday 9th April to discuss the progress.
- DF/RC/RC to meet with the Minister via Zoom call on Tuesday @2pm (this was changed at request of Minister's Office to Wednesday @11:30am).
- RC had circulated a presentation prior to the Meeting regarding the current financial situation. Looking at 5.8M loss for month, and deficit of 7M taking in depreciation. We had looked at 10M loss for the year but going on current situation it will more likely be 40m. Wages Subsidy Scheme to go through on 23rd April. Communication around this will need to be carefully managed and we need to be ready for queries. Implications not fully understood as of yet. We will need to address/inform the whole company of this. We have planned a dummy run to compare the changes and be prepared for any queries we receive. More time also required due to finance workload also. Each area will need to look at overtime claims as there are 250 claims and this seems excessive. DF noted we need to know where these have come from. It was noted this may be from OPs due to pressure over last few weeks/schedule changes etc. RW to talk to FOS regarding this.
- RC reported that further to the reforecast Commercial was 3.1M down on what had been planned. TV spot ads for Q2 40% down. April, TV spot from 24th March – 1st April 1.3M down in one week.

[REDACTED]

[REDACTED] No movement in May for over 1 week. JW noted that the model

is a problem and not fit for purpose. More ratings than ever before and less commercial revenue. Reasoning behind Clients pulling back is that they are not doing offers, just doing brand ads so they are pulling back due to over delivery. GOL and RC to discuss official fortnightly forecasting of Revenue, look at this to the end of the year. DF added that we need to look at advertisers for May, look at the forecasts and patterns need to plan.

- Licence fee RC noted that there appears to be a change in pattern. Over the counter sales dropped and online increased. This needs to be monitored carefully due to the volatile current environment.
- With regard to reducing costs and in particular various options were looked at by EC. FEMPI model or reduced hours. EC went through the options. It is complex and need to be looked at very carefully as not straight forward. DF thanked EC for look at FEMPI model.
- EC reported that communication had gone out to staff re: Annual leave in order to prevent a backlog of annual leave, staff have been asked to please have taken half total Annual by 30th June.
- EC gave an update re: Contractors, had been 360 across all the areas. Independent Contractors on as and when used. JJ and DMcB have gone through the Sports list and a number paid when they perform. Need to communicate messaging clearly at the same time to everybody. EC/JJ to go through the list one by one. DF asked if this list can be ready by tomorrow. EC/JJ agreed to have this information by tomorrow. DF/RC need to have this sized for Board call on Thursday.
- JJ reported that the Sports Rights all have to be negotiated individually,

- RW looking at Capex and our commitments to year end and will send that on by end of day.
- DF to have a discussion with TG4 in next day or so with regard to [REDACTED] which is next due in August.
- RC to talk to TB about Services provided.

• JW reported that Behavior and Attitudes were releasing the findings of a Survey regarding the Government handling of current situation. RTE had bought in to this Survey. Information to be released tomorrow, Tuesday 7th on Morning Ireland. 1116 Adults took part in Ireland.

- RC noted that our Business models need to be discussed. We need to move forward and look at Sustainability of RTE, which is strong but fragile at this time.
- DF noted that we have the best audience figures in such a long time, need to think how we can promote brand RTE. AL to take this away and look at this, how we can showcase what we are about.
- AL reported that he had a call at 5pm this afternoon with SPI about RTE's commitment to the Sector. Corporate position is that we will look at each case by case. DF noted we need time to look at this not in a position to commit yet.
- RC mentioned that he has worked on a note to go out to all people who take part in the daily Covid19 call, 36 people. [REDACTED] will be in touch regarding delivery of services and the changes that have taken place. RC to send the note to DF.
- GOL reported that the RTE Guide team of 5 people and working Wed, Thurs & Friday on 64 page Magazine. 31k sales before lock down. The editions for coming weeks have been planned. [REDACTED] due to no specials, limited Advertising. [REDACTED] Saorview have taken advertising. We need to monitor in the weeks ahead, see how circulation is holding up and watch it carefully.
- DF asked about Local Heroes, promos and how to get viewers involved. This should be 1 minute around SixOne and Nine O'Clock News. It should be user generated content coming out of news. This to be taken offline JJ/GOL/AL to look at getting this off the ground.

Next Meeting Tuesday 14th April @9am

RTÉ Executive Board

Date: Tuesday 14th April 2020
Boardroom, Third Floor, Admin Building @ 9am

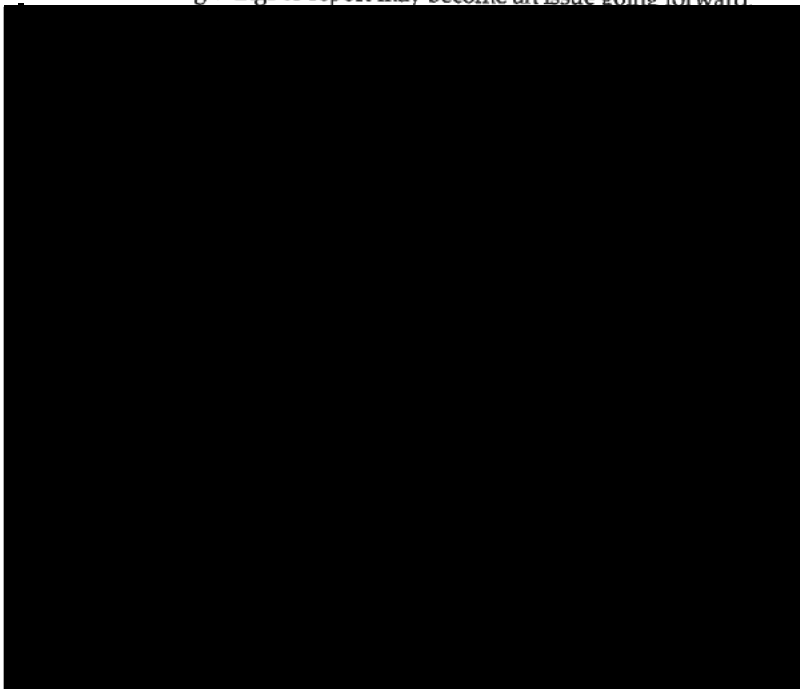
Participants: Dee Forbes (Chair), Rory Coveney, Jon Williams, Paula Mullooly, Richard Collins, Adrian Lynch, Eimear Cusack, Jim Jennings, Geraldine O'Leary, Richard Waghorn

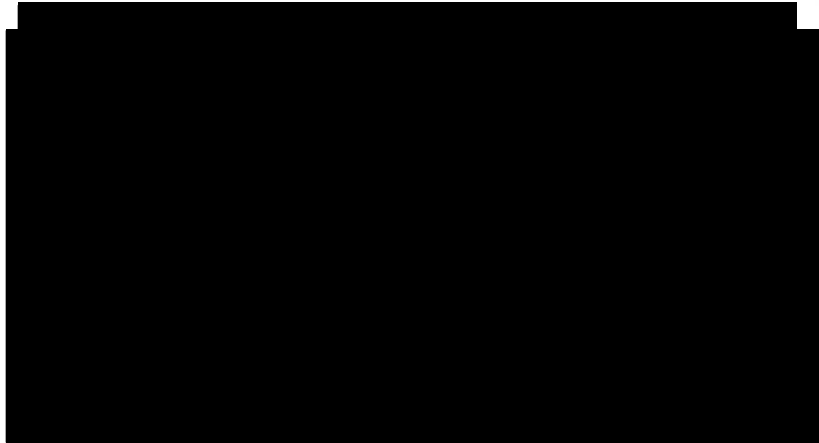
1. Reports

Finance: DF noted at the outset of the meeting that a lot of work was being done and had to be done regarding the various possibilities regarding the financial health of the company and staff pay. A discussion was had about this. RCollins and EC looking at this with regard to staff and will revert on this. Looking at other semi states, DAA has had to cut pay due to 99% loss of income. An Post has not yet. HR Managers working with Executive Board on an exercise regard and will have this information in the next day. A call is planned of a smaller group of the RTÉ Board on Thursday 16th. A follow up Executive meeting call to take place on Wednesday when work has been complete by HR/Finance and for further discussion by Executive Board. The wage subsidy will be reflected in staff wages of Thursday 24th April. Communication around this being managed carefully and staff to be notified.

RCollins reported that in general the Finance Team are getting through things despite being very busy. Ran payroll dummy run factoring in the wage subsidy to look at any issues. Trying to identify outliers and review.

Content & ACM: DF noted we need to look at the immediate needs of the Content area. JW mentioned that it had been very tough at the start of the Covid-19 but that the Newsroom staff are now adapting. Managers are in all the time, early and lates and over the weekend – effectively all day. News and having things to report may become an issue going forward





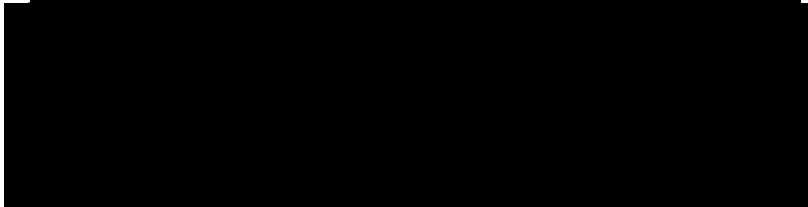
Social Distancing is going to be an issue going forward so we will need to look at our Commissions for next year in terms of being Covid-19 proof. AL mentioned he had held back [REDACTED] for internal programming so we could use that if for example we need to extend Claire Byrne live.

Action: JJ/AL to come back to the Executive Board with programme proposals for the Summer.

DF/JJ/AL/NOC to meet with regard to Content planning

O&PS, Technology: DF asked RW how his teams were. Technology doing fine, less tickets now that people are established working from home. OPs ok, doing 3-4 day weeks, generally fine. Due to Fair City being off air and Studio 5 on standby its quieter. Managers/Teams are focused and doing ok.

Commercial: GOL reported that the Teams are good. There had been a lot of late night and weekend pressure due to demand, but we have a roster of 2 teams now in place. 1 team on call over weekends. People adjusting to working in a different way and getting into the zone. Keeping in touch with clients and getting in touch with top 20 Clients in the next 2 weeks. Focussing on getting clients to spend money. Still concerned with regard to May, April a bit better than we thought. Radio 1 doing ok, new bookings coming in all the time. Agencies predicting May/June will be tough. Still over delivering for April/May but we have a number of [REDACTED]



[REDACTED] 70% of Pieta House's funding comes from Darkness into Light. It's a hard time.

Legal: PM reported all good. [REDACTED]
[REDACTED]

One RTÉ: EC reported that Annual Leave and the recent communication to staff asking that half of Annual Leave be taken by 30th June is an issue and had received email from both TUG and SIPTU. Meetings and discussions ongoing.

2. **AOB:**
DF had a good meeting/call with the Minister and Department officials last week and is due to follow up this week.
3. For information:
 - Legal Report
 - Weekly Scorecard

Next Executive Board Meeting Tuesday 21st April 2020 @ 9am

RTÉ Executive Board Notes

Date: Tuesday 28 April 2020
Boardroom, Third Floor, Admin Building @ 9am

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

1. Reports:

At the outset of the meeting DF noted that there was a lot going on but the main discussion today was the action plan going forward with what will be the new normal. We need to prepare and be well equipped. What will be the new norm, as things will not revert to how they were. We will need continued flexibility and agility as the crisis eases. We need to work out how we equip ourselves as an organisation and factor in remote working and rosters going forward. Themes will come up and we will have a Working

Group on how to manage. EC reported that IBEC have been doing a lot of work on how to bring people back to work and a blended solution for longer term. EC and RW looking at options around this. All factors need to be looked at, social distancing, structures, health and safety. Proposal to be brought back to the Executive Board in order to future proof policies and structures and have a blended solution.

JJ noted that a blended solution driven by the schedule was what we had to look at. Looking at protocol, a testing pipeline, perhaps even a Nurse onsite/testing productions. We need to look at the space on site, the positioning across the organisation of the different buildings. Will it be possible to shoot 1 episode onsite or go offsite. If this is to go on for 2 years we need to look at the bigger picture for productions, managing people, team meetings etc. as in a lot of cases teams need to work face to face as opposed to offsite. Maybe we will need to look at moving offsite. All factors need to be considered. AL noted that Fair City will need to be looked at in terms of how we bring people back on site, or offsite. This decision will need to be made in the space of a few weeks. JJ mentioned that various production models were being looked at. RW suggested maybe a sealed unit was a consideration and have the production as a separate entity. RW also mentioned that the two stages we have are small and not ideal for drama production, perhaps if production were offsite then we might have option for more space. RW talking to his Ops team regarding fixed roles, additional gaps, fixed crews on productions and would it be possible to sustain. All options being looked at.

DF asked that JJ and AL look at all of options around Fair City. JJ to lead the project and revert in approx. 1 month. Scripts are an important factor. R Coveney noted that given Fair City's importance in the RTÉ schedule, it is an asset that works and we need to look at all options seriously. A lot of work was done on this 3 years ago and Scripting is so important.

DF mentioned that EC/RW were working on a proposal on a structured managed pilot involving 46 people in Technology and HR. Policies around remote working, lots of advice, connection to the organisation, blended solutions. JW suggested that it might be a good idea to use Nuacht team for this. RW mentioned that we will need a return to site process, everything logged, health and safety and technology. We will look at fixed rotas, crews working together on certain projects/productions. JPC looking at the Broadcast and Media services. EC mentioned that principles of bringing people back in will need to be managed very carefully and nobody to return onsite until we are ready. DF noted that physical spacing will be the biggest issue. R Coveney noted that the fact the site is well spaced out might be an advantage in this instance. People will need to come together for meetings in

a safe environment and perhaps some of the bigger rooms onsite could be fitted out as meeting rooms factoring in social distancing.

RW suggested maybe we can look at doing something live in Studio 5 over the summer when the Today Show has finished.

DF asked that AL/JJ/JW look at what we will need to stand up over the summer to build schedule back up. EC/RW/TB/CC working on a document and will bring it back in a few weeks and layer in the Content area.

R Collins reported that service levels are up across all areas. Systems have adapted. People are keeping in contacted. R Coveney People have adapted in short term. If this becomes longer term then people will need equipment. Communication will need to be clear and people will need to feel connected. There will need to be formal communication and informal communication. RW suggested virtual coffees, quizzes etc for team building and connection. R Coveney suggested that perhaps feedback on how people are getting on working from home/working remotely to enable the organisation to learn.

Finance

R Collins reported that last week was a very busy week with Government Department meetings and RTÉ Board meeting. The Government wage subsidy scheme landed last Thursday in staff pay-packet. It is a little unclear yet but efficient so far. Staff were notified of this prior to. RTÉ Board looking for more information prior to signing A/Cs 2019. The revised strategy will need to be updated also. Meeting with DPR/DCENR to kick start the review process, New Era to report. All options to be looked at regarding Government funding and further exploration/suggestions requested. A lot of this work has already been done. R Collins also requested that the Executive Board think about what RTÉ is to look like in 2022. Discussion was had about the fact that the Licence fee needs to be fixed. There is a 5 week timetable up to end of May for finance/strategy/revised strategy/self help option/commercial. Week 3, meeting New Era and discuss the big review preparation plan, following Tuesday this will come to Executive Board 19th May. Board papers out on Friday 22nd and Board meeting Thursday 28th May.

Commercial

GOL reported that we came in 33% over budget for April. [REDACTED] This will help local radio. TV was better than expected. End of April 30% off TV budget. 70% in and 33% ahead in Radio budget. May 50% booked. A lot will depend on announcement by Government and companies are waiting before spending.

[REDACTED]

R Coveney mentioned Campaigns have started for 2 year building the economy. We will need to think about this carefully. GOL mentioned about working with Ireland Together, 300 SMEs, need to get this up and running and will offer airtime bundle across the organisation.

CDG will take place on Thursday next and will be for Executive approval on May 5th. Only essential recruitment everything to be scrutinised.

Actions:

- Options around Fair City/ managed by JJ/AL to come back to Executive Board in 1 month – 26th May.
- Content priorities Summer (incl News & CA) JJ/AL/JW to come back to Executive Board on 12th May
- Principles Document EC/RW to also come back to Executive Board on 12th May
- Finance Options RW to come back on 19th May.

2. **AOB:**

3. For information:

- Legal Report
- Weekly Scorecard

Next Executive Board Meeting Tuesday 5 May 2020 @ 9am

RTÉ Executive Board Notes

Date: Tuesday 5 May 2020
Boardroom, Third Floor, Admin Building @ 9am

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

Apologies [REDACTED]
Geraldine O'Leary

1. Review of Change Programme

GB/RW/RCollins had recently had a discussion regarding the Change Programme and in particular the financial side, this in response to New Era and the financial systems for the remainder of this year. The cash projections for the remainder of this year, minimising the slate and what we could do to deliver the change programme. GB/RW gave an overview of suggested update of the Change Programme, the same structure of reporting since 6th March where we were then and a workstream assessment since. **Workstream A: Content:** Acquisitions, Sport, RTÉ Journalism need to be reconfigured, the three remaining as planned. One RTÉ Journalism needs to be looked at in terms of the savings and what is deliverable. JW/JJ and EC to meet and identify what is possible and what is not, then [REDACTED] a follow up meeting. Entertainment also needs follow up RW/GB to follow up with [REDACTED] regarding the Entertainment plan as this had been tied in to the One RTÉ Journalism savings. Covid-19 has had implications on plans. **Workstream B: Service Changes** with regard to Lyric 2.0- DF/JJ to meet with regard to Draft 1 of lyric 2.0 plan by [REDACTED] and decision will need to be made, this document to come before Executive Board when ready. Also the lyric office in Limerick, final decision to be made on this as lease will be up. Also flagging the closure of the Digital Stations, this relates to DAB. Saorsat has been completed. **Workstream C: New Models:** Newsgathering, Studio production and Music Radio to proceed. Podcast production and Digital First for kids delay due to Covid-19 need to be configured, no money attached here these are efficiencies. **Workstream D: RTÉ Player and Television,** all proceeding – Player, product development run and roadmap, [REDACTED] video content. Talent development to be postponed. **Workstream E: Commercial Revenue Growth – Inventory Trading instrument:** complete. Flexible minutage – not the right time for this. Looking at the commercial workstream and the revenue target. **Workstream F: RTÉ Experiences** – this to be moved out by 1 year, reset the expectations/recalibrate the financials. **Workstream G: People** G1, G3 and G7 proceed as planned, G9, G4, G5 proceed as planned. G7 reconfigure, G8, G10 to proceed in some form. All people related matters being carefully looked at and various options with regard to cost savings. Because of the current situation, there will be a new model which will need to be sized, it is a much different landscape and the new normal needs careful consideration going forward. **H: The RTÉ Brand** all ok but H2 and H3 to be reconfigured, J: Property and Assets – J1, J2, & J3 to be postponed and looked at financials. J4. Limerick options this to be cross reference with B.2 Lyric 2.0 as they relate to each other. **K: Technology** – K. 1 Disaster Recovery needs to be rethought through due to current climate. K 9 complete. More discussion around K 5 and the new Radio Studios project, tender discussions. Proceed with RN3 Newsroom and S71 – Stage 7 talk Studio. [REDACTED]

K2. ERP expected to launch in December. K4 One Media Share, it this is to proceed roll out end of 2021/2022. K3 Channel Management will take two years to put in place – RW and PM to discuss the tender process around K3. Tenders for Radio Studios DF/RW to discuss.

Reports:

Finance - RC gave an overview of the timetable and key dates for the coming weeks. Week beginning 4th May (current week) - Finance preparing the forecast for 2021 – 2024 . Week beginning Monday 11th May - Draft Finance review to DG also engage with New Era. Tuesday 19th May, Finance review to the Executive Board. Friday 22nd Finance paper to RTÉ Board and Thursday 28th RTÉ Board meeting.

Actions

- Workstream A6 **One RTÉ Journalism**: JW/JJ and EC to meet and identify what is possible and what is not, then [REDACTED] a follow up meeting. Need to go back and recalibrate the numbers.
 - Workstream A5 **Entertainment** also needs follow up RW/GB to follow up with [REDACTED] regarding the Entertainment plan as this had been tied in to the One RTÉ Journalism savings.
 - B2 lyric 2.0 - DF/JJ to meet with regard to Draft 1 of lyric 2.0 plan by [REDACTED] and decision will need to be made, this document to come before Executive Board when ready.
 - K3 **Channel Management** will take two years to put in place – RW and PM to discuss the tender process around K3.
 - K5 **New Radio Studios** – DF/RW to discuss Tenders for Radio Studios DF/RW.
 - RCollins/GOL to look at the Commercial numbers.
 - Options around Fair City/ managed by JJ/AL to come back to Executive Board in 1 month – 26th May.
 - Content priorities Summer (incl News & CA) JJ/AL/JW to come back to Executive Board on 12th May
 - Principles Document EC/RW to also come back to Executive Board on 12th May
 - Finance Options RCollins to come back on 19th May
- Next Executive Board Meeting Tuesday 12 May 2020 @ 9am**

RTÉ Executive Board

Date: Wednesday 12 May 2020

Boardroom, Third Floor, Admin Building @ 9am

Participants


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

In attendance



1. **Revised Journalism Guidelines for Executive Board Approval:**

Brian Dowling, Head of Editorial Standards and Compliance, attended the Executive Board to present Revised Journalism Guidelines. The two documents RTÉ Journalism Guidelines 2014 and RTÉ Programme Standards Guidelines 2013 will now merge in to one document: RTÉ Journalism & Content Guidelines, factoring in the Strategy, the move to One RTÉ, Digital First, GDPR, recent BAI decisions and will be fit for purpose Guidelines accessible to everybody, this in turn will provide for transition from the Guidelines document to e-learning modules for training purposes. There was discussion around the various revisions being suggested, some as follows:

- **Section 2:** Greater clarity to the Editorial chain and process for pre broadcasting assessments; and proactive role for the Board should issues arise. There will be a first round of training, and then Directors may wish to nominate some programmes. Post programming assessment, and identify if more training required.
- **Section 3.3:** Impartiality – layer added to protect programme makers.**Section 3.4:** Whistleblower: clarity around the term and making a protected disclosure under the Act.**Section 3.7:** “Phone in” programmes now becomes “Audience Engagement”, addresses guidelines in terms of engagement. Cleaner, more explicit guidelines and 
- **Section 5 Editorial Integrity & Independence 5.2:** Clarity regarding what constitutes personal view. Distinction between judgement and views, and any person representing RTÉ in a public forum. **Section 5.4:** Guidance provided re: badges, symbols – deletion of religious symbols.
- **MO4** –guidelines with respect to social media.
- **Section 6 Privacy and Public Interest:** Substantially overhauled. Merges what was previously Public Interest and Privacy sections for greater context and clarity. Secret recording, standards and what constitutes public interest. Addition of **MO8** in respect of clear editorial management chain and decision

making: as there will be two approvals required i) secret filming and ii) broadcast approval. There was much conversation with regard to this topic and clarity around decision and sign off. This to be further discussed by BD/JJ /JW further clarity and rewording before sign off. **Section 6.9** new guidelines and clarity around Drones.

- **Section 7** Mandatory obligation: Reporting of Sieges, Kidnappings, Hijackings and Hostage taking. How to engage.
- **Section 8 Children:** Children's policy has been rewritten by DK, Legal. New MO12 with regard to Child welfare.
- **Section 9 Religion:** This has been rewritten by [REDACTED]
- **Section 10 Suicide:** This has been refined and made clearer, it has been refined and 10.2 included in respect of murder suicide.
- **Section 11 Politics:** New provisions around wearing of by badges by programme guests 11.3 and guidance for Editors. 11.5 reworded re: political limitations of polls and guidance in terms of what polls should be published.
- **Section 12 Harm and Offence:** This has been substantially revised factoring in Code of Programme standards of BAI and our out Diversity and Integration Guidelines.
- **Section 13 Watershed:** This now includes online and on-demand services more user friendly.
- **Section 14 Accountability:** Having discussed with BAI, we have changed the threshold regarding complaints and made it higher. There is a statutory process for valid complaints. New MO17 re: FOI obligations.
- **Section 16 GDPR:** new section/drafted by [REDACTED]
- **Section 18 Advertising:** Use of Production placement and link to BAI's general code of commercial communication.
- **Appendix 1:** now contains 3 sections a) Role of RTÉ Steering Group, b) Guidelines on Election Debates and c) political activities that might compromise RTÉ's impartiality; political activities of employees or those on leave to pursue political career – refer to RTÉ Employee Handbook.
- **Training:** preparations have been completed by BD and [REDACTED] and have e-learning programme ready and range of training events.

2.

Action:

BD to take on board the relevant suggested changes and factor those into the Guidelines. Once Guidelines are approved by the Executive Board, they will go for editing/proofing and then layout for PDF.

Principles Document

EC and RW have been working on a document with regard to getting people back to work on site. The Government published document at the weekend in this regard and we are still going through this document and aligning with our own plans. Draft of Principles document to be circulated to Executive Board on Wednesday 13th. Three main factors: i) Employee ii) Implementation iii) Governance. This is a shared responsibility. There will be Covid representatives onsite who will report back. This will be phased, constantly reviewed and there will be a strict return to work form to be filled out in advance for employees working onsite. There will have to be interventions where issues arise. Emergency planning and Safety Statement updated. Induction training has already started for Covid representatives. EC/RW/TB/CB meeting with regard to Accommodation and Health and Safety. Looking like we can accommodate 30 per floor Stage 7, there will have to be spatially distanced desks, one way walkways, restricted environment, closed kitchenettes. Priorities for this work will be Content creation, Radio & TV. No hot desking. JW brought up the fact that certain roles are tied to certain desks for example the Newsdesk. This to be discussed. Property & Services working on setting up the systems one floor at a time. 1 week per floor, needs to be managed very carefully. 2fm currently working from home. Radio 1, need to maintain distance. TB to engage with [REDACTED] regarding Radio 1 plans.

3. Content and Production, News & Current Affairs priorities. The process starting in News & CA this week. Plan will be complete by next week. Approx. 30 in Newsroom at the one time. EC to circulate the document and this to be further discussed by Executive Board later on in the week. This document is generic and will apply to all RTÉ offices.

RW reported that there is a plan for more equipment to support working from home, chairs, laptops (150 out with staff at the moment) more ordered, screens to be looked at also.

Action:

EC to circulate Principles Document with regard to returning to work safely on site and further discussion required.

Content priorities for Summer 2020:

JJ/AL Looking at **Comic Relief Green Nose**, 3 hour on either a Friday or Saturday night mid June. Produced by RTÉ/ Executive Producer [REDACTED]. Proceeds to go to Community Foundation Ireland. Charities apply for funding. T&C to be confirmed. Comic Relief waiving rights, so that funding can go to Irish

charities. Detailed running order, front line service, team of 30 people to pull it together. Transmission week all will need to be there. LLS will have finished by mid June so there will be space and the teams. What will be required is Studio 5, 3 presenters, vt shots, vt acts, vt music, Deirdre O'Kane, Tommy Tiernan and Daire Ó Briain all on board. This will need to be green lit this week, in order to proceed with production, accommodation, sponsorship support. Platform for raising money for charity. Artists have given of their time for free. GOL noted there may be a tax benefit. RCollins to look at this.

Sunday Game relived: 10 episodes, live interview each week. Currently 2 hours, may look at 1. On air May and June off mid July.

Fair City return plan: All options currently being looked at and this item to return for discussion at Executive Board on 26th May.

Ireland on Call: due to finish on Thursday 14th May. Felt this has run its course with this phase of Government management phase. It is [REDACTED] per episode. DF noted that this will be missed and asked if we have anything planned instead.

AL/JJ to look at other options for Ireland on call to showcase what is going on around Ireland.

Nationwide live: perhaps 3 days a week in Studio 5. Monday Wednesday and Friday. Primetime use Studio 5 on Tuesday and Thursdays. May trial Nationwide July and August. Perhaps this could slot instead of Ireland on Call as there would be considerable savings.

Homeschool hub/Saturday programme: [REDACTED] looking at an option for Saturdays as the Homeschool hub will finish mid June. [REDACTED]

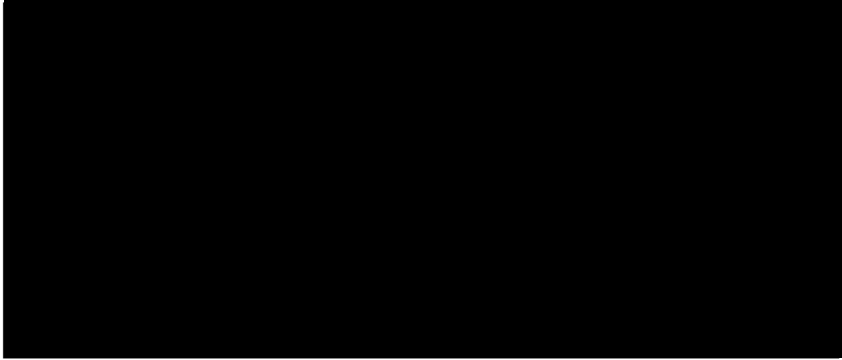
Late Night Current Affairs programme [REDACTED]

The Today show to be extended by 2 weeks. In talks with [REDACTED] around sponsorship. Costs [REDACTED] per week. Competitions doing well.

Ireland's Greatest Gardens: Factual Unity came up with a Series for 7-9pm slot mid/end July.

Creedon's Journeys: Cork looking at this and seeing if can do anything for end of summer. [REDACTED]

4.



DF noted that there were a lot of Content options to look at, we need to see what is possible and what is not financially, production wise what we can do factoring in social distancing and our facilities. JJ noted that it maybe that we do inhouse production and make it offsite. Need to look at things very differently - campus facilities and production options.

5.

Actions:

- Need to regroup re: Schedule and cost implications re: site.
- JJ/JW to meeting with [REDACTED] re: Nationwide.
- Comic relief – decision this week.
- Fair City options – May 26th.
- Ireland on Call – decision this week, option for 1 show a week – JJ/AL.

Commercial update:

GOL provided a reforecast of Commercial Revenue. April we are 27% behind on budget for TV Spot, behind 30% YOY. Radio spot, 49% of spend is Government spend. April + 29% budget and + 16% YOY. Retail will come back when business is back open.



Digital revenue is of concern 11% down YOY. PIC down, GOL and JJ to talk re: last LLS as [REDACTED]

Action:

GOL and JJ to talk re: last LLS as [REDACTED]

AOB:

Finance: RCollins reported that Finance would have Draft Budget ready for Thursday 14th, to be discussed with DG and back to Executive Board next week Tuesday 19th May.

In talks with New Era on Friday and Grant Thornton also.

Licence fee has picked up slightly last week down 9% v last year. We need to align the Strategy from last year with the current climate and what is happening now, we need to rethink as it is not valid as is.

Government Subsidy has changed again, we will have to do a further communication around this to staff. Looking at online payslips, authentication would be required. Costing of [REDACTED]. Agreed we should proceed and go ahead and do this.

Previous Actions:

- Finance Options RCollins to come back on 19th May
- Options around Fair City/ managed by JJ/AL to come back to Executive Board in 1 month – 26th May.

6. **For information:**

- Legal Report
- Commercial Report
- Weekly Scorecard

Next Executive Board Meeting Tuesday 19th May 2020 @ 9am

RTÉ Executive Board

Date: Wednesday 19 May 2020
Open Area, Third Floor, Admin Building @ 9am

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

In attendance [REDACTED]

1. **Annual Performance Commitments 2020**

GB was in attendance to agree the target levels any changes and narrative for Performance Commitments 2020 and to agree the next steps. Met with the BAI in February and due to meet again in May. GB had circulated a document with regard to the 2020 Commitments to the Executive prior to the meeting and a reference document of 2019 Commitments. The Objectives and plans

for 2020 have evolved and continue to evolve especially now in this uncertain time of Covid 19, also feeding into the New Era Report on Public Funding and the Commission on Public Service Broadcasting.

Around RTÉ's commitments & objectives, regarding our **Audience Commitment: Deliver Content relevant to all Irish audiences, serving everyone, everywhere** - flagging two possible issues i) public perception and ii) JNLR being suspended. **Content Commitment: Captivate audiences through a more varied mix of quality content that tells Ireland's stories** - again a few issues i) public perception, ii) Children's to replace RTÉjr reach, Irish language and iii) Statutory spend: drama and orchestras. The narrative around this will need to be explained and in alignment. GB to refer to AL in this regard. **Sustainability Commitment: Protect the future of public service media through sustainable RTÉ** - Financials will go through the RTÉ Board, and targets to be set based on revised financial forecast. Again narrative very important around this.

Content - key points: Arts & Culture - the approach to Arts & Culture will be very different this year. Drama & Comedy - Flag Fair City and the Drama & Comedy production ceased - impact long term. Need high level contextual narrative. We have the South Westeries and Young Offenders, 40 hours contracted to roll into production. Children's - RTÉ Junior reach - drop out target report on plans for Children's content.

Entertainment & Music - 2fm new element of social campaigns, schedule intact, same amount of hours, more music in schedule. Factual - Ireland on Call, Op Trans, more podcasting. Irish Language - request of 1 hour per day TG4. A reassurance to RnaG & TG4, both parties same ideals. GB working with Head of Irish Language regarding this. News & CA - Some schedule changes, increase in coverage re: Covid 19. Primetime extended by 1 month, Claire Byrne live extended by 1 month. General Election coverage. Maybe a new News strand over summer. GB to follow up with JW.

Sport - very uncertain due to no live sport, curtailed this year but exploring different avenues, archive classics.

Content - other considerations: Statutory spend: we will need to focus on the year in question, extremely challenging time, outline of what we are doing and how we are supporting the sector. GB to talk to AL regarding the narrative. Projected Hours: GB to talk to PN re: projected hours. Public perception: This has changed from face to face to online to telephone, differing methodology. Query around D & I and target levels. Audience & Sustainability: GB talking to PL regarding this, report on it again, exceeding targets. At a time when our viewership figures are so high funding is at a low. Challenging for the sector.

2.

Actions: GB/RC to consult with the RTÉ Board and Strategy Committee, input from various colleagues around narrative pieces, RTÉ to submit 2020

3. Commitments early in June. BAI Authority to consider at meeting on 25th June.

4. **Financial Forecast 2021 – 2024**

RCollins presented various options in line with our revised Strategy to the Executive Board. RCollins went through 3 separate Scenarios in detail. Given the highly sensitive nature of this information this information was not noted.

5. Approval of Minutes of Tuesday 12th May 2020

Approvals:

- CDG

There were two External contract requests which were rejected due to no external recruitment. These to be taken offline for discussion EC.

AOB:

- **Return to Work Safely Onsite:** RW reported that TB and team were happy with how the fit out of Offices in line with Covid 19 Government Health & Safety fit outs were going. Newsroom has gone well. A few issues have arisen in Radio. RW queried when we issue protocol. EC informed Learning & Management system nearly ready on this. Return to Work Safely onsite will go up on Hub, Guidelines will be communicated to staff. Review documentation today and meet with Executive tomorrow for sign off. [REDACTED], H&S Officer to communicate with Executive re: relevant people regarding Covid representatives onsite. [REDACTED] has travelled to Cork re: H&S and will then go to Casla. There will be a call with all Managers before protocol issued. Same level of protection across the board. EC to follow up with TB and CB regarding this.
- DF queried around sign off of Summer plans and Autumn/2021.
- EC reported that Employee Survey had 1000 responses. DF noted that we will act quickly regarding this.
- Executive Board session with Eaton Square Consultants re: How to go forward and a framework for return to normality in conjunction with [REDACTED] Survey on the learning's of Covid 19 Teams. Looking at how to re-image and reform.

6. **For information:**

- Legal Report

- Commercial Report
- Weekly Scorecard

Next Executive Board Meeting Tuesday 26th May 2020 @ 9am

RTÉ Executive Board

Date: Tuesday 26 May 2020
Open Area, Third Floor, Admin Building @ 9am

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

1. Fair City Options

JJ/AL along with other contributors put together a paper with regard to Fair City and the various options for production going forward, medium to long term and future production model. Some work had been done on this in December of last year but this has been updated greatly. With regard to the schedule soap is a key genre; it is habit forming, huge audiences. There are months of strong stories banked, and there if we need them to pick up from. Plan would be to have bubble episodes for early return. A lot of work has gone into this editorially, production and Ops teams and how best to shoot it. characters could be replaced if sick. These would cover the Covid19 storyline and evolve post Covid world: businesses opening gradually after lockdown. Timeline would be shooting to air in 6 weeks, and look at 2 episodes a week for Summer and 4 in September. No scenes more than 3 people, no extras, less interiors. All the soaps, Corrie, Emmerdale and Eastenders will start back incorporating Covid 19 story in September. Would be good if we could be up and running by August. It was noted by RW that the most we can do is 3 episodes per week. It will take thorough planning to get the output, no room for error in terms of 3 episodes per week. Written in a way that is not actor specific. RW confirmed that we will have the Ops team needed for this.

Looking at plans to have dedicated crews on alternate weeks, only capacity though for 3 episodes a week, factoring in new protocol and social distancing also. It would be planned to go to 4 episodes in November.

JJ noted that editorially it is a sound proposal and would be good to have this back during Covid, normalising and reinforcing all messaging. A lot of detailed work has gone into putting this back up on air and getting back into production.

It was noted that SPI has taken up a producers leadership role and been working on protocol to be rolled out. RTÉ will feed into this and to be agreed by producers. It would be a good signal to get this up and running. Also looked at a one hour special to relaunch. Would be good to get up and running in June and broadcast 2 episodes per week in August. Looking at pre production on 26th June, filming in July and on air in August.

Also options around the medium term plans on and offsite, financial situation with regard to outsourcing, the production positive and negatives, the licence for the show, Section 481 and all possibilities around this.

Action:

- Agreed Fair City Production back up and running will look further at Editorial relaunch and long term plans.

[REDACTED]

2.
 - Section 481 issues PM to look at this from a legal perspective.
 - Other Soap options to be looked at - DF/JJ/AL to discuss.

DF noted that the Fair City paper was really good and noted it was great to get things up and running. JJ/AL to come back with Fair City next steps.

Covid 19 – Next phase considerations (Document prepared by [REDACTED])

[REDACTED]

3. This research piece was undertaken by [REDACTED], following the arrival of Covid19 and forced change in RTÉ's editorial, operations and businesses processes. This document was phase 1, then factoring in the survey and learnings, Phase 2 to be ready for session with Eaton Square later this week for further development and discussion by all.
- 4.

Approval of Minutes of Tuesday 19th May 2020

AOB:

- **Childcare:** A discussion was had regarding Childcare. Agreed that flexibility and understanding were important at this time, June and July in particular. Flexibility a two way street and people may need to step up and do what you can, when you can to help the organisation at this time.

- **Revised Journalism Guidelines:** [REDACTED] had sent in revised Journalism Guidelines following the Executive Board session he had with the Executive Board on 12th May. All the changes discussed had been incorporated. The Executive Board agreed sign off on the Revised Journalism Guidelines proposed by [REDACTED]. JW noted a big thanks to [REDACTED] and all the

team who had worked on the Journalism Guidelines, it took a huge amount of work.

- RW informed the Executive Board that he and some of his team had undertaken a big body of work with regard to Studio rostering, looking at all options matrix teams v dedicated teams. There will be a fixed roster in August, a 3 month roster, meeting the team on Friday regarding this. Plan is to layer in improvement and efficiencies, reduce hours of shift. This will reduce overtime and recruitment, focus on saving money and optimising ways of working. RW to report back on findings. DF thanked RW for this big body of work.

- EC reported that the findings of the Working from Home survey would be released on Thursday next.

5 **For information:**

- Legal Report
- Commercial Report
- Weekly Scorecard

Next Executive Board Meeting Tuesday 26th May 2020 @ 9am

RTÉ Executive Board

Date: Tuesday 2 June 2020
Open Area, Third Floor, Admin Building @ 9am

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

1 **Approval of Minutes of Tuesday 26th May 2020**

The Executive Board Minutes of Tuesday 26th May 2020 were approved.

2. **Change Programme – One RTÉ Journalism (postponed from Executive Board of 12 May 2020).** JW had circulated a pre-read document regarding the Change Programme: One RTÉ Journalism and the current options available. This covers a lot more across the organisation including Radio. 12 months ago we looked at how to try and offer up savings, several options were looked at regarding journalism in the round and in particular any

duplication. [REDACTED]

Action:

DF noted that due to the current circumstances, some of the reductions which had needed to happen may now not and asked that the Executive Board go back and look at all of the change Programme projects.

3. DF/RCollins/RW/EC to meet re: People project and ability to curtail costs, this needs to be sized.

Further discussion re: Covid 19. Part 2 – Future Focus (by [REDACTED])

There had been an updated Covid19 paper prepared by [REDACTED] and following that another session with Eaton Square. Feedback was sent after two sessions with Eaton Square. Eaton Square to go through and process this. Looking at how to operate differently and restructuring need to do this in a new environment. Look at our Strategy and where it needs to go, look at the discussions last year, and the revised Strategy going forward.

4.

HR Update:

CDG Report, there were queries around Radio producers and 4 fixed term contracts, 5 Casuals, 1 Maternity leave and 1 long term sick. These were to cover Production Teams going on holidays. This was subject to a discussion. DF asked that this be looked at again please and JJ agreed to look at this again.

5. a)

Summer production update:

Comic Relief is proceeding on 26th June, Deirdre O’Kane and Darren Smith behind this project, to be filmed in Studio 5. Several comedians and artists i.e Hozier, Daire O’Briain, Chris O’Dowd and Dawn Porter, Dermot Bannon. Michael Hughes and John McHugh managing this. GOL and AL in final talks with regard to contract for licence.

The Sunday game will bring to air 15 episodes. Ireland after lockdown, this will be done inhouse, solidarity style of programme to bring people together. One programme per week, around 7pm. Focusing on Ireland, health and wellbeing, entertainment – to start third week in June. Open for business,

Enterprise Ireland investing [REDACTED] This to start mid-July. Call out to the independent sector, will use a third-party studio outside RTÉ. No internal Producer or Production team available at this time. Ops available but no production team. Suggestion we bring The Business show inhouse. There is a recruitment ban but if we need to bring a Producer in for inhouse work then we have to be able to do this.

b) **Action:** DF asked that all Content plans are shared with TB so he has sight of what is required inhouse and capacity. Visibiltiy for all Unions etc, why we are doing what and where.

DF asked that a Press pack outlining all we have coming up be released. GOL suggested that this go to Agencies at the same time, Comic Relief top item, Fair City back, Sports, Horse Racing, League of Ireland in July.

Fair City update:

Discussions are ongoing. Issues around Health & Safety which need to be resolved and JJ paused proceedings until these were resolved. EC meeting with TB and CB later today to check what support is needed to move forward.

6. AL is contributing to the Screen Producers Ireland protocols being worked on by Elaine Geraghty for the industry.

Approvals:

- A196 Stage 1: Watergrasshill Tower. RW went through the A196 paper, it was part of the 2RN Strategy: site for 5G. This is part of investing in the business and growing the business. This was approved by the Executive Board.

AOB:

- GOL gave an update on Commercial, slight improvement for May/June for TV. We are having a Strategy away day to nail down pricing offers/deals end of H1 and plan to bring in as much as possible for September to December.
- JW gave an update on plans for US cover. Reporting will not be done from street level live as 30 journalists have been attached. A risk assessment was done, and safety factoring in Covid 19 is paramount, no reporting from a hostile enviroment.
- EC noted that the results of the B&A Emplyee well being survey to be sent out and 10 Zoom sessions arranged with Professor Ian Robertson, where staff can select preferred date.

7. **For information:**

- Legal Report
- Commercial Report

- Weekly Scorecard

Next Executive Board Meeting Tuesday 16th June 2020 @ 10am

RTÉ Executive Board

Date: Tuesday 16 June 2020
Open Area, Third Floor, Admin Building @ 10am

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

Apologies: Paula Mullooly,
Richard Collins

1 **Approval of Minutes of Tuesday 2nd June 2020**

The Executive Board Minutes of Tuesday 2nd June 2020 were approved.

Aertel Closure update

2. RW had sent a pre-read paper on the various options regarding Aertel going forward. This paper had been written by Jonathan Dillon with input from RW and GB, factoring in the Change programme. There are 3 options available: i) run to the end of 2021 when the Broadcasting Act amendment is made. ii) Close Aertel at the end of 2020 as per Strategy iii) Reduce Aertel to single information page until end of 2021 when Broadcasting Act amendment is made. There was a discussion around all the options and it was decided by the Executive Board to go with option ii) Close Aertel in 2020 as recommended, this to be done after 20 July 2020 when the Covid emergency status has ended. A single information page to be kept with GAA results and possibly flight information. Holding page to refer to News now and RTE.ie and various relevant websites.

Action: GOL to have a discussion with RW regarding any commercial implications around Option ii). Also RW/RCoveney to discuss to factor in notifying the Department of Communications, Energy and Natural Resources prior to.

3.

Summer productions update

Comic Relief takes place on Friday 26th June. This to take place in Studio 5. The talent giving their time for free and independent crews either for free or 50%. Nobody across the line yet in terms of sponsors/supporters.

New programme *Summer at 7* starts July 1st prerecord and then on air on Thursday 2nd July. The prerecord option due to pressure on Studios over the summer. RW suggested that we should be able to do both Summer at 7 and Primetime in Studio 5 as it would be better if Summer at 7 goes out live, and it would be good to take the opportunity to make this happen.

New Business Show, tenders by 21st July. To be produced by Coco productions.

Prime Time to say on air in August as opposed to putting a new show out. This will be a chance to try out new faces/presenters.

Action: JJ/JW/RW/AL to meet with regard to Summer at 7 and making this live on Thursday evenings as opposed to a prerecord.

4.

Fair City update:

JJ gave an update on Fair City. Work is ongoing, Health & Safety, Ops and Scheduling all working together. TB and CB working with Scheduling crew. View is to start filming 23/24 July, working hand in glove with Ops. Hope is to go on air in September. Negotiating with the Actors, checking availability - who is available and who is not. We will need 6 weeks to schedule events, Health & Safety, Prop management, Crew and Scripts. DF reiterated the importance of keeping TB informed of schedule, which means nobody on site unless approved.

5.

Recruitment/CDG:

A lot of contracts are running to the wire and being sent in last minute. Also some issues with retrospective hires. Please remind Teams/Managers there is a process and it is business as usual around contracts. If there are any contracts that need to be fast tracked please go through EC regarding this.

CDG approvals:

- Content Division: Total of 35 applications, 17 Agreed, 16 Not approved. Some of those not approved needed further information.
- ACM Division: Total of 7 applications, 1 Agreed, 6 Not agreed. Again some contracts needed further information.
- News and Current Affairs Division: 2 applications, 2 agreed.
- Commercial Division: 2 applications, 2 agreed.

6.

AOB:

- **Commercial:** GOL gave an update on Commercial. It appears to be improving, last meeting [REDACTED] booked for July. There had been no visibility since March, but there is now. Cars/showrooms are back and

there appears to be a lot more activity, there is a sense of coming back. Clients seem to be planning ahead. Radio on budget, Digital struggling. We are having a Team Strategy session today in planning for H2. Sarah McNerney morning programme has just been sponsored by Hidden Hearing. GOL mentioned to JJ that a decision will need to be made regarding PIC for LLS Autumn. JJ suggests PIC should be back, more thought will need to be put in to one for everyone in the audience if there is no audience.

- Strategy: RC noted that RCollins and FOS have been engaging with New Era over the past weeks. Expecting new draft in coming days and then it will go to the Minister for Communications.
- News & Current Affairs: JW noted that the latest Reuters Digital News Report has been published and makes for interesting reading. Important stats regarding Ireland. JW to circulate to each of Executive Board members.
-

7. **For information:**

- Legal Report
- Commercial Report
- Weekly Scorecard

Next Executive Board Meeting Tuesday 23rd June 2020 @ 9am

RTÉ Executive Board Date: Tuesday 23 June 2020 Open Area, Third Floor, Admin Building @ 10am Participants: Apologies: Dee Forbes (Chair), Adrian Lynch, Rory Coveney, Eimear Cusack, Jim Jennings, Jon Williams, Geraldine O'Leary, Richard Waghorn Paula Mullooly, Zbyszek Zalinski, Ann-Marie Power Richard Collins, Richard Waghorn 1. Diversity and Inclusion update DF introduced [REDACTED] Diversity and Inclusion Lead, to the meeting to open the discussion around how we can bring Diversity and Inclusion more to the core of our business. ZZ to give an update on how far we have come and what we can do to accelerate forward both on and off air. We need to measure and every voice must be included. Some of the successes of the past few months as follows: 1. Internships: Designed factoring in inclusion from the start. Hiring Managers had unconscious bias training. Ensured we got the message out to those who might not normally hear about this, we selected 3 very interesting students. 2. Pride: More engagement in training sessions, sports,

independent programme teams across all the areas and as a result reporting has gone from strength to strength. 3. Black Lives matter: We have undertaken more initiatives. 2fm responded very quickly, both internally and externally. A staff diversity group was set up with invitations going out to marginalised communities in order to learn. Plan is to ensure reaction not reactive plans over the month. Work with young groups, look at film and TV group and exchange ideas throughout the organisation. This to be reviewed by end of December. Some suggestion on how we can move forward: 1. New Voices, perhaps an outreach programme in September, build a network, online seminars about a career in the broadcasting workplace programmes, 2fm for example. Start small in one area and see how it goes. New voices on air so important. 2. Measurement: We have to start measuring for the rest of 2020. A number of programmes to be asked to track diversity and report back and that to be reviewed in December 2020. An Inclusion report card, each month shows are selected to review Diversity & Inclusion, draw up own inclusion plans for 3-4 weeks. No one fits all, different parts of the organisation think for themselves. 3. Working with DCU and Institute of Journalism on research with funding from BAI. 4. Programmes will need to report, how do we get programmes to do this formal or informal? We should ask the programmes to be part of the process meet the 22 Producers for 1 hour 15 mins every month to review reporting findings. In order to do this it will have to be pushed from the top Management – Jon/Jim/Adrian 2. and in turn the support of [REDACTED] JW will support the initiative but feels it doesn't have to be from top down, it needs a push to create momentum and then the teams should pick this up. The BBC 50/50 model is a very successful model. AL fully supportive, JJ whilst supportive explained that this is not straight forward as people will need to be embedded in teams. We need to get people on board from minority communities who can influence programme makers, plus we need to measure what we do primarily. DG noted that we need to keep these conversations ongoing. It was discussed including Diversity and Inclusion at Corp Ed, but it is expected the current format will be changed when the Covid 19 emergency is over. We need to be aggressive on casting processes, shows, we need to look and sound different stretch ourselves. It is a balancing act but we need to find the way forward. Action: JW/ZZ to meet and discuss how best to get the travelling community onboard. ZZ to keep the Executive Board informed and return with updates on progress. lyric fm 2.0 [REDACTED] attended the Executive Board to put

forward the lyric fm Strategy and Roadmap, this is following months of research working on this project. As part of RTE's revised strategy, it had been planned to close lyric fm but the Taoiseach had intervened and asked that this be looked at again, so we are now looking at another model. Three documents were circulated to give background and context. Looking at the problems and how to solve them. The Strategy is a 3 year Strategy. A roadmap to model lyric fm, budget to lower the costs and raise revenue. This research, looks at a lot of figures and data. GOL mentioned that Commercial had tried in the past to bring in revenue via lyric but it had not proven worthwhile. Happy to look at this again. Look at new Notional Schedule, mornings, midday and evenings plus weekends. Newly formatted shows at the weekends. The Covid 19 and RTE's response and how we can change, we need to factor this in and include lyric fm. Reframe commitment, look at the commercial and central Arts and Culture contribution. We need to look at our audience and indeed where we can recruit. We need a regional footprint but lyric fm should be a national station, strong narrative around the fact that it is a national station and stronger footprint around the country. DF noted that was a superb piece of work, gave a clear picture, concrete and exciting. Efficiencies in the new operating model, next the business plan and operational model. The role of General Manager will need to be filled, it is hoped to fill this role in January 2021. Looking at perhaps the role of Interim Manager in the meanwhile. A discussion was had around the financials and what is necessary to support this body of work. Action: • JJ noted a decision will need to be made in the coming weeks with regard to lyric fm. Lyric fm – model and cost to be discussed with RW and RCollins on return to the office and how best to proceed. • GOL and AMP to meet and discuss lyric fm presence at Festivals and Concerts at NCH and Commercial opportunity. 3. 4. 5. 6. • JJ/AMP to discuss the possibility of interim Manager. • JJ/AMP to work on notional model concentrating on the financial spend supporting lyric fm 2.0 and what amount is needed for this, also JJ/AMP to work with Annette Malone with regard to staffing. JJ/AMP to revert to the Executive Board when this work has been done for sign off. Approval of Minutes of Tuesday 16th June 2020 The Executive Board Minutes of Tuesday 16th June 2020 were approved. Summer production update: • JJ/AL reported that Failte Ireland are sponsoring 4 live shows during the summer. These to be presented by Kathryn Thomas. • 7pm show airing on Thursday nights has been confirmed. This will be presented by Kevin McGahern and Sinead Kennedy.

GOL and AL working on a package to send to the Advertisers regarding this. Looking at maybe a Webinar for Agencies. • NSO had been looking at going back in to the NSO in July. [REDACTED] H&S Officer looking at the protocols, but NCH will only be able to take 50 people so not likely. • Comic Relief taking place on Friday 26th. Proceeds going to Community Foundation Ireland. Bank of Ireland only partner so far. Fair City update: Nothing new to report. AOB: • GOL and members of her team [REDACTED] [REDACTED] to given a Commercial update to the Executive Board members on Monday 29th @ 3pm. • EC met with MA recently and plan to do a fortnightly call to keep communication up. • RCoveney brought up the matter of Aertel Closure, as RC, VF & JH had met to discuss the communication plan around this. The decision had been made to close Aertel end of July after Covid 19 emergency had ceased. This decision was revisited. Decision was made to hold off this and partner this information with further updates in Autumn. DF to notify RW of this decision and in turn [REDACTED] to be notified. 7. For information: • Legal Report • Commercial Report • Weekly Scorecard Next Executive Board Meeting Tuesday 7 th July 2020 @ 9am

RTÉ Executive Board

Date: Tuesday 7 July 2020
Open Area, Third Floor, Admin Building @ 9am

Participants Dee Forbes (Chair), Adrian Lynch, Rory Coveney, Eimear Cusack,
Jon Williams, Geraldine O'Leary , Richard Waghorn,

Apologies: Paula Mullooly, Richard Collins
Jim Jennings

In attendance [REDACTED]

1. Audience Insights Update

[REDACTED] was in attendance to give an update on topline information regarding Audience from January – June 2020. A lot of surveys have been done, reaction panel and other media sources. RTÉ1 stands out as well as RTÉ Radio 1 and News Now. By late March 71% of 18+ Adults were one of RTÉ sources. Brand Tracker Q1 v Q2 2020 a substantial increase in RTÉ's reputation, RTÉ's reputation overall. Usually you wouldn't expect to see

much change but there was a significant increase. [REDACTED]

[REDACTED] There was a very large increase in the Trustworthiness of RTÉ as an organisation to 92%, with An Post at 98% and Google at 37%. RTÉ is no 1 in the area of Trustworthiness of Media organisations as a source of news. Satisfaction of RTE.ie Website and News Now growth of 11 points to 81%. RTÉ News Now app +49% YOY, RTÉ.ie +75% YOY. RTÉ One drove lockdown uplift in TV viewing with growth almost double that of total TV. Audiences turned to RTÉ across all demographics including the hard to reach. RTÉ One drove gains to RTÉ TV and remains up post lockdown YOY. TV viewing peaked in March/April at the height of the lockdown. Some of the TV figures: Ireland on Call 376k viewers with 33%, Mayday 483k viewers and 37.5% share, Operation Transformation 304k viewers and 22.3k share. The RTÉ SchoolHub reached 395k children, or 52% of kids in tv households, 590k streams, 1.2M page views on RTE.ie, 35.4k podcast downloads. Normal People and Comic Relief were big hits, with Normal People clip for Comic Relief doing 85.2k streams.. Normal People, 4m Player streams to date and 400k transmission. Particularly favourable with the 15 – 34 year olds. Primetime, Crimecall, Nationwide, the Today Show, Claire Byrne Live and The Late Late show all big increases in viewership. Soaps and lack of Fair City and Eastenders was very much noted and also the lack of sports, GAA & Champions League. RTÉ had 17 of the top 20 programmes. JNLR Results for Q1 were not released, Q2 in talks at the moment regarding this and looking at most likely combining Q1 and Q2, probably released in September/October.

At this time Jon Williams mentioned that NewsNow app will be rebranded, and there will be a relaunch this to coincide with David McCullough starting on Six One News.

2. [REDACTED] mentioned that a Brand Tracker debrief will be organised in the coming weeks.

DF thanked PL for his time and the indepth information

3. **Approval of Minutes of Tuesday 23rd June 2020**

The Minutes of Tuesday 23rd June 2020, were approved.

Interim Remote Working ~~Protocol~~ Policy

EC reported that plans had to be put in place as when we went into lockdown in March, we had not expected this to run on until the end of the year, which is now what is being planned for. EC had circulated Interim Remote Working ~~protocol~~ Policy + Appendices i) Home worker risk assessment form, ii) Interim DSE risk assessment form iii) Tax treatment for 3 workers pdf iv) GDPR for remote workers pdf. This had been worked on with [REDACTED] H&S

~~Manager Officer and [REDACTED]~~ We have a responsibility for Health and Safety of our staff. Managers will need to carry out a DSE risk assessment form with staff and this to be sent back to H&S Manager Officer. This was piloted in Technology to start the process and look at the process and interim solutions as we need to do what we can to support. ~~These protocols are a policy is an an interim solution Policy to provide cover and support until 31 December 2020, we are over this, Over the coming months then~~ we will look at a formal working from home ~~policy~~ for staff. EC asked the Executive Board for any feedback or comments. DF thanked EC and all involved in putting these ~~protocols~~ together and thanked Technology for taking part in the pilot. It was acknowledged by all that the communication around this was very important, the subject of tax was discussed and people to look after their own, submit utility bills to Dept of Revenue at the end of the process. Working from home, 1400 people have accessed tools online, increase in Sharepoint and Teams usage, 109 people are working onsite, 65% people working from home. Plan to have a team meeting/Town hall Zoom call re: Interim Remote Working Policy with Managers will work with communications around this.

4.

Action:

EC to look at more in-depth information re: working from home stats and the breakdown.

EC will have the updated proposal, comms around this and timeline and will share for Executive final sign off.

Studio Audiences Coming onsite

A proposal had been prepared and circulated to Executive Board for approval – the proposal had been put together by Adare Productions, Operations, Health & Safety Officer and Troy Bannon. This involves proposal for a programme called 'An Ríl Deal'. Plan to film for 6 days, August 13 – 23rd, Show on RTÉ2. Parents and children, teams of 3. Detailed plan for Studio 4, family pods, access arriving, leaving the studios 500 people over the 5 days To be recorded in Studio 1. The planning has been very careful. No holding area, queuing and tight studio schedule. It was felt that despite the meticulous planning and work by the Health and Safety Manager Officer, it was still high risk with the amount of people coming onsite. DF felt that we need to go back to priorities, a lot of people involved coming on site, risk is too great. Plan was that this was a chance to test out planning around studio audience. RW noted that despite this being a great piece of work it does not apply to studio audiences. Are there other options around this offsite.

5.

Protcols need to be consistent across the board. Timing is of the essence as it is only a number of weeks from August 13th - 23rd. DF asked when is deadline, next week or two. DF suggested that we will need to hear how Fair City is getting on first and allay any fears.

A discussion was had around temperature checks, but looking at the protocol it is not necessary at this stage.

6. No decision made yet around Studio audiences, Claire Byrne Live and Late Late Show.

Action: AL/JJ to look at the live studio audiences and options around Autumn. (LLS and CBL) A clear plan will be required.

Summer Productions update

7. Open for Business, 21 Garden Programmes, MCD Minding Creative Minds this will be 2.5 hours of concert, in association with 2fm on Saturday 25th July. Summer at 7 starts on Thursday night next.

Fair City update

AL reported that Fairy City were in today and tomorrow with dry run in studio today. [REDACTED] Director, is putting together a document to update the Executive Board. A lot of work has gone into this with [REDACTED] and [REDACTED] and [REDACTED] (Equity) on set looking at Actors. If all goes well we will sign off the document this week, start week is 25th July.

AOB:

- GOL reported that Commercial is better than it was. July TV was €600k in, 18% off budget, 14th down YOY. Radio ahead of budget July. Sponsorship for Sarah McInerney has been sold. Figures better than expected.
- AL noted that a decision will need to be made re: DWTS.
- DF to meet with new Minister Catherine Martin in coming weeks.
- Some queries around contacts that had been circulated for online approval. EC/AL to meet regarding this.

For information:

- 8
- Legal Report
 - Commercial Report
 - Weekly Scorecard

Next Executive Board Meeting Wednesday 15th July 2020 @ 11.15am

RTÉ Executive Board Date: Wednesday 15 July 2020 @ 11:15/ via Zoom Participants: Dee Forbes (Chair), Adrian Lynch, Rory Coveney, Eimear Cusack, Jim Jennings, Jon Williams, Geraldine O'Leary, Richard Waghorn Paula Mullooly, Richard Waghorn, Richard Collins 1. Approval of Minutes of Tuesday 7th July 2020 The Executive Board Minutes of Tuesday 7th July 2020 were approved. 2. Financial Update RCollins had prepared financial update, which would feed in to the May Management Accounts and the Outlook for 2020. Looking at May v Budget the forecast was to be 33% down on Budget May – July. Actual performance has been significantly better resulting in large positive income variances. Forecast had been a loss of €4.5m and we came in at a loss of €1.5m. Potential for more savings versus forecast in July – Sept if current trends continue. Unexpected recovery in TV spot advertising AB's in July and August. We are maintaining cautious TV and Radio forecasts for Q4. Licence fee hasn't been bad and better than expected, €2.3m positive variance. €900k ahead on PROC costs and staffing costs better than forecast. Some of the contributing factors: vacancies, overtime, wage subsidy, fees, Fair City, Eurovision and [REDACTED] We are 32% down on commercial income, 70% of income is advertising, 50% of this is TV advertising, 30% of TV down on budget, 9% down on Radio – which is not bad and strong performance is due to Government spend during COVID-19. This proves the agility of Radio to move quickly and indeed the impact. JJ noted that the Government are big customers and noted to GOL that there should be an opportunity there regarding how effective radio messaging is. P&L programming costs in line with where we expected to be. YTD saving of €1.3m on overheads saving of €500-€600k per month, which is a big opportunity. DF noted that there was a lot of saving of smaller amounts which was good, for example, catering printing etc. reduced inventory and took more credit from suppliers. RCollins will come back with Q2 reforecast when it is ready. Q4 there will be a lot of sports activity, so we will need to interrogate everything. Looking at the EBITDA for 2020, we will need to revise this as we are €2m better than anticipated. [REDACTED]

[REDACTED] Many items were discussed amongst the group and a good exchange of information. 3. People Under this topic EC brought up the subject of travelling overseas for Employees given the current holiday season is upon us and factoring in the Covid pandemic. Current advice is that all non essential travel should be avoided. People need to take personal responsibility if travelling abroad and ensure capacity

for self isolation for 14 days on return to work, working from home. RTÉ is an essential service, staff will need to be mindful. Managers will need to be notified of holiday plans in advance if it involves leaving the country and this will need to be approved in terms of ability to facilitate availability to work on return whilst following 14 day self isolation restrictions. The policy will be to follow public health guidance. A call with regard to the Interim Protocols for working from home with senior Managers this week. 4. Paper re: News JW had circulated a paper and supporting appendices with regard to the editorial coping strategy within the Newsroom over the past few months and pressure on the Newsroom. The ask is to add another layer under the roles of Managing Editor News, TV and Managing Editor News, Radio. Competition to be internal. JW will find the €100k cost within News and CA to cover these posts, this will be an addition of 2 extra headcount but when the News & CA staff are back working to full capacity JW has agreed to release the 2 extra headcount. DF and the Executive Board fully supportive of this proposal going ahead with the condition that the 2 headcount are returned and €100k costing to be found within News & CA 5. Adare Productions 'An Ríl Deal' Production Adare Productions show 'An Ríl Deal' proposal has come before Executive Board for approval to go into production. This show as due in March, but postponed due to Covid-19. This show is for TG4 and contributes to our 1 hour a day commitment. Plan is for 7 shows, to go in to production this coming Saturday 18th July. No audience, a virtual audience to be used. Studio 5 to facilitate this. There will be a Covid Manager in place. Minimal contact and staggered arrival times. H&S is fine, as is production. Agreement from all sides that every precaution to be taken. Cleaning plan to be put in place for Studio 5. This will be a prerecord and RW will try to get the feed to the log player in the next days. The 'An Ríl Deal' proposal was approved by the Executive Board to proceed. Along with this 'Donncha's Two Talented 2020' proposal which had been discussed previously was also discussed. It was agreed that it would be a good idea to proceed with 'An Ríl Deal' first and then to go ahead with 'Donncha's Two Talented 2020' when more confidence had been gained. This would be good experience pre Late Late Toy Show and the managing and navigation of children onsite. Covid Manager would be in place and are happy to look after any geographical issues. 6. Approvals: • CDG Report Content, 10 requests, 10 approvals. O&PS, 6 requests, 5 approved, 1 denied. News & CA: 2 requests, 2 approved. Finance: 2 requests, 2 approved. Central Division: 1 request, 1

approval. Commercial: 6 requests, 4 approved .2 denied – these two requests to be taken offline for discussion. • A196: o RTÉ Archive Video Digitisation o RTÉ Archive Audio Digitisation Both A196 projects Archive Video Digitisation and Archive Audio Digitisation were approved by Executive Board and BAI funding to be sought for these projects. 7. Fair City return to production [REDACTED] along with Operations, H&S Manager put together a production bible, risk register for Fair city. Huge amount of work has gone into this, dry runs etc and has been signed off by all key parties, only to go for the Executive Board for final sign off. The consensus by Executive Board members was that this was a very good plan, with a great level of detail factoring in all areas. It would be a very positive sign for Fair City production to return. This Fair City return to production plan was agreed by all Executive Board members. Action: • DF/AL/JJ to meet up re: Fair City 8. Eaton Square update A discussion was had with regard to the recent Eaton Square session and how work is progressing. RW working on the mapping and to come back to the Executive board regarding this. Plan to revamp the Change Programme and rebrand it, take a different approach, capture and identify a charter, and have a single owner for work streams. RCov noted that it was important to priorities projects. DF noted that work alongside the groups to feed into the projects in time. DF suggested a 1.5 hour Strategy session at the next Executive Board meeting on 21st July. Actions: • JJ/AL to do a piece of work on Content, make decisions post Covid-19, going forward and plans for audiences. • DF/RW to meet re: Mapping. AOB: [REDACTED]

[REDACTED] AL to put a paper together with regard to the Player and its consumption and usage. DF informed the Executive Board that there was a Zoom call with new Minister Catherine Martin this afternoon (15.07.20) @ 3pm. Plus there is an RTÉ Board meeting on Thursday 16th . 9. For information: • Legal Report • Commercial Report • Weekly Scorecard Next Executive Board Meeting Tuesday 21st July 2020 @ 9am

RTÉ Executive Board

Date: Tuesday 21 July 2020 @ 9am/ via Zoom

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

1. **Approval of Minutes of Wednesday 15th July 2020**
The Executive Board Minutes of Wednesday 15th July 2020 were approved.
2. **Production Models/Fixed Roster**
Richard Waghorn asked [REDACTED] to attend the Executive Board Zoom meeting to present work she has undertaken on a fixed roster for the company going forward. This will be a centralized roster and will work 12 weeks in advance. This will be a new and different way of working across the board. It will be consistent and will work to quarterly deadlines.
Action:
RW/BNR will revert to the Executive Board with an update when work on Group 2 has been completed.
3. **Proactive publication**
A discussion was had with regard to Proactive publication.
4. **Strategy Session –**
This was a closed session for Executive Board members only.
5. **For information:**
 - Legal Report
 - Commercial Report
 - Weekly Scorecard

Next Executive Board Meeting Wednesday 29th July 2020 @ 9am

RTÉ Executive Board

Date: Wednesday 29 July 2020 @ 9am/ via Zoom

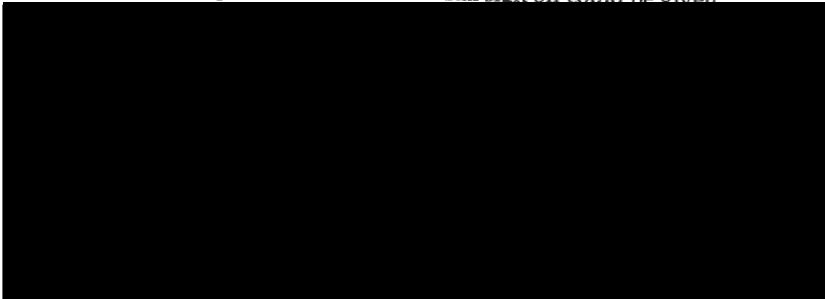
Participants: Dee Forbes (Chair), Rory Coveney, Eimear Cusack,

Jim Jennings, Jon Williams, Richard Waghorn, Richard Collins
Ann-Marie Power.
Geraldine O'Leary , Adrian Lynch, Paula Mullooly.

Apologies:

1. **Approval of Minutes of Wednesday 21st July 2020**
The Executive Board Minutes of Tuesday 21st July 2020 were approved.

2. **New Model lyric fm – follow up financials**
AMP attended the Executive Board meeting as a follow up to the Rapid scoping presentation on 23rd June last. More financial information was required at that time and AMP returned to update. After further discussion it was agreed that further work was needed into the HR side of things with regard to staffing/presenters etc before final sign off could be given.



3. **Finance update**
RCollins had circulated Management A/Cs for July, Q2 2020 forecast, budget for 2021.
In-depth financial discussion was had.
Action:
 - DF asked that each Executive member interrogate each area for potential savings, and help doing this to be looked at.
 - RCollins to bring Budget 2021 back to Executive Board on Tuesday 6th October, prior to RTÉ Board meeting on 22nd October.

4. **Approvals:**
 - **CDG Report**
Content: 14 requests, 11 approved, 3 declined. O&PS: 10 requests, 9 approved, 1 declined. ACM: 5 requests, 4 approved, 1 declined. Commercial: 1 request, 1 approved. News & CA: 7 requests, 6 approved, 1 declined. Central Division@ 3 requests, 3 approved. Further discussion and information was required with regard to the CDG contracts which were declined.

5. **AOB:**
RCoveney updated the Executive Board about the fact that every 5 years, RTÉ is obliged to update its public service statement which feeds in to the Statement of Strategy. This work involves consultation with the public, by way of survey and a questionnaire will have to be designed as such. It was agreed to proceed with this work. RC/GB to work on a proposal.
6. **For information:**
- Legal Report
 - Commercial Report
 - Weekly Scorecard

Next Executive Board Meeting Tuesday 18th August 2020 @ 9am

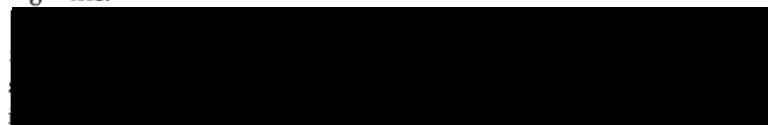
RTÉ Executive Board

Date: Tuesday 18 August 2020 @ 9am/ via Zoom

Participants: Dee Forbes (Chair), Adrian Lynch, Jim Jennings, Jon Williams, Geraldine O'Leary, Paula Mullooly.

Apologies: Rory Coveney, Eimear Cusack, Richard Waghorn, Richard Collins

1. **Approval of Minutes of Tuesday 28th July 2020**
The Executive Board Minutes of Tuesday 28th July 2020 were approved.
2. **The Player consumption/usage**
AL had circulated a pre-read for Executive Board regarding The Player consumption for year to date, how it is performing pre-Covid, Lockdown and the Ease of Lockdown.
Discussion was had with regard to Advertising, balancing user experience with the brand and commercial revenue. Significant demand from Agencies.



Action:

- GOL/AL to look at Advertising durations for the Player and RTÉ.ie

- JJ/AL and DH to look at the Audio Strategy.

3. **Irish Emergencies Appeal**

JW had brought a paper before the Executive Board for consideration. Irish Emergency Alliance had been formed by 6 Irish charities. Whatever money is made is channeled through local organizations. What the IEA is looking for is airtime, for video appeal in the 5-7pm slot.

We need to be fair and consistent across the board.

Action:

- More research to be done into what our history with Charities is over the years – i.e. Live Aid, Ethiopia and what RTÉ's involvement was. JJ/GOL to look at this and the discussion to be brought back to Executive Board meeting next week.
- RCoveney to look at the document for feedback.

4. **Reports:**

Content: JJ gave an update on Content, what is coming up LLS, Fair City, Toy Show, Ray Darcy and plans which feed into the Autumn Launch. Update on status of Fairy City plans.

Action:

- JJ to come back to Executive Board next week on Ray Darcy show fully formed plans.
- Decided it was safer option to stick with 3 days of Fair City, rather than take any risk.
- JJ to look at taking LLS out of Donnybrook to a venue like Bord Gáis. There are options worth looking at.

Commercial

GOL gave an update on current status of Commercial revenue and plans Commercial have to support Autumn launch. Looking at options regarding Renault as sponsor of LLS. JJ suggested Audience competition should come back in September. One for Audience obviously won't be an option due to no audience at present. There will be viewer prize. Tommie Tiernan sold for next year.

News & CA

JW gave an update on relaunch of RTÉ News app and this to coincide with David McCullough joining SixOne News.
Work being done on Claire Byrne Live set.

Legal

PM gave an update on new legal cases and the status of ongoing legal matters.

- Paper on Cookies being worked on and will give an update at Executive Board next Tuesday 25.08.20 and a paper brought to Executive Board on 01.09.20.

ACM

AL gave an update on plans for Autumn launch and will supply DF with document for discussion.

- DF to meeting with AL/JJ re: Autumn Launch.

5. **For information:**

- Legal Report
- Commercial Report
- Weekly Scorecard

Next Executive Board Meeting Tuesday 25th August 2020 @ 9am

RTÉ Executive Board

Date: Tuesday 1 September 2020 @ 9am/ via Zoom

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

Also attending: [REDACTED] Eversheds Sutherland
[REDACTED]

1. **Eversheds Sutherland Fair City Report**

[REDACTED] Partner - Employment Law Eversheds Sutherland, had completed a Review of Fair City Actors and their employment status on behalf of RTÉ. Due to the nature of this document this was a Strictly Private and Confidential/Legally privileged document and had been circulated to

Executive Board members only prior to the meeting. JG went through the Report, options and recommendations going forward.

Action: There was a lot of information in the Eversheds Sutherland Fair City Report

and further discussion is needed. Further research needs to be done with regard to some of the options in particular and JG/PM to undertake this.

2. **New Season update**

██████████ joined the Executive Board meeting for the New Season update. New Season update had taken place on the Wednesday previous 26th August. Led by the Comms Team, Clients, Press etc had been invited by on a Zoom call to discuss what RTÉ has planned for the Autumn. The call had been hosted and led by ██████████ and had included Talent from across Radio & TV. NOC and PW talked through key priorities for the coming months.

Action:

- JJ/NOC/PW/D.Nally to meet to discuss Director succession plan.

3. **Approval of Minutes of Tuesday 25th August 2020**

The Executive Board Minutes of Tuesday 25th August 2020 were approved.

AOB:

4. • **H&S:** A discussion was had amongst the group with regard to H&S regarding Covid-19 and increased pressure on resources. Executive Board had a lengthy conversation regarding Health and Safety. Arising from this the following actions arose:

Actions:

- Executive Board to discuss Budgetary issues around H&S Covid-19 costs and planning regarding next phase.
- EC to revert to Executive Board with regarding to Covid rep/reps and what will work best.
- EC/HR/CByrne to look at protocols along with advise from HSA and factor in school returns and additional protocol regarding this. EC to return to Executive Board regarding this.
- DF/EC to discuss plans for workspace, the buildings onsite and plans going forward for Autumn/Winter and H&S.
- DF asked RCollins that a costing be put on Covid-19 and various factors around this including H&S etc.
- **Finance:** RCollins gave an update on Finance, and arising from that the following Actions arose:

- o RCollins to bring Draft of Revised Budget to Executive Board on 22nd September.
- o DF/RCollins/EC along with Comms to work on communication regarding the Wage Subsidy Scheme finishing.
- o RCollins/GOL to work on revised Budget regarding Commercial. GOL to bring this back to Executive Board next week.
- o DF/RC to discuss Eaton Square future plans.

5. **For information:**

- Legal Report
- Commercial Report
- Weekly Scorecard

Next Executive Board Meeting Tuesday 8th September 2020 @ 9am

RTÉ Executive Board	
Date:	Tuesday 15 September 2020 @ 9am/ via Teams
Participants:	Dee Forbes (Chair), Adrian Lynch, Jim Jennings, Jon Williams, Geraldine O'Leary, Paula Mullooly, Rory Coveney, Richard Waghorn, Richard Collins Eimear Cusack
Also attending:	[REDACTED]
1.	<p>Cookies</p> <p>[REDACTED] joined the meeting via Teams to give the Executive Board an update on recently completed Report on Cookies. This arose from Data Protection Commission issuing a deadline to become compliant by October 5th. Going forward we need to get consent for all cookie information and pop ups. A new Cookie Management solution called One Trust is being used. This will help with the governance and management. We have made a lot of headway but this work will be continuous. After October 5th, we will need a single point of contact/owner.</p> <p>Action: DF noted there will need to be a roadmap and responsibility to be clearly assigned to an owner.</p>
2.	Lyricfm new Model

	<p>joined the Executive Board meeting to present a proposal put together regarding the delivery of the New model Lyricfm. RW had assisted AMP with this work. The proposal was very clear, the structure, proposed changes to the schedule for weekdays and weekends, staffing around this proposal. These changes would take effect Easter 2021 with a whole new sound September 2021. DF thanked AMP for joining the meeting and all the work put in to this.</p> <p>Action:</p> <ul style="list-style-type: none"> • After AMP left the meeting the Executive Board discussed the proposal and it was agreed to proceed with the new model. • There was discussion around the Limerick site/premises and future requirements. TB is in talks with RW/RCollins to meet with TB to discuss premises/rent and to revert back to Executive Board regarding this.
3.	<p>News Truth Matters Campaign</p> <p>JW updated the Executive Board that following a lot of work a new marketing campaign around RTÉ News was being launched – <i>Truth Matters</i>. This is a very important campaign and will premier tomorrow, Wednesday 16th September. JW wanted to thank AL and NT and Team for all the work put in. It is a big and confident campaign and is very important at this time. DF noted well done to JW and NT and team.</p>
4.	<p>Public Service Statements</p> <p>GB joined the Executive Board meeting and had circulated prior to the meeting a proposal regarding recommendations for discussion around the Public Service Statements. Every five years RTÉ issue a public service statement. This statement refers to our commitments, services and guiding principles. This happens following a public consultation, and research undertaken – the last time this was done by Red C. Discussion was had regarding approach, the survey etc. Methodology.</p> <p>Action:</p> <p>Decision was made to proceed with the preparation of the questionnaire and revert to Executive Board for sign off in 3 weeks (early October).</p>
5.	<p>AOB:</p> <p>Due to time constraints further time was needed and an Executive Board Meeting follow up to take place later on in the week to discuss August Management A/Cs and VEP plans.</p>
6.	<p>For information:</p> <ul style="list-style-type: none"> • Legal Report

	<ul style="list-style-type: none"> • Commercial Report • Weekly Scorecard <p style="text-align: center;">Next Executive Board Meeting Friday 18th September 2020 @ 9am</p>
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RTÉ Executive Board	
Date:	Friday 18 September 2020 @ 9am/ via Teams
Participants:	Dee Forbes (Chair), Adrian Lynch, Jim Jennings, Jon Williams, Geraldine O'Leary, Paula Mullooly, Rory Coveney, Richard Waghorn, Richard Collins, Eimear Cusack
1.	<p>Finance-August Management Accounts</p> <p>RCollins had circulated the August Management Accounts to the Executive Board the Friday previous to the meeting. RCollins went through the Accounts and the supporting paper. August actual versus what had been projected, factoring in observations around advertising income, licence fee, sports rights, headcount, P&L, headcount and savings. Discussion was had with regarding costs and direct relation to programming on air.</p> <p>Action:</p> <p>RCollins to present Budget 2021 to Executive Board next week, prior to presentation to the RTE Board</p>
2.	<p>VEP:</p> <p>EC had circulated a document to the Executive Board in order to open the conversation and discussion around the VEP. This is a sensitive conversation and will need to be carefully managed with agreement needed from Executive Board. EC will put together a specific team from HR to work on this, all to be done online.</p> <p>Action:</p> <ul style="list-style-type: none"> • EC to present a detailed paper on plan for VEP to the Executive Board next week.
Next Executive Board Meeting Wednesday 23rd September 2020 @ 9am	

RTÉ Executive Board	
Date:	Wednesday 23 rd September 2020 @ 9am/ via Teams

Participants:	Dee Forbes (Chair), Adrian Lynch, Jim Jennings, Jon Williams, Geraldine O'Leary, Paula Mullooly, Rory Coveney, Richard Waghorn, Richard Collins, Eimear Cusack
1.	<p>Budget 2021 Draft I</p> <p>RCollins had circulated Draft I of Budget 2021 for discussion. RC went through the various Budget assumptions, highlights and in particular shortfall. There will need to be further discussion around additional savings. A lot of work still to be done and all the areas to look further into savings, projects and what can be paired back, the commercial budget will need to be updated also. These to be factored into Draft II of the budget.</p> <p>Action:</p> <p>DF noted that every line of the Budget will need to be interrogated carefully and each of the Directors to look at their areas. This work to be completed by first week in October for presentation to the RTÉ Board meeting on 22nd October. two weeks</p>
2.	<p>VEP update:</p> <p>EC gave an update on the VEP situation. This will need to be framed, consistent approach and managed very carefully. Each area will need to be interrogated, role by role and final sign off by Executive Board.</p> <p>Action:</p> <ul style="list-style-type: none"> • EC to revert to Executive Board on VEP plan when it is ready.
3.	<p>CDG:</p> <ul style="list-style-type: none"> • EC/JW went through the CDG Report. Some of the contract positions refused by CDG more information is required for HR.
4.	<p>Reports:</p> <p>Revenue: GOL reported that September/October TV has continued to be very good and above what was budgeted for. November AB due out next Thursday. GOL expressed concern regarding [REDACTED]</p> <p>[REDACTED] JW noted well done to GOL and team given the current climate. [REDACTED]</p> <p>Content: JJ reported that The Den was being brought back on Sunday evenings at 6.30pm. Saturday night slot will be a new show presented by Deirdre O'Kane at 9.30pm, blend of comedy, interview, remote links and sketches. This to go out end of October. Finding Joy also due to return. New Panel show being worked on and Oliver Callan will front a programme on the year that was. Working with Blind Boy on a project and received rushes</p>

5.	<p>of new drama Smother, which looks very promising. First Dates has been postponed but hoping this will be back on track in 5 weeks time. School Hub will be launched starting on October 10th, 50 hours of afterschool with the same cast.</p> <p><u>ACM</u></p> <p>AL reported that RTÉ's statutory spend/independent sector needed to be discussed and advised on.</p> <p>Action:</p> <p>DF and AL to meet re: Independent statutory spend.</p> <p>AOB:</p> <ul style="list-style-type: none"> • RC advised on updated situation re: NSO move to NCH and hoping this to happen early next year under Department of Culture. • DF advised that all of the Executive Board to remain vigilant in the coming 3 weeks, working from home where possible and keep site movement to a minimum.
<p align="center">Next Executive Board Meeting Tuesday 29th September 2020 @ 9am</p>	

RTÉ Executive Board	
Date:	Wednesday 29 th September 2020 @ 9am/ via Teams
Participants:	Dee Forbes (Chair), Adrian Lynch, Jim Jennings, Jon Williams, Geraldine O'Leary, Paula Mullooly, Rory Coveney, Richard Waghorn, Richard Collins, Eimear Cusack, Paul Loughrey
1.	<p>Audience Insights Update</p> <p>PL was in attendance and had circulated a pre-read to the Executive Board outlining the latest audience figures up to September 2020. The news was positive. RTÉ all day share at 27%, RTÉ1 still well ahead and outperforming the market. Top performers, LLS with 46%, Young Offenders 30% share, Primetime 29%, Reeling in the Years 34%. RTÉ2 however is impacted by lack of Sport (GAA & Rugby) due to Covid. RTÉ News & Current Affairs remain very strong and the programmes around the SixOne and Nine O'Clock News. JNLR not released yet but will do on November 4th for first three quarters of the year. Still in discussion re reporting decisions. Radio doing very well. Today with Claire Byrne the second most listened to live programme for RTÉ in the last 3 weeks. RTÉ Player Streams +14% YOY since</p>

	<p>Phase 2 Covid re-opening, +4% since Phase 3 re-opening. Overview is very good and where it is not we know why (Sports etc). <i>Mood of the Nation</i> to be broadcast on Thursday night @9.30pm after the Nine O'Clock News. Research undertaken by Behaviour & Attitudes on behalf of News & CA. PL had prepared an updated deck including data regarding this and would circulate after the session.</p>
2.	<p>Approval of Minutes of Executive Board Meeting 23 September 2020 – the Minutes were agreed.</p>
3.	<p>Reports: <u>Content</u> – JJ reported on the Mood of the Nation being broadcast on Thursday night. This would be one of News & CA's Big Picture programmes and would be the first of several over the year. JJ reported that Cormac O hEadra and Sarah McInerney had started well on Drivetime this week and sounded good. The Frances McManus Short Story Awards were announced last night Monday 28th Oct. Due to the current Covid conditions looking at putting in mobile units to presenters' homes to ensure we can keep on air. <u>ACM</u>: AL reported that Science Week was coming up on November 10 – 17th. In talks with Science Foundation Ireland with regard to a possible Citizens Assembly – possible partnership for RTÉ. A document on what this would involve being worked on. RTÉ has committed to doing 3 programmes for Science week either way. <u>Commercial</u>: GOL reported that AB for November was due on Friday. Still ahead for October, and optimistic for November. Will start reforecast non-spot this week and tv early next week. Will have Commercial reforecast early next week. <u>O&PS & Technology</u>: RW advised that Stage 2 of post production single avid had been approved at Capex meeting. IIT process and One Media Share also progressing. Getting through the Technology Strategy. Ops, we have started the second block of fixed rosters a lot more effort into planning but results are very positive. Class Act Production has been pulled due to level 3 restrictions. We will have to see how things are going with regard to Marketing Awards, this will need to be monitored. Energy Policy was recently presented to the DG. Currently reviewing the Teams are working in Graphics. Vision is being reviewed. Reviewing the structure. <u>One RTÉ</u>: EC gave an update on status of Eversheds and Draft contracts. Waiting to hear from IRT re: increments. Work proceeding on plans for VEP and will meet with HR Heads later regarding approach to this. Looking to open the process end of October. Will have report to Executive Board next week – 6 October.</p>

	<p>Twice week reports on Covid-19 and keeping an eye on employees who may be self isolating etc.</p> <p>Strategy: RCoveney brought up the subject of public service statement which had been discussed a few weeks ago. Discussion regarding when to go ahead with this. Decision will be needed in coming days in order to proceed with procurement etc.</p> <p>Action: RCoveney/DF to discuss public service statement when to proceed.</p> <p>Finance: RCollins reported on New Era call and what is required. RCollins advised that Draft II will be back to the Executive Board on 13th October, issue to the RTÉ Board on 16th October for Board Meeting on 22nd October.</p> <p>Discussion was had with regard to Internship and Covid implications and costings.</p> <p>Action: Agreed to hold Internship programme until Q3 when it will be reactivated and back in action on Q4 2021.</p>
4.	<p>Approvals:</p> <ul style="list-style-type: none"> • A196 - KVM Switch Replacement. This was approved unanimously by the Executive Board.
5.	<p>AOB:</p> <ul style="list-style-type: none"> • DF wanted to pass on the thanks of the RTÉ Board to the Executive Board for all the work which has been done around Covid19 and everything else - great content, reduction in costs etc. Hugely grateful. • Protests are ongoing issue with the situation elevating. • Forward planning for Covid 19 over the winter.
<p>Next Executive Board Meeting Tuesday 6th October 2020 @ 9am</p>	

RTÉ Executive Board

Date:	Tuesday 6 th October 2020 @ 9am/ via Teams
Participants:	Dee Forbes (Chair), Adrian Lynch, Jim Jennings, Jon Williams, Geraldine O'Leary, Paula Mullooly, Rory Coveney, Richard Waghorn, Richard Collins, Eimear Cusack
1.	<p>Approval of Minutes of Executive Board Meeting 29 September 2020 The Minutes of Executive Board Meeting 29 September were approved.</p>

2.	<p>VEP</p> <p>EC made a presentation to the Executive Board regarding the suggested planning for VEP. The sequencing of events and planning of communication around this needs to be carefully managed. DF and EC to meet with [REDACTED] to start preparation. Looking at the current plan - would be to open end of October. Various pieces of work will need to be fleshed out further and HR Team is working in the background preparing all of this.</p>
3.	<p>Reports:</p> <p>Commercial: GOL reported that Commercial is at 102% of Budget for November AB. 2% above budget. Really hopeful the end of year will be positive. November biggest budget of the year. Level 4 or 5 will mean the same difference really, impact on retail, motor industry/showrooms closed etc. Level 5 will affect Sport, so moving up levels will make difference. December increased budget from €125m to €129m.</p> <p>Content: JJ brought up the independent sector and budget which we were not able to spend due to having to shut down productions – Covid 19 related. Discussion was had regarding this. New Entertainment programme on Saturday night presented by Deirdre O’Kane. Late Late Show going well. Radio did well at the recent IMRO Awards, Breakfast Show on 2fm won Best Breakfast Show – really happy about this. Drama Show Smother, 2 weeks to go on this. Kin will shoot hopefully November 28th, this is an 8-part crime show. South Westerlies is going well. Smother will go to air in March and is the first Drama produced in BBC Studios not for BBC, for RTÉ. 44 hours of Drama for 2021.</p> <p>ACM: AL reported that the Nine O’Clock news brought in 62% of audience last night with 922,000 viewers and Claire Byrne Live 49%, with 615,000. AL brought up the subject of the Brand work/architecture. [REDACTED] has been retained to do this body of work. Would like to bring [REDACTED] in to do a workshop with the Executive Board to move forward then communication with all staff. DF noted that the Content is bringing people together and it is important to get [REDACTED] in to move forward. Perhaps someone from Marketing can attend the Executive Board to update on Radio 1 Campaign, Sports & Illuminations in the coming weeks. AL reported that [REDACTED] is finishing the [REDACTED] piece of work and this will come back before the Executive when complete. In the middle of Sky negotiations which are complex, again will bring elements back before the Executive Board.</p>

	<p><u>Finance:</u> R Collins Budget Draft II – getting there, going in the right direction. Still needs more work. Hoping to have it wrapped up by Friday and to the Executive Board on Tuesday next.</p> <p><u>Technology:</u> RW reported that he had met with [REDACTED] and starting review of Radio 1 next week. Also met with [REDACTED] and will start review in 2 weeks. O&PS and Technology all fine.</p> <p><u>Strategy:</u> RCoveney reported that further to discussion the Public Service Statement will take place early in the new year, when consultation will take place with the public. Content Fund Report being worked on by Indecon will be ready in 10 days, this body of work is being managed by RCoveney, [REDACTED]</p>
4. 5.	<p>Approvals:</p> <ul style="list-style-type: none"> • CDG: EC to refer to the relevant Directors if there are any queries. <p>AOB:</p> <ul style="list-style-type: none"> • RW brought up the subject of DAB and Aertel - discussion was had regarding these going forward. We will need to signal intent to the Department of Media, Tourism, Arts, Culture, Sport and the Gaeltacht. RW noted we should start drafting the letter to Comreg re: DAB. RCoveney/RW/PM to work with [REDACTED] to draft a letter accordingly. PM/RCoveney will bring up Aertel with the Department of intention at the Governance meeting this week.
	<p>Next Executive Board Meeting Tuesday 13th October 2020 @ 9am</p>

RTÉ Executive Board

Date: Tuesday 13th October 2020 @ 9am - 10am via Teams

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

1.	Budget Draft II 2021
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	<p>R Collins had prepared Draft II of Budget 2021 and presented the new Draft II Budget to the Executive Board. This had followed Review meetings with each Executive Director and their Finance Director to go through the Budget from each area. R Collins thanked the Directors and found the meetings very helpful. Licence fee continues to be an issue and it is planned to have a meeting with An Post as target has to be signed off on.</p> <p>There was a discussion around VEP launch and the planning around this, it is due to launch on 30th October. Communicating with the various groups on October 21st, Managers, TUG and Management Association. [REDACTED] [REDACTED] are involved in the communication around this.</p> <p>JW sought approval from the Executive Board for US Election coverage support for Brian O'Donovan, as too much for one person. Executive Board approved Richard Downes & Producer to go to the US given the special circumstances. DF noted that all protocol should be adhered to.</p>
	<p align="center">Next Executive Board Meeting Tuesday 20th October 2020 @ 9am</p>

RTÉ Executive Board

Date: Tuesday 20 October 2020 @ 9am - 10am via Teams

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

<p>1.</p>	<p>VEP preparation/HR Update</p> <p>DF noted that the recent announcement of Level 5 Covid-19 will put further pressure on the organisation. It has been decided to postpone the VEP until Q1 of next year 2021. Plan to go ahead and virtually meeting Managers, TUG and MA and give a Business update, DG will issue a note to staff and asked the Executive Board members to feed into this if they had any remarks.</p> <p>EC advised that we will need to keep an eye on staff and make sure any concerns are brought to attention. Will talk to [REDACTED] again with regard to some wellness follow up sessions with staff. The HUB will be a one stop shop for staff, with EAO information etc. Health and Safety is front and centre. DF noted that [REDACTED] Health and Safety Manager has been doing a fantastic job as has [REDACTED] Head of Property & Services. Staff</p>
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communication very important and protocols still apply all systems in place to keep staff safe and protect them.

Finance:

RCollins had circulated the Management Accounts for September and also a financial update prior to the meeting. This is an update prior to the RTÉ Board meeting on Thursday 22nd October. We are in a healthier position than anticipated with various productions not happening, Fair City 3 episodes not 4, the orchestras, stationery, catering etc.

Toy Show Foundation

RC had circulated a proposal regarding the Toy Show Foundation for Executive Board support. This will be an appeal for childrens charities with children helping other children. This year the childrens charities will be pre selected due to time constraints. It is hoped this would be a long-term project. The Late Late Show Team were approached and are fully supportive. [REDACTED] is running the project. RC advised that we would partner with Community Ireland Fund as governance around this project is extremely important. The Executive Board members were very supportive of the project and thought it was great idea.

Action:RC/AL to meet and discuss technical build around the Toy Show Foundation website.

Reports:

Content: JJ reported that it was very important now with the new restrictions to insulate all our projects carefully. Last week of shooting for Smother. Kin started 25 week shoot yesterday. Oliver Callan working away. Deirdre O'Kane due to go on air on Saturday nights. First Dates last shoot will take place on Thursday.

ACM: AL reported a new Radio 1 Campaign due to start this week nationwide. Marketing may need extra support as we have a lot of content coming with ad hoc campaigns needed to boost the nation. DF/AL to discuss this. Work being done on a Halloween campaign.

DF noted we need to think what we can do to support mental health and wellbeing.

O&PS: RW noted that the Team are doing a great job and working well together. People are under pressure but interacting well. New plan around managing cameras, sound and mini restructure in Technology. AIMS went well and really positive feedback with regard to all RTÉ staff working on the AIMS being so helpful.

Contract signed for 400/500 new laptops as we have little capacity at the moment. Hoping to have these mid-November.

	<p>Approvals:</p> <ul style="list-style-type: none"> • CDG: there were queries regarding some of the contracts, and these to be taken offline to discuss with HR. <p>For information:</p> <ul style="list-style-type: none"> • Legal Report • Commercial Report • Audience Scorecard
	<p>Next Executive Board Meeting Tuesday 3rd November 2020 @ 9am</p>

RTÉ Executive Board

Date: Tuesday 3 November 2020 @ 9am - 10am via Teams

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

Apologies: Paula Mullooly, Richard Collins

1.	<p>HR Update</p> <ul style="list-style-type: none"> • TUG Next Steps: EC gave an update on where we are with regard to proposal for TUG negotiations. A lot of factors from recruitment, increments, retirements, allowances & overtime will all have to be taken into consideration. A paper is being prepared and will be presented to the Executive Board next week (10.10.20). • MA Next Steps: EC & members of HR team to meet with the Management Association tomorrow. They have asked specifically that PDS be looked at. Again, preparatory work is being done on this and a paper will come back to the Executive Board for approval next week. • Department of Social protection carrying out an inspection of Contractor staff. Dept will meet Contractors first and then will meet RTÉ staff
2.	<p>Reports:</p> <p>Commercial: GOL reported that we had been at 77% in on AB for December, received a further €1.2m from [REDACTED] which will bring us to 92% of budget for December. We are at €13m today for November. Radio made budget and we have sold Brendan O'Connor [REDACTED] Really positive news. DF noted well done to GOL and team.</p>

Content:

[REDACTED]. Plan on a busy lead up to Christmas, Radio under pressure to get everything out.

JW reported that a lot of work has gone on for the US Election Day, and will go late into the night. Studio 3 looks great. We will have 4 Washington Correspondents working on this. Morning Ireland will go out from outside the Whitehouse, EBU have set up for this.

ACM: AL reported that there are new Marketing Campaigns running for Radio 1, Sports and the Late Late Show.

We will bring the 2021 Marketing plan before the Executive Board in the coming weeks. Also DH has nearly complete the Audio Strategy and in turn this will come before the Executive Board. AL noted that further to the Architecture session, he will give feedback to Superunion and then they come back to Executive Board to follow up.

O&PS: RW reported that all good in Ops. Looking into and researching more about 5G and the external market. AL noted that the Claire Byrne set looked good last night. RW also reported that he had good meeting/conversations with both [REDACTED]

[REDACTED] Good notes and thoughts arising from these.

Strategy: RC reported that the Content Fund paper as prepared by Indecon has been complete and the paper will be circulated for discussion next week. Also, close to finishing a Prominence paper collaboration between RTÉ and TG4. We expect to have final draft in coming days and this will go to the Department.

Approvals:

- CDG: there were queries regarding some of the contracts, and these to be taken offline to discuss with HR.

AOB:

- DF reported that she is before the Joint Committee on Media, Tourism, Arts, Culture, Sport and the Gaeltacht. This will be a round table discussion regarding *The future of Public Service Broadcasting and impact of Covid-19*, this involve will IBI and NUJ.
- RCov gave an update on the Toy Show Foundation, this will be called the Toy Show Appeal. Vivienne Flood has negotiated pro bono call centre. There will be three charities named and a fourth contested fund. Three broad categories: 1. Poverty, 2. Well being and 3. Creativity. From hereon in we will rotate the charities. This

5.	<p>will be promoted on Radio about something big coming on the show, then it will be announced on the show itself.</p> <ul style="list-style-type: none"> • JW had circulated a paper for Executive Board approval regarding extra resources required for the Newsroom at the moment, due to Covid-19. The Newsroom is very stretched from the Election 2020 which planning started in January 2020, then on to Covid-19. People are working very hard and need support to maintain the service especially for weekends and specialist services. Executive Board were in the whole supportive but there were a lot of factors to be considered and digested, and it was decided to reconvene later on in the week to sign off. <p>For information:</p> <ul style="list-style-type: none"> • Legal Report • Commercial Report • Audience Scorecard
Next Executive Board Meeting Tuesday 10th November 2020 @ 9am	

RTÉ Executive Board

Date: Friday 6 November 2020 @ 9am - 10am via Teams

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

Apologies: Paula Mullooly,

1.	<p>Newsroom Resources:</p> <p>A follow up discussion had been required further to the Executive Board meeting of Tuesday 3rd November regarding Newsroom/Covid 19 and extra resources required. JW had circulated a paper for Executive Board approval. Due to ongoing pressure on the Newsroom at present back up for a certain duration of time is required. These would be short-term resources to alleviate the pressure.</p> <p>JJ had noted that consideration also had to be given to Radio 1 at this time and priorities going forward. JJ noted his support of JW's proposal as priority was to keep the key programming going. It had been decided to take Late Debate off until Christmas to free up resources. Protection of peak tv/radio and news. JNLR results instilled a great vote of confidence in what we are doing. We have to make strategic decisions. Happy to support JW and</p>
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Newsroom resources but if anything arises whereby Radio needs extra support up to Christmas then we will need to look at this also.

JJ noted that we need to look at structures and flexibility throughout the organisation across all areas and there needs to be a level of mobility across all three areas. This would take time and training complex.

looking at these in terms of models and mentoring in the job/roles. This would create opportunities for our staff. JJ noted the work RW is doing across Radio and TV regarding remodelling is the right thing to do, and perhaps when the time is right Newsroom can be involved too. JW was fully supportive of this concept.

Discussion was had regarding the duration of the contracts of the roles as it has to be airtight when the contracts are up then Newsroom goes back to normal capacity.

EC/JW to discuss the contract duration and if more time is required when 6/12 months up then that will be for review.

DF and Executive Board noted support of Jon's proposal for Newsroom support on the proviso that again Newsroom revert to regular capacity when we have gotten over this hump.

Further to discussion between JW/AL/JJ the following was proposed:

- Reduce SixOne to 30 minutes from 18 December until 11 January, then revert again to 1 hour.
- Weekends: Roster a single team for SixOne and Nine O'Clock News pausing the 4pm Bulletin to end of year.
- May take Primetime staff to cover News, which may result in one less primetime.
- Fold Entertainment into resourcing News online Team. One person to cover Entertainment daily and the rest to support Online News.
- If needs be/last resort reduce This Week to half hour for 2 weeks, but preference is not to.

EC reported that MA negotiations with regard to PDS are starting and meeting today. Looking at a proposal and will bring to the Executive Board on Tuesday next.

JW noted his thanks to DF and to the Executive Board for their support at this time. It is and will be much appreciated by the Newsroom.

Next Executive Board Meeting Tuesday 10th November 2020 @ 9am

Date: Tuesday 10 November 2020 @ 9am - 10am via Teams

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

Apologies: Rory Coveney

1.	<p>HR Update:</p> <p><u>TUG proposal/next steps</u></p> <p>EC presented a Strictly Private document outlining suggested next steps for going forward with the TUG negotiations. Plan to reconvene week beginning 16th November. Agreed Kevin Duffy will facilitate negotiations. These negotiations will need to take place in person with the use of two rooms required. The numbers around the table will be far less. Representing RTE will be EC, JJ, RC and 1 other to be confirmed. It would be hoped to have negotiations closed off by 10th December.</p> <p><u>MA proposal/next steps</u></p> <p>EC again presented a Strictly Private document outlining suggested next steps for going forward with the Management Association. Main issues are payment of PDS and increments. A conversation with regard to the Budget arose from this conversation as RCollins advised we will need to close down the Budget for 2021.</p> <p>Actions</p> <ul style="list-style-type: none">• GOL to meet with RCollins to sign off on Commercial for 2021 Budget.• RCollins to work on revised Budget and present to some members of the Executive Board on Friday 13th before returning to Executive Board for sign off.
2.	<p><u>Discussion regarding Aertel & DAB</u></p> <p>RW advised that he brought the subject of Aertel and DAB to the table as decision has to be made on the switch off date. RW received a call from [REDACTED] 2RN with regard to the transmitters which will need to be replaced. Would suggest terminate by end of year and pay termination fee. RW/RColl/PM and EB had a call with MK regarding this. To turn Aertel off, letter will need to go to our Department. Letter to go to Department informing this needs to be done. RCoveney has sent this letter. RW to discuss Aertel with RCoveney also and notifying Department.</p>
3.	<p>Reports:</p>

Commercial: GOL reported that there was extraordinary spend for October, November and December. 95% in for December already. For November: Radio at €800k and TV €600k in the last week, best November in 10 years. 2fm fully sold this week and actually closed for bookings. Industry good in general. The Rate Card went out last week. Generally very good across all platforms. Electric Ireland next generation has now sponsored The Den – missed week 1. DF noted well done to GOL and her team.

Content: JJ noted the extraordinary JNLR book for Radio 1 in particular. New marketing campaign and Laura Beatty has agreed a deal to move some things out to new year. WE have the Olympics, Euros and World Cup qualifiers next year. Both new shows – Deirdre O’Kane Talks Funny and The Den did well.

JW noted another huge week for News and CA, there were 10million views of Joe Biden reading Seamus Heaney. SixOne started at 4.30 to factor in Biden News. Catriona Perry did a super job and made most of the guest bookings herself for what was a great line up the night of US Election.

ACM: AL reported that the Den did 324,000 while there was a match on RTÉ2, 600,000 across both stations. Deirdre O’Kane did 432,000 and 33% share, Nine O’Clock News started early due to Joe Biden announcement and took in 587,000. Kin in production and South Westerlies for Autumn of next year.

O&PS: RW advised that due to some studio clashes meeting between RW/JJ/AL with regard to forward planning. Proposals with regard to Vision and Sound Teams and restructure of both have gone to HR. Also working on simplifying the roles of PDAs and BCOs, there will be a grade restructuring, have come up with new systems across multi-platform. We have advertised for 4 ABEs first line response, 174 applications.

Radio 1 piece of work continuing, lots of data source and making progress. Continuing work on site options. Landsale projects and the Channel Management system business case has been put together and 3-4 weeks will go to Tender, timeline 2021. One Media Share project progressing. With regard to Capital plan, Station router will be required for power supply for Donnybrook, which is 50 years old

AOB:

- DF/JW brought up discussion regarding the new traffic light system for travel, this covers 30 countries and red/amber/green light system. Exemptions for Journalists. This however is not straight forward. EC to meet with Colm Byrne for discussion

	<p>regarding Health and Safety and revert to Executive Board members.</p> <ul style="list-style-type: none"> DF advised that she was before Joint Oireachtas Committee on Media, Tourism, Arts, Culture, Sport and the Gaeltacht tomorrow along with [REDACTED] regarding a conversation about The Future of Public Service Broadcasting and effect of Covid 19.
	Next Executive Board Meeting Tuesday 17th November 2020 @ 9am

RTÉ Executive Board

Date: Tuesday 17 November 2020 @ 9am - 10am via Teams

Participants: Rory Coveney (Chair), Adrian Lynch, Jim Jennings, Jon Williams, Geraldine O'Leary, Richard Waghorn, Eimear Cusack, Richard Collins, Paula Mullooly, Paul Loughrey

Apologies: Dee Forbes

1.	<p><u>Audience Insights update</u></p> <p>PL attended the Executive Board meeting and gave an Audience Insights update for September/October to date. The Brand Tracker presentation takes place tomorrow, Wednesday 18*. Paul gave topline results. With regard to Trust 8 in 10 think RTÉ is trustworthy, which is higher than any other media organization. Notable uplift in perceptions of RTÉ's brand personality. Satisfaction with RTÉ's TV channels remains strong. RTÉ One outperforms all other channels on brand image. Perceptions of RTÉ 2 strongly improved along with 2fm. The Player strong growth usage and trust returns to Q1 levels. Recent JNLR results were great for Radio 1, reach up by 2% and share up 2.1 points. Top 20 Programmes all RTÉ. Morning Ireland, Liveline, Brendan O'Connor, The Ryan Tubridy show, News at One and The Business all increased. The Late Late Show at 534k viewers and 44% share. Strong growth for The Today Show & DIY SOS really positive. Challenge with soaps. Champions League and Soccer good. Really positive story for RTÉ and hope we continue to maintain this.</p>
2.	<p>Content Fund: R Cov had circulated a paper for pre-read regarding the establishment of a Content Fund and how such a process would work. Indecon had worked on the report regarding this. RTÉ, TG4, SDG, SPI and various other parties had worked with Indecon regarding this. This would support, drama, animation and high-end documentaries and focus on</p>

3.

exportability, co-production and fund high end expensive content. Three income options are being proposed. This document is to go to the Department to be looked at along with a letter co-signed by the consortium. This would be additive to BAI Fund.

4.

Prominence Paper: R Cov had also circulated a paper regarding Joint Prominence and work undertaken by RTÉ and TG4. This is an area of key importance across relationship platforms and interfaces, in terms of views and being findable. It is proposed that the new Regulator develop codes by which to abide by in order to protect the state Broadcasters, RTÉ and TG4 going forward prominence of Irish content across psb. Joint letter to go to the Minister from RTÉ and TG4 along with this report.

Reports:

Finance: R Collins had met with Executive Board members on the previous Friday to discuss sign off of Budget II and to factor in all costs from all areas. R Coll and GOL had met and signed off on Commercial Budget. Discussion and recap took place of what had been decided on previous Friday. Proc savings, VEP, PDS and increments remain to be a problem as conversations are taking place with Management Association and the TUG. Licence fee fund evasion remains an issue and a letter is issuing from DG to the Minister with regard to this.

Action:

- EC to return to Executive Board with a proposal regarding savings.
- RColl to summarise Budget discussion/agreements and circulate to Executive Board members. The Budget will need to be signed off prior to going before RTÉ Board on December 3rd.

HR: EC reported that discussions are starting on Thursday with TUG and to be Chaired by Kevin Duffy, where ground rules and procedures will be discussed and both sides to go away for a week.

Content: JJ reported it had been a busy week. Lot of sport going on. OPs side of are working so hard with the Late Late Show team for Late Late Toy Show and pulling out all the stop so JJ wanted to note his gratitude to the Ops Team from Content.

ACM: AL reported that he was looking at Fair City performance and may go to 4 episodes in March, in talks with Ops regarding this.

AOB:

JJ to step up for two weeks, while DG [REDACTED]

Approvals:

	<ul style="list-style-type: none"> • CDG Report: EC/JW reported that various queries arose across some of the areas and HR needed clarity with regard to some roles which had been rejected. EC and HR to meet with the various Heads for clarity. • A196s x 2: <ul style="list-style-type: none"> ◦ PS20009 TV MV Switchgear Upgrade - Stage 1 ◦ PS20005 LSS Stage 7 Fire Alarm- Stage 1 <p>Both of these A1962 were approved by Executive Board to go forward.</p>
	<p>Next Executive Board Meeting Tuesday 24th November 2020 @ 9am</p>

RTÉ Executive Board

Date: Tuesday 24 November 2020 @ 9am - 10am via Teams

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

Apologies: Dee Forbes

<p>1.</p>	<p>Update: JJ opened the meeting with a conversation regarding recent Media coverage about RTÉ staff and the retirement of a member of staff. A full review is being undertaken by Health & Safety. A review is also being undertaken by the Gardaí. The RTÉ Executive Board has issued a statement of support of these investigations and the matter is being taken very seriously. A note to reiterate support of both the Gardaí investigation and the RTÉ Health and Safety report.</p> <p>Reports:</p> <p>HR Update: EC gave an update on TUG and MA matters. Meeting with Management Association to happen this week.</p> <p>Finance: RCollins had circulated the October Management Accounts and a paper outlining Finance update to date, RCollins went through the changes that had been agreed at the Executive Board of 17th November and which would be incorporated into Budget Draft II for 2021 which is due to go the Board on 3rd December. Where we are is consistent with Budget Draft I.</p> <p>Commercial: GOL reported that November and TV had done really well. Biggest November in 10 years. Digital also to make budget. This however is not realistic going forward as we are somewhat in a bubble of overcompensation.</p>
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Content: JJ reported that the teams are working flat out especially with Late Late Toy Show this coming Friday. Health and Safety and Covid guidelines are and remain to be priority. JJ noted thanks to RW's OPs Teams in particular Bebhinn Ni R and Derek S - who have pulled out all the stops.

ACM:

AL gave an update on the SKY deal, a lot of detailed work has gone into this and more modelling to be done here. Schedule 2021 near complete, we have kept the Euros and focus is now on Autumn and delivery of Drama. Looking at reinstating 4th episode of Fair City and in talks with regard to this. Plan to bring Video paper back to the Executive Board in the coming weeks. Dan H nearing completion on Audio Strategy. GOL asked if there was any update on [REDACTED] AL advised that Paul Loughrey is near completion of paper, waiting on final info and this will come before the Executive Board for approval.

O&PS: RW reported that OPs have been working on changes in 3 areas and have worked with HR. Looking at changes now to a further 2 areas. Fixed Rosters, first blocks ready for January.

Strategy: R Cov advised that the Content Fund and Prominence papers were going to the RTÉ Board for meeting next week. [REDACTED]

[REDACTED] Conversation has begun with Legal regarding [REDACTED] and permissions regarding this. Paula M and Eleanor B looking at this. R Cov and JJ had also working on a project around Sports Rights and had a meeting with R Collins in this regard and a follow up meeting with Connor Murphy who is Sports representative on the RTÉ Board. Looking at a new model for Sports rights. If this progresses it will come back to the Executive Board.

2. Legal: PM advised on Legal affairs. JW noted that News & CA have an RTÉ Investigates coming this Wednesday and wanted to thank PM and her Legal team for all the work put in.

3. AOB:

- EC advised that an announcement regarding the switching on of Christmas tree lights this coming Friday night, in conjunction with the Late Late Toy Show, would issue to staff.

For information:

- Legal Report
- Commercial Report
- Audience Scorecard

Next Executive Board Meeting Tuesday 1st December 2020 @ 9am

RTÉ Executive Board

Date: Tuesday 1 December 2020 @ 9am via Teams

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

Apologies: Eimear Cusack

Update: A discussion was had at the outset of the meeting regarding the wearing of masks on campus and clarity sought from Health and Safety. The recommendation from health and safety is that face coverings are donned while circulating in crowded/busy work areas. There is no requirement to wear face covering while seated at workstations or sedentary style work activity while maintaining 2m social distance.

1. **Reports:**

Finance: R Collins reported that he had circulated the October Management Accounts, Outlook for 2020 and Draft II Budget 2021 to the RTÉ Board for meeting on Thursday next. Provision has been factored for repayment of wage subsidy scheme which we needed when applied for. Licence fee income had recovered from March but it is down 30% on budget for November. Waiting to hear from the Department regarding sales target for 2021, we have asked for this information.
Draft II of Budget 2021, looking at €16.4m.

Commercial: Commercial continuing to do well. November has been a great month, taken in €3m for Radio, lots of Ads on air [REDACTED] TV big month also, €14.43m for month of November. [REDACTED] has started the Trading presentations for next year.

Content: JJ reported a fantastic weekend for all. Late Late Toy Show, Deirdre O'Kane & Sport. Again thanks to [REDACTED] Ops Team, and to all those across the organisation who helped to make these happen. DF noted thanks and great credit to the Teams, LLS Teams for selecting the children, who were stars of the show. The Late Late Toy Show appeal was a huge success and super end to the year supporting children's charities. It lifted the nation.

ACM: AL reported that the LL Toy Show brought in 1.7m views, The Hunger, Ep 1 430,000 which was similar to RTÉ Investigates the Wednesday previous. AL advised that Paul Loughrey has been looking at Audience & Commercial

targets for next year. Firming up Content schedule for 2021 and talking to Nora T regarding Marketing and Communications. Talks have started with regard to bringing back Fair City to 4 episodes a week. This would involve working on storylines now, for record on April to air in May. Christmas Campaign to start on air tonight (Tuesday 1st Dec) Thanks to [REDACTED] [REDACTED] Good Christmas schedule planned for Christmas, NYE, Concert Orchestra and lots of live to be delivered. AL gave a short update on SKY deal. AL reported that [REDACTED] was finalising Digital Strategy and will be finalised in approx. 2 weeks.

O&PS: Discussion between JJ/RW with regard to going from SD to HD, we will need to look at upgrading Saorview. JJ noted the need for this has become more apparent with Sporting events. RW noted that we should certainly look at this work and rebuilding. We would need to look at HD Suite at RTÉ. RW/RC in talks with regard to Spectrum. Plan on pulling a paper together regarding plan for the future and this will be for Executive Board discussion.

RW reported that Stage B was being looked at in terms of upgrade as clashes happen with Studio 5 and it be useful to have a flexible space when this occurs. Looking at using Equipment we already have

[REDACTED]

Matter of DAB needs to be discussed and a switch off date.

Action:

- DF to take a look at HD options
- RW/DF/RCov to meet with regard to Spectrum and scope out RTÉ's needs regarding this. Also the matter of Distribution needs to be discussed and mapping out of this for further Executive Board discussion.
- RW/JJ and RCov to meet and discuss DAB migration date (Easter of next year) and communications plan around this

Strategy: R Cov noted that the Media Commission was launched on Friday last. R. Cov noted thanks to Joe Hoban and his Team for all the work done on the Toy Show Appeal and work with the schools, they had gone the extra mile.

Legal: H&S Report on recent Alleged Covid Breach. Cooperating with An Gardaí. Report to go to the JOC when it is finalised.

4.	<p>CDG:</p> <ul style="list-style-type: none"> • Some further queries for HR. • RW to take the BCO roles for further research. <p>AOB:</p> <ul style="list-style-type: none"> • EC looking at policy with regard to Working from Home, connectivity and engagement. • Future of Media Broadcasting website has opened for submissions until January 8th, public consultations and shareholders. RTÉ will make submission, RCov to draft and meet to discuss. This to be submitted before Christmas. <p>For information:</p> <ul style="list-style-type: none"> • Legal Report • Commercial Report • Audience Scorecard
Next Executive Board Meeting Tuesday 8th December 2020 @ 8.15am	

RTÉ Executive Board

Date: Tuesday 8 December 2020 @ 8.15am via Teams

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

Apologies: Paula Mullooly,

1.	<p>Submission to the Media Commission: RCov advised that he is in the process of drafting a submission to go to the Media Commission, RTÉ being a key stakeholder. This will need to be worked on over the next few weeks. RC had sent an outline to the Executive Board to see the approach he is suggesting. Piece is to be an 800-word submission. RC/VF and GB working on this. PJ Mathews is to represent the RTÉ Board across this. RC to work on draft and will circulate, feedback and support from Executive Board will be required.</p>
2.	<p>Five Strategic Pillars for 2021 DF advised that we need to look at the five pillars in terms of revised strategy and revert to the Board. This to be done early in the new year. Due to time constraints this item had to be moved to Agenda for next weeks' meeting. Five pillar document to be sent to Executive Board in advance.</p>
3.	

Limerick:

RW advised that the lease for the RTÉ Office in Limerick is up on 4th January 2020. TB in discussion with the Agents [REDACTED]. Various options regarding this were discussed and it was decided that a 20-year lease with [REDACTED]

4. [REDACTED] This decision was agreed by the Executive Board.

Reports:

Finance: RCollins advised the Budget for 2021 had been approved by the RTÉ Board subject to licence fee target. Finance is working on a document for TUG and this will be shared with the Executive Board when it is ready. Auditors are in. Testing ERP system, 2 years late. Working on Wage subsidy and provision of return – communication to those involved will need to be managed.

DF advised that the Board noted thanks and appreciate all the work R Collins and Team had been doing regarding finance.

Commercial:

December up €200k week on week. TV/Radio head of budget. January is a late month, 76% in.

ACM:

AL advised that PL won All Ireland Marketing Award for work done on Radio 1. Planning for Christmas still being finalised and 2021 also. 2-day workshop regarding mapping for the year ahead in terms of branding. Working with [REDACTED] on this [REDACTED] is to finish the Brand Architecture work, this to come back in January.

Action: AL to update on the Hero piece of branding next week. [REDACTED] to do a final Brand Workshop with the Executive Board.

HR: EC advised that the findings of the Health and Safety Review and its recommendations will be implemented, working with [REDACTED] on this. EC advised the material and design for VEP Booklet is ready. The Department to be advised of this.

Action: DF to contact Katherine Licken regarding VEP, as our Dept will need to advise DPER. This document to be uploaded on Sharepoint. This is time sensitive.

Also, EC advised update on wearing masks in crowded areas to be sent around to all staff.

News & CA: JW advised that tomorrow Wednesday 9th December is D-day for Brexit. Would like to send Caitriona Perry to Joe Biden inauguration as [REDACTED] [REDACTED], this to be before Executive Board for approval.

O&PS: RW advised discussions with regard to Stage B and renovation are going well. Also News in HD progressing.

5.	<p><u>Strategy:</u> RC advised we need to decide on date for DAB switch off as we will need to communicate this information. PM & EB have engaged on this. Communication plan needs to be put in place. DH finalising Strategy plan which feeds in regarding Gold & Pulse.</p> <p>AOB:</p> <ul style="list-style-type: none"> • DF wanted to note thanks to PM for the trojan work regarding the recent Covid 19 breach and getting to the place we are. Thank you also to EC for all the engagement with CB and now we need to get on with recommendations. PM to engage with Gardai. Thanks to everybody who was involved. <p>For information:</p> <ul style="list-style-type: none"> • Legal Report • Commercial Report • Audience Scorecard
<p>Next Executive Board Meeting Tuesday 15th December 2020 @ 8.15am</p>	

RTÉ Executive Board

Date: Tuesday 15 December 2020 @ 9am via Teams

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

1.	<p>It was noted that this was the last scheduled Executive Board meeting of 2020, but that if any matters arise or need attention then we can arrange to meet.</p> <p>Five Strategic Pillars for 2021</p> <p>DF had brought the Five Pillars back before the Executive Board to revisit. Some of the impacting factors being the Revised Strategy, the Transformation project: Emerging Stronger in the midst of Covid. Some of the five pillars have progressed and some are business as usual. The Five Pillars document had been sent to the Executive Board prior to the meeting/discussion.</p> <p>Pillar 1: Relocating RTÉ: this was being Project Managed by [REDACTED]</p> <p>A meeting had taken place to discuss the Terms of Reference. This was up and running and underway. GB to follow up with the group in the New Year.</p> <p>Pillar 2: Reframed Culture and purpose: The Brand Architecture project has been delayed and will kick off in the New Year. DF/AL working on this</p>
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and [REDACTED] to come back and do a further workshop with Executive Board mid-January.

Pillar 3: Reimagining Content Strategy: A lot of on the line work going on here. This needs to be pulled together, written up and into the Strategy. JJ working on this.

Pillar 4: Renewed production models: This project is well underway with RW and a lot more to happen early 2021. Some of the pieces of work are happening, including Operations, others will happen in January. RW working with PW and NOC on this.

Pillar 5: Organisational reshape: RW/EC working on this - VEP being part of this. RW/AL to sign off on Digital early NY. A lot of work is going on, which feeds into the programme for change and the ongoing discussions with TUG/MA, need to get on with this and move forward.

2. Need to focus on a working strategy. Eaton Square will help with the framework and a workable strategy. Plan is to go to the RTÉ Board end of February. DF/D O'C to meet early NY to help put some shape on this. This to be a working document for the coming years. A lot of work has gone on and more work with added vigor in the New Year. Decisions will need to be made going forward end of January.

Distribution platform hypothesis:

3. RW had drafted a paper for Executive Board as this will need to be thought about for the future and the ever-changing Distribution landscape. We need to plan ahead. The 4 platforms we are dealing with in 2020 are as follows: Satellite, Terrestrial, Cable & Fibre TV. Need to look at IP distribution, what is working, content, tv delivered on the internet. [REDACTED]

General HR Update & Annual Leave Carryover requests

EC wanted to go to each Division Head and discuss, in particular News and Content to be discussed with JW and JJ. This to be taken offline and to be dealt with in an even-handed way.

4. Meeting TUG on Friday with feedback from [REDACTED] pause for Christmas and then back at negotiations in New Year with both TUG and MA.

Scope continuing with Audit and have had 31 meetings with individuals, Managers and HR. They are due to finish end of April.

VEP meeting with Department @ 11:30am as they require further information for DPER.

ENG & END Cameras Tender is for discussion and this to be taken offline and EReid to attend Executive Board early January to brief the Board regarding the structure and process.

Reports:

Commercial:

GOL reported that we are finishing out December with TV 23% ahead, 12% up YOY.

25% up Radio YOY. Touching €134m end of year €11m short budget.

January 75% in for TV. Trading meetings going well and being well received.

Finance:

RC advised that November Management Accounts will be circulated when finished in the next day or so. Ahead of Budget. Looking at Cost reductions transmission costs. Looking at PROC savings and Licence fee income.

ACM:

AL advised that the Stat spend (IPU) is now at €2.5m and we will need to advise the Minister and SPI of this.

Content:

A lot of activity at the moment, completing Christmas programming. Really strong schedule across all platforms. Oliver Callan on primetime slot of 9.30pm on 30th December. Some really good pieces of content coming up. RCov noted well done to all regarding the stellar Content pieces. RTÉ1 - highest channel share since 2011 with 339 share.

News & CA:

JW noted hope that Brexit deal will be complete before Christmas.

Legal:

5. PM advised that the Data Commission had come back to [REDACTED] to advise they were happy with the work done on Cookies across the Platforms. DF noted thanks to DC/AD & Adrian's Teams.

6. FOI gathering the complaints re: alleged Covid breach and the Garda investigation ongoing.

Strategy:

RCov advised that he will circulate a rough draft of Media Commission submission for obs. This to be submitted before Christmas.

CDG:

	<p>CDG to be circulated later today. EC advised that RW will return to the CDG in 2021 and take over from JW, a note of thanks to JW for his role over the year.</p> <p>AOB: DF noted thank you to all the Executive Board members and their Teams. Still a lot to be finished off before year end.</p> <p>For information:</p> <ul style="list-style-type: none">• Legal Report• Commercial Report• Audience Scorecard
	<p>Next Executive Board Meeting Tuesday 5 January 2021 @ 8.15am</p>