

**Minutes**  
**Interim Management Team Meeting**

**Date:** Tuesday 18 July 2023 @ 9am (In person)

**Participants:** Kevin Bakhurst, Adrian Lynch, Deirdre McCarthy, Paula Mullooly, Richard Waghorn, Eimear Cusack, Vivienne Flood, Mike Fives, Niamh O'Connor, Conor Mullen

1. **Terms of Reference for Interim Leadership Team (paper)**

RW had circulated a paper on the ILT Terms of Reference for discussion. This has been tailored to the new group, membership, right to attend, quorum being 6 including the DG or nominated Chair. Papers on SharePoint by Friday evening before the meeting. All financial matters to be signed off by relevant financial heads in advance. Significant papers to go to ILT before the RTÉ Board.

**Action:**

- All to review and make any further contributions. To be signed off when Corporate Governance Member joins.

2. **Planning and Priorities (discussion)**


VF requested that a roadmap of important decisions to be put together for next 5/6 months. Looking at people, timescales and information at hand. Factoring in the three separate reviews by Government, Corporate Governance, HR and Toy Show The Musical. Discussion was had in this regard. Agreed best way forward was to appoint a Project Manager to coordinate delivery with the various business owners appointed and a Dashboard system.

**Actions:**

- Select a Project Manager (RW)
- Agree which projects to proceed and which to pause while priority work undertaken
- Brand to relaunch when work complete
- Update each week at ILT meeting.

3. **Business plan for presentation team in News & Current Affairs - including 6/9 News presenters (paper and presentation)**

DMcC gave a presentation on business plan for presentation team in News & CA



[REDACTED]

Outcome: KB noted he was happy with this approach and to go forward to Remuneration Committee for approval regarding salaries.

4. Content Interim Structure:

[REDACTED]

5. Proposal to close Aertel (paper)

RW had circulated a paper on the closure of Aertel. This was a follow up to proposal to shut down Aertel which came before Executive Board on 14<sup>th</sup> March and back with timings on 25<sup>th</sup> May. Plan is to close on 14<sup>th</sup> September and 28<sup>th</sup> September take down holding page. Communications around this has been planned, statement prepared by Comms.

Action:

- Agreed to proceed with closure as planned on 14<sup>th</sup> September. RW to write a letter for VF to send to Department and Coimisiún na Meán and give relevant dates.

6. Status update to Wonderlive (discussion)

CM advised on Wonderlive project which was an Ecommerce platform , carrying advertising on RTÉ.ie providing links to an ecommerce platform. Initially working with Kilkenny Design and with [REDACTED] Commission payable to the partners split [REDACTED]

[REDACTED]

7. Revenue update (papers x 2)

CM gave an overview as per the two Revenue Reports supplied. Currently

[REDACTED]

[REDACTED] Jennifer Zamparelli show has been sponsored by Laya Healthcare.

CM advised meeting with Agencies for breakfast on Thursday along with KB and AL. [REDACTED]

[REDACTED]

8. Management Accounts (paper)

[REDACTED] MF advised New Era in and require a lot of information, there will be a requirement for one resource at least.

9. Comms Team (discussion/update)

It was noted by all the amazing work the Comms team had done in the past few weeks. [REDACTED]

Action:

- There will be a single Communications Strategy and this to be worked up in next 6 months. Paper to be circulated.
- AL to bring papers and report on Google Showcase to the meeting next week.

10. Approvals

**A196 Capital approval Weather Graphics update (paper attached)**

- This was approved by the ILT.

**CDG Report & Terms of Reference (papers attached)**

- ACM: RTÉ Concert Orchestra Marketing Executive – AL to look at this.
- [REDACTED]
- Fair City: Assistance for Actor/help with lines due to health issues – agreed.
- News & CA: Digital Content role to be replaced with MMJ. Minimal cost – agreed.
- Operations: Regional Production Engineer. Half headcount and issues recruiting due to this. Request to increase to full FTE. EC/RW to look at this and extend to fixed term/fixed purpose for 1-2 years.

[REDACTED]



11. **AOB:**
  - The Autumn launch will now take place virtually and there will be four smaller events with stakeholders.
  - KB advised in process of recruiting a Governance person.
  
12. **Weekly Legal Reports (x 2 papers)**  
PM advised on the Legal Reports.

**Next Meeting Tuesday 25<sup>th</sup> July 2023**

## Minutes

### Interim Management Team Meeting

**Date:** Tuesday 25<sup>th</sup> July @ 9am (all present in person)

**Attendees:** Kevin Bakhurst, Adrian Lynch, Niamh O'Connor, Conor Mullen, Eimear Cusack, Paula Mullooly, Vivienne Flood, Mike Fives, Deirdre McCarthy, Richard Waghorn

[REDACTED]

<b>Planning &amp; Priorities</b> RW reported to the Team that [REDACTED] will be the Project Manager to support the reviews work over the coming months Draft letter to Committees with regards timeframes currently not realistic <ul style="list-style-type: none"><li>• Re Aertel closure, letters to Department and Media Commission to be sent by VF</li></ul> PM and EC discussed Contracts and how they are managed across the organisation. Currently [REDACTED] are working on a framework and the new Corporate Governance person could be brought in on this as it would fall under Governance AL mentioned that he is working with [REDACTED]	<b>Approved</b> <b>25.07.2023</b>  VF
<b>Business Plan for presentation team in New &amp; Current Affairs:</b> [REDACTED]	<b>Update at</b> <b>next meeting</b>
<b>Minutes of Tuesday 17<sup>th</sup> July 2023 were approved.</b>	

#### 1. Strategic Decisions required for Belfast, Ballinure and Moydrum (Troy Bannon)

[REDACTED] discussed the following sites:

a) **Belfast**

[REDACTED]

b) **Ballinure**

[REDACTED]

c) **Moydrum**

[REDACTED]

**2. Cork Studios**

[REDACTED]

[REDACTED] left the meeting at this point

**3. Google News Showcase (AL)**

This is a subsection of Google News where several publishers have been invited to provide content in exchange for a licence fee. The content is clearly attributed to the publisher with links back to the publisher's site.

[REDACTED]

[REDACTED]

**Google ENP**

Results page improvements re copyrights. Further discussion required.

**4. Update on the Virgin, Vodafone & EIR Distribution Agreement (AL)**

[REDACTED]

**5. Revenue (CM)**

CM reported that AB September is at [REDACTED] with a Budget of [REDACTED] this is an excellent result as we head into our busiest quarter. Commercial are presently, [REDACTED] of forecast. VF thanked the Commercial team considering the last few weeks they have endured as a team. LLS will go out to Market week ending 24<sup>th</sup> July. [REDACTED]

[REDACTED]

**6. Early Retirement (EC)**

Request for early retirement approved at the meeting of today, 25<sup>th</sup> July 2023.

## 7. Legal (PM)

[REDACTED]

2023 ROPA Project: RTÉ is legally required to hold all records of all the ways that we process 'personal data'. These records are referred to as records of processing activities or 'ROPAs'. Caoimhe Stafford will be leading this Project.

## 8. Tommy Tiernan Show Contract (NO'C)

NO'C brought this to the team. Although the Programme MAP was signed off by the RTÉ Board's Programme Committee and the RTÉ Board, Niamh wanted to update the Interim Leadership team.

[REDACTED]

## 9. AOB

MF: will be bringing a Risks & Opportunities Report to the next Interim Leadership Meeting  
VF: requested a date be set to discuss the future of the Toyshow Appeal. Put on Agenda for next Interim Leadership meeting as this also needs to be brought to the next RTÉ Board Meeting as they have requested an update. VF mentioned that we are running out of time and Governance is also a key area around this. It has been a very successful initiative raising nearly €17m for causes the length and breadth of Ireland.

KB: RTÉ Chair raised some legacy issues and KB will follow up with EC.

KB: We need to revisit the work already done around Strategy as some suggestions need to be now worked on and others reviewed. Caroline to set up a meeting with this group to review.

KB: Updated group on meeting with TG4 which took place week of the 17<sup>th</sup> July. Protocols need to be reviewed.

MF: Interim Budget this needs to be finalised ideally end of August/1<sup>st</sup> week Sept. 2024 is special events year, Olympics.

Meeting ended

**Minutes**  
**Interim Management Team Meeting**

**Date:** Tuesday 1 August 2023 @ 9am (In person)

**Participants:** Adrian Lynch (Chair), Paula Mullooly, Richard Waghorn, Vivienne Flood, Niamh O'Connor, Conor Mullen

**Apologies:** Kevin Bakhurst, Deirdre McCarthy, Eimear Cusack, Mike Fives,

**In attendance:** Bob Semple

**1. Minutes and Matters arising**

Some clarification edits had been made by RW to minutes of 25 July 2023, these were accepted and approved – final copy on Sharepoint folder.

**2. Corporate Governance Proposal**

Bob Semple had joined at the outset of the ILT meeting and will do so for the coming weeks/months to advise on Corporate Governance in the coming 5 months. A paper had been circulated to ILT including an extract of BS's Corporate Governance proposal. BS noted that reform of Corporate Governance was a huge job but items were achievable within this timeframe. ESG will have to form part of the plan. Along with this we are undergoing Review of Corporate Governance and Culture and also Review of Contractors by Government. Members of the ILT group were asked to share thoughts and discuss challenges anticipated. BS felt that a psychometric evaluation would be helpful and if a survey he had prepared could be completed by the ILT – this was anonymous. Staff survey was due to go out today (1 August) to all staff to get feedback following recent events and would be left online for 1 month to capture those on holidays. It was felt that the Corporate Governance survey along with internal survey could perhaps work in conjunction with each other.

**Actions:**

- ILT to complete the Corporate Governance Survey in advance of next week's ILT meeting. Results to be given then by BS. The Corporate Governance Survey in turn be adapted to go to staff.
- AL to speak with KB and clarify whether Internal survey should proceed as planned early August or whether the two surveys (Internal and Corporate Governance) go out to all staff early September, and communication and timing around both. These would cover off personal aspect along with Corporate Governance.

**3. Revenue update (paper x 2)**

CM gave an update on Revenue. [REDACTED]

[REDACTED]





4. **Weekly Legal Report**

PM reported BAU. Working ongoing on programme related matters along with closing out historical matters.

5. **Approvals**

**CDG Report:** In EC's absence RW went through the various Contracts for ILT approval. ILT considered all the CDG exceptions as submitted and approved them all as per the requests set out.

- **Staff Leadership Survey** – this conversation formed part of the conversation about Surveys at Item 2. CB had sent in the wording for approval in advance of being sent to staff on August 1<sup>st</sup>.  
**Agreed:** AL to speak with KB and clarify whether Internal survey should proceed as planned early August or whether the two surveys (Internal and Corporate Governance) go out to all staff early September, and communication and timing around both

**AOB:**

- It was noted that Grant Thornton Report on RTE payments to RT due out next week. Timing around this is of importance.
  - NOC mentioned that the Register of Interests as matters are coming up in areas like the Orchestras and Fair City. Impacts on those teaching music and those actors on 10 week contracts. Further discussion needed on this.
- 6.
- RW noted he will bring a paper on Artificial Intelligence to the ILT in coming weeks.
  - RW advised the Summerhill and Tullamore masts were brought down safely and 2RN managed this well. The remnants/scrap metal will be gotten rid of in 2-4 weeks.
  - Query arose about the publication of ILT Minutes and a monthly report to the RTÉ Board. Clarification needed on this.
  - VFlood advised that she will be adding discussion on Toy Show Appeal and Comic Relief to the Agenda of next week's ILT Meeting.

Meeting ended.

**Next Meeting Tuesday 8 August 2023**

**Minutes**  
**Interim Management Team Meeting**

**Date:** Tuesday 8 August 2023 @ 9am (In person)

**Participants:** Kevin Bakhurst (Chair), Richard Waghorn, Vivienne Flood, Niamh O'Connor, Conor Mullen, Mike Fives,

**Apologies:** Deirdre McCarthy, Eimear Cusack, Adrian Lynch Paula Mullooly,

**In attendance:** Bob Semple, [REDACTED]

1. **Minutes and Matters arising**

The minutes of 1 August 2023 were agreed and approved.

2. **Strategy development plan in coming months (paper)**

GB was in attendance at the outset of the meeting to give an update on where we had been in the planning of The Strategy which had been at a very advanced level of development and to bring this group up to speed as we look to move forward. [REDACTED]

[REDACTED]

**Actions:**

- GB agreed to share what had been prepared already with the ILT Group. A further update next Monday 15<sup>th</sup> August. Workshop on 22<sup>nd</sup> August with [REDACTED] from True point facilitating and meeting with the Board Strategy sub group on 23<sup>rd</sup> August for a directional conversation with regard to moving forward.
- RW to share Option 2 with the ILT Group.

3. **Register of Interests**

RD joined the meeting to give an update on where we are regarding the Register of Interests. This is huge body of work and a lot of research has gone into this and more to do. Decisions will need to be made on who this will factor in: Directors, over a certain salary pay scale, whether this will be across all the organisation, commissioned programmes. Will we expand the Register. Publication of the Register is not easily done due to SIPO and Ethics in Public Office Act and cannot be disclosed by law. Conversations need to be had with TUG and Managers Association. There was a lengthy conversation about this matter as it is not black and white, given the organisation is so big covering a lot of areas. Code of Conduct, Contractors all need to be factored into this conversation.

**Actions:**

- RD to engage with GDPR and look at the Ethics Act.
- RD to send a document to ILT for approval further to talks with TUG and MA

and legal advice.

- RD/NOC to meet and discuss how best to make this workable.
- Register of Interests Working Group to be set up across the organisation, factoring in each area and request is different.
- Communication to be worked on by JH and RD and circulated to all staff on where we are on Register of Interests.

4. **Toy Show Appeal (paper) and Comic Relief Ireland**

VF invited KD and AT to attend the meeting to feed into the conversation with regard to the Toy Show Appeal conversation which has been three years in existence and has raised €17.5m to date. At the outset the huge input Community Foundation Ireland was noted which enabled the project to build on a very solid ground. A project of this scale warrants going forward but if we are to do so this will need to be on a professional footing.

[REDACTED]

CFI contract is up and TSA will go out to tender in September. Only a few companies in Ireland in this field. AT was hugely supportive of the project highlighting beneficial enthusiasm, huge audience reaction but reiterated the need to professionalise it. Needs to be people proof. AT feels RTÉ needs to commit to the structure.

**Actions:**

- After much discussion, KB noted a TSA Steering Committee be set up across the Organisation. Appoint Business owner and a Project Manager reporting to Business Owner.
  - VF agreed to stay Business owner for this year for speed purposes and given timing.
  - VF/NOC to discuss Steering Group and report back to KB.
  - BS advised that getting the positive stories out there really impact and the TSA funding so many smaller groups charities who struggle with public funding.
- [REDACTED]
- Comic Relief conversation to happen between KB, NOC and AT on Wednesday 9<sup>th</sup> August.
  - Agreed the Tender for TSA to go out for 3 years.

5. **New Expenses policy**

MF had asked LMCF and ET to join the ILT to look at Expense Policy update for 2023. The policy has not been updated since 2004 and there needs to be reform. [REDACTED]

[REDACTED]

[REDACTED]

6. **RnaG/Oireachtas na Gaeilge 2-5 November 2023**

KB noted that GMcD (RnaG) had been in touch and suggested that ILT or members of such might consider attending Oireachtas na Gaeilge which takes place 2 – 5 November. Looking at Friday 3<sup>rd</sup> November as being a good day


**Action:**

- COK to circulate placeholder dates for the diary.

7. **Revenue update (paper x 2)**



8. **AOB:**

- MF just back from AL but advised the Licence Fee Sales are still hit and miss, 
- Communication to go out today with regard to two Surveys (discussed last week) going out in September to all staff and reason for the delay.

9. **Additional Item: Corporate Governance**

BS gave feedback on recent Corporate Governance Survey completed by ILT. BS gave some suggestions based on his findings. A conversation was had in this regard.

VF noted that it would be good to get the middle layer of management up to speed and make it a regular feature. Look at doing this in September/October to go through the Strategy and introduce BS to go through Corporate Governance and look at what we should be doing and ways of working.

**Actions:**

- Look at Cross Divisional Group of Managers with a meeting every few months,
- Important the ILT Group keep their teams updated on matters arising from ILT meetings.

Meeting ended.

**Next Meeting Tuesday 15 August 2023**

**Minutes  
Interim Management Team Meeting**

**Date:** Tuesday 15 August 2023 @ 9am (In person)

**Participants:** Kevin Bakhurst (Chair), Richard Waghorn, Vivienne Flood, Niamh O'Connor, Conor Mullen, Mike Fives, Deirdre McCarthy

**Apologies:** Eimear Cusack, Adrian Lynch Paula Mullooly, Vivienne Flood

**In attendance:** [REDACTED]

1. **Minutes and Matters arising**

The minutes of 8 August 2023 were agreed and approved.

At the outset of the meeting KB gave an update on contract negotiations with Ryan Tubridy.

2. **Strategy development plan in coming months (paper)**

GB was in attendance and went through the work which had been done to date in order to refresh, looking at 2022 Strategy then 2023. GB presented the various Options which had been looked at and considered with a decision at the time having been made by the RTÉ Board and Executive to put more work and focus on what was [REDACTED]

[REDACTED] ILT need to consider what options are viable and achievable. Workshop with ILT to take place on Tuesday 22<sup>nd</sup> August, top line views to go to the Board Strategy Sub-Committee meeting on 23<sup>rd</sup> August. Digital Strategy will need to be progressed and the Content Strategy is nearing completion and expect this to be ready by October this all to feed into the Strategy work going on.

**Action:**

GB/NOC to meet and catch up on the Content Strategy

3. **Everyone TV's consultation on the LCN Policy for Freeview Next Generation Platform (paper)**

**Action:**

DMcC to consult with RW and provide a note on the importance of prominence for submission.

4. **Artificial Intelligence (paper) – postponed to future date.**

5. **Finance update:**

**Licence Fee sales:**

MF advised July and August sales are down significantly. [REDACTED]  
[REDACTED]

**Risks and Opportunities for 2023**

MF noted commercial on track and on forecast. [REDACTED]

[REDACTED] Operation costs are in line with forecast. MF has asked the Accountants and Controllers to look at any risks and additional spends for remainder of 2023. GAAGO doing well. Licence fee is precarious. We will need to look at reforecast.

6. **Revenue update (paper x 2)**

CM advised that Commercial is steady for August. [REDACTED]  
[REDACTED]

CM advised that the LLS Sponsorship is ready to go, timing is very important and will issue when timing is right. Interested parties.

7. **AOB:**

- [REDACTED]

8. **Approvals:**

- CDG Report: Two contracts for ILT approval and both were approved.

Meeting ended.

**Next Meeting Tuesday 22 August 2023**

**Minutes**  
**Interim Management Team Meeting**

**Date:** Tuesday 22 August 2023 @ 9am – 9.30am (In person)

**Participants:** Kevin Bakhurst (Chair), Richard Waghorn, Conor Mullen, Mike Fives, Deirdre McCarthy, Adrian Lynch Paula Mullooly, Vivienne Flood

**Apologies:** Eimear Cusack, Niamh O'Connor,

1. **Minutes and Matters arising**

The minutes of 15 August 2023 were agreed and approved.

Today's meeting shorter than usual due to Strategy Workshop at 9.30am for ILT.

At the outset of the meeting KB brought up the subject of ILT Minutes and that it is his intention was to share ILT Meeting Minutes with the RTÉ Board in advance of each Board meeting. A discussion was had regarding the sharing of the information contained in the Minutes with All Staff. This was agreed as a good idea to keep staff informed.

KB also noted Bob Semple has some recommendations on ILT Meetings one being to bring Risk Assessment to monthly meeting. KB to ask BS to go through his recommendations on return from leave - for ILT approval going forward.

**Actions:**

COK to liaise with NOG and send ILT Minutes with a view to sending an update to all staff comprising of summary of ILT Minutes of previous weeks and top line information from ILT meetings.

2. **RT Update**

KB gave an update to the ILT on the recent developments with Ryan Tubridy which led to the decision to end final contract negotiations.

3. ***Finance update:***

**Change in Procurement Policy**

MF had circulated a paper and advised ILT that a new Procurement Policy has been introduced by The Department of Public Expenditure, NDP Delivery and Reform by way of change in Tender Threshold for National level tenders which will now mean only items over €50K will require publish of tender.

**Move to Monthly payroll**

MF advised that as part of the pay agreement it had been agreed to go to Monthly payment, this now to take effect from January 1<sup>st</sup> 2024 as per agreement. Communication around this so important and to start sooner rather than later to allow staff to make financial arrangements in accordance.

4. **Revenue update (paper x 2)**

CM advised Commercial had a good week. [REDACTED]

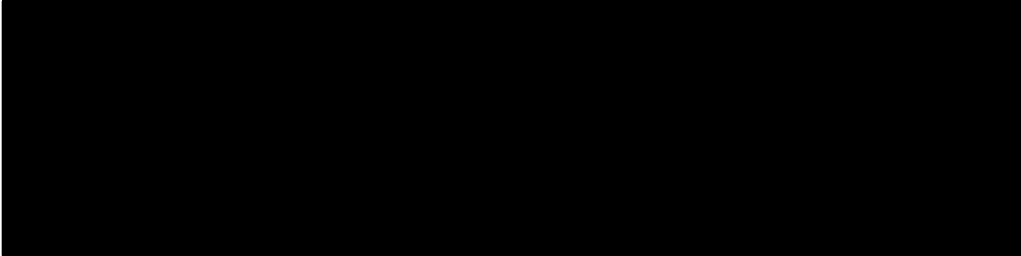
[REDACTED]

KB noted thanks to the Commercial team.



CM advised there would be a Digital VOD update in next week or so.

5. **AOB:**

- MF gave an update on current Licence fee figures. This week we were down 28% and last week 29%. Still challenged in this area.
- 
- RW advised that the closure of Aertel will now move out to 12 October and Comms plan around this has been arranged.
- MF advised Budget 24 discussion has started.

Meeting ended.

**Next Meeting Tuesday 29 August 2023**

**Minutes  
Interim Management Team Meeting**

**Date:** Tuesday 29 August 2023 @ 9am

**Participants:** Kevin Bakhurst (Chair), Richard Waghorn, Eimear Cusack, Conor Mullen, Mike Fives, Deirdre McCarthy, Adrian Lynch Paula Mullooly, Vivienne Flood

**Apologies:** Niamh O'Connor, Bob Semple

**In attendance:** [REDACTED]

1. **Minutes and Matters arising**

RW brought up the subject of monthly payroll which had been discussed at the Executive Board last week. RW had discussed with staff and this would impact staff working over Christmas. Discussion was had in this regard and it was agreed communication around this to start as soon as possible. MF assured the ILT that every assistance would be given to have everything lined up, and nobody would be out of pocket. Suggestion was made to bring in external assistance for those who will require financial advice on how best to work with this new plan.

The minutes of 22 August 2023 were agreed and approved.

2. **Update from meeting with Expert Advisory Committee on Review of Contractor Fees, HR and Other Matters**

KB gave an update on the meeting which also included Subcommittee of RTÉ Board. The meeting went well and the EAC hope to finish within 6 month timeframe. We need to establish a point of contact to interact with the EAC. To note the report will not name individuals. Recommendations to go the Minister.

3. **Mazars Report update**

The report was 24 pages in total and there are a number of areas we can address immediately. It was unfortunate we had not received advance copy of the report as some of the matters had already been addressed.

**Action:** MF & CM to revert to PM to feed into a letter to be sent to Mazars and Minister to advise of the items RTÉ had addressed prior to the Report and could have done this if we had received advance view of publication

4. **Strategy update**

GB advised on the work which had been done on the Strategy over the summer, this to go to the Board and we will have vision of the Strategy by October and a plan for where we are going. [REDACTED]

[REDACTED]. GB wanted to discuss the North Star, the narrative around the Strategy and how to frame it, this to go to Draft Structure document and we need to clarify who will write the pieces and the various timelines. We will supply this to the Board meeting on September 28<sup>th</sup>. Lots of suggestions from all ILT members. It was discussed who would own/write each piece.

KB noted we need to set this out and move forward. In the meanwhile we need to drive on with actions within our ability.

**Action:**

- Following this meeting [REDACTED] to start preparing the Draft document and also a list of who will address the various pieces and times.

5. **Artificial Intelligence (paper)**

CG joined the meeting and gave a presentation on the work Technology undertook on AI in July. The use of AI is inevitable and education of staff is very important. VF noted this should be reflected in the Strategy. DMcC noted that as a lot of training is underway for News & CA perhaps this can be incorporated. All very exciting.

**Actions:**

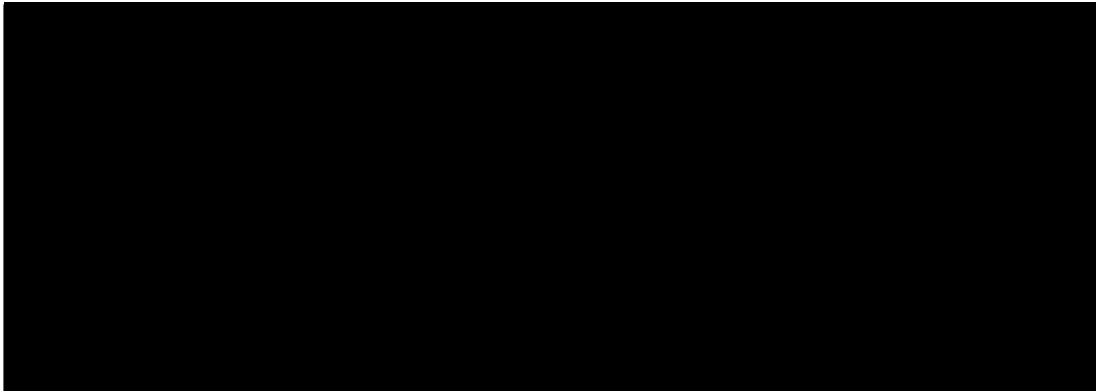
- RW noted an A.I. policy is required and to be included in *Acceptable Use of Technology Policy* and an advisory note on the Hub/Staff note. This will in turn need to be reflected in the Journalism Guidelines.
- A small cross functional group to be put in place to update the policy.

6. **Cookies (paper)**

KM joined the meeting and advised on recent Cookie Management Team recommendation.

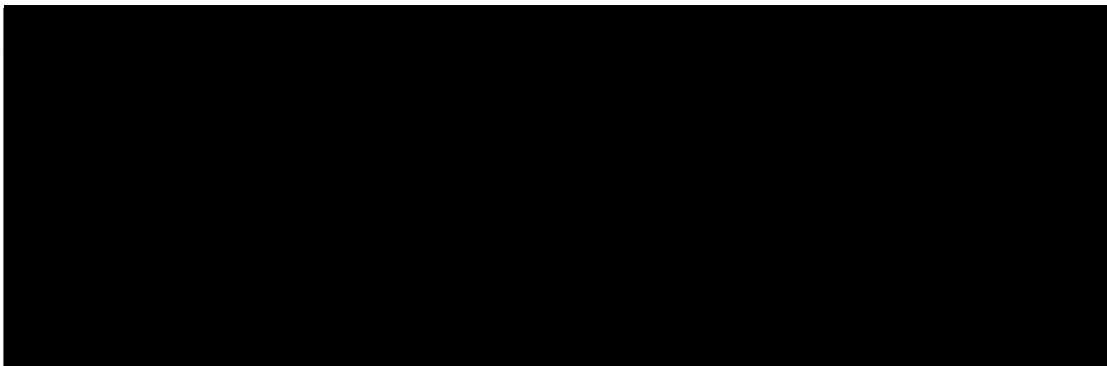


7.



8. **Trust Rebuilding Plan**

VF had worked with JH and LB on a Trust Rebuilding plan for RTÉ. Looking at how to reset our plans and where we go to from here. Every area of business needs to reflect on what they do and how to help with regard to rebuild of Trust and Restoration. Quick, clear commitments and robust action points. Lots to do but focus on RTÉ Investigates, World Cup, free to air, New Season. RTÉ and the public in it together. Quick actions



9.

**Budget 2024 Guidelines (paper)**

MF had circulated paper going through the Budget 2024 Guidelines. Commercial [REDACTED] Licence fee is at 197, we are 40% down on licence fee week on week. Business as usual. Working on strategic initiatives. MF noted focus is on costs and what we can manage in 2024.

10.

**Revenue update (paper x 2)**

CM advised Sales figures are up. [REDACTED]

November will be a big month.

11.

**Legal update (papers x 4)**

PM had circulated papers to update on current matters. Legal very busy with various programmes and the Oireachtas Committees.

12.

**AOB:**

Nothing of note.

13.

**Approvals:**

CDG Report:

- Three contracts for the approval of ILT – these were approved by the ILT.

Meeting ended.

**Next Meeting Tuesday 5 September 2023**

**Minutes**

**Interim Management Team Meeting**

**Date:** Tuesday 5<sup>th</sup> September 2023: 9:30am

**Attendees:** Kevin Bakhurst, Adrian Lynch, Niamh O'Connor, Eimear Cusack, Paula Mullooly, Vivienne Flood, Mike Fives, Deirdre McCarthy, Richard Waghorn; Bob Semple

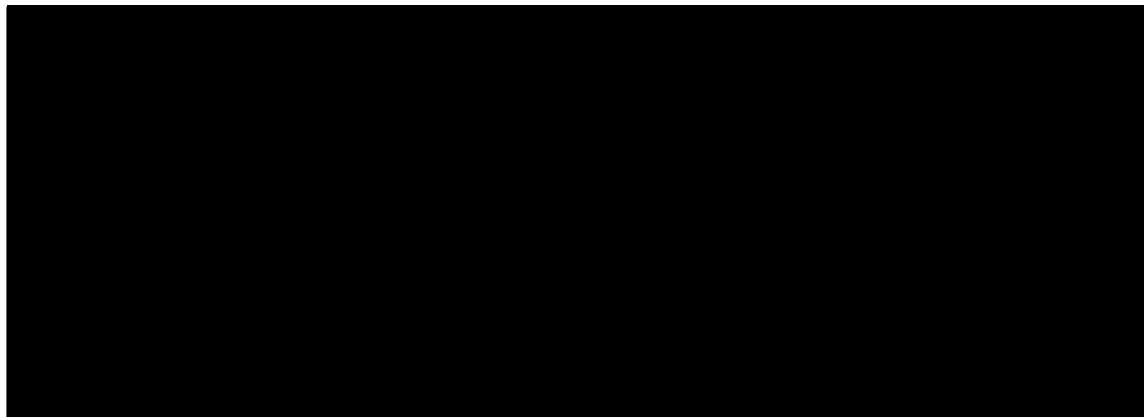
Joe Hoban attended for TV Licence Campaign update.

**Apologies:** Conor Mullen [REDACTED]

**Actions arising from Minutes meeting 29<sup>th</sup> August 2023:**

<b>Management Group:</b> RW reminded all to complete the spreadsheet he shared with the names of potential people. This is to be reviewed at meeting 12 <sup>th</sup> September.	
<b>Minutes of meeting held 29<sup>th</sup> August approved</b>	

**1. Update from meeting with Expert Advisory Committee on Governance and Culture**

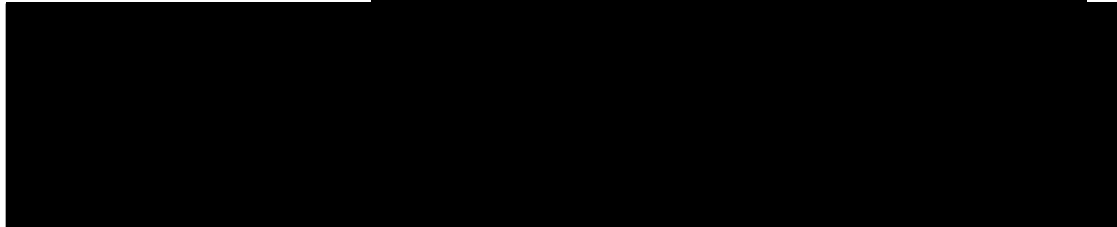


**2. ILM Governance Suggestions – Bob Semple**

There is a large volume of work to cover and new guidelines to be implemented.

Risk should be a permanent item on ITM at weekly meetings.

Undertake combined Assurances: [REDACTED]



Compliance: How we best draw together all aspects of compliance around rules and principles and get people to 'think' is this correct, are we following the principles. Possibly look at Annual Compliance Sign-off for all staff. RW raised some questions around structure. Policy Management: a policy should be at best 2 pages in summary, to ensure everyone gets an overall understanding. Training needs to be pushed, in particular GDPR, [REDACTED]

### **Prioritisation of Risks: All Action**

Each area is to draw up from now (September) to December in their area:

- Risks/uncertainties
- Appropriate Action Plan
- Execution of Plan
- Have I been told everything I need to know.

Bob will follow up with each individual in relation to the above items.

KB mentioned that we need to be also mindful of the current workload on everyone. We are also not to be risk adverse, but we should look at this as a framework to allow us to take risks.

Agreed: Aisling O'Reilly should attend the ILT monthly to update in relation to the Risk Register.

### **Legal Update - PM**

- Data protection – there is still a large volume of work.
- Programming – business as usual

### **Finance - MK**

- Licence fee down €3.3m
- August – slightly down, but Barter cash out will help.
- Costs – deferrals currently being looked at.
- Budget 2024 process is ongoing and first draft due.
- Re-forecasts being run at the end of the month.

### **AOB**

NO'C: [REDACTED] contract.

RW: TG4 launching TG4+1 Friday 8<sup>th</sup> September.

Phishing Email test currently underway, tranches of 400 at each stage. Report rate is good.

Programme Committee meeting Thursday 7<sup>th</sup> September (IPU)

**Minutes**  
**Interim Management Team Meeting**

**Date:** Tuesday 12 September 2023 @ 9am

**Participants:** Kevin Bakhurst (Chair), Richard Waghorn, Eimear Cusack, Mike Fives, Deirdre McCarthy, Adrian Lynch Paula Mullooly, Vivienne Flood, Niamh O'Connor, Bob Semple

**Apologies:** Conor Mullen,

**In attendance:** [REDACTED]

1. **Minutes and Matters arising**

The minutes of previous meeting of 5 September were approved.

[REDACTED] As of today there will be a Recruitment freeze, positions in train as of today to still proceed but no others unless business critical and to be brought before ILT for approval. Preservation of cash paramount. Tough decisions to be made as we cannot sustain what we are doing. An in depth conversation was had with input from ILT members. All options on the table. Further in-depth conversation to be had in coming days on Strategy future plans.

2. **Enterprise Risk Management**

AOR joined the meeting and gave a run through presentation which had been circulated. An agreement is required with regard to next step which will go to the Audit and Risk Committee. An enterprise wide approach to Risk Management will need to be approached and the company will need to be Risk aware and make it centre to culture. This to be embedded in day to day approach. This to be incorporated into the Strategy work and timetable for 3/4 months ahead, this plan to take approx. 2 years to integrate. Refresh the policies, compliance and each person, area to prioritise own risks. Thanks noted to AOR.

**Agreed:**

- AOR to proceed with suggested actions and go to the Audit and Risk Committee with these.
- AOR to attend monthly ILT meetings.
- AOR to feed in and incorporate Risk into the Strategy work.
- Possible Workshop in the future

3. **Bob Semple Paper**

Due to a lengthy conversation on Strategy/Future plans BS's time was short and he gave a very brief update on the items he had submitted for discussion which had been circulated prior to the meeting, with suggestions for ILT members, how to proceed on Governance responsibility in different and also particular reference to Staff survey, vision and findings.

4. **LLS potential Sponsor**

[REDACTED]



**A196 Radio Desks**

5. A196s were approved to go forward to next Stage 2 and out to tender. Back to ILT at next phase.

**\*Amendment to Minutes at meeting of 19.09.23 as follows:**

**A196 Radio Desk:**

Due to the age of current equipment and RTÉ's continuous risk of outage, the procurement of Radio desks was approved. Procurement will be a phased due to financial constraints. This will be phased and RW to come back to ILT with more information and how many to be replaced this year and next year.

6. **Finance:**  
MF had advised August Management Accounts due in next days. Budgetary work ongoing.

7. **CDG & Business case paper for the Data Protection roles**  
Due to the increasing importance, highly complex area and ever increasing high risk - Data Protection will require extra staff Assistant DPO and Legal Intern.  
These roles were approved by ILT due to the critical nature of such.

8. **Legal Update:**  
As per report provided.

9. **AOB:**  
Nothing of note.

10. Meeting ended.

**Next Meeting Tuesday 19 September 2023**



**Minutes  
Interim Leadership Team Meeting**

**Date:** Tuesday 19 September 2023 @ 9am

**Participants:** Kevin Bakhurst (Chair), Richard Waghorn, Eimear Cusack, Deirdre McCarthy, Adrian Lynch Paula Mullooly, Vivienne Flood, Conor Mullen, Bob Semple

**Apologies:** Mike Fives, Niamh O'Connor,

**In attendance: :** 

1. **Minutes and Matters arising**

The minutes of previous meeting of 12 September were approved with the following amendment to be reflected:

**A196 Approval of Radio Desk:**

Due to the age of current equipment and RTÉ's continuous risk of outage, the procurement of Radio desks was approved. Procurement will be phased due to financial constraints. RW to come back to ILT with more information and how many to be replaced this year and next year.

An additional conversation was had regarding approvals of Procurement. PM noted that further to a conversation with the Board Chair consideration is being given to adding an additional approval tier for Board approval – a two stage approval process. This to be discussed and will revert to ILT on this.

KB gave an update on recent meeting with Minister Martin.

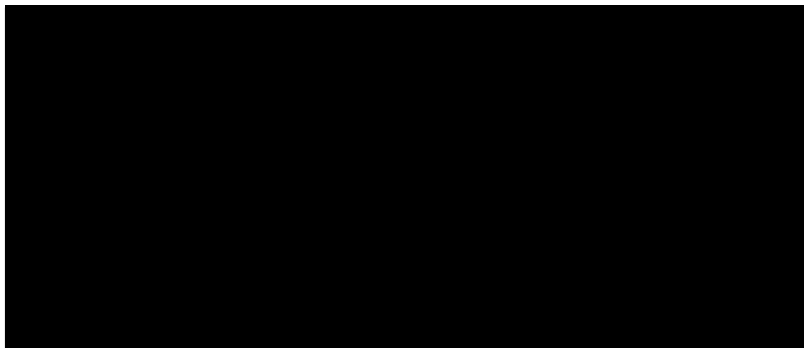
Discussion was had regarding the meaning of the term 'discretionary spend' - everything to be scrutinised and dealt with case by case. Suggestion from RW that divisional Finance Managers could be asked to review forecast expenditure and engage with respective costpool owners to try and identify savings. (To be discussed again when MF returns from leave).

KB noted thank you to Commercial for bringing in PTSB as sponsors for the LLS. Thank you for the hard work put in.

KB noted huge audiences over the weekend for LLS and the Rugby live, Player and social media.

2. **Recruitment**

CNiG, EMcD and NOL joined the meeting to discuss Recruitment. Following recent announcement of a recruitment freeze. Clarity and guidance was required and the following agreed by ILT:



[REDACTED]

**Agreed:**

- There will be criteria for exceptions.
- Note to go from EC on the decisions agreed by ILT and on to Managers. Everything under scrutiny.
- There will be a need for quick sign off – this to be agreed by EC and member of ILT to cover short term decisions.

**Recent roles approved by ILT – with further approval required due to Recruitment freeze.**

- [REDACTED]
  - [REDACTED]
  - [REDACTED]
  - [REDACTED]
  - [REDACTED]
3. [REDACTED]

**Revenue Update:**

CM advised Commercial is doing well. [REDACTED]

- [REDACTED]
4. [REDACTED] AB for November is 22 September.

**Legal Update:**

PM gave a legal update. PAC work ongoing. The Data Protection area has a lot of work going on at present and CS is engaging with the ROPA body of work.

5. [REDACTED]

6. **CDG – Technology role (Data Specialist)**

[REDACTED]

**Action:** RW and [REDACTED] to come to ILT to give a run through on One Media Share – date to be agreed.

7.

**AOB:**

***Technology and Operations:***

RW advised Acceptable use of Technology Policy is being updated  
Looking at Capex Procurement and looking at putting a shape on Capex plan  
RW to come back to the ILT with the Operations schedule for Summer 2024 which will be extremely busy – Olympics etc.

Some of Technology team attended IBC at the weekend – great ideas coming back from this.

Head of ITV Daytime along with Team coming to look at Studio 5.

***Governance:***

BS advised a lot of work going on in the background with regards to second staff survey.  
Meeting with EAC/Professor Niamh Brennan on Wednesday and documentation sought.

Board meeting on Thursday, BS to attend and observe with a view to feedback. Also results of Board Survey. BS to come up with Governance Master Action plan, 11 areas, with owners. Implementation in final quarter.

***HR:***

[REDACTED]  
Placeholder for 16<sup>th</sup> October for WTW workshop with ILT  
[REDACTED]

Meeting ended.

**Next Meeting Tuesday 26 September 2023**

**Minutes  
Interim Leadership Team Meeting**

**Date:** Tuesday 26 September 2023 @ 9am

**Participants:** Kevin Bakhurst (Chair), Richard Waghorn, Eimear Cusack, Deirdre McCarthy, Adrian Lynch Paula Mullooly, Vivienne Flood, Conor Mullen, Mike Fives, Niamh O'Connor, Bob Semple

**In attendance:** : Grace Berkery

**1. Minutes and Matters arising (paper)**

The Minutes of Interim Leadership Team Meeting of 19 September were approved.

KB gave an update on the Board meeting on the Thursday previous 21 September. Feedback was good and DG Report and ILT Meeting Minutes were appreciated with particular note of Finance and Commercial presentations. [REDACTED]

Financial Authority Limits have changed with Board approval now sought for opex spend, and capex projects with opex, with a value over €1m. The Board will be required to approve such cases pre- and post-tender. This will require greater planning to factor in timing of meetings and there will be emergency approvals where necessary. NOC raised complexity of time sensitivities re commissioned programmes, and potentially some in house production. Recommendation to try and assemble a single list of returning programmes i.e. LLS and Fair City.

**HR Update (verbal)**

- 2.** EC gave an update on where we are with the staff survey, currently 900 responses. There will be sessions with Employee Engagement groups. EC, KB, and AL met TUG and EC, KB also meet with MA, both meetings engaged well. Willis Towers Watson to meet with ILT on 16<sup>th</sup> October and will work out a communication plan and engagement with TUG and MA. Meeting with Expert Advisory Committee -Review of Contractor Fees, HR and Other Matters, three modules complete and fourth by Friday. AL advised Town Hall with staff tomorrow. EC to brief [REDACTED] in advance of this.

Discussion followed re CDG process of approval and importance of consistency of application of recruitment freeze announcement across all areas – EC highlighted that many of the approvals granted in past week were for renewals of contracts in existing roles as opposed to new hires, or were function critical, but that the list would be reviewed again ahead of next ILT meeting.

**3. Finance Update**

MF gave an update on Finance view to the end of year. Licence fee down 11% YOY. MF/AL to meet with Department later in the week. [REDACTED]

**4. Revenue reports (x 2 papers)**

[REDACTED]

5. **Legal update (paper)**

PM advised Legal Dept extremely busy at the moment and especially Data Protection side. PM advised Legal gave a talk to News & Current Affairs recently and hope to do this now monthly.

6.

**AOB:**

- [REDACTED]
- MF advised that due to a server having to come down in Finance, [REDACTED] is working on a project on financial allocations and pre 2016 won't be available after this.
- Update on CDG Report – all maternity leaves vacancies to be backfilled. EC to advise TUG. Discussion was had with regard to internal roles where a person gets a new internal job and is required to take up the job, where possible ask to defer and in some cases this may require backfill. KB asked for appointments not made, paused and what we're holding back on. EC to take a look at this. NOC noted that it would be good for Ops and Content to undertake a dual Editorial audit throughout Content. [REDACTED]

7.

**Strategy Roadmap for coming months (verbal discussion)**

GB joined the meeting and gave an update on RTÉ Board feedback which was supportive of the key pillars. [REDACTED]

8.

**Corporate Governance Owners (paper)**

BS updated on second survey and had met with VF on this. There is sensitivity on whether information could identify a person. It was discussed the best thing to do would be to engage an independent person to look over comments and filter themes and agreement made on what will be published. Agreed BS/VF to talk to RDowling regarding FOI.

BS had meet with the Expert Advisory Committee on Corporate Governance and gave feedback from what was a positive meeting. [REDACTED]

[REDACTED]

BS to meet as soon as possible with ILT to discuss and tease out ownership of the various areas and develop the Governance framework.

[REDACTED]

AL noted areas of Risk are most important, so in that respect we need to be as practical as possible. KB agreed we need to look at what is in train and what are the big risks.

Meeting ended.

**Next Meeting Tuesday 3 October 2023**

**Minutes  
Interim Leadership Team Meeting**

**Date:** Tuesday 3 October 2023 @ 9am

**Participants:** Kevin Bakhurst (Chair), Richard Waghorn, Eimear Cusack, Deirdre McCarthy, Adrian Lynch Paula Mullooly, Vivienne Flood, Conor Mullen, Mike Fives, Niamh O'Connor, Bob Semple

**In attendance:** : [REDACTED]

1. **Minutes and Matters arising (paper)**

The Minutes of Interim Leadership Team Meeting of 26 September were approved.

2. **General weekly catch up:**

KB thanked RW and team for work put into the closure of Aertel and getting this over the line. [REDACTED]

Staff Town Hall has been arranged for Wednesday 11<sup>th</sup> October, Studio One. KB asked if the ILT can be available to attend please. Plan to engage with Senior Management Team prior to the Town Hall.

BS advised the second survey is ready to go.

3. **TG4**

4. **Procurement Update**

Michael O'Sullivan was in attendance and had circulated a short document in advance of meeting. This to advise on introduction of new Pre-tender Procurement policy introduced prior to Contract sign off. Approval is now sought from the Board for contacts / projects with a value of €1m over the term prior to tender and post-tender. Documentation to go to ILT before Board meetings. If required extra Board meetings and email approvals will be accommodated. This will mean greater visibility for the Board. Planning is key. MOS asked for the support of the ILT and asked they advise their own Management Teams of this new policy, factoring in preparation and timings. Plan to write to Suppliers to advise of new policy and implications. Governance and policy key. [REDACTED]

**Action:** MOS to work on a document on how to work best practice. Protocol document re financial approvals and expenditure process to created and shared with all staff.

5. **Positions currently paused**

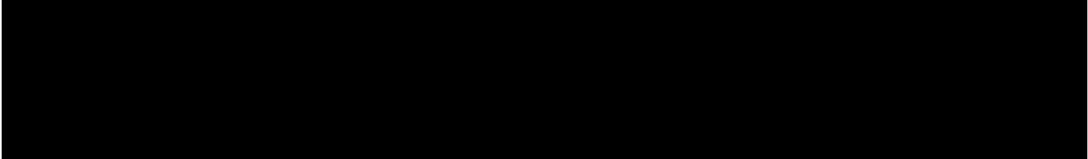
EC had circulated a paper on list of positions currently paused due to Recruitment Freeze. KB asked each ILT member to look at this list to review their own areas, look at the key roles and prioritise 2/3 roles in each area. This is a money driven exercise and unfortunately has to be done.

DMcC had also circulated a paper on the impact on News & CA output and in particular the matter of backfill of maternity backfill.

**Agreed:** Backfill of Maternity backfill agreed. including related roles) agreed as a general principle.

6. **Stakeholder Engagement: Phase 1**

VF circulated a paper on plans for Stakeholder Engagement in the coming months and gave a presentation on this. Moving forward this is a good way to reset RTÉ's relationships, re-emphasise transparency and good governance and build confidence with the Government and Regulator, the public, the sector and consult on Action Plans 2024, Strategy and build public engagements around these. Important to acknowledge staff as stakeholders. VF worked on a Stakeholder Map and spreadsheet to be circulated for ILT members to populate who (Stakeholders) we should be engaging with. Next steps are to plan a pathway, stakeholder engagement policy and appoint a research agency partner. Information to feed into the strategy.



7. **Corporate Governance update:**

**Staff Survey:** BS gave an update on Staff Survey ready to proceed. A discussion was had regarding the free text box and whether this to be included in the Survey. Final decision was required by ILT on whether it was to be included, which would be a rich source of information despite what might be negative feedback.

**Agreed:**

- It was agreed to proceed with the text box. BS to give summarised version of feedback.
- A note from DG/ILT to go out advising staff to expect Staff Survey from BS and then BS to send survey out.

**Master Plan;**

BS has had a number of good meetings with ILT members with regard to the Masterplan. BS outlined key messages arising and alignment with Board. Given time constraints and pressure on ILT members at the moment with various commitments, BS advised being realistic on time constraints and for the moment to commit to the thinking, then follow through. VF suggested engaging with the Management Team on this. VF noted it would be useful to set up a Sharepoint Governance site with various categories within this to upload documentation.

8. **Revenue reports (x 2 papers)**





9. **Legal update (paper):**

PM had circulated paper. Lots of work ongoing DPO in particular with Maazars and getting ROPA up and running. New projects in News & Current Affairs will be extremely busy for next six weeks.

10. **Approvals:**

- CDG had been circulated EC went through the list and due to the urgent nature of the roles most were approved with the exception of a few to be held back.

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11. **AOB:**

- MF gave a short financial update. Tracking well to forecast, will circulate deck to ILT. We need to decide on Budget 24 and final approach, what we can and cannot do.

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Meeting Ended

**Next Meeting Tuesday 10 October 2023**