

Strategy 2012-2017

Welcome back.
A reminder that
later on in this
programme Tony
O'Donoghue will

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Short Version

RTÉ

today, tomorrow, together >

a new RTÉ for the connected age



Introduction from Noel Curran, Director General, RTÉ.

RTÉ aspires to be the best public service media organisation it can be.

Like everyone else in Ireland, we have been through five turbulent years, and now we need to look forward. So we are working hard to reshape RTÉ for the future, making it fit for the times we live in and the diverse audiences we serve.

We have just completed a major review of everything we do, and have drawn up a new Five Year Strategy, which sets out the direction in which we believe RTÉ should go between now and 2017.

We welcome this opportunity to share some of the details of this strategy with you. The future of RTÉ belongs to you.

NOEL CURRAN, Director-General, RTÉ

What is RTÉ?

RTÉ is Ireland's national public service broadcaster. It is a semi-state body. Statutorily, RTÉ must be independent of any vested interest while serving the needs of the whole community.

RTÉ is dual-funded. That is to say, a little over half of RTÉ's annual funding comes via the TV Licence fee. The remaining half of the funds required to run RTÉ and fund its public services are generated by RTÉ through commercial activities like advertising on our TV and radio services and on our online and mobile products.

All of RTÉ's output has a public-service focus, in response to the obligation to serve all ages and audiences. Income from the TV Licence cannot alone support the range of public-service activities, so commercial income is used for this purpose.

RTÉ is a not-for-profit organisation; all of its funding is reinvested in its activities.

RTÉ operates a range of television, radio, online, mobile and digital services. It also operates orchestras and choirs, and looks after the transmission network. RTÉ, in addition, has responsibility for running Saorview.

A Renewed Vision for RTÉ.

VISION

RTÉ's vision is to enrich Irish life; to inform, entertain and challenge; to connect with the lives of all the people.

MISSION

Deliver the most trusted, independent, Irish news service, accurate and impartial, for the connected age

Provide the broadest range of value for money, quality content and services for all ages, interests and communities

Reflect Ireland's cultural and regional diversity and enable access to major events

Support and nurture Irish production and Irish creative talent

VALUES

Understand our audiences and put them at the heart of everything we do

Be creative, innovative and resourceful

Be open, collaborative and flexible

Be responsible, respectful, honest and accountable to one another and to our audiences

RTÉ and You.

RTÉ is changing from a traditional public service broadcaster to a modern public service media organisation, embracing new technologies to make RTÉ's content available anywhere, any time, to as many people as possible.

We developed this new strategy with a keen awareness of the society and economy within which RTÉ sits, and of your changing circumstances. We know that the choices RTÉ makes on your behalf are important.

RTÉ today is a much leaner and more efficient organisation than it was 5 years ago.

- *RTÉ has reduced its 2012 cost-base by over €100m since 2008*
- *By 2013, our cost base will be 30% lower than 5 years ago*
- *We have implemented severe cutbacks across RTÉ, including reductions in pay*
- *We have reduced our staffing levels by 20% since 2008*

We have done this while protecting the quality of the output, and while fully financing the national digital switch-over to Saorview. However, the range of RTÉ's content and schedules has suffered and we have lost audience share. This is not sustainable; RTÉ is dual-funded, and relies on commercial income to support its public service activities. Therefore, smaller audiences mean less income, which in

turn means RTÉ will struggle to support key public-service activities like news and current affairs, radio drama, regional programming, RTÉ lyric fm, children and young people's programming and Ireland's national orchestras and groups - all an important part of Ireland's public and cultural life.

We now need to ensure that RTÉ will continue to be fit for its public purpose as Ireland's public service media organisation. Sustaining and reinvigorating RTÉ really matters. In the midst of increasing globalisation, Ireland needs a media organisation that can guarantee a strong and distinctive Irish voice and perspective on the world. Every country needs a media organisation that addresses, as its priority, the changing face of its society and culture. For smaller countries like Ireland, this is especially important.

Above all, we need a media service that is accountable, not to shareholders, individuals or the government of the day, but to YOU. This is the ultimate promise of RTÉ. RTÉ is not a state broadcaster, it is a public service broadcaster, and we exist only to serve the public. With all that is changing, delivering on this promise is essential to Ireland. It is at the core of our strategic plan.



RTÉ 2013-2017 - Strategy Summary

Over the next five years ...

- Irish audiences will have greater choice of content and media services than ever before
- Competition for audiences and advertising revenue will increase with new players, many of whom have global scale
- The population demographics will look very different from how they do today, with larger categories of older and very young audiences.

As a consumer, you will demand and actively seek quality content. RTÉ requires now the critical investments to ensure we serve our audience's needs as they develop.

1) Funding RTÉ

Background

Putting it simply, RTÉ considered two possible financial options for RTÉ, one in which public funding remains largely the same, the other in which public funding is increased in order to protect public service media in this country. In a direct response to declining revenues, since 2009 RTÉ has radically reduced its cost base through a wide range of cost-reduction initiatives. By the end of 2013, RTÉ aims to have reduced its operating cost base by over €125 million as against 2008.

The Irish TV licence fee of €160 is significantly below the European average. It has not increased since 2008, and so RTÉ's public funding has effectively decreased in recent years and will continue to erode due to inflation.

In addition the Irish advertising market has shrunk by over 35% from 2008 to 2011.

A comparatively low licence fee and a small population create a very high dependency on commercial income, which impedes RTÉ's ability to plan for the evolving needs of its audiences.

Funding Your Services

RTÉ wishes to offer more distinctive, targeted services to connect to the lives of our audiences. In developing this strategy RTÉ has proposed two potential approaches:

Option 1

RTÉ has set out what it expects its income and spending to be for 2013-2017, assuming existing levels of public funding are at least increased for inflation. These include a commitment to deliver small financial surpluses. In this scenario, what RTÉ spends on programme content will be broadly in line with what is spent in 2013.

Option 2

RTÉ has presented a number of proposals to enhance RTÉ services to better serve audience needs. These proposals are based on modest increases in public funding. These capture the full scope of RTÉ's ambition. We clearly indicate our priorities for future investment in indigenous programming, content and in technology. As well as enabling RTÉ to significantly improve its service to audiences, these changes will also have the potential to offer real benefits to the broader creative digital economy in Ireland, for employment and for exports of Irish-made programmes.

2) RTÉ's Services

RTÉ has reviewed its full list of services and channels. The core criteria were:

- a. Quality,
- b. Audience Need
- c. Efficiency

This review work identified some audiences which we are not serving as well as we should be, and some content areas which we are delivering to too narrow an audience segment.

RTÉ has committed to refining and refocusing its core and complementary services. A core service is one that serves a large national audience with general public-service programming and content. A complementary service is one that serves a niche audience with more specialist public-service content, or it might be a service which is smaller in terms of its availability.



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RTÉ Services and Strategic Focus 2013-2017

	Service	Strategic Focus 2013-2017
Core Services	RTÉ One	To serve the wider population with high impact programmes, landmark drama, documentary, factual and entertainment programming, news and current affairs and bring the country together for key national events
	RTÉ Two	With innovation as its hallmark, RTÉ Two will provide distinctive and relevant programming for Irish young people through factual, entertainment, comedy, sports, documentary and acquired drama
	RTÉ Radio 1	To remain the national flagship radio station through a mixed genre speech and music schedule for an adult audience
	RTÉ 2fm	To grow its audience of 20-44 year olds through innovative programming, excellent music scheduling and increased sport and comedy content
	RTÉ.ie	To deliver RTÉ content to both Irish and international audiences through a first-class user experience and multi-platform, multi-device availability
Complementary Services	RTÉ Player	To become the leading Irish on-demand television service, giving audiences choice and control to enjoy RTÉ programmes wherever and whenever they choose
	RTÉ News Now	To be Ireland's leading 24-hour News and Current Affairs channel available on online, on mobile and on television
	RTÉ lyric fm	To provide a unique alternative listening choice for an audience of classical, world music and arts lovers
	RTÉ Raidió na Gaeltachta	To provide a national Irish language service that connects listeners to a personalised, authentic Gaeltacht and Irish language world
	RTÉ Radio Player	To hold its place as Ireland's leading live and on-demand radio service, to provide wider choice, richer function and to become a pivotal element of future hybrid radio for our audiences
	RTÉjr	To offer young children a diverse schedule of original Irish content and acquired programming
	RTÉ Orchestras, Quartet and Choirs	To offer Irish music lovers with the highest quality live music experiences and help new music lovers to find the RTÉ Orchestras and Choirs through great live and quality broadcast music
	RTÉ Digital Radio	To add to the diversity and choice of listening experiences available to Irish audiences and introduce them to the benefits of digital radio and DAB
	RTÉ AERTEL	Develop the audience experience to enhance Ireland's leading information service
RTÉ Archives	To develop and open up RTÉ Archives	



3) Improving What We Do, for You.

We want to improve the quality and range of RTÉ programmes and content over the next five years. In a world of finite resources, and on existing funding, we will aim to do the following over the next five years:

- *Reinvent our approach to **investigative journalism***
- *Grow Ireland's only multimedia news service, **RTÉ News Now***
- *Continue to deliver the **big national events** that bring the country together*
- *Develop **new factual and entertainment television programming** aimed at younger people*

- *Reinvent our approach to **comedy***
- *Grow **science and technology** output across RTÉ services*
- *Continue to deliver the best of **Irish and international sport** to Irish audiences free-to-air*
- *Build a new **arts and culture** hub on RTÉ.ie*
- *Develop new integrated multimedia programming for children and young people across all platforms*

Combined, these new initiatives will enhance RTÉ's programming and content, and so serve our audiences better, and RTÉ will deliver them within existing resources.

4) But we want to do even more ...

At the same time that RTÉ's resources have reduced so severely, your expectations have increased. RTÉ needs to invest in high-quality, distinctive, Irish content and key technology to retain its connection with and fully serve you.

Without action there will be a decline in both RTÉ's relevance and commercial viability, not today or tomorrow, but during the lifetime of this strategy.

Much is at risk beyond RTÉ's own future: employment in a viable independent media production sector, freedom of expression via Irish investigative journalism, important Irish TV drama, national regional coverage, classical music performance, distinctively Irish children and young peoples' programming, significant investment in Irish sport, and Irish-language services. All of these add to Irish life. They are not sustainable on any scale without a strong and viable RTÉ.

With additional resources RTÉ would deliver:

- **MORE DRAMA:** Building on the success of recent Irish television dramas such as Love/Hate and Raw, RTÉ would increase its investment in Irish television drama, with a focus on the export potential of this sector.

- **MORE ANIMATION:** RTÉ would increase its investment in distinctive Irish children's animation, with a drive to build a scalable export industry.
- **MORE EDUCATIONAL:** RTÉ would make more science, history, educational and natural history programmes across RTÉ One and RTÉ Radio 1.
- **INVEST:** in RTÉ Two and RTÉ 2fm to better meet the needs of 15-34 year old audiences.
- **COMEDY:** RTÉ would increase its investment in comedy with new television and radio programming, integrated across RTÉ One, RTÉ Two, RTÉ Radio 1 and RTÉ 2fm.
- **NEWS:** RTÉ would increase the frequency of live bulletins and breaking news on RTÉ News Now.
- **JOURNALISM:** RTÉ would do more investigative journalism, seeking to partner with other media organisations.

5) We want to share ...

RTÉ is committed to ensuring that the independent production sector would benefit from any additional investment in content. In these circumstances over 50% of any additional content investment would be produced fully or in partnership with the independent sector and other third parties, creating jobs as well as exciting opportunities for the growth of the Irish audio-visual sector.

As part of its new Strategy, RTÉ will share unbranded major national events coverage and a range of other material with other media organisations. In this way, RTÉ will share the benefits of a properly funded national public broadcaster with the wider Irish media sector.



RTÉ is committed to ensuring that the independent production sector would benefit from any additional investment in content.

6) We want to offer new services ...

In response to the opportunities offered by increasing national broadband speeds and adoption, and the significant increase in emigration, particularly of younger people, with

additional resources RTÉ would add the following new complementary services to its portfolio over the duration of the strategy:


Proposed New Complementary Services

Service	Proposal
RTÉ Ireland	A new linear television service combining content from RTÉ One and RTÉ Two serving the UK based Irish Diaspora audience on satellite and cable. Globally the channel will be made available online on RTÉ.ie
IPTV Services (Internet TV)	RTÉ plans to launch a number of new low cost IPTV channels, in the areas of: arts and culture, comedy, sport, life and style, young adults, senior school and business. Some of these will be developed with appropriate partners

7) We want to open our doors ...

With additional resources, RTÉ would:

- *Open up its Donnybrook site to independent producers, technology start-ups, academic institutions and others interested in working closely and collaboratively with RTÉ to produce new content and services and develop media education and training services.*
- *Develop an Open Archive service giving public access to RTÉ's Archive from RTÉ.ie and via digital applications.*
- *Capitalise on its investment in SAORVIEW and the potential of IPTV services to create a new hybrid service, SAORVIEW Anywhere, as an extension of the DTT service.*



we look forward to this journey with you; today, tomorrow, together.

The Next Five Years ...

The full strategy is RTÉ's response to the opportunities, challenges and responsibilities as RTÉ sees them today and as we expect them to evolve over the next five years. This is an ambitious strategy— it sets out both what we can do, and what we need to do should more resources become available.

From a firmer financial base, RTÉ would be able to ...

- *develop much richer, more distinctive Irish content for you*
- *share more of that content with other the other media which you use*

- *increase our commitment to the independent sector, a vital part of the economy that you too are part of*
- *make critical investments in technology so that the services you enjoy are state-of-the-art*

At this time, with so much change and uncertainty, Ireland needs strong, independent public service media more than ever. Stabilising RTÉ will contribute in no small way to strengthening and enhancing Irish public life. We believe this Strategic Plan sets out a clear road-map for how the future of RTÉ can be secured; we look forward to this journey with you; today, tomorrow, together.

RTÉ
today, tomorrow, together >

Raidió Teilifís Éireann, Donnybrook, Dublin 4
T: 01 208 3111 F: 01 208 3080
www.rte.ie