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All of us at RTÉ want the organisation 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 the details of this strategy with you - the public, government and legislators, our stakeholders, and all who care about Irish civic society.

This version is a summary of the thinking which informs the strategy, and contains the key points. It sets out our ambition for a stronger, more secure RTÉ, playing its part in the flourishing of Irish public life, helping to shape a new Ireland.

NOEL CURRAN,
Director-General, RTÉ
A New Vision for RTÉ.

Media organisations everywhere are undergoing profound transformation caused by dramatic changes in the global economy, changes in audience behaviour, new technologies and increasingly complex competitive environments.

Within this context any new strategic plan must be guided by a very clear sense of direction and focus. Over the past 18 months RTÉ has set out in a number of key public statements a new vision for RTÉ. In turn this has led to a refreshing of RTÉ’s high level Vision, Mission and Values statement.

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 progressive public service media organisation.

We developed our strategy with a keen awareness of the society and economy within which RTÉ sits, and of the changing circumstances of our audiences. We know that the public space occupied by the media is critical to our sense of ourselves as Irish citizens. Every day, it shapes our understanding of our society and culture. Few organisations in Ireland are as influential, or require greater public trust, than RTÉ.

Much of the public debate that does or does not happen, the voices that are heard or not heard, and the issues and topics that are given public space on our national services, result from choices and decisions made by our editors, programme-makers and journalists.

This is a responsibility of which all of us in RTÉ are acutely aware. We know that the choices RTÉ makes on your behalf are important. We know too that RTÉ can play a unique role in helping our country to re-build its confidence. We recognise that we must strive to be fit-for-purpose as an organisation, to deliver maximum value for money from our content and services, and to direct as much of our financial resources as possible into serving our audiences.

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 almost 30% lower than 5 years ago**
- **We have implemented severe cutbacks across RTÉ, including reductions in staff pay, presenter fees, programme production costs and overhead costs**
- **We have reduced our staffing levels by 20% since 2008**

We have done this while protecting the quality of the output that we provide to our audiences, and while fully financing and successfully delivering the national digital switch-over to Saorview. However the depth and range of RTÉ’s content and schedules has suffered. Audiences in Ireland now have access to well over 500 television channels and RTÉ has lost audience share, primarily to non-Irish niche broadcasters. This is not sustainable. RTÉ is dual-funded, and relies on commercial income to support it 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, specialist music, children’s 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, in the middle of profound technological, societal and economic change, RTÉ can continue to be a public good, accessible to all, trusted, at the centre of Irish life. In the midst of increasing globalisation, RTÉ can offer a strong and distinctive Irish voice and give Ireland’s perspective on the world.

That is why we believe that sustaining and reinvigorating RTÉ really matters, because Ireland needs a voice that is accessible to all across different media and platforms; a voice which tells our stories, shares our experiences and allows for national public debate and conversation. We need a media organisation that addresses, as its priority, the challenges facing this society and this country.

Above all, we need a media service that is accountable, not to shareholders, individuals or the government of the day, but to the public and to you. This is the ultimate promise of RTÉ. We are a public service broadcaster: we exist only to serve the public.
RTÉ and the Media in Ireland.

RTÉ is very conscious of its place within Ireland’s media sector. In September 2012, Director-General Noel Curran outlined the challenges facing us all in a changing media landscape.

There is an opportunity now to create a media that:
• Celebrates the best of us and holds everyone to account
• Promotes a diverse viewpoint and focus
• Ensures room for commercial enterprise whilst retaining an inclusive public space
• Supports and sustains Irish creativity, Irish voices and Irish creative talent
• Promotes high standards and retains the trust of the public.

We are aware of the leadership role which RTÉ must play in the creation and maintenance of this ecosystem. We know that as a public media company we should not crowd out our peers but rather seek to stimulate innovation and creativity, set standards, complement, and, where possible, support other national and local players, both public service and commercial.

The detail of the strategic plan, as set out in this document, will ensure that RTÉ operates within well-defined parameters so that others in the market may have greater certainty about the future direction and scope of RTÉ’s services in the near to medium term. The development of a new public value framework and a new funding allocation system are both very significant changes. They will transform the way RTÉ plans, manages and reports on its business.

RTÉ and our Society and Culture.

While times are still uncertain, we are all collectively beginning the process of re-imagining the future of our economy and society.

RTÉ will participate in that process by questioning, exploring and inspiring the public, while challenging us all to become the nation we know we can be.

RTÉ has a deep and intimate relationship with the Irish public. Like any relationship, it gets tested, and we are determined that those tests will serve to strengthen us.

We will do this by continuing to listen to our audiences and improving every aspect of our services and content to reflect, celebrate and serve them to the best of our ability.

This strategy is a clear roadmap for that effort - its implementation is now our focus.
• RTÉ purchased over €31m of work from indigenous broadcasting support service companies in 2011

  PWC Economic Impact Analysis 2011

• RTÉ invests heavily in the production and commissioning of indigenous content, with 88% of RTÉ’s television content spend dedicated to indigenous content in 2011

• 75% of the Irish Adult population are proud of RTÉ as an Irish brand

• 65% of Irish adult population regard RTÉ as the most-trusted source of national news

*PWC Economic Analysis 2011
RTÉ 2013-2017 - Strategy Summary


In preparing our strategy RTÉ has carefully examined the trends in the media sector and developments in the economy to arrive at a set of working assumptions about what this environment might look like over the next 5 years.

In summary, these insights are as follows:

- Irish audiences will have greater choice of content and media services than ever before
- Competition for audiences and advertising revenue is much increased with very significant new players, many of whom have global scale
- In the near future, the population demographics are likely to look very different from how they do today, with larger categories of older and very young audiences. Public broadcasters must find a way to reach and connect with all people.

Quality content lies at the heart of the media value chain, yet it is high cost and with a limited number of players in Ireland producing indigenous content.

The competition and regulatory frameworks are adapting at a slower pace than technology with the potential risks of crowding out of smaller local players and greater concentration of market power with fewer, bigger multi-national media organisations.

RTÉ believes that there is now a compelling case to provide the public broadcaster with greater public funding support, giving it the resources to develop richer, more distinctive content, to share more of that content with other media, to increase its commitment to the independent sector and to make critical investments in technology – all of which would not only help secure RTÉ’s future but greatly support Ireland’s creative digital economy.

The outlook for the Irish media market in the short term is uncertain, influenced by a weak Irish economy within a European market which itself is under pressure. Economic indicators suggest that by the end of 2013 some growth should emerge. Department of Finance estimates for GDP are 2.5% for 2014 and 2.9% for 2015, downgraded from previous forecasts, with a predicted modest reduction in unemployment commencing second half 2013. Consumer spending estimates remain soft for 2013, with modest projected growth for 2014 onwards.

Audience expectations are changing from passive receiving to more active content discovery, and content service providers must adapt to this new dynamic.

A wealth of new devices suggests content will be available anytime, anywhere yet research indicates audiences consume different types of content on certain devices and this varies with age cohort and with broadband availability.
• RTÉ contributed €384m to the Irish economy in 2011
• 3550 full-time equivalent jobs supported by RTÉ in the Irish economy in 2011
• Provided employment to over 400 actors

PWC Economic Analysis 2011
2) Funding RTÉ

In the strategy RTÉ sets out a range of possible financial scenarios, looking at outcomes if public funding remains largely the same, and at what might be achieved if funding is increased.

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 Broadcasting Union 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.

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.
RTÉ Base Case Financial Projections
2013-2017

i. RTÉ has set out clear indicative financial projections of income and expenditure for 2013-2017 in its detailed strategy document.

ii. RTÉ cost-reductions achieved 2008-2013

In a direct response to declining revenues, since 2008 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, which includes the well-publicised restructuring programme undertaken in 2012, targeted to deliver annual ongoing cost reductions. This wide-ranging restructuring plan implemented in 2012 will see RTÉ staffing levels reduce by 20% compared to 2008 levels through Early Retirement and Voluntary Redundancy Programmes. Maintaining these cost reductions resulting from a reorganised and reengineered RTÉ following restructuring, is a key component of RTÉ’s reduced operating cost base for the next five years.

iii. The Television Licence Fee

The Irish TV licence fee of €160 is significantly below the EBU average. It has not increased since 2007, and the overall licence fee income granted to RTÉ has reduced in real terms by €21m between 2008 and 2012 due to the redistribution of the licence fee i.e. top slicing and increased evasion. Evasion levels in Ireland compare unfavourably to other markets.

With no change to the licence fee amount, increased evasion and top slicing, RTÉ’s public funding has effectively decreased in recent years and will continue to erode due to inflation.

iv. Commercial Revenue

The Irish advertising market has shrunk by over 35% from 2008 to 2011, with RTÉ experiencing a similar impact to its level of commercial income derived from advertising.

v. The argument for increased Public Funding

A comparatively low licence fee and a small population create a very high dependency on commercial income. As recent years have shown, such a dependency is not at all secure, and there has been a decline in commercial income of over a third since 2008. The impact which this has had on RTÉ’s activities illustrates how over-reliance on commercial income leads to instability in funding, a lack of continuity in the delivery of content, and an inability to make medium and longer term strategic plans. Increased public funding would enable further investment in Indigenous Irish programming content.
3) RTÉ’s Services

What can RTÉ commit to deliver based on existing funding levels, and what might it do if more funding is secured?

RTÉ wishes to offer more distinctive, targeted services to connect to the lives of our audiences. At its heart, RTÉ is a creative organisation – making and commissioning high-quality programming and content and delivering it to multiple audiences is RTÉ’s primary public purpose and focus.

In developing this strategy RTÉ has proposed two possible options:

• the first sets out the improvements and changes which RTÉ will deliver, working on the basis that available funding is as set out above in the Base Case, namely the Licence Fee, protected from inflation, along with marginal growth in commercial income, and further efficiencies in RTÉ’s operations;

• the second captures investments necessary to remain relevant in the digital era beyond the resources which would be available in the Base Case. We clearly indicate our priorities for future investment in programming, content and in key step-changes in technology in circumstances where public funding increases. As well as enabling RTÉ to significantly improve its service to audiences, such changes also have the potential to offer real benefits to the broader creative digital economy in Ireland.

i) RTÉ’s Portfolio of Services

RTÉ wants to deliver content which appeals to the whole of Irish society. This is our obligation and vision. However RTÉ cannot deliver such a mix of programming and content to everyone at the same time on one service. Therefore, we have developed an integrated portfolio of services and channels to meet the multiple needs and expectations of multiple audiences.

RTÉ’s portfolio is founded on core and complementary services, which together can reach across the spectrum of audience age groups and serve multiple needs. 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. This is common practice in other public service media organisations in Europe, where mixed-genre, broad-appeal channels provide a blend capable of attracting a wide audience, and thematic or niche services fill any genre or audience gaps.

RTÉ’s linear core services are anchored around pairs of channels:

for Television, RTÉ One and RTÉ Two
for Radio, RTÉ Radio 1 and RTÉ 2fm

This pairing allows complementary scheduling by providing an alternative to different audiences in terms of age, tone or interest.

Complimentary services include two very different, but important types of services:

(1) New and emerging digital services that bring core RTÉ content to our audience in new ways, e.g. RTÉ Player and RTÉ News Now

(2) Complimentary services that typically have a narrower reach and are usually focused on a particular genre, audience, content type or are required to best fulfil particular public service objects, for example RTÉ lyric fm, Raidió na Gaeltachta or RTÉjr Television. Both types are crucial to the overall portfolio.

As part of this five year strategy RTÉ conducted a rigorous review of its full portfolio of services and channels. In reviewing its portfolio, we considered three performance indicators for each service:

a. Quality,
b. Audience Need
c. Efficiency
The value of RTÉ’s spend in the Irish economy in 2011 equated to the full value of the RTÉ licence fee (€184m) plus close to 70% of all commercial incomes (€167m).

PWC Economic Impact Analysis 2011
3) RTÉ’s Services - continued

In addition, each service’s audience was assessed in volume terms and in comparison with the profile of the Irish population. This review work highlighted some key portfolio gaps in audience terms. In other words, it 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. We have identified areas where we could do better, where we could better match the changing needs and expectations of our audiences. So RTÉ has committed to refining and refocusing its portfolio of core and complementary services over the next five years. In summary, the key focus—what we really want to do, as well as possible—across RTÉ is as follows:

**RTÉ Services and Strategic Focus 2013-2017**

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<thead>
<tr>
<th>Service</th>
<th>Strategic Focus 2013-2017</th>
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<tr>
<td><strong>Core Services</strong></td>
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<tr>
<td>RTÉ One</td>
<td>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</td>
</tr>
<tr>
<td>RTÉ Two</td>
<td>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</td>
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<tr>
<td>RTÉ Radio 1</td>
<td>To remain the national flagship radio station through a mixed genre speech and music schedule for an adult audience</td>
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<tr>
<td>RTÉ 2fm</td>
<td>To grow its audience of 20-44 year olds through innovative programming, excellent music scheduling and increased sport and comedy content</td>
</tr>
<tr>
<td>RTÉ.ie</td>
<td>To deliver RTÉ content to both Irish and international audiences through a first-class user experience and multi-platform, multi-device availability</td>
</tr>
<tr>
<td><strong>Complementary Services</strong></td>
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</tr>
<tr>
<td>RTÉ Player</td>
<td>To become the leading Irish on-demand television service, giving audiences choice and control to enjoy RTÉ programmes wherever and whenever they choose</td>
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<tr>
<td>RTÉ News Now</td>
<td>To be Ireland’s leading 24-hour News and Current Affairs channel available on online, on mobile and on television</td>
</tr>
<tr>
<td>RTÉ lyric FM</td>
<td>To provide a unique alternative listening choice for an audience of classical, world music and arts lovers</td>
</tr>
<tr>
<td>RTÉ Raidió na Gaeltachta</td>
<td>To provide a national Irish language service that connects listeners to a personalised, authentic Gaeltacht and Irish language world</td>
</tr>
<tr>
<td>RTÉ Radio Player</td>
<td>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</td>
</tr>
<tr>
<td>RTÉ Junior</td>
<td>To offer young children a diverse schedule of original Irish content and acquired programming</td>
</tr>
<tr>
<td>RTÉ Orchestras and Choirs</td>
<td>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</td>
</tr>
<tr>
<td>RTÉ Digital Radio</td>
<td>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</td>
</tr>
<tr>
<td>RTÉ AERTÉL</td>
<td>Develop the audience experience to enhance Ireland’s leading information service</td>
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<tr>
<td>RTÉ Archives</td>
<td>To develop and open up RTÉ Archives</td>
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</table>
ii) Improving what we do on existing resources ...

In re-focusing our services, we want to improve the quality, range and depth of RTÉ programmes and content over the next five years. We have reviewed our public service obligations, looked closely at how we are currently serving audiences, and considered our obligations as a public service multi-media organisation. In a world of finite resources, we believe that we should do the following over the next five years:

• Grow science and technology output across RTÉ services through the development of innovative partnerships with the scientific institutions and organisations and the appointment of a new Science and Technology Correspondent within RTÉ News and Current Affairs
• Reinvent our approach to investigative journalism through the establishment of a new RTÉ Investigations Unit – delivering long and short form investigative programmes and reporting across television, radio and online
• Evolve Ireland’s only multimedia news service, RTÉ News Now, with significantly increased proportion of live content
• Continue to deliver the big national events that bring the country together - whether they be the big entertainment events, news and political events or the big sporting occasions – RTÉ will deliver integrated coverage across its television, radio and online services
• Develop new factual and entertainment television programming aimed at younger people, creating a space where their lives can be reflected and their stories told - from their perspective.
• Reinvent our approach to comedy by supporting and developing new talent, new writing and increasing the volume and quality of comedy programming across RTÉ’s services
• Continue to deliver the best of Irish and international sport to Irish audiences free-to-air while reducing overall expenditure on sports rights by 25%
• Drive higher quality in all our output – by better monitoring the range and diversity of programme contributors, by strengthening editorial processes to support challenging programming and reduce risk, by using a new public value framework to evaluate all our output and services in terms of quality, audience impact and value for money.
• Build a new arts and culture hub on RTÉ.ie which will aggregate the very best arts and culture content from across RTÉ for Irish and international audiences
• Develop new integrated multimedia programming and content for children and young people across all platforms

iii) What we could do, with additional resources ...

RTÉ, like all organisations, must constantly look to the future. As with many traditional media organisations in Ireland and elsewhere, RTÉ is reinventing itself to meet the changing needs and expectations of its audience in the digital age. We are addressing fundamental and structural changes in media amid the deepest recession this country has faced in a generation. Ireland’s dual funding public service broadcasting model means that RTÉ’s public service objectives are underpinned by its capacity to generate commercial income to much greater extent than other European Public Service Media organisations. Due to the economic crisis RTÉ’s commercial income has fallen by 35% since 2008. Licence Fee income has been reduced by 11%. While over the same period that cost of RTÉ’s public service responsibilities was significantly increased to include the delivery of national digital switchover.

The stark reality is that at precisely the same time that RTÉ’s resources have contracted so severely and obligations increased, the fragmenting nature of media consumption is demanding that we increase investment in high quality, distinctive, Irish content and key technology to retain its connection with and fully serve its audiences.

Without action these twin pressures can only lead to a decline in both RTÉ’s relevance and commercial viability, not today or tomorrow but during the lifetime of this strategy.

Those who gain from this decline are not other Irish owned media organisations but, in the main, large international media providers who invest little or nothing in Irish focused content. Much is at risk beyond RTÉ’s own future; a viable independent production sector, Irish investigative journalism, significant Irish TV drama, national regional coverage, classical music performance and new works, 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 services or activities sustainable on any scale without a strong and viable RTÉ.

A diminished RTÉ does not serve any public interest or Irish commercial interest.

The decline of RTÉ is not inevitable. With a change of approach both in how RTÉ operates, which is underway and within RTÉ’s control, and an increase in the level of public funding it receives, a different and exciting future is possible.

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.
The 2012 Programme for Government sets out clearly the intention of the Government in relation to the public funding of broadcasting and the proposed changes to the TV Licence system. It states:

We will examine the role, and collection of, the TV licence fee in light of existing and projected convergence of broadcasting technologies, transform the TV licence into a household-based Public Broadcasting Charge applied to all households and applicable businesses, regardless of the device they use to access content and review new ways of TV licence collection, including the possibility of paying in instalments through another utility bill (electricity or telecom), collection by local authorities, Revenue or new contract with An Post. We will review the funding of public and independent broadcasters to ensure a healthy broadcasting environment in Ireland.

RTÉ very much welcomes that the Government is planning to examine and reform the system to take account of changing technology and more efficient collection and payment methods. RTÉ is acutely aware of the pressures on both the exchequer and households at present, but there are a number of possible options which might be considered in the context of the Programme for Government to help ensure a healthy and viable broadcasting environment in Ireland.

RTÉ believes there is now a unique opportunity available to regulators, legislators, government and broadcasters to re-shape the Irish media landscape in the public interest. This requires an RTÉ with the resources to develop much richer, more distinctive content, to share more of that content with other media, to increase its commitment to the independent sector and to make critical investments in technology – all of which would not only help secure RTÉ’s future but greatly support Ireland’s creative digital economy.
"RTÉ believes there is now a unique opportunity available to regulators, legislators, government and broadcasters to re-shape the Irish media landscape in the public interest."
4) Doing More...

RTÉ has set out its full ambition over-and-above the resources which would be available in the base case.

We clearly indicate our priorities for future investment in programming, content and in key step-changes in technology. As well as enabling RTÉ to significantly improve our service to audiences, these changes also have the potential to offer real benefits to the broader creative digital economy in Ireland.

Such changes do require substantially increased public funding. In this context, with increased public funding to better deliver on its public service responsibilities, RTÉ is very much open to discussing the scope of its commercial activities to help sustain a healthy and diverse media sector in Ireland.

In a scenario of increased public funding, RTÉ could deliver and achieve real, exciting change that is very much future-focused. These changes are described in brief below

• RTÉ believes that with significant new investment both in specific new dramas and in the creative sector that supports the delivery of high-quality drama, Ireland can become an important centre of excellence for English language television drama on the international stage. Building on the experience and success of RTÉ’s recent landmark Irish television dramas, such as the series’ Love/Hate and Raw, RTÉ would increase its investment in landmark Irish television drama, with a focus on the export potential of this sector.

• RTÉ would increase its investment in distinctive Irish children’s animation, as with drama, with a drive to build a scalable export industry.

• RTÉ would add additional ambitious specialist factual programming to underpin its coverage of science, history, education and natural history across RTÉ One and RTÉ Radio 1. Additional investment would allow RTÉ to compliment programming with digitally-supported tools and resources, dedicated science and history ‘hubs’ and educational packs. A key thematic focus of this investment over the period would be to enhance the breadth and impact of RTÉ’s planned coverage of the Decade of Centenaries.

• As RTÉ’s second core television and radio channels both RTÉ Two and RTÉ 2fm need increased targeted investment to better meet the needs of younger audiences. The increased investment would be in the following genres: comedy, documentary, education and young people’s factual on RTÉ Two and targeted music and popular culture documentaries, comedy, a new teen Liveline programme, live music and increased presence at festivals and events on RTÉ 2fm.

• In addition, 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. This programming would be supported by cross-platform talent development, comedy writing initiatives and enhanced digital content.

• On RTÉ News Now, RTÉ would increase the frequency of live bulletins and breaking news, develop richer more diverse feature and current affairs content and further develop its online and mobile applications. With these investments RTÉ believes the service could add real value to the RTÉ News and Current Affairs output across RTÉ’s other channels and a provide a unique and dedicated focus on the issues and challenges facing this country.

• With additional resources, RTÉ would increase the level of its investigative journalism and develop much richer online resources that increase transparency but also allow much more interactivity with the public. In addition RTÉ would develop much closer connections with third level institutions to increase interest and help build skills in investigative journalism. Where possible, to increase the impact of investigations, RTÉ would also seek to partner with other media organisations.
Sharing increased funding with the independent production sector

RTÉ is committed to ensuring that the independent production sector would benefit from any additional investment in content enabled by increased public funding.

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. In this context RTÉ would agree to an appropriate increase to its statutory minimum spend on independent commissions, currently at circa €40million per annum, to provide greater certainty to the sector.

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

<table>
<thead>
<tr>
<th>Service</th>
<th>Proposal</th>
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<tbody>
<tr>
<td>RTÉ Ireland</td>
<td>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</td>
</tr>
<tr>
<td>IPTV Services</td>
<td>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</td>
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RTÉ is well on the way to playing its role in the process of re-shaping the Irish media landscape – by becoming more creative, more efficient, and more open and by investing in key technology.
5) Other Strategic Initiatives for RTÉ

i) An Open RTÉ

RTÉ sits at the heart of Irish life and at the centre of an increasingly interdependent Irish media sector. How RTÉ reacts to its audience, operates commercially, works with others, reports and accounts for itself and how it chooses to share its content and resources, can affect the Irish media sector as a whole. RTÉ is acutely aware of the responsibility that comes with public funding.

It is a priority for RTÉ to become a more open organisation over the next five years. To this end RTÉ will:

- Draw from best practice across Europe, embedding a new Public Value Framework as a key management tool for driving quality, measuring impact and clearly capturing the value of its content and services so that these can be clearly communicated to others.
- Increase its financial transparency by introducing a new funding attribution model that shows prospectively how public funding will be utilised.
- Share more of its content by providing free unbranded clean feeds of key events, press conferences, etc., to other Irish media providers. Such content sharing arrangements will be aimed at supporting the broader Irish media sector, particularly the web services of Irish newspapers and other commercial competitors.
- Increase the range and depth of its partnerships with different sectors including; content producers, cultural bodies, academic institutions, broadcasters, technology companies, government agencies, business, civil society organisations, sporting bodies and others.
- Embed new systems and procedures for addressing complaints and criticism regarding RTÉ programming and content.

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.

ii) New technology to enhance content and reach out to new audiences

Changes in digital technology over the past decade have transformed the ways in which RTÉ makes its services accessible to the public. Building on these changes over the next five years RTÉ will:

- Deliver RTÉ One as a high definition (HD) television service alongside RTÉ Two HD and provide more HD content on the RTÉ Player.
- Continue to develop and enhance its on demand services, RTÉ Player and RTÉ Radio Player, for mobile, desktop, including the development of premium subscription and transactional on demand services aimed initially at international audiences.
- Continue to invest in and develop SAORVIEW so that it keeps pace with other broadcast platforms ensuring that everyone in Ireland has access to high quality free-to-air Irish broadcast television channels and services.
- Develop strategic and commercial partnerships with broadcast platforms to deliver all RTÉ channels and on demand services to all Irish households.
- Distribute more RTÉ content internationally through new digital distributors such as HULU, Netflix and others.
- Continue to invest in access services to ensure that RTÉ maintains its commitment to providing comprehensive services for the hard of hearing, those who are partially sighted and the blind.

With additional resources RTÉ would:

- Create a full Digital Library for all RTÉ’s content and archives. Moving to a full digital workflow will enable RTÉ to greatly simplify production processes and reduce costs by allowing content to be more easily and securely stored, catalogued, searched and re-used.
- Build on its investment in the RTÉ Player and the Digital Library to develop an Open Archive service giving public access to RTÉ’s Archive from RTÉ.ie and via digital applications. This initiative would also create new and exciting opportunities for partnerships with other creative and cultural organisations.
- 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 – allowing for the development of new low cost IPTV channels and on demand catch up services all accessed through an easy to use intuitive interface.
“RTÉ sits at the heart of Irish life and at the centre of an increasingly interdependent Irish media sector.”
5) Other Strategic Initiatives for RTÉ - continued

iii) A fit for purpose organisation

Over the past 4 years RTÉ has delivered extensive change and continues to manage business projects that generate significant benefits and improvements. This includes a significantly reduced cost base, down by almost 30% between 2013 and 2017, improved digital services and increased capability to address market challenges and opportunities. However in light of the economic challenges facing the organisation and in response to increasingly dynamic audience demands, RTÉ must further evolve to become an even leaner, fit for purpose organisation, best described as transforming from a public service broadcaster to a public service media (PSM) organisation for the digital age. To deliver this strategy RTÉ will need to fundamentally change how it works, how it is structured, how it develops its staff and invests in key technologies. To this end RTÉ will:

• **Make critical investments in technology and facilities that support the delivery of enhanced digital services and work practice reform, and strengthen collaboration**

• **Make key changes to organisational structure that support the creation and delivery of high quality multimedia content and services**

• **Increase the allocation of resources to training and development:**
  o Invest in editorial, producer and journalistic training with a focus on creating new third level partnerships
  o Create an RTÉ Academy to support a learning organisation that continually strives to improve and enhance output quality, collaboration, professionalism and creativity
  o Invest in new on line training and development systems necessary to support the transformation towards becoming a leading public service media organisation

• **Increase its use of wireless technology, cloud based services and greater deployment of mobile and tablet devices to support flexible working and cost effective mobile journalism and reporting**
“To deliver this strategy RTÉ will need to fundamentally change how it works, how it is structured, how it develops its staff and invests in key technologies.”
6) The Next Five Years...

The 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. It covers every aspect of what we do – our audiences, our content and services, our organisation and infrastructure and our funding model. It is a five year plan because it will take time and significant investment to implement many of the changes and improvements we are making. The details of the specific initiatives and commitments that underpin our strategy are what the strategy is all about.

This strategy mirrors the ambition that the country has to show if we are to emerge from our current economic circumstances. It sets out both what we can do, and what we need to do should more resources become available.

We need to

• Enhance our programming, content and services to better match the needs and expectations of our audiences.

• Become a truly multimedia organisation that embraces new technologies to provide new and better services and reach out to new audiences.

• Develop into a much more open organisation that shares its resources and content, works with a broad range of partners, and is more transparent about its public value and utilisation of public funding.

• Invest in our staff and technology to develop a highly creative, professional, multi-skilled, workforce with the right tools to face any challenge in the future.

• Make investments and commitments that broaden and deepen RTÉ’s support for Ireland’s creative and digital economies.

We have set out as a financial Base Case what RTÉ can do if public funding is protected from inflationary pressure and its collection becomes more efficient and effective over the next five years.

We are clear however that, given the scale and scope of the readjustments RTÉ has already made since 2008, and the continued uncertainty around commercial revenue, the level of public funding within this base case is not sufficient given the investments RTÉ needs to make in programming and content, services and new technology.

From a firmer financial base, RTÉ would be able to

• develop much richer, more distinctive content

• share more of that content with other media

• increase our commitment to the independent sector and make critical investments in technology.

At this time, with so much change and uncertainty, Ireland needs strong, independent public service media more than ever. There is a compelling need for a fractured society to come together and for citizens to work together to rebuild civic society. A strong, public-facing RTÉ can play a leading role in this.

In the middle of profound technological, societal and economic change, we believe it is crucially important that RTÉ continues to be a public good, accessible to all, trusted, at the centre of Irish life and relevant to the everyday lives of Irish people.

Securing the future of RTÉ will contribute in no small way to securing the future of Irish public life. We believe this Strategic Plan sets out a clear road-map for how the future of RTÉ can be secured.
“Securing the future of RTÉ will contribute in no small way to securing the future of Irish public life.”
we look forward to this journey with you; today, tomorrow, together.