



Corporate Responsibility 2008

Audiences / Staff / Business interactions /
Government and Regulators / Environment





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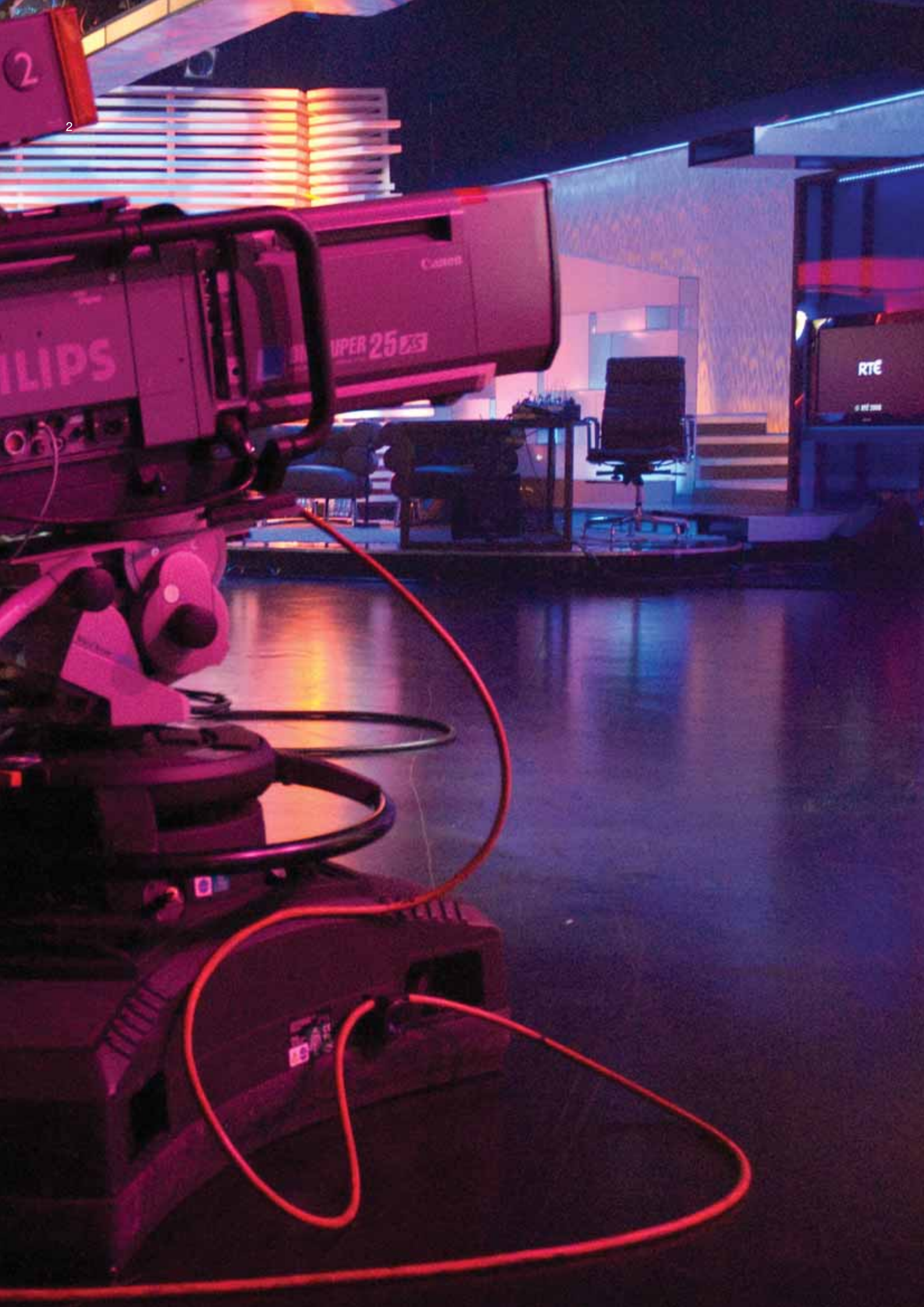
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RTÉ has engaged in socially responsible activities for many years but this is only the third year that RTÉ has produced a *Corporate Responsibility Report*.

For RTÉ, it can at times be difficult to determine what Corporate Responsibility (CR) is and what is fulfilling our statutory obligations as a Public Service Broadcaster (PSB). There are many definitions of CR but RTÉ clearly articulated its approach in our first report in 2006:

RTÉ's approach ... is based on the moral case that, as Ireland's primary Public Service Broadcaster, we have a responsibility to do the right thing for Irish society

As such therefore, what is recorded in this report is how RTÉ goes beyond the 'day job' as a PSB, to voluntarily go the extra mile in dealings with our audiences, staff, business partners, the Government and in relation to the environment.

Of the different reports RTÉ produces each year to record and describe what we have achieved the CR report perhaps best describes the character of RTÉ as an organisation – what it stands for, what values are important to it and how the Organisation perceives itself as part of the community. Values, if they are to mean anything real and tangible, must be more than something that are detailed in brochures or on posters; they must be lived and given life by people. This report provides an insight into a variety of different initiatives carried out in the last year, each

devised, planned and implemented by RTÉ staff who believe that RTÉ has a responsibility beyond its core functions.

Whether it is in utilising new technologies to better understand and meet the needs of the audiences, developing a cross-media project to address a critical national health issue, planning a new crèche for the children of RTÉ staff or devising ways in which RTÉ can become more energy efficient – the past year has featured a range of projects that reflect the Organisation's stated aspirations for CR.

RTÉ's CR programme is now well established and this year for the first time we are reporting on goals we set for ourselves a year ago. The Organisation is making good progress as can be seen from the summary that follows.

Progress on Objectives set in Corporate Responsibility Report 2007

Audiences

Objective	Progress
Bring the RTÉ Guide brand to new audiences on the web, with an extensive , service-driven rteguide.ie website and through multimedia projects.	rteguide.ie went live in July 2007. It has grown from 100,000 hits in the first month to 517,000 in June 2008. Multimedia activities included the <i>Dark Knight</i> project with a videoed film review on rteguide.ie, supported by RTÉ's You Tube site http://uk.youtube.com/user/rte and mobile phone content issued to subscribers.
A pilot of aggregated Irish language material on the RTÉ website will be launched Q4 2007.	RTÉ.ie/nuacht is the only website with daily news headlines "as Gaelige". Using the resources of RTÉ Nuacht, RTÉ.ie publishes the text and on-demand video of <i>Cinnlínte Nuachta</i> and on-demand video <i>Nuacht</i> daily and <i>Pobal</i> on a weekly basis. RTÉ.ie/nuacht also features classic <i>Nuacht Faisnéiseáin</i> (documentaries) and provides links to RTÉ.ie/live where <i>Nuacht</i> and <i>Cinnlínte Nuachta</i> can be viewed live around the world.
Continue with RTÉ's sponsorship of the <i>BT Young Scientist and Technology Exhibition</i> and explore opportunities to sponsor one other event which would also help us reach younger audiences by Q4 2007.	RTÉ sponsored the <i>Behaviour and Social Sciences</i> category at the <i>BT Young Scientist and Technology Exhibition 2008</i> . See page 12 of <i>Corporate Responsibility Report 2008</i> (CR 2008) for further information.
RTÉ Education enabled the distribution of RTÉ Radio 1 Mooney contributor, Éanna Ní Lamhna's book <i>Wild Dublin</i> to all primary and post primary schools in the greater Dublin region in Q2 2008.	RTÉ Education enabled the distribution of RTÉ Radio 1 Mooney contributor, Éanna Ní Lamhna's book <i>Wild Dublin</i> to all primary and post primary schools in the greater Dublin region in Q2 2008.
Establish an Audience Reaction Panel for RTÉ in Q3 2007 which will provide a direct channel of communication from a representative sample of the Irish audience so that RTÉ can further connect with its viewers, listeners, news consumers and internet users.	RTÉ <i>Audience Opinion</i> went live in Q4 2007. See page 8 of CR 2008.
Commencing in Q3 2007, RTÉ Access Services will deliver a programme of presentation skills for those qualified in ISL (Irish Sign Language) interpretation to signers and deaf associations.	Two RTÉ personnel were trained in preparation for the provision of television presentation skills to ISL interpreters. RTÉ is awaiting the selection of candidates by the Irish Deaf Society.

Staff

Objective	Progress
Policies on Stress, Alcohol and Substance Abuse to be published by Q4 2007.	RTÉ published the <i>Drugs and Alcohol Policy</i> on it's intranet in Q3 2007. RTÉ published its policy on <i>Prevention and Management of Workplace Stress</i> in Q2 2008. See page 18 of CR 2008 for more information.
Presentations set in the context of RTÉ's Policy on <i>Bullying and Harassment</i> to be rolled out to all RTÉ staff by end of 2007.	<i>Dignity and Respect in the Workplace</i> presentations took place in 2007/2008. See page 18 of CR 2008.
A follow-up staff survey in Q4 2007 which will be measured against the 2005 results.	RTÉ <i>Staff Opinion Survey</i> was conducted in Q4 2007. See page 18 of CR 2008.
A review, reinvigoration and implementation of the Partnership process in RTÉ by end 2007.	This is behind schedule; the review was completed and recommendations are being implemented. See page 18 of CR 2008.

Our Suppliers

Objective	Progress
Set up a preferred supplier register on Marconi, RTÉ's intranet site, by Q1 2008.	<p>The project has been delayed due to the volume of suppliers that required cataloguing. It is expected the directory will be operative by Q4 2008.</p> <p>There are currently 63 category groups and over 4,000 contracted, preferred and other suppliers registered on the current supplier system – Agresso.</p>
RTÉNL will introduce new efficient technologies for AM radio broadcasting that substantially reduce power consumption and simultaneously increase service diversity by Q1 2008.	A new transmitter was commissioned into service in early 2008 for the RTÉ Radio 1 LW 252 AM service. The new transmitter is delivering a 25% reduction in power consumption and can work in either Analogue or Digital Radio Mondiale (DRM) mode.

Government and Regulators

Objective	Progress
Prepare the second iteration of the <i>Strategic Corporate Plan 2007-2011</i> and a summary for general distribution by Q3 2007.	The Plan was submitted to the Department of Communications, Energy and Natural Resources (DCENR) in Q2 2007. A summary of the plan entitled <i>It's All About You</i> was circulated with the RTÉ Guide and published online on RTÉ.ie
DTT Mux 1 – In accordance with the direction stated in the <i>Broadcasting (Amendment) Act 2007</i> , RTÉ will submit plans to DCENR before end 2007 on its approach to developing DTT.	An Advisory Note to the <i>Directorate General For Competition and the Directorate General For Information Society & Media of the European Commission</i> concerning RTÉ's approach to Digital Switchover in Ireland was published August 2007. This and responses formed the core of RTÉ's submission to the DCENR.
Publish policy on delivering content in converged market by the end of Q2 2008.	An anticipated <i>EU Audio Visual Media Services Directive</i> is not yet transposed into Irish law. As part of its strategy to deliver content across all platforms, RTÉ established a cross-media content group Q1 2008. This cross-media group will deliver RTÉ content on Television, Radio and Online.
BCI Advertising Codes – RTÉ will make a submission regarding the BCI Children's Advertising Code review process during Q1 2008. This BCI Review will start by Q3 and end in Q2 2008.	The BCI review of the <i>Children's Advertising Code</i> is currently underway; RTÉ expects to see a first draft of this review in Q3 2008.

The Environment

Objective	Progress
Staff awareness training and Energy Awareness Days to begin Q3 2007 consisting of themes based on the <i>Power of One</i> drive currently underway by the Department of Communications, Energy and Natural Resources (DCENR).	Staff initiatives took place in 2007. See page 32 of CR 2008.
Establish the feasibility of the winning suggestions from the <i>Reduce Reuse Recycle Challenge</i> by end of Q2 2008.	Stickers, reminding staff to turn off lights, were positioned by light switches in the Television and Radio buildings along with infrared detectors which power off lights in unoccupied areas. In addition to reduce paper usage printers across the organisation were, where appropriate, set to print double sided as default. The feasibility of two other ideas was investigated but costs proved prohibitive at this time.
Following our 2006 energy audit, reduce our CO2 by 2,300 tonnes and our energy consumption by 4 million kWh by the end of Q4 2007.	RTÉ carried out a number of changes in the Donnybrook site including contracting a new energy supplier, introducing high efficiency burners on gas and introducing lighting managements systems which resulted in targets being achieved in Q4 2007.
Pursue an alternative to reduce the use of polystyrene in restaurant operations by the end of Q4 2007.	Polystyrene was eliminated from restaurant operations by Q1 2008.
Partner the Dublin Transport Office in their campaign to encourage car users in the Greater Dublin Area to take personal responsibility for reducing congestion by promoting the campaign to RTÉ staff and implementing a workplace travel plan by Q2 2008.	The <i>One Small Step</i> campaign was initiated in RTÉ in Q3 2007. See Case Study on page 36 of CR 2008.

1 Understanding our Audiences Better

As Ireland's primary Public Service Broadcaster, it is imperative that RTÉ understands the needs and wishes of our audiences. For many years RTÉ has been party to joint industry qualitative and quantitative research initiatives, that not only provide a clear and independent measurement of audience for commercial purposes, but also serve as indispensable tools for determining general audience preferences by reference to different audience sizes.

In addition to tailored / bespoke research projects (e.g. Corporate Reputation Surveys, Brand Tracker surveys, etc.) and the established media industry measurements such as the Television Audience Measurement (TAM) the Joint National Listenership Research (JNLR), the Joint National Readership Survey (JNRS) and the Joint National Internet Research (JNIR), in 2007 RTÉ tendered for the development, implementation and management of a new internet-based Audience Reaction Panel. The contract was awarded to the international market research agency, GfK NOP Media.

The purpose of the Reaction Panel, branded *RTÉ Audience Opinion*, is to facilitate the delivery of regular and systematic reaction from Irish audiences to broadcast and online outputs from RTÉ and others.

The system went live in October 2007 with a basic panel consisting of 3,000 people, recruited by GfK NOP Media, designed and structured to be representative of the population of Ireland in terms of gender, age and region. Appropriate technical procedures have been put in place to mitigate against any potential bias resulting from the sample being online.

RTÉ Audience Opinion has two main outputs which are available, on a confidential basis, to senior editorial staff within RTÉ: firstly, a statistical analysis tool that provides audience reaction data on measures of relevance to RTÉ across a range of television channels and radio stations and secondly, a searchable database of audience comments on programmes watched and \ or listened to.

The system provides quantitative and qualitative information to senior RTÉ management on a daily basis, giving a powerful insight from a representative sample of people into why those who watched and listened to particular programmes may have done so. In practical terms this means that RTÉ has timely access to audience reaction over a wide range of topics and by certain audience groupings of what they liked and didn't like about specific programmes, schedules, etc. For Radio programme makers, previously reliant primarily on the quarterly JNLR data, this represents a dramatic increase in information about their audiences – information that is both immediate and directly relevant and can greatly assist editorial planning and choices.

On average, more than 750 panellists report daily on the previous day and evening's radio and television output. In addition to rating radio and television programmes, panellists score all programmes that they have watched or listened to against a uniform set of key editorial measures determined by senior RTÉ management. Furthermore, the application of a genre classification system for all programmes broadcast provides the capacity for matters specific to each genre to be evaluated.

Critically this system allows RTÉ to measure quantitatively, the qualitative feedback of the panellists. Over time this will give programme makers empirical insight into what previously might have been intuitive judgements about how audiences feel about issues like the impartiality, originality, engagement and entertainment value of programmes. This gives programme makers a whole new set of tools to make judgements about what they are doing and allows audiences to meaningfully influence the programmes they watch or listen to.

Measuring the value of Public Service Broadcasting

The inclusion of programme-specific questions and full survey questionnaires is also feasible. These extra features provide still deeper qualitative or quantitative insight into audience preferences around specific themes, cross media projects and subjects of corporate, schedule or programme concern.

Increasing and legitimate public and political pressure to account for Licence Fee levels means that RTÉ, like most Public Service Broadcasters, must demonstrate value for money and performance, not just in terms of services, cost effectiveness and revenues but also in more difficult to measure and subjective areas such as programme quality, public service, public trust and innovation.

Accurately and reliably measuring the opinion of audiences on these subjective areas is difficult. Typically measurement of this type is conducted using bespoke research tools such as dedicated surveys or focus groups. However these methods can only provide a snapshot in time and given their cost tend to be relatively infrequent.

Using the *Audience Opinion* tool, RTÉ will now be able to objectively measure, in addition to the choices of our audiences, the subjective opinions and motivations that inform those choices on an ongoing basis. In so doing RTÉ will be able to provide government and regulators a much fuller picture of its value as a Public Service Broadcaster to those that watch and listen to programmes or access online services.

All-in-all *RTÉ Audience Opinion* is a very significant step forward in helping RTÉ programme makers better understand the needs of our audiences and so develop programming that not only meets those needs but also appropriately challenges them. Far from replacing the judgement, creativity and talent of staff, *RTÉ Audience Opinion* has the potential to place measurable values on those critical human and organisational inputs based on the actual opinions of viewers and listeners.

2 Meeting the needs of our Audiences

2.1 Supporting Interculturalism

Building on a commitment to support interculturalism outlined in RTÉ Corporate Responsibility 2007, RTÉ marked *Intercultural and Anti-racism Week 2008* on Television, Radio and RTÉ.ie, with a wide range of engaging, insightful and entertaining programming. The week was part of the *European Year of Intercultural Dialogue (EYID)*, see (<http://www.interculturaldialogue2008.eu/>). In announcing RTÉ's support for the week, RTÉ Director-General, Cathal Goan, said:

RTÉ is proud to support Intercultural and Anti-racism Week to highlight and promote interculturalism within Irish society. The demographic make-up of Irish society has changed hugely in the past ten years, with immigrants now constituting more than ten per cent of Ireland's population. A core part of RTÉ's stated mission is to 'nurture and reflect the cultural and regional diversity of all the people of Ireland' and the programming being broadcast this week is a celebration of the positive interaction between the various ethnicities that make up Irish society today.

Three television documentaries on RTÉ One *West of Mecca*, *Here to Stay*, *Welcome to Europe*, each looked at different aspects of migration and cultural diversity. A series of one-minute short films, *Richness of Change*, was broadcast throughout the week featuring individual immigrants' perspectives on their lives in Ireland.

Each afternoon the *Seoige and O'Shea Show* looked at the lives of newcomers to Ireland through a series of interviews with Nigerian, Brazilian, Polish, Pakistani and Chinese people living and working in different parts of the country. *The Afternoon Show* also featured two newcomers to Ireland as well as sampling Eastern European cuisine in studio.

To mark the week, *The Den* on RTÉ Two gathered together, themed and broadcast daily a selection of *Kids Speak* from children (aged two to 16) of ethnic and cultural minorities. Some sang in their own language, played instruments or talked about events specific to their cultures.

RTÉ News and Current Affairs' programme *Nationwide* broadcast a special programme on the new Irish. Speaking to people of different nationalities, cultures and religious beliefs living in Dublin, Drogheda and Gort, the programme provided a real insight into the realities of integration in school, in the workplace and in the broader community. This special programme received the highest ratings for *Nationwide* broadcasts in April with an audience of 340,000 (AGB Nielsen Media Research).

On RTÉ Radio 1, *Today with Pat Kenny* featured a series of reports on the Polish community in Ireland and *The Tubridy Show* broadcast a special programme from Clonakilty Community College in West Cork, an area which has been attracting people of various nationalities since the 1970s.

The Sunday Playhouse on RTÉ Radio 1 broadcast a comical play, *Between Storeys*, about multicultural Ireland by Gavin Corbett and the *Music Collection: Rhythms of Life* programme featured music and conversation from and with the members of the Brazilian community in Gort, Co. Galway.

Similar to the short films on Television, throughout the week RTÉ Radio 1 broadcast short feature interviews, entitled *Insights on Ireland*, documenting the diversity of origin, voice and experience of Ireland's immigrant population.

A specially designed website RTÉ.ie/diversity, supported the Television and Radio output with previews and highlights of the week's programmes. In addition, the site featured a calendar of upcoming intercultural events from around Ireland and links to relevant organisations. The site is now a permanent part of RTÉ.ie and acts as a hub for programmes from across the Radio and Television schedules and for web exclusive features and news.

RTÉ's support for *Intercultural and Anti-racism Week 2008* marks an important milestone in what is a long term commitment to providing a diversity of output that better reflects the Ireland of today.

Following on from the week RTÉ continued to support interculturalism by hosting a training day for participants on the Immigrant Council of Ireland's Leadership Programme in May. The objective of the session was to assist the programme participants, each leaders of different immigrant organisations, in gaining a better understanding of how the media in Ireland works and in developing comprehensive and effective communication strategies.

RTÉ's new Intercultural Strategy is explained in more detail on page 38 of this report.

2.2 RTÉ.ie/lisbon

Central to RTÉ's Vision of *maintaining the trust of the Irish people* is to provide news and current affairs that is impartial and fair. Just as general elections provide a particular set of responsibilities and challenges for RTÉ, referendums with potential to amend the constitution also require special attention.

The Referendum on the Lisbon Treaty was a more difficult referendum than most to cover, not because of the passion and convictions of both sides, but rather because of the complexity of the Lisbon Treaty itself. A lengthy document of legalistic language that in large measure amends and abridges existing treaties as well as adding new language, the full text of the Lisbon Treaty is a daunting document for most people.

Beyond the considerable Television and Radio programming dedicated to airing the full range of perspectives on both sides of the Treaty, RTÉ developed a dedicated website for the duration of the Lisbon Treaty campaign to help make sense of the treaty for voters in a way that was accessible, neutral and comprehensive.

Mindful of RTÉ's remit and aware of RTÉ's own research (*Source: RTÉ Audience Opinion*) that people were clearly seeking neutral, non-partisan and lucid information to help them make up their minds, the website RTÉ.ie/lisbon provided a most comprehensive source of explanatory information on the Lisbon Treaty, analysis of the different campaigning positions and up to date news on campaign developments.



RTÉ.ie developed a series of innovative features and partnerships to allow users to better understand the Treaty, including:

- *Treaty Breakdown*: In partnership with Peadar Ó Broin from the Institute of International and European Affairs, RTÉ developed an interactive easy-to-read ‘consolidated’ version of the text in the *Treaty Breakdown* section of the site. This clearly illustrated what text had been retained from the rejected EU Constitution and what was being deleted and added in the Lisbon Treaty. In addition RTÉ’s Europe Editor, Sean Whelan’s roll-over comment notes, entitled *Whelan’s Wisdom*, provided insights into the political background to the changes and inclusions in the new consolidated text
- *Lisbon Treaty Audiobook*: For those who had restricted vision or simply preferred to listen to a recording of the Treaty and neutral analysis, RTÉ recorded an audiobook of the consolidated text and additional commentary by Sean Whelan. The audiobook was made available for download as an MP3 and podcast
- *Top Five Issues*: In addition to extensive Television coverage of the Lisbon Treaty campaign, RTÉ recorded video pieces, exclusively available at RTÉ.ie/lisbon, of prominent campaigners on both sides of the referendum debate talking about key issues in the Treaty. Featuring different opinion formers the videos allowed users to listen to the arguments on both sides without interruptions.

RTÉ.ie/lisbon was a key part of RTÉ’s overall coverage of the Lisbon Treaty referendum. Different from the broadcast coverage on both Radio and Television the website allowed users to browse, watch and read about the Treaty in their own time. Based on RTÉ *Audience Opinion* research RTÉ.ie/lisbon website was the second most visited Treaty site after the *Referendum Commission* site. During the course of the Treaty campaign RTÉ.ie/lisbon received over 1.8 million visitors.

2.3 RTÉ in the Community

Critical to RTÉ’s Mission of *nurturing and reflecting the cultural and regional diversity of all the people of Ireland* is partnering with and covering different types of events around the country. During 2007/2008 RTÉ supported a range of different events, the following are a selection:

At the Young Scientists

RTÉ sponsored the *Behaviour and Social Science* category of the *BT Young Scientist and Technology Exhibition 2008* for the second year.

As well as retaining an exhibition space in the RDS for the duration of the Exhibition, RTÉ broadcast six and a half hours on RTÉ Television and nine and a half hours on RTÉ Radio of content directly related to the event. RTÉ began its support of the event in Autumn 2007 when RTÉ Young Peoples Programmes (YPPs) broadcast a specially commissioned series of reports to coincide with pupils returning to school and commencing work on their projects.

Another example of RTÉ working in the community is the RTÉ National Symphony Orchestra's (NSO) residency programmes. In 2007, the RTÉ NSO visited Co. Clare, performing to over 4,500 people in Ennistymon, Kilrush, Kilkee, Scariff, Ennis and Shannon. This activity embraces RTÉ's mission to enable national participation in events while connecting with regional audiences.

Students at the *BT Young Scientist and Technology Exhibition 2008* were encouraged, by RTÉ, to try their hand at broadcasting. They were invited to enter a competition to *Be a Reporter for A Day with RTÉ news2day*, a children's weekday news service broadcast on RTÉ Two.



Lights Camera Action

Building on experience gained in 2007, RTÉ had a more interactive exhibition space in the RDS to encourage young people to engage with the technology RTÉ works with on a daily basis.

For the first time, RTÉ built a Chroma key set outside the RTÉ studios. This new development to the RTÉ stand allowed visitors to experience the magic of television and be transported to the rain forests of the Amazon, the melting polar caps of the Arctic and scorched Saharan deserts while presenters explained about the affects of climate change. In addition, RTÉ Weather broadcast live bulletins from the RDS daily on RTÉ One.

Visitors were given the opportunity to 'present' weather bulletins in a fully operational studio environment and question production staff about lighting, sound engineering and broadcasting. Many of these weather bulletins were broadcast on a specially built micro-site on RTÉ.ie/btyoungscientist. The bulletins will be hosted on the site until the next exhibition in January 2009 which means students can show their work to friends and family for 12 months.

RTÉ Radio broadcast live from the event with a host of presenters inviting students to participate in their programme. *Mooney* brought their experts from *Mooney Goes Wild* down to the RDS to interact with the students while *Nikki Hayes* and *Rick O'Shea* kept the tempo upbeat with requests being played for friends and family across the country.

In addition RTÉ News journalists taught students how to script, film and edit news reports which were published on the web in a specially designed newsblog webpage on the micro-site. The online team set up work stations to demonstrate the breath of information available on RTÉ.ie/btyoungscientist and explained to visitors how the content is published and managed behind the scenes.

As well as reporting on all the action from the Exhibition, RTÉ *news2day* selected an entrant to be their *Reporter for a Day* which was open to students who were participants in the Exhibition. Once the lucky student was selected the RTÉ *news2day* reporters set about training them to join their team. The edited report was broadcast on RTÉ Two on the closing day of the competition.

Overall, RTÉ mobilised its resources across News, Television, Radio and Publishing resulting in comprehensive coverage of the event which we hope will encourage students to get involved in the future. RTÉ's activities presented an alternative application of technology and science to encourage young people to consider it as a career path.



RTÉ All Ireland Drama Festival

Held in Athlone annually, the RTÉ All Ireland Drama Festival is the final competition for competitors on the Amateur Drama Council of Ireland circuit. Nine finalists selected from Festivals throughout Ireland compete in Athlone in a bid to win the coveted All Ireland trophy.

RTÉ's sponsorship of the event extends from a very proud history of producing plays on Radio and Television. RTÉ Radio currently produces and broadcasts some 40 hours of new dramatic writing annually. RTÉ Television is committed to broadcasting at least 156 hours of home produced Drama in 2008.

Set against this backdrop and coupled with a commitment to nurture cultural and regional diversity, RTÉ has partnered with the Athlone Festival Committee for the past five years to develop the RTÉ All Ireland Drama Festival.

2008 saw the development of an outreach programme into primary and post primary schools in the Athlone area.

Some 100 students took part in specially designed drama workshops. The educational aspect was further developed this year with a special performance of the Leaving Cert 2008 play *Philadelphia Here I Come* which was staged by the All Ireland Champions 2007, Silken Thomas Players.

The Festival of World Cultures, Dún Laoghaire

In August 2007 RTÉ continued to be the Media Partner of the Festival of World Cultures, Dún Laoghaire for the fourth successive year. The Festival provides a unique opportunity to engage with a multicultural audience in a way that is both relevant and meaningful.

800 artists, 600 participants and 350 volunteers from over 80 countries descended on Dún Laoghaire for a spectacular global carnival weekend, featuring 150 events and performances in a host of venues throughout the town. Highlights of the event were broadcast on RTÉ Television on the last night of the Festival. Filmed in front of a live audience on location in Dún Laoghaire, the programme gave viewers an opportunity to experience the line up of world class musicians that they might otherwise miss out on.

New advances in broadcasting allowed live streaming of the event on RTÉ.ie, while a blog kept audiences up to date on the events that took place outside the performance areas.

RTÉ's Supporting the Arts scheme gave the Festival promotion time on RTÉ Radio thus facilitating greater audience awareness and participation. The RTÉ Guide, also gave the Festival one page in the issue before the event to further increase audience awareness. In addition to the broadcasts and coverage in RTÉ's Publishing platforms, RTÉ also provided appropriate merchandise to the volunteers. Bags, pens and the all important rain wear were distributed to the volunteer staff before the Festival commenced. RTÉ is continuing to support the Festival of World Cultures, Dún Laoghaire in 2008.

Sile Seoige interviews Myra Maguire from Estuary Players, RTÉ All Ireland Drama Festival Winner 2008 on *Pobal*, RTÉ Television's bi-lingual regional and community affairs programme broadcast on Sunday evenings on RTÉ One.

Outside Broadcasts in Gaeltacht Areas

Outside broadcasts are a critical part of RTÉ Radio's commitment to serving the community. Whether it be covering news and current affairs or at festivals, sporting occasions or community events, RTÉ Radio is constantly broadcasting from different locations around the country to bring a variety of viewpoints and perspectives to our broader audience.

During 2007/2008 RTÉ Raidió na Gaeltachta's roadcaster - An Rodaí - travelled all over Ireland and programmes were broadcast from major political events, music festivals and Gaeltacht areas.

An Rodaí plays an important role in supporting events in rural and Gaeltacht areas. Traditional music festivals from these areas are a feature of the Rodaí schedule during the summer. In 2007 programmes were broadcast live from the *Willie Clancy Summer School*, Miltown Malbay, Co. Clare, *Fiddlers Week*, Gleann Cholmcille, Co. Donegal, *World Fleadh*, Portlaoise, *South Sligo Summer School*, Tubbercurry, *Joe Mooney Summer School*, Drumshambo, Co. Leitrim and the *All Ireland Fleadh* in Tullamore, Co. Offaly.

Ireland's foremost Cultural Festival, *Oireachtas na Gaeilge* will be held in Cork in October 2008 and RTÉ Raidió na Gaeltachta will be present and broadcast live from various venues as happened when the *Oireachtas* was held in Westport, Co. Mayo in 2007.

Géill Slí on the service's youth strand *Anocht fm* was broadcast live from various Coláistí Samhraidh where young people from all over the island gathered to perfect their Irish Language skills. An Rodaí was located at colleges in Gaeltacht areas in Donegal, Galway and Kerry.

Other centres to which An Rodaí travelled included Ennis, Longford, Sligo, Limerick and a special programme to commemorate the *400th Anniversary of the Flight of the Earls* was broadcast from Rathmullen, Co. Donegal.

An Rodaí provides an important outlet for rural and Gaeltacht communities, supports the development of the Irish language and gives listeners from outside those areas an opportunity to better understand the issues that affect people who represent a key part of our national heritage and identity.



Case Study:
Operation Transformation

Obesity is described by the World Health Organisation as now being at a global epidemic level. In Europe today, six out of the seven most important risks contributing to premature death (blood pressure, cholesterol, Body Mass Index, inadequate fruit and vegetable intake, physical inactivity and excessive alcohol consumption) relate to how we eat, drink and exercise. A balanced diet and regular physical activity are critical factors in the promotion and maintenance of good health. Moreover, it is those with lower incomes and education level that are most affected.

Obesity is a major public health problem in Ireland. Approximately 39% of Irish adults are overweight and 18% are obese. Annually, approximately 2,000 premature deaths are attributed to obesity, at an estimated cost to the State, in economic terms, of €4bn. Childhood obesity has become the most prevalent childhood disease in Europe. It is estimated that over 300,000 children on the island of Ireland are overweight and obese and this is projected to increase annually by 10,000 (*The Report of the National Taskforce on Obesity, 2005*).

Maintaining normal weight is challenging nowadays. The environment people live in make it easy to put on weight. There is an abundance of energy-rich food that is often poor in nutrients and decreasing needs and opportunities for physical activity both in and outside of work. The food portion sizes grow year by year, even though people actually need less and less energy due to the shift towards more sedentary lifestyles.

Tackling these issues of health, diet and exercise, in a way that was engaging to a broad audience was the challenge that RTÉ took on with *Operation Transformation*.

Timed to coincide with and support people's New Year resolutions to get fit and healthy, *Operation Transformation*, an eight-week, 360-degree media project encompassing Publishing, Radio and Television, began in January 2008.

The *Gerry Ryan Show* on RTÉ 2fm did a nationwide search for six people who had genuine and compelling reasons why they needed *Operation Transformation* to help them lose weight and get fit.

The six participants chosen; two men and four women from six different parts of the country, each agreed to try to change their lifestyles and adhere to dietary and exercise plans in their efforts to lose weight and get fitter.

Once selected the programme's team of three experts, dietician, Dr. Eva Orsmond, fitness instructor, Karl Henry and psychologist, Dr. Ian Galvin, developed a customised eight-week programme for each of the six participants. Each day a detailed shopping list, diet plan and exercise routine was mapped out by the experts and communicated to the six participants using a special website developed for the project.



Every Thursday on RTÉ One *Operation Transformation* tracked the progress of the participants and included a weekly weigh-in and a diary camera. Each week the programme team of experts set new targets for the participants to achieve. Listeners to the daily *Gerry Ryan Show* on RTÉ 2fm were encouraged to follow the progress of the six participants on RTÉ.ie. Diet sheets and recipes, with streamed video footage of the food being prepared, were posted daily along with the daily exercise plans also featuring streamed video footage on how to do them.

Operation Transformation culminated in a grand catwalk finale when all six participants presented their healthier selves to their families, friends and the viewing and listening public.

Overall *Operation Transformation* was an example of what RTÉ does best when it pools together its resources. Across Radio, Television and Publishing, *Operation Transformation* captured the imagination of hundreds of thousands of people around the country. Over the course of the eight weeks an average of 513,000 viewers (Source: AGB Nielsen Media Research) tuned in each week to RTÉ One to see how the participants were progressing. The Radio show provided daily updates and the website provided a constant link between the Television and Radio productions. Critically the website allowed RTÉ make considerable additional material available to our audience and encourage active participation rather than just passive viewing and listening.

While it is impossible to accurately gauge the impact of the project in terms of helping people to lose weight and achieve better health, the web usage statistics do show encouraging signs. Over the period the website received an average of 30,000 hits a day, provided 115,000 video streams and recorded a total of 1.76 million page views. Perhaps most revealing was that over 50,000 people visited the exercise tips webpage (Source: RTÉ Publishing).

Operation Transformation, was an eight-week, 360-degree media project encompassing RTÉ Publishing, Radio and Television.

The website remains available on RTÉ.ie and as Gerry Ryan said at the end of the final TV programme:

It's not too late to become part of Operation Transformation; you can still log on now and begin at day one.

Participant Quotes:

For me this is not just about losing weight but being healthier, I would also love to inspire more people just like me to stop thinking about changing their lives and instead get out there and do it. Nothing would make me happier than for someone to come up to me at the end of this show and to say they followed and supported me and it changed their lives too.

Donal Looney, Truck Driver, Tipperary. (The Guardian, Nenagh)

I am tired of making do, of hiding most of me and making the best of the rest. Like all women, I want to feel beautiful and sexy - someone who no longer scans the room to see if she's the biggest person in it.

Ollie Hannah-Murtagh, Teacher, Monaghan.

3 Our Staff

3.1 Staff Welfare Initiatives 2007/2008

RTÉ provides staff with a comprehensive set of benefits and is committed to promoting and protecting their welfare; this is reflected in the wide range of policies and programmes which have been put in place. RTÉ Human Resources is mainly responsible for the development and administration of these policies and programmes.

Developments in the past year include:

- *Dignity and Respect in the Workplace* - presentations to staff set in the context of RTÉ Policy on Prevention of Harassment, Sexual Harassment and Bullying were completed. As part of a process of monitoring its effectiveness the policy is now being reviewed and recommendations for improvement will be made in 2008
- *Partnership* – a review of the RTÉ Partnership Process was completed and recommendations made for its improvement. Three Independent Business Divisions (IBDs) had, by Q2 2008, implemented the revised process
- *Training* - career and/or personal development is an on-going focus for RTÉ Human Resources. During 2007 approximately 3,000 days of staff training were provided - with approximately 50% concentrating on employee development
- RTÉ piloted a leadership development programme with a small number of senior managers from across the organisation. The programme was designed to assist managers in recognising, developing and improving their leadership skills. Based on the results of the pilot a more comprehensive leadership development programme is being considered by senior RTÉ management
- RTÉ's *Policy on Prevention and Management of Workplace Stress* was launched and published on the intranet; presentations, explaining the policy in detail, were made to managers across the organisation
- New RTÉ employees attend an *Induction Programme* addressed by, among others, the Director-General. As part of induction new staff are presented with a copy of RTÉ's *Vision, Mission and Values Framework* and are encouraged to engage with it actively
- A development programme called *Working Well* was made available to non-managerial staff throughout RTÉ. The aim of the programme is to assist staff generally with personal and career planning for the future and to help them deal effectively with specific issues such as work/life balance and organisational change
- Wellness initiatives were made available to all e.g. flu vaccinations, on-site *Check Up* health screening service and kidney screening by the Irish Kidney Association.

3.2 Staff Opinion Survey 2007

Following on from the *Staff Opinion Survey 2005* and subsequent actions, RTÉ conducted its second *Staff Opinion Survey* in October 2007.

The key objectives of the *Staff Opinion Survey 2007* were to:

- Gather the opinion and views of employees working in RTÉ
- Measure progress against 2005 measurements to determine the impact of actions taken
- Provide information for the development of follow-up action plans, focusing on the further enhancement of employee engagement levels.



56% of employees completed the survey, which was available online and also on hard copy – it was 57% in 2005.

Job Satisfaction remains the highest scoring theme for RTÉ, with 92% of respondents (same as for 2005) stating that they are proud to work for RTÉ.

Positive responses were also received to statements on welcoming and being prepared for change, teamwork within departments and understanding of RTÉ's goals and objectives.

Performance culture was the lowest scoring themes in the survey, particularly the area of helping staff improve their performance; this is an area that will feature strongly in future action planning.

An Executive Summary of the results was issued on RTÉ's intranet *Marconi* in Q4 2007 and presentations took place in each IBD during Q1 2008.

As a result of the 2007 survey updated action plans have been developed within each IBD using feedback and suggestions – primarily gathered through focus groups and team meetings. Once IBD plans have been reviewed, an overall RTÉ Staff Action Plan will be put in place to address organisation-wide staff issues.

3.3 Valuing Staff

The RTÉ Authority is charged with overseeing the activities of the RTÉ Group. In order to connect with staff and in the interest of sharing information, the Chairman publishes a quarterly bulletin on the RTÉ intranet. The bulletins update staff on the work of the Authority and highlight the successes and challenges facing the organisation from a governing perspective.

The current RTÉ Authority re-instated the practice of hosting formal lunches where specific staff groupings / representatives are invited in recognition of their contribution to the organisation. Recent groups hosted have included RTÉ Sport, RTÉ Publishing, RTÉ Communications and the programme team from *Nationwide*.

RTÉ continues to recognise long service of staff and hosts an annual event where the Director-General presents a presentation piece to those who have reached the milestone of 25 years service to Public Service Broadcasting.

Nationwide gained almost six share points, year-on-year, from March 2006 to March 2007. Presenters Mary Kennedy and Michael Ryan helped achieve a share increase across all age and social class groups and across all regions of the country. The consistent commitment and performance of *Nationwide* was recognised by the RTÉ Authority at a lunch held in honour of the programme team.



The new RTÉ Crèche will be open to children of staff of RTÉ from November 2008

3.4 RTÉ's Vision, Mission and Values – a strategic framework

RTÉ's strategic framework is brought to life among staff via various initiatives which run throughout the year.

Staff Vision Awards

As detailed in the CR report 2007, the awards recognise individuals and teams who embrace RTÉ's Vision, Mission and Values and deliver exemplary work that is 'above and beyond' the call of duty. Employees are invited, via email and the intranet, to nominate colleagues who meet the criteria, with a prize this year of €2008 tax free for the winning nominee(s). The awards continue to attract high-calibre nominations and momentum is growing with nominations at their highest since launch during Q4 2005.

Competition

A competition in which staff had to answer a question directly related to RTÉ's Vision, Mission and Values, gave them a chance of winning a pair of tickets to some of the summer's hottest concerts. The competition was run in Q3 2008.

The tickets offered were directly related to RTÉ's sponsorship or broadcast involvement in the event and tickets for Bruce Springsteen, Dolly Parton, Boyzone, Celine Dion, Westlife, Neil Diamond and Radiohead were offered over the course of the competition.

In all over 500 staff entered which is a measure of the success of the initiative.

3.5 New RTÉ Crèche

RTÉ is committed to the notion that working parents need crèche facilities that are operated to a high standard, are reliable and accessible. In August 2007, following a review of current facilities and negotiations with staff representatives, RTÉ issued an invitation to tender seeking proposals for a suitable service provider to be licensed to occupy a new purpose built crèche facility on the RTÉ campus. RTÉ decided to create a more modern service for the children of staff, with greater capacity and taking into account new developments in childcare legislation and regulation.

History

RTÉ was one of the first employers in Ireland to provide on site childcare facilities. With the assistance and co-operation of the RTÉ Trade Union Group and with premises provided by RTÉ, the RTÉ Childcare Co-operative Committee opened the RTÉ Crèche in January 1987. The RTÉ Childcare Co-operative Committee operates independently of RTÉ and employs its own staff. The members of the RTÉ Childcare Co-operative Committee are employees of RTÉ and are parents/guardians of children who attend the RTÉ Crèche. Originally, the RTÉ Childcare Co-operative Committee employed a staff of three and cared for approximately 10 children. By 2007, twelve fulltime staff cared for 45 children aged between three months and five years.

The Process

In partnership with the RTÉ Trade Union Group, representatives from RTÉ's HR, Finance and Property departments engaged a childcare consultant to ensure the best possible service would be provided. Extensive research was carried out on current and developing pre-school childcare regulations and best practice models. It was also critical that the successful tenderer would take over the operations of the RTÉ Childcare Co-operative Committee and would comply with its obligations under the European Communities *Protection of Employees on Transfer of Undertakings Regulations 2003*. Based on the research and with the support of the childcare consultant, the partnership panel proceeded to search for a service provider and build a new facility.

It was decided by the RTÉ Executive Board that work on the new building would commence once the service provider was awarded the contract and the agreement signed. Following a successful bid by *Wee Care Crèche Facilities*, a contract was signed and the first sod was turned on the site of the new RTÉ Crèche in April 2008.

New Facility

Careful consideration was given to the design and development of the new building. Amendments introduced in February 2008 to the *Childcare (pre school) Regulations 2006*, issued by the Department of Health and Children, were incorporated into the design ensuring that the RTÉ Crèche is of the highest standard.

The agreed location of the new crèche on the RTÉ campus meant the loss of a number of car parking spaces. To compensate for this, a new car parking area was laid prior to work commencing on the site to ensure minimal disruption to staff and visitors to RTÉ.

In keeping with RTÉ's efforts to minimise its carbon footprint the Crèche will be a high energy efficient building. The heating and lighting systems are extremely efficient as well as having been insulated to the highest standard. The concrete used in the build is eco concrete resulting in 62% less carbon emissions than normal concrete. The floor is made using recycled concrete materials resulting in a further reduction in our carbon footprint. The waste material removed from the site was processed and re-used back on the site reducing waste to landfill. RTÉ also retained the services of a tree consultant as a number of trees had to be removed from the site. Six trees were replanted within the RTÉ campus.

The build of the new facility is scheduled for completion in November 2008. RTÉ will maintain the building as well as providing lighting, heating and twice daily cleaning services. Fulltime staff will be able to cater for 72 children aged between three months and five years in a building that is of the highest standard.



RTE

Michael Littleton
Memorial Lecture



Case Study: The Michael Littleton Memorial Lectures

Often the individual contributions of staff to RTE's reputation and performance can be either overlooked or overstated, but it is not an exaggeration to describe Michael Littleton, who died in August 2002, as one of the most influential and innovative broadcasters in the history of Irish radio. Much that is taken for granted in daily broadcasting is attributable to him and he is often referred to as the 'father of the daytime schedule'.

A native of Tulla, Co. Clare, during his 40 years service with RTE Radio, Michael held numerous positions including Assistant Head of Features, Magazines and Current Affairs Department; Head of Features and Current Affairs; Acting Controller of Programmes; and Managing Editor Features and Arts Programming. For many years he produced the *Thomas Davis Lecture* series. He also saw a role for radio in supporting literary endeavour and initiated the *Francis McManus Short Story Awards*. Michael's obituary in the *Irish Times* in August 2002 read as follows:

Michael Littleton's creativity, intelligence and wit were to the fore in the development of daytime radio, which was introduced in 1968. Until then, RTE closed down after the news at 9 a.m., returned for an hour-and-a-half at lunchtime and went off air again until 5 p.m.

*Current affairs coverage was expanded and a regular mid-morning slot was created for *Here and Now*, which was presented by Liam Nolan and later by Rodney Rice. John Bowman took over the same slot with *Day by Day* and Pat Kenny is the current incumbent.*

*Women Today, initially presented by Marian Finucane and then by Doireann Ní Bhríain, broke new ground, providing a platform for women and reflecting their changing role in Irish society. Elements of the programme survive today in *Liveline*. *Today at Five*, *Saturday View* and the *Sunday Show* are other programmes that originated with the support and encouragement of Michael Littleton.*

*In 2003 a little over a year after Michael's death, RTE Radio created the annual *Michael Littleton Memorial Lecture* as a dynamic and enduring tribute to Michael's contribution to RTE and Irish radio.*

Dr Ngozi Okonjo-Iweala, Nigeria's former Finance Minister and Foreign Minister addressed *A Transforming Africa; Opportunities and Challenges* at the Michael Littleton Memorial Lecture

in the RTÉ Radio Centre in December 2007, chaired by Marian Finucane.

The inaugural speaker was Mary Robinson, former President of Ireland and UN High Commissioner for Human Rights, who delivered a lecture entitled *One Human Family: Ethical Globalization in Our Times*. She introduced her lecture with a tribute:

Although a very modest and unassuming man to meet, Michael had a wide-ranging impact on the development of RTÉ Radio 1. He could also be very persuasive. And I was glad to have been persuaded to give one of the Thomas Davis Lectures he organised as it gave me an insight into how committed Michael was to equality, social justice and human rights.

Each year since, RTÉ Radio has invited a speaker to address an issue of national and or international concern to deliver a public lecture that is recorded in front of a live, interactive audience for broadcast on RTÉ Radio 1. The calibre of speakers has reflected the contribution that Michael himself made to public debate. The broadcasts always receive very positive feedback from the audience both at the lecture and the wider radio audience.

In 2004 the lecture was delivered by the Most Reverend Diarmuid Martin, Archbishop of Dublin and was entitled *The Christian in the Public Square*. This was followed a year later by Professor David McConnell who spoke on the importance of science in a lecture entitled *The greatest success story of our time - making sense of science in the 21st century*. In 2006 Professor Brendan Drumm delivered a lecture focusing on the challenges of building a world class health service and in 2007 the former Finance and Foreign Minister of Nigeria and current Vice President of the World Bank, Ngozi Okonjo-Iweala delivered a powerful and insightful lecture entitled *A Transforming Africa; Opportunities and Challenges*.

The themes addressed by the speakers and the success of the series are a fitting tribute to Michael Littleton and also reflect an organisation that is willing to provide a forum for issues of global and national concern.

In September 2005 RTÉ published *RTÉ Vision, Mission and Values* – a strategic framework and within this framework RTÉ's Vision is described as *to grow the trust of the people of Ireland as it informs, inspires, reflects and enriches their lives*. Without the commitment, creativity and sense of responsibility, collectively and individually, of staff this vision will never be realised.

Long before this vision was written down Michael Littleton acted everyday in a way that fulfilled its aims, he took his responsibilities seriously, he led by doing. As his obituary in the Irish Times describes:

He was totally committed to public service broadcasting and fiercely loyal to RTÉ and his fellow-workers. Always receptive to new ideas, he was similarly ready to nurture young talent. Documentary programme-makers in particular found him supportive. He was a mentor to many of today's leading broadcasters.

4 Our Business interactions

4.1 Independent Producers

Each year, as well as in-house productions, RTÉ commissions independent producers to make programmes across a wide range of programme genres, from Sport to Drama, from Entertainment to Documentaries, from Factual to Young Peoples. In 2007 RTÉ Television's Independent Production Unit (IPU) commissioned a total of over 1,000 hours of programming.

Independent productions have become a core ingredient in RTÉ's Television schedules. From daytime to evening peak-time, during the week and at weekends, they provide popular and challenging programmes on both RTÉ One and RTÉ Two.

Independent commissioning activity is financially and contractually managed through the IPU. Under the *Broadcasting Authority (Amendment) Act 1993*, RTÉ has a statutory obligation to spend a pre-determined minimum amount each year on independent productions. In recent years however, RTÉ has exceeded this required statutory spend on independently produced programmes.

Independent commissions now form a significant part of the home-produced schedule and RTÉ has developed a number of initiatives aimed at improving the creative and commercial relationship between RTÉ and the independent sector and at raising the overall standards of programme making.

RTÉ Independent Productions - Open Days

To support the increased volume of independent commissions, RTÉ Television's IPU began to hold commissioning Open Days in 2005. Scheduled to coincide with the annual commissioning round, the aim is to give RTÉ commissioning editors an opportunity to outline their intentions for the coming year across different genres to independent producers.

RTÉ has a determined focus on ensuring high quality programming, the development of existing talent and the identification of new talent in the independent sector, both in front of and behind the camera. The IPU Open Day offers the sector the opportunity for direct creative engagement with commissioning staff and allows RTÉ the opportunity to set out its programming ambitions and scheduling strategy to the sector.

The day long event is divided into six sessions, each dealing with a specific genre (Factual, Entertainment, Daytime and Lifestyle, Multiculture and Education, Young Peoples and Regional), followed by an open questions and answers session. Each commissioning editor reviews the year passed and outlines what types of programming they are seeking and what time slots and financial resources will be available in the coming year for the various genres.

RTÉ believes that setting out its commissioning strategy and engaging with independent programme makers in advance of the annual commissioning round offers independent producers increased opportunity for success in the round and ultimately leads to better programming.

RTÉ has received very positive feedback from the independent sector regarding the Open Days and in June 2008, nearly 200 independent producers representing 128 production companies participated in the event.



eCommissioning

For many years the process by which RTÉ administered the commissioning of independent productions was performed manually. Each year this was characterised by a very intense period of activity at the start of each September where up to 1,400 paper submissions were received, recorded, distributed and acknowledged. The submissions were then grouped, assessed independently by teams of editorial staff over two assessment cycles, results collated, signed off and inputted to a computer system. All-in-all this activity lasted approximately 12 weeks.

During 2007 RTÉ Television updated its commissioning process by introducing an electronic system through which programme proposals and ideas are submitted. The new web based system is designed to support commissioning activities from the initial call for programme ideas through to the evaluation of proposals according to the detailed evaluation criteria and guidelines already in place.

Introduced first in the summer of 2007 for the 2008 commissioning round, the new system handled 1,200 proposals from 210 production companies and has received a very positive response from the independent production community and from RTÉ Television editorial staff.

The system has enabled a dramatic reduction in the time taken to process submissions. The activities around the closing date for proposals that took ten working days in 2006 were completed in just six minutes with the new system with no human intervention. The time taken for assessment activities was also greatly reduced with a time saving of at least two weeks for the initial assessment of proposals.

From an RTÉ Television perspective these efficiencies release administrative and editorial capacity which can be directed towards the selection and development of Television programme ideas and productions. Critically the system greatly improves RTÉ's ability to handle increasing volumes of programme proposals and ideas based on existing staff resources.

21st Century Child, produced by the Independent Production Company stop.watch for RTÉ, features individuals from a wide range of geographical, multicultural and social backgrounds who share one thing in common: a new baby.

From the independent producers' perspective, they now receive faster responses from RTÉ to their programme proposals. The system is also far more transparent as they can now track online the progress of their individual programme proposals within the commissioning process. Security is also a key feature of the system, making sure independent producers' ideas remain confidential to the person submitting the programme proposal or idea and the relevant RTÉ commissioning team.

Overall the new system is helping to improve the relationship between RTÉ and the independent television production sector in a way that is beneficial to both. Designed to reduce the administrative burden on both sides but not the creative dialogue between independent producers and commissioning teams, the system should help free up time and focus the attention of all on producing better programmes for the viewer.

4.2 RTÉ Programme Standards and Guidelines

The *RTÉ Programme Standards and Guidelines* sets out the editorial policies of RTÉ, its legal status and obligations, responsibilities and its aspirations to achieve the highest standards and commitments. The *Guidelines* comprise a mixture of mandatory requirements and guidance to all programme makers, both those working in RTÉ and those working on programmes commissioned by RTÉ. They also, crucially, inform the public of the editorial and ethical principles which underpin all of RTÉ's output.

Trust is central to Public Service Broadcasting. If RTÉ is to prosper it can only be based on the confidence of the Irish people that they can trust what they see, hear and read on RTÉ services. Of central concern to RTÉ (and its viewers/listeners/readers) is maintaining vigilance in RTÉ's editorial standards across all RTÉ output. Each year different issues can emerge which require RTÉ to review the way it makes programmes and advises programme makers. Critical to Corporate Responsibility is a willingness to accept and learn from mistakes and where necessary to make changes and adjustments. Therefore the *RTÉ Programme Standards and Guidelines*, as with other policies, procedures and guidelines, always remain under review, so as to ensure that RTÉ can, when appropriate, amend to provide clarity to programme makers and maintain the confidence and trust of audiences.

During 2007/2008, in response to issues raised with regard to the making and commissioning of certain types of programmes and other areas, a number of sections of the *RTÉ Programme Standards and Guidelines* have been strengthened and amended. Over the period and based on programming experiences, revisions were made to the following sections; Use of Reconstructions in News, Current Affairs and Factual Programming, Anonymity and Criminal Activity and Broadcasting. New sections entitled, Contributors to Programmes and Honesty in Programming were also added.

The *RTÉ Programme Standards and Guidelines* can be accessed online at: <http://www.RTE.ie/about/policies.html>

4.3 RTÉ Supporting the Arts

Ireland enjoys a unique artistic and cultural identity and, as the country's Public Service Broadcaster RTÉ, has had a longstanding relationship with the arts community throughout the island of Ireland.

A critical part of RTÉ's Mission is to *Nurture and reflect the cultural and regional diversity of all the people of Ireland*. This includes a determination to support the arts and artistic expression in a variety of ways. RTÉ is the largest cultural organisation and employer in Ireland – maintaining five performing groups and delivering arts content on Radio, Television and Online.

While there is still a vibrant voluntary arts community in Ireland the majority of arts organisations now operate as small businesses. RTÉ works with them both as a Corporate Sponsor through the *RTÉ Supporting the Arts* scheme and through individual artistic partnerships.

The operation of the *RTÉ Supporting the Arts* scheme is beyond any statutory obligation and is a controlled level of Radio and Television airtime assigned to promote artistic endeavor throughout the island of Ireland. It puts into practice the objective of RTÉ to support the arts and the artistic community and facilitate creative expression.

RTÉ allocates airtime to initiatives selected in a fair and transparent fashion (see RTE.ie/about/supporting_arts.html), in appropriate forms open to it and within legislative and resource constraints. In doing so it supports the art forms recognised under legislation, by the Department of Arts, Sports and Tourism and / or The Arts Council.



RTÉ Supporting the Arts is a routine and valuable non-programming contribution to the arts community. Support can be 100% free-of-charge promotional airtime, matching support (where the business contributes 50% of the airtime cost) or some other reduced payment.

The scope of the sponsorship has grown over the past number of years in terms of the number of venues and organisations offered support. There is little doubt but that it will continue to grow constrained only by available airtime. The support can, in an unexpected way, be a symbiotic relationship in that promotion on the national airwaves brings talent to the attention of many including those charged with RTÉ Radio and Television productions.

This ongoing commitment benefits the arts community in two significant ways; (a) advertising on national Radio and Television raises awareness and promotes attendance and (b) association between the arts organisation and RTÉ is an implied endorsement of the event. For a small business this is invaluable support of a benefit-in-kind nature and gives a presence on a national platform which would not otherwise be available.

RTÉ's support of the individual organisations facilitates both major and minor creative projects that enhance the reputation of the artistic community. It is an excellent example of good Corporate Responsibility; it recognises many arts forms, with participants from all over of the country.

A flavour of the importance can be garnered from the following comments:

The Festival of World Cultures Dun Laoghaire is a recipient of RTÉ Supporting the Arts advertising. RTÉ is proud of its association with the Festival and is continuing its support in 2008.

Thank you so much! We are thrilled. Opera Ireland, Winter Season 2007, Gaiety Theatre, Dublin

Many thanks, RTÉ's support means a great deal to us. Ballet Ireland, Die Fledermaus Nationwide Tour 2007

I just want to thank RTÉ for all the support you have given Louth Contemporary Music Society for the Terry Riley event. The advertisements have been great. ... The feedback was very positive and personally I thought it was great for the people of Drogheda.

Eamonn Quinn, Louth Contemporary Music Society, May 2007, Drogheda, Co. Louth

Thank you very much for the 30 sec advertisement you sponsored for our last performance of the season ... I am sure it boosted our ticket sales. Irish National Youth Ballet Co., Dance the Classics, May 2007

You very kindly gave us a complimentary advertisement on RTÉ Radio coming up to Writers' Week. This provided us with great exposure and was invaluable to us. Writers' Week, Listowel, Co. Kerry

I wish to thank RTÉ most sincerely for your recent support of our Éigse Michael Hartnett. The radio publicity was wonderful and worthwhile. I think it lent status to the festival and I know all of us on the committee were heartened when we heard the advertisement on the radio.

Joan MacKernan, Country Arts Officer, Limerick County Council.

The support you extended helped us to reach our audience. The placement of one of our commercials during a major championship hurling match featuring Waterford was a major boost and good for local morale. Spraioi, Waterford

5 Government and Regulators

5.1 RTÉ International – new audiences, new services

Ireland occupies a remarkable place in world emigration terms in that, in recent centuries, very large numbers of its people have emigrated relative to its overall population. Between 1841 and 1961 the population of the island of Ireland declined from approximately 8.2 million to 4.2 million. In the last fifty years, there were two periods of substantial emigration, in the 1950s and the 1980s, which coincided with difficult economic and social conditions in Ireland.

The economic boom through the 1990s and into the early part of the new century brought unprecedented levels of prosperity and helped transform Ireland for the first time in its history into a country of net positive migration. However despite the increasing levels of prosperity and opportunity of recent times, some 20,000 people continue to emigrate every year. This is a substantial figure which could grow depending on the economy's rate of growth. It is also estimated that of the 3 million or so Irish citizens abroad, almost 1.2 million were born in Ireland, the equivalent of approximately 30% of the present population.

For many years RTÉ has provided Radio services to the UK and parts of Western Europe on LW and across the world on different satellite systems. In recent years the internet has allowed RTÉ provide a much more comprehensive Radio service and some video services to the Irish abroad. Up-to-date News and Current Affairs, some home produced TV programming and all of RTÉ's Radio services are now available to a global audience, live and on-demand, through RTÉ.ie.

In April 2007 the *Broadcasting Amendment Act, 2007* came into law. Under the Act RTÉ is obliged to establish and maintain “a television broadcasting service and a sound broadcasting service, which services shall be made available, in so far as the Authority considers reasonably practicable, to Irish communities outside the island of Ireland”.

In response to these legislative changes, RTÉ, in addition to its current services, is planning a series of new initiatives aimed at better meeting the needs of the Irish Diaspora in the UK and beyond. These services will come under the title RTÉ International but RTÉ will do more.



RTÉ has had a presence in London since 1969 moving, in 2005, to a new premises under current RTÉ London Editor Brian O'Connell; this reflects the importance of the UK market place to RTÉ.

Web TV for the World

New compression formats and increased network speeds mean that it is now possible for RTÉ to offer high quality video services over the internet. Beginning with the launch of a new 24-hour online news service to coincide with the coverage of the Lisbon Treaty Referendum, RTÉ.ie will bring a range of live and on-demand video services to users around the world. The new video services will be a significant improvement in terms of picture and sound quality and in the range of programming available and will be accessible to any user with a broadband connection and standard computer and monitor or an Internet Protocol Television (IPTV) enabled set-top box and television.

RTÉ believes that this new service will be of real interest to Irish people living overseas – and to those with a serious interest in Ireland. It is an exciting time for RTÉ and it represents a new challenge for us to develop audiences around the world. It will be an important part in helping to develop a truly global Irish community.

5.2 RTÉ Access Services

Access Rules, published by the Broadcasting Commission of Ireland (BCI) under the provisions of the *Broadcasting Act, 2001* and as amended by Section 53 of the *Disability Act 2005*, sets conditions and targets for the Irish broadcasting industry to meet in relation to the provision of services to the hearing and visually impaired.

Despite difficulties achieving the prescribed targets, RTÉ remains committed to providing accessible broadcasting. The following details some of the steps, over and above legislative requirements, which RTÉ has taken in the last 12 months.

Hearing Impaired

- In collaboration with the Irish Deaf Society (IDS) RTÉ Television offered training in the Irish Sign Language (ISL) presentation of RTÉ Young People's Programming. Currently RTÉ subtitles ten home produced and 14 acquired programmes broadcast by RTÉ Young People's Programmes. RTÉ is encouraging the development of ISL in Ireland for broadcasting and has offered this training with a view to the future use of Irish based signers when a platform becomes available

- RTÉ provides a daily signed news programme on RTÉ One and 20 programmes for and produced by the deaf community throughout the year which include elements for children
- In February 2008 RTÉ commissioned a 30 second promotional package which was produced by the RTÉ Promotional Department. This promo was designed to highlight our subtitling service as well as clearly outline how to access it using RTÉ Aertel page 888. This promotion was scheduled on both RTÉ One and RTÉ Two during peak viewing hours and continues to be broadcast throughout the schedules.
- RTÉ Aertel together with Deafhear.ie compiled and distributed a complimentary information leaflet to all members. The leaflet highlighted the service RTÉ provides for the deaf and hard of hearing across a number of our platforms including Aertel, RTÉ.ie and Television
- A simple subtitle access information leaflet is available to all users on request also from Television Subtitling Division

RTÉ Aertel and Deafhear.ie produced an information leaflet about how to access subtitled programmes on RTÉ Television.

- RTÉ actively seeks consultation with stakeholders in the area of provision of access services and held the *Access Services Conference 2008* in June which reported on progress to date and sought constructive feedback for future developments. It was attended by representatives of the IDS, ISL, IHHA and ITFC
- RTÉ delivered a presentation to the Subtitling and Teletext European Broadcasting (EBU) group gathered in Lucerne, Switzerland in May 2008. Following the presentation of the *RTÉ Subtitling Guidelines to Programme Makers* a recommendation was made that the guidelines be adopted by all EBU broadcasters and the document will be published on the official EBU Subtitling and Teletext website in Autumn 2008
- Mooney, RTÉ Radio 1's popular programme was invited by Uachtaráin na hÉireann, Mary McAleese, to Áras an Uachtaráin in 2008 for the *Disability - Access & Attitudes Forum*. RTÉ Radio 1 provided a transcript of the interview on RTÉ.ie to facilitate the deaf and heard of hearing community.

Visually Impaired

RTÉ continues to work with the National Council for the Blind in Ireland (NCBI) in preparing RTÉ home-produced programmes with Audio Description (AD). This is in order to build up an Irish AD skill in preparation for the introduction of a closed service.

- The NCBI has now prepared 13 episodes of series seven of RTÉ's programme *About The House* with AD for broadcast on RTÉ One off-peak. The majority of these programmes commenced broadcast in June 2008 on Sunday mornings
- In May 2008, RTÉ Television began an accessibility trial as part of the Digital Terrestrial Television (DTT) pilot underway in Dublin and coastal areas of the Northeast since August 2006, run by the Department of Communications, Energy and Natural Resources (DCENR) with technical support from RTÉNL and BT.

The accessibility trial, conducted by RTÉ in association with DCENR, the Broadcasting Commission of Ireland (BCI), TG4, TV3, the National Disability Authority (NDA) and National Council for the Blind of Ireland (NCBI), was a technical and audio test of an AD service. The service is designed to enhance the enjoyment of television for people who are blind or vision impaired. This is just one of three services - signage and subtitling being the other two - which are currently being investigated in order to ensure optimal accessibility to future digital television services. In accordance with Government and EU policy, DTT is set to replace the analogue service by 2012.

The evaluation was designed to answer two questions; 1) can visually impaired viewers hear the audio descriptions with sufficient clarity and 2) is the description at a good volume in relation to the background programme audio

The NCBI and the Centre for Inclusive Technology chose six participants for the test who lived within the DTT range. The participants were recruited with the following profile:

- Regular television viewers
- Blind, to the extent that they would rely on audio description to full understand and appreciate broadcast TV programmes such as dramas
- Sufficiently good hearing to understand normal TV programme content without difficulty

Tests were carried out in real TV viewing environments, people's own homes, using their own television sets. Each television received a signal via a DTT set top box supplied by RTÉ.

Test participants watched a single half hour episode of popular New Zealand based drama *Shortland Street* with AD broadcast on RTÉ One as part of the normal schedule. An NCBI test facilitator was present during the test at each location to ensure that the equipment was working correctly and to collect data and feedback.

Data was collected from a combination of observation and questionnaires. The facilitator explained the purpose and procedure of the test and asked some pre-test questions to confirm that the participant met the eligibility criteria. During the programme the facilitator made a note of any relevant observations or comments from viewers. After the broadcast, the facilitator asked the post-test questions to collect feedback data.

All participants reported that they could hear the descriptions clearly enough with 50% reporting 'extremely clear' audio.

The findings of the accessibility trial will facilitate a fine-tuning of the technical aspects of delivering AD. Expertise in providing AD is also currently being planned for by RTÉ, so that it will be possible to resource the service within Ireland upon the rollout of DTT.

In June 2008, RTÉ facilitated a demonstration by the Centre for Inclusive Technology of new hardware and software for DTT set top boxes. Staff from the National Institute of Blind People in the UK demonstrated the capabilities of accessible digital TV. The session was attended by organisations in the disability, ageing and social sectors.



6 The Environment

RTÉ is committed to environmental protection and sustainability, to improving its environmental performance and to minimising any adverse impacts as a result of its broadcasting activities. The following indicate a number of environmental activities undertaken during 2007/2008.

6.1 Reduction in CO₂ and Energy Usage

In summer 2007 RTÉ commenced a project in RTÉ Raidió na Gaeltachta, Casla, Co Galway, to replace the existing electrical storage heating with a bio fuel woodchip boiler to reduce both energy costs and our carbon footprint.

The project was successfully completed by the end of 2007 and has been working satisfactorily through the latter stages of the heating season in what is a very harsh environment. Whilst monitoring of the system energy use is ongoing, early figures indicate that versus a similar period in 2007, the 2008 energy usage figures are down 15% which will equate to an approximate cost saving of €7,000 for the year. Even better for RTÉ and RTÉ Raidió na Gaeltachta, is the fact the woodchip boiler will qualify as a legitimate carbon credit to the Organisation going forward.

Following an energy audit of the Donnybrook campus in early 2006 a number of action items were decided to both reduce overall energy usage and change the way we use our energy. Some early progress was made with the following initiatives:

- installation of high efficiency burners to the existing main heating boilers
- tighter controls on air conditioning time clocks
- the installation of low energy lamps to our lighting systems.

Various IBD initiatives yielded further smaller savings. For example staff groups volunteered to change their heating and cooling controls by one degree in line with the national *Power of One* promotion.

RTÉ also linked air-conditioning systems to the studio usage and planning model to ensure services are only running when absolutely required by the programmes.

The culmination of these measures has led to a net reduction in Natural Gas usage of 7% to Q2 2008. As reported in CR 2007, RTÉ switched to a renewable energy provider for the main site electricity in early 2007 which has resulted in a carbon saving of 14.5 million tonnes or the equivalent of taking 3,463 cars off the road for a year.

RTÉ's Recycling Rate Figures

	October 07	November 07	December 07	January 08	February 08	March 08
Recycled (Tonnes)	45.03	39.19	30.76	55.33	47.72	44.04
Disposal (Tonnes)	20.01	17.89	13.95	23.12	16.97	15.45
Recycling Rate	69%	69%	69%	71%	74%	74%

In addition, RTÉ Radio in March 2008, closed its Medium Wave (MW) service as the technology offered poor value for money, was environmentally unsound and out of date, with poor quality reception and audio. The closure did not affect RTÉ Radio 1's existing FM or LW 252 national services. Given the MW transmitters were installed in 1975 and were by modern standards very inefficient the resulting energy saving of the switch-off is considerable. RTÉ has reduced its energy consumption by approximately 600kW, which to put in context, translates to the equivalent to running 300 two bar heaters twenty-four hours a day seven days a week.

6.2 Waste Management

RTÉ undertook to eliminate the use of polystyrene from the Donnybrook campus by late 2007. RTÉ approached the campus canteen services provider who agreed to source an alternative material which was more environmentally friendly but without compromising on safety for the user. With effect from February 2008 polystyrene materials were removed from canteen operations. All staff were asked, to support the initiative by not using polystyrene materials in their hospitality arrangements on the campus. While the volume of polystyrene is quite low in recycling terms, a saving on carbon emissions is expected because of the significant time it takes to break down polystyrene. RTÉ is currently liaising with its waste contractor with regard to carbon credits linked to its recycling performance.

In October 2007 the overall recycling rate for RTÉ waste was 69%. While this is significant, RTÉ took steps to improve it further. By February 2008, information on recycling was posted around the campus, near recycling bins, in an effort to inform and encourage staff to use the service. RTÉ also modified the recycling bins to highlight the fact that Dry Mixed Recyclables (DMR) could include clean plastic packaging, plastic cutlery, clean Tetra Pak and similar items rather than just plastic bottles. By March 2008 the recycling rate for RTÉ waste was 74%.



6.3 Raising Awareness

In addition to the Organisation's efforts to improve its own environmental performance, RTÉ supports and promotes environmental awareness through its output. In addition to the long standing programmes such as *Eco Eye*, RTÉ Cork produced a new series *My Family aren't Wasters* for RTÉ One where two families with high carbon footprints undertook a series of challenges to reduce the amount of energy and resources they waste. They were advised and monitored by two energy experts who installed state of the art sensors to see how electricity, gas and oil are used and wasted. A supporting micro-site on RTÉ.ie allowed audience members calculate their own carbon footprint and get eco tips.

RTÉ Cork developed its eco friendly van idea for *Corrigan Knows Food*. The six part series followed celebrity chef Richard Corrigan as he travels across Ireland and Europe in a specially designed eco friendly van. The Volvo multi-fuel van runs on either unleaded petrol or E85 ethanol which has lower carbon monoxide and carbon dioxide emissions than conventional gas or diesel vehicles. Ethanol is water soluble, non-toxic and biodegradable. It's the second time an eco friendly vehicle has been used for the series, with last year's car running on sunflower oil.

RTÉ Young People's Programmes (YPPs) department is in production 50 weeks of the year generating content for pre-school children up to young people aged 21 years old.

In Spring 2008, RTÉ YPPs focused their efforts on *Think Green*, an environment awareness theme which ran from in March. All the regular RTÉ YPPs programmes explored what we can do to save our planet.

ICE and KAZOO broadcast upbeat fun reports, while *The Once A Week Show* and *Sattitude* had audiences who were interested in learning and talking about the environment.

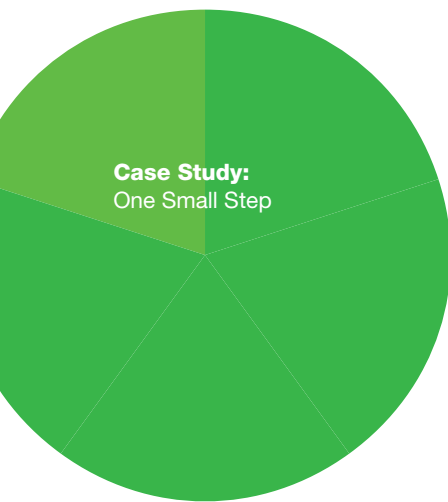
TTV premiered five RTÉ YPPs specially-commissioned short-films set in Berlin, the re-cycling capital of Europe and featured interviews with industry leaders such as Sustainable Energy Ireland. *WE tv* brought recycling to the RTÉ campus with a live wormery and pink pig composter.

Den Tots got involved with Soky and Emma showing young people how to recycle household items such as jam jars into a musical instrument.



In addition to the broadcasts on RTÉ Two, RTÉ YPPs commissioned a micro-site RTÉ.ie/thinkgreen to host all the *Think Green* activities, short films and video clips from the programmes. The site is maintained beyond the life of the programmes and is a resource for young people and educators.

The site has an energy calculator and lots of inventive suggestions as to how you can reduce, reuse and recycle. It has lots of interesting facts and figures about greenhouse gases, energy efficiency and trees. Plus you can while away the day playing *The Green Bunny Game!*



According to the most recent Census in 2006 of the 529,753 people who commuted to work from Dublin county or city each day 288,115 (54%) travelled by car. This compares with the 72,840 (13%) who walked, the 21,145 (4%) who cycled and the 120,029 (22%) who travelled on any sort of train or bus (public or private). These figures do not include those who commute into the city from Kildare, Wicklow, Meath, Louth and beyond.

In an effort to reduce Dublin commuters' dependency on cars in September 2007, the then Minister for Transport and the Marine, Noel Dempsey T.D., launched a high profile public information campaign entitled *One Small Step* with The Dublin Transport Office (DTO). The aim of the campaign was to encourage those who commute by car in the Greater Dublin Area to choose alternative modes of transport for at least some of their journeys and to incorporate public transport, walking or cycling into their travel habits.

Speaking at the official launch of the campaign DTO Chief Executive, John Henry said:

We're asking drivers to reduce car usage where and whenever possible and to use alternative transport, as appropriate. Where there are alternatives available, whether that's public transport, or taking a fifteen or twenty minute walk or cycle, then people should consider these options for at least some trips every week. As well as the health benefits and the reduction in their carbon footprint, car users who make this small change will ultimately make a big difference.

If everyone left their car behind for just one trip each week, there would be 200,000 fewer car trips every day in the Greater Dublin Area, less traffic and less pollution. We are urging all car users to give this their serious consideration in their own and everyone else's interests.

The campaign, on outdoor posters, online and broadcast media, outlined the key benefits to commuters of choosing alternatives to the car. Aside from the obvious environmental benefits of reducing the number of cars on the road each day, the campaign explained that by choosing alternatives commuters could; improve their health, save money, reduce stress, reduce traffic congestion, save time and reduce vehicle wear and tear.

From the outset a number of large public and private sector organisations supported the aims of this initiative. RTÉ participated in the initiative which was first run as a pilot programme supported by the advertising campaign which ran during September/October 2007.

Within RTÉ the *One Small Step* initiative was launched with an introduction by broadcaster Brian Dobson, a keen cyclist, followed by an overview, of RTÉ's involvement in the campaign. A presentation and talk was then given by John Henry, Director/CEO Dublin Transport Office.



As a way of marking RTÉ's commitment to the project and encouraging staff to take up the challenge, a ladies and a gents bicycle were raffled for those who attended the launch. Prior to the launch, RTÉ commenced an internal awareness campaign using both *Marconi* and posters supplied by the DTO across the organisation. In addition in the week leading up to the launch, a questionnaire to determine how RTÉ employees travelled to work was carried out and the results will be used by RTÉ for future planning.

A central component of the *One Small Step* campaign is for the DTO to assist participating organisations with the development of workplace travel plans. Such plans typically consist of a package of measures to encourage and support more sustainable travel patterns among staff, clients and other visitors. A typical travel plan for staff commuting can:

- Let all employees know about the different travel options open to them
- Identify possible improvements to these services
- Facilitate the use of alternative modes to the car
- Promote the use of alternatives, like walking, cycling and public transport
- Support staff in changing their behaviour, for example by facilitating or incentivising carsharing, providing cycle parking, showers and lockers
- Provide information on the scale and broader impacts of change.

In early 2008 RTÉ began working with the DTO to develop a tailored workplace travel plan for the Donnybrook site.

7 Looking Forward

7.1 Intercultural Strategy

The 2007 CR report made the following commitment to progressing the interculturalism policy adopted by RTÉ Authority and Executive Board in the Spring of 2007:

By the end of 2008, RTÉ will publish a comprehensive action plan on interculturalism. The plan will build on the commitment of management and programme makers to date and mainstream cultural diversity across three broad areas; output, staff training and recruitment. It will set down clear goals and targets for each of these areas and be fully integrated into the ongoing strategic planning of RTÉ's different business divisions.

In mid October 2007 an intercultural co-ordinating group was established to help realise the overarching policy commitment and develop an action plan. The cross IBD group was tasked with considering the manner in which RTÉ represents ethnic and cultural minorities living in Ireland in its output, look at what other broadcasters have done in this area and make a number of recommendations on how RTÉ might practically address the issue.

The group began by considering the broad issue of interculturalism, who and what do we mean when we talk about intercultural diversity and how RTÉ currently represents cultural and ethnic diversity across its services.

Members researched and analysed the approaches taken by other Public Service Broadcasters (PSBs) in Europe and beyond. This revealed that while there is now considerable consensus among PSBs that interculturalism is a critical challenge for society and broadcasters, there is little consensus as to the best way to approach it.

As with RTÉ's *Intercultural Policy*, the focus of activity among most PSBs is on the same three elements, (output, staff development/training and recruitment), albeit employing a variety of different strategies. For example, some broadcasters insist on recruitment targets while others have developed internship or fellowship schemes in order to fast track the training of a more diverse pool of available talent. Some have developed a range of targeted and different language services while others have tried to infuse their mainstream services with more diversity.

In short, just as different country's experiences of immigration are different, there is no obvious template of best practice to follow in developing a comprehensive intercultural strategy.



There was a consensus among the Group that while programme makers were, for the most part, well disposed to having greater diversity on-air and on-screen, there was a real difficulty, given the relatively recent nature of Ireland's immigration, in finding new voices from minority ethnic and cultural groups who have the necessary language skills and confidence to contribute on a broad range of issues. The Group agreed that a similar challenge existed in relation to recruitment.

The Group also agreed that initiatives in the area of interculturalism will require changes in attitude and a willingness to embrace and value diversity. Progress will not be made without leadership and commitment at all levels of the organisation, from senior management to individual programme makers and staff members.

Based on its research and deliberations, the Group made both group-wide recommendations and recommendations specific to individual output areas.

The final report of the cross IBD intercultural group was presented to the Director-General in May 2008 and its recommendations were discussed at length at a Corporate Editorial Board meeting in July 2008.

Key actions are included as 2008/2009 objectives (see page 44).

Richness of Change is a series of 12 one-minute films which document the diversity of origin, voice and perspective amongst Ireland's immigrant population. One featured Johannesburg-born Floyd Jackson who works with Dublin Bus. The series was made in partnership with the Immigrant Council of Ireland, The Forum on Migration and Communication (FOMOCs) and journalist, Colin Murphy.



7.2 RTÉ Belfast – New stories to tell

In July 2008, RTÉ opened new offices and studios in Belfast. RTÉ has moved from Fanum House in Great Victoria Street, its base since the 1960s, to the newly-built Centre Point Building on Ormeau Avenue.

The new offices were officially opened by Northern Ireland's First Minister, Rt Hon Mr Peter D. Robinson MP MLA, Deputy First Minister, Mr Martin Mc Guinness MP, MLA and An Taoiseach, Mr Brian Cowen T.D.. On the occasion of the opening Mary Finan, Chairman of the RTÉ Authority, said that their presence was testimony to the radically-changed environment in which RTÉ's Northern Ireland operations are now working.

All too often in the past RTÉ's personnel on screen and in radio news bulletins from Northern Ireland were reporting scenes of mayhem and its immediate and sadly durable consequences. In Northern Ireland we now have a peace process that will hopefully, with time, lead to peaceful coexistence, respect and much needed investment and development.

RTÉ's investment in new high quality facilities and in the continued presence of this level of staffing in Belfast is a vote of confidence in the opportunities that now exist to begin recording a new history.

This investment also reflects RTÉ's support for the availability across the island of Ireland of all the television broadcast services licensed in both Northern Ireland and the Republic of Ireland. While there has been a spill over of analogue services on both sides of the border for many years, RTÉ believes that the advent of the DTT platform - Freeview - in Britain and Northern Ireland and DTT soon to be launched in the Republic of Ireland provides a unique opportunity for broadcasters to contribute to the bedding down of peace. Central to the political progress that has been so hard won over the past few years has been what was referred to back in 1984 in the New Ireland Forum, as *'the reciprocal acceptance of identity and interests'*. RTÉ believes that television broadcasting can support the normalisation of Northern Irish and indeed Irish society, if the full expression of all traditions and identities on the island is available free-to-air in both jurisdictions.

Pictured at the opening of the new RTÉ Belfast Office An Taoiseach, Mr Brian Cowan, the First Minister, Rt Hon Mr Peter Robinson and the Deputy First Minister, Mr Martin McGuinness.

Historically, RTÉ pioneered several important innovations in Northern Ireland. The first colour camera outside Donnybrook was tested there. RTÉ's first trials of electronic news gathering systems, using video rather than film, were carried out in Northern Ireland. Some of the most important footage of "the troubles" was gathered by RTÉ personnel and it was at times of important news developments in the North that RTÉ broke new ground with live radio programmes and live presentation on programmes like the Six One and Nine o'clock News, Seven Days and Prime Time.

The new office will continue this tradition of innovation and includes a newsroom, a range of state-of-the-art digital technology, television and radio studios and camera positions which offer spectacular views of Belfast and surrounding areas. The development provides RTÉ with the capacity to maintain and develop its news and programme output from its Belfast base well into the future and provides a challenge to programme makers to best use the new facilities.

Speaking at the opening of the new offices different people acknowledged the commitment that RTÉ was making to the new peaceful Northern Ireland.

An Taoiseach, Mr Brian Cowen T.D., said;

...the story of the peace process in Northern Ireland is one that has been faithfully recorded by many dedicated journalists here in RTÉ and the opening of new RTÉ offices in Belfast at this time is a very positive statement of the new and exciting phase that is really just beginning.

Northern Ireland's First Minister, Mr Peter D. Robinson MP, MLA said;

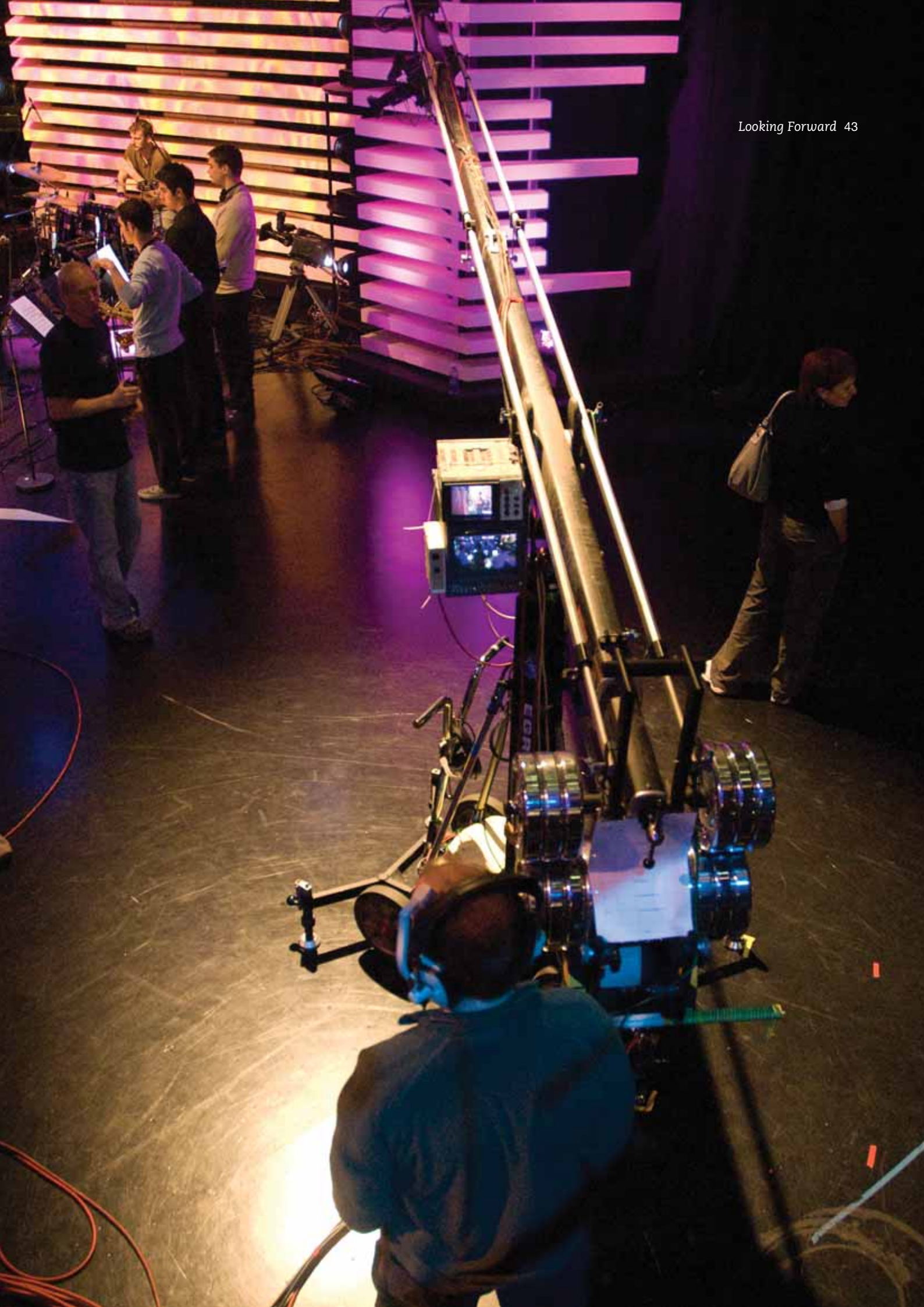
I congratulate RTÉ on its investment and expansion as this new city centre base is opened. The new offices at the Centrepoint building which have been leased by RTÉ represent a further sign that Northern Ireland has grown in confidence and is building a new sustainable economy.

Deputy First Minister, Mr Martin McGuinness MLA said;

I know that myself and my colleagues in the Executive will spare no effort to ensure that a new story can be told for this part of our island. We want a story in which we shape our own destiny, a story in which our people grow prosperous in a society at peace with itself. However it is up to us, the First Minister and I and all our Executive Colleagues to make this story real. To write the last lines. When that happens I believe that RTÉ will be there to record the process for all to see.

The future of Northern Ireland is today full of promise, much is yet to be achieved and RTÉ will be there to play its part and hopefully tell a new story.

Courtesy of
Kelly Mcerlean



7.3 2008/2009 Objectives

1. Meeting the needs of our Audiences

- By Q1 2009, RTÉ will have agreed a cost-effective five-year contract with the Athlone Festival Committee for the RTÉ All Ireland Drama Festival
- RTÉ will continue to develop cross media projects, such as *Operation Transformation* and will create at least one new and significant cross media project during 2009
- By Q4 2008 RTÉ will be involved in a project aimed at senior second-level students which will show an application of science or technology, integrating an aspect of RTÉ's work with the curriculum.
- Senior management in Television, Radio and News & Current Affairs will agree specific, realistic and measurable targets with managers, editors and programme makers for ethnic and multicultural representation in all or parts of their respective output areas by end Q4 2008.

2. Staff

- The new RTÉ Crèche will open in Q4 2008
- To enhance staff cooperation and improve internal communications RTÉ would like to significantly upgrade its current intranet. To begin this process RTÉ will complete a review of the existing intranet system and develop a clear roadmap for its redevelopment by Q4 2008
- RTÉ is to provide intercultural awareness training for all HR staff, for all new staff (as part of induction training) and identify where intercultural training can be integrated into existing IBD training programmes by Q4 2009.

3. Our Business Interactions

- Beginning with CR 2008, each successive report will record any changes or amendments made to the *RTÉ Programme Standards and Guidelines* during the course of the preceding year
- Following a comprehensive review of the systems and processes within RTÉ Television Independent Production Unit during 2008, an action plan outlining the implementation of new efficiencies in relation to timelines of commissioning decisions will be completed by Q2 2009.
- To support RTÉ's public procurement activities from commencement of the procurement activity through to selection of the successful supplier, Group IT is developing a new electronic public procurement system. The development of this system encountered unavoidable delays during 2008 and will be available for use in Q1, 2009

4. Government and Regulators

- By Q2 2009 RTÉ.ie will bring a range of live and on-demand video services to users around the world with the launch of a new online video player
- RTÉ will use *RTÉ Audience Opinion* to keep the Department of Energy Communications and Natural Resources (DCENR) appraised in an appropriate way of the benefit of RTÉ as a Public Service Broadcaster.

5. The Environment

- A pilot car sharing website will be launched during Q4 2008 to assist staff in arranging and planning car sharing to and from the RTÉ site in Donnybrook. This will be hosted on the staff intranet. To support and encourage participation in the scheme, a limited number of car spaces will be allocated to the scheme on a trial basis.
- New bicycle shelters around the complex adjacent to the Radio Centre, TV Centre and the Stage 7 area are to be constructed by the end of Q4 2008
- Working with the DTO as a partner in the *One Small Step* campaign RTÉ will have a comprehensive workplace travel plan in place by Q2 2009
- RTÉ will continue to monitor and take necessary steps to incrementally reduce our waste to landfill and report same by Q4 2009
- RTÉ will continue to monitor and take necessary steps to incrementally improve our energy efficiency and report same by Q4 2009.
- In support of the *International Year of Planet Earth*, RTÉ will launch a cross IBD initiative in Q4 2008 to help raise awareness amongst primary and post-primary students of climate change.



