

**RTÉ's Guiding Principles -
Implementing the Public Service Broadcasting Charter**

November 2006

Contents

Introduction	3
RTÉ's vision, mission, values	4
RTÉ's goals	6
<i>RTÉ Strategic Corporate Plan, 2006 – 2010</i>	8
The strategic planning process	11

Appendices

Appendix 1 Public Service Broadcasting Charter

Introduction

RTÉ is a non-profit making organisation owned by the Irish people and it always strives to serve them with the best possible indigenous content giving value for money on a fully accountable basis.

In June 2004 the Department of Communications, Marine and Natural Resources published the *Public Service Broadcasting Charter*, and shortly afterwards RTÉ published *RTÉ's Guiding Principles - Implementing the Public Service Broadcasting Charter*. This document had at its centre RTÉ's commitment to always put the audience first and to meet the expectations outlined in the *Charter*.

It was updated, and the second edition was published, in November 2005. This third edition is the final one as the *Guiding Principles* have now been developed into and superseded by *RTÉ Strategic Corporate Plan, 2006 – 2010*.

This document is a build on *RTÉ's Guiding Principles - Implementing the Public Service Broadcasting Charter* (November 2004). Three sections of that original document remain unchanged and they should be read in conjunction with this update:

- RTÉ Matters
- The Role of Ireland's Public Service Broadcaster
- The Legal Context.

The original section 'RTÉ's core values' was replaced by 'RTÉ's Vision, Mission and Values' in 2005 following the development, and commencement of the implementation, of *RTÉ's Strategic Framework* which promulgates a vision, mission and values for the organization.

The *RTÉ Strategic Corporate Plan, 2006 – 2010* builds on the *Guiding Principles* and other work of recent years where operations have been re-assessed and restructured to offer audiences and customers higher quality and more efficient services.

RTÉ's vision, mission and values

In the 2nd edition of *RTÉ's Guiding Principles - Implementing the Public Service Broadcasting Charter*, published in November 2004, RTÉ's three core values were identified as:

Connecting with all our audiences

- Always put the audience first and be a universal free-to-air service
- Reflect the diverse values of the people of Ireland, specifically cultural, including language, religion and regional needs across all age groups
- Provide high quality, popular programming and services including archives
- Be creative in our output, with the confidence to take risks.

Providing a value for money service

- Provide a quality and efficient service on a value for money basis
- Operate in a fair and transparent manner
- Be a cost efficient organisation attracting maximum revenues to optimise output
- Fulfil our role as the National Public Service Broadcaster while being flexible enough to respond to changing needs.

Being Ireland's premier, independent provider of definitive News and Current Affairs material, both national and international

- Be accurate and impartial in all News coverage
- Provide insightful and challenging Current Affairs coverage.

During 2005, following an open staff consultation process, these goals were further developed and in September 2005 *RTÉ's Strategic Framework*, detailing the vision, mission and values of the organisation, was published. The key elements of that document are as follows:

RTÉ's vision is to grow the trust of the people of Ireland as it informs, inspires, reflects and enriches their lives.

RTÉ's mission is to:

- Nurture and reflect the cultural and regional diversity of all the people of Ireland
- Provide distinctive programming and services of the highest quality and ambition, with the emphasis on home production
- Inform the Irish public by delivering, nation-wide, the best comprehensive independent News service possible
- Be the unifying source of national participation in all major events.

RTÉ's values are to:

- Operate in the public interest, providing News and Current Affairs that is fair and impartial, accurate and challenging
- Connect with our audiences by understanding and satisfying their needs
- Deliver a value for money service
- Be creative in everything we do

- Be honest and transparent in all of our activities
- Take personal responsibility for pursuing the Organisation's goals
- Be responsible to our employees and consider everyone as an individual
- Optimise the performance of each person, department, division and the Organisation by working together
- Respect each other and our diversity
- Take pride in everything we do, everything we are and everything we create.

It is clear from these statements that RTÉ believes that trust is the foundation stone of its relationship with the audience and that the organisation strives to ensure it can be trusted to be independent, impartial and honest in all of its activities.

RTÉ's Goals

RTÉ's goals, as defined for 2004 -2007, were:

RTÉ, shaped by its past, will be flexible enough to adapt to the future by:

- Meeting the needs of its various audiences
- Creating the requirements and conditions to enable all our staff and all who contribute to RTÉ and its services to embrace new skills and technologies
- Operating cost effectively without comprising quality or quantity of output
- Ensuring the appropriate development and use of its unique archive
- Developing new talent in all aspects of our work including talents of existing staff.

RTÉ will focus on holding existing and attracting new audiences by:

- Providing a diverse range of high quality, popular output with a focus on home-production
- Developing new and innovative programming
- Producing output of interest for minority groups
- Effectively using the RTÉ brand across divisions.

RTÉ will position itself to optimize its role in digital broadcasting – new media and new technologies by:

- Continuing to progress the production of all our content in a digital format
- Being pro-active and play a central role in the development of national policy for broadcast distribution
- Developing, in consultation with Government and national, international and industry fora, a road map for digital broadcasting.

RTÉ will promote Ireland's cultural heritage by:

- Ensuring the production of high-quality content, in both languages
- Strengthening our regional output
- Celebrating our diversity as a people – including the occasions that bind us
- Reflecting the dynamic nature of contemporary Ireland.

RTÉ will maximise its revenues from all sources to optimise its output. This will include:

- Endeavouring to ensure efficient licence fee collection through assisting Government to identify appropriate agency / agencies to collate data, collect licence fee and enforce adherence and providing ongoing promotional support
- Optimizing commercial revenue from advertising, sponsorship and other commercial activities
- Developing new programme-funding strategies.

RTÉ will strengthen its role in sponsorships, performances and partnerships to optimise its output across all divisions. This will include:

- Partnering community broadcasters to promote public service programming by co-operating to secure Special Broadcasting Funds
- Sponsoring, at a corporate level, events which will enhance output opportunities.

The *RTÉ Strategic Corporate Plan, 2006 – 2010* represents a significant step in the process – started some years ago – to put strategic planning at the core of all RTÉ activities. To that end, this Plan must be seen as part of an ongoing process. It is a rolling plan – the first in a series that will be developed in the coming years – building on the *Guiding Principles*. It has further developed the goals based on a number of key imperatives. Each activity must demonstrate:

- **Flexibility** - Apply new technologies, new skills, new work practices and new approaches as needed in order to match public and market needs.
- **Integrity** - Focus on content quality, maintaining high professional standards of accuracy, objectivity and fairness.
- **Relevance** - Constantly re-evaluate our services in order to ensure that they reflect the needs of our audiences and customers in terms of content and platforms.
- **Efficiency** - Act at all times in the knowledge that efficiency savings enable saved funds to be diverted to additional programming for our audience.

FIRE can be used as an aide memoir to ensure that these qualities remain at the forefront of all our thinking as we develop future plans and initiatives. These imperatives or qualities give a consistency to all IBD Plans, provide a framework against which all activity can be assessed and help in the development of objectives.

Five Year Objectives

- Set the standard for quality output and content in Ireland
- Be a technology leader
- Achieve a significant increase in the range of output from the regions
- Develop people and skills
- Grow revenues
- Control and manage costs
- Ongoing strategic planning to become integral to running RTÉ Group.

These objectives are reflected in the objectives of the individual IBDs and it is at IBD level that the objectives will be achieved. The IBD Plans explain in detail:

- The rationale behind each of their objectives
- The key success factors necessary to achieving each objective
 - FIRE (Flexibility, Integrity, Relevance and Efficiency)
- How each objective will be achieved.

The actions that have been agreed and included in the Projections are detailed in each case, together with actions and initiatives which are Under Review/Strategic Planning. There are timelines associated with each action and each area under review.

RTÉ Strategic Corporate Plan, 2006 – 2010

The *Strategic Plan* is structured to reflect the Organisation's structure. This can be briefly described as having six Integrated Business Divisions ("IBDs") and a Corporate Centre.

The six IBDs represent the six distinct businesses of the Group and they are:

- News and Current Affairs
- Radio
- Television
- Performing Groups
- Publishing
- RTÉNL

The RTÉ Corporate Centre consists of a Corporate HQ and Central Shared Service Functions. Corporate HQ consists of those functions concerned exclusively with the overall management and direction of RTÉ and the shared services includes areas like central Legal Affairs, Information Technology, Communications, Human Resources and Finance.

The individual IBD Plans form the heart of the overall Plan and they contain many initiatives/actions; all follow a common template and include sections dealing with:

- Vision / Key Success Factors
- Management / Organisation Structure
- The Business
- The Market
- Legislation and Regulation
- Objectives
- Implementation Plan

Objectives

There is a common rationale for objectives which are core to the individual Plans. The order of the objectives is generally the same across the IBDs. The first objective relates to output or content – maintaining and improving output/programming/content quality is the primary objective.

The second objective listed (and, in some cases, the third objective) is IBD-specific e.g. TV – be a technology leader; PGs – make output available for broadcast on all RTÉ platforms.

The next objective refers to the regions and this is followed by an objective that deals with developing our people. Objectives relating to growing revenues and increasing efficiency are followed by the final objective – making strategic planning integral to the running of the business.

1. Set the standard for quality output and content in Ireland

Whether it is in the area of TV/Radio programming or the performance of a Mozart symphony by the NSO, RTÉ's success depends on the quality of the content or output therein. The production and scheduling of output and content is our core activity and we aim to set the quality standard for Ireland.

2. Be a technology leader

Technology is changing our business rapidly. Our audiences (youth audience in particular) are changing the way they access our content as a result. In order to stay ahead of the competition and to remain relevant to our audiences we must continue to embrace new technology e.g. DTT, DAB, internet. Additionally, we will seek out efficiencies in our systems and processes by applying evolving technologies.

The challenge is to be prudent in our technology investments (each technology must be proven to work, to be in demand and to have long term viability) while ensuring there is no undue delay in applying new technologies for reasons of lack of expertise or indecision.

3. Achieve a significant increase in the range of output from the regions

RTÉ must reflect the lives of viewers from all parts of the country. To this end there will be an increased emphasis on producing programmes and content which portray life in the regions of Ireland.

RTÉ is making further investments in the Group's Cork production facility and is also making a commitment to increasing the level of programming sourced from non-Dublin-based independent production companies.

4. Develop people and skills

RTÉ is a service business and, as such, our people are our key asset. It is they who come up with ideas, create content, perform concerts, negotiate content acquisitions, service the nationwide transmission network and design the programming schedules to meet our audience's needs. If RTÉ is to succeed in its fast evolving business environment, then we must develop the potential of our people and skills to the fullest possible extent.

5. Grow revenues

Unlike licence fee income, commercial revenue fluctuates according to market conditions. If commercial revenues fall, then RTÉ must produce and/or purchase less preferable content than would be the case if commercial revenues were to rise. Therefore, we wish to maximise the level of commercial revenues in order to provide the best possible service to the Irish people.

6. Control and manage costs

There are two factors driving RTÉ's wish to control and manage costs:

- A significant portion of our funding comes from licence fee income. This means that we are funded by the public – our viewers and customers. We therefore owe it to the nation to have a great respect for how we spend every cent of our budget. With every spending decision, we must be circumspect, resourceful and efficient.

- RTÉ is a not-for-profit organisation. All available funds are put into the production of content or the purchase of programming. Poor management of costs means less preferable content/programming for our audience and customers. Therefore, in order to provide the best possible service to the Irish people, it is imperative that costs are controlled.

7. Ongoing strategic planning to become integral to running RTÉ Group

If RTÉ is to achieve its Five Year Objectives, strategic planning must become part of our culture and of the way of conducting our business. The current environment – with rapidly changing technology and audience needs – is particularly challenging and demanding which makes strategic planning all the more important.

The strategic planning process

Over the coming years RTÉ will focus on a number of areas:

1. Implementing agreed actions contained in the Five Year Plan

- Key responsibilities have been identified
- Funding has been made available.

2. Monitoring implementation

- Milestones have been identified
- Specific people to be charged with monitoring specific actions.

3. Evaluating results of existing business and newly implemented initiatives

- Internal targets identified for each business area and for each initiative
- Specific people to be charged with monitoring specific actions.

4. Deciding on new initiatives

- Key areas for review identified in Five Year Plan.
- Timing of research and reviews of each area agreed in most cases
- Key research and review responsibilities to be agreed
- Provisional dates agreed for decisions on proposed initiatives
- 'Rolling' approach to strategy means that today's areas for review will form the assumptions of Strategic Plan 2. Also, new areas for review will continually emerge.

In all cases, results will be measured in terms of:

- Timing (measure against budget)
- Costs (measure against budget)

The individual; IBD Plans and the Group technology Plans are on the following pages.

RTÉ NEWS & CURRENT AFFAIRS - IMPLEMENTATION PLAN 2006 - 2010

	2006	2007	2008	2009	2010
Remain the Main Source of News for the Irish public					
Enhanced branding and presence at national events					
Regular research and analysis					
Develop new programmes and enhance programmes/news service					
Breakfast news service on television					
International thematic focus					
Enhanced Correspondent Coverage					
Research Far East Correspondent operation					
Review enhancement of correspondent coverage					
Review UK (outside London) news coverage					
New/Enhanced Programme Developments					
Review longer cycle - Prime Time Investigates					
Research/develop news on demand (short updates)					
Proposal on new one to one interview programme					
Proposal on new Foreign Correspondent based programme					
Proposal on new Media analysis - feedback programme					
Proposal on "Business Week"					
Proposal on entertainment news programme					
Proposal on nightly sports news					
Proposal on "A to Z" of Dublin series					
Proposal on regular news documentaries					
Proposal on picture phone projects					
Proposal on new campaign focuses					
Review Oireachtas programming (re: public relevance)					
Develop Online and other non-broadcast media services					
Review - continuous web streaming of special events					
Review - special event continuous coverage (redbutton basis)					
Proposal on breaking news service.					
"News Extra" online service					
Proposal on an online text based local news service.					
Consider commissioning of online articles by correspondents					
Proposal on short regularly updated video news summaries					
Review structure of news front page					
Six One / 9 O'Clock News online					
Expand regional news gathering					
Expand presence through Nuacht/TG 4 merger					
Additional Q & A on the road					
Review Nuacht organisation/decentralisation					
Review news gathering enhancements					
Nuacht community bulletins from Gaeltacht locations					
Proposal on regional web news					
Develop local government focus					
Develop people and skills					
Regular staff assessments					
Continue to seek new talent					
Encourage innovation culture					
Update news standards manual					
Follow up on editorial forum					
Establish partnerships with 3rd level colleges					
Review recruitment processes					
Proposal on training - skills survey & technology changes					
Review staff retention, remuneration, work place environment.					
Reassess newsroom roles / training needs					
Enhance news gathering and programme-making efficiencies					
iNews system roll out					
Database of expert analysts created					
Move Nuacht TV to Baile na hAbhann					
Proposal on central news output desk					
Plan for extended Prime Time Investigates cycle					
Review opportunities for synergies in Sports news coverage					
Standardised laptops for all staff					
Proposal on video enabled phones and small cameras					
Develop new data transmission (wifi etc)					
Develop strategy for tapeless camera chain					
Review SMU ops, rgnl locations, emergency response units.					
Examine opportunities for strategic alliances					
Plan new newsroom location and studios					
Agree SLA with TG4 entity					
Strategic Planning					
News Strategic Planning					
Group Strategic planning co-ordination					

	Agreed & costed in Five Year Plan
	Strategic planning
	Non-RTÉ dependent

RTÉ RADIO - IMPLEMENTATION PLAN 2006 - 2010

	2006					2007					2008					2009					2010						
10.1. Set the public standard for quality, relevance and diversity in Irish Radio.																											
Issue guidelines to aid definition of values																											
Implement programme matrix																											
Implement revised audience matrix																											
Implement overall reporting framework																											
Compete for audience																											
Align four services (cost neutral)																											
Review Competitive threats and exiting services																											
Plan - Station Policies/Brands/Structures																											
Implement Plan with Channel and Programme targets																											
Implement Quarterly Review from JNLR																											
Implement New Listening Strategy																											
DAB trials																											
Launch DAB in trial area																											
Work to achieve sectoral agreement on National Plan																											
Commence DAB National Roll out																											
Publish new Content Management & Delivery Strategy																											
Develop Independent Production Process																											
Identify and evaluate potential sources.																											
Develop proposal for new model																											
Achieve appropriate Regional Balance (cost neutral)																											
Implement new policy for content origination and TX																											
Develop people and skills																											
Publish Staff audit results and priority training needs																											
Develop Detailed succession and training plan																											
Defend and Grow revenue																											
Promote establishment of Radio Forum Ireland																											
Minutage - Develop Joint TV Radio proposal																											
Submit proposal																											
New revenue sources - first target																											
Control and Manage Costs																											
Plan appropriate flexible cost base																											
Close Radio 1 Medium wave																											
Remuneration - Publish proposals																											
Rights - commence implementation of new structure																											
Strategic Planning																											
Radio Strategic Planning																											
Group Strategic planning co-ordination																											

	Agreed & costed in Five Year Plan
	Strategic planning
	Non-RTÉ dependent

RTÉ TELEVISION - IMPLEMENTATION PLAN 2006 - 2010

	2006					2007					2008					2009					2010				
1. Set the standard for quality TV programming																									
Maintain public service commitment	[Green]																								
Maintain mixed genre schedule	[Green]																								
Plan to increase volume of home produced programming	[Green]																								
Plan reduced volume of acquired programming on RTE Two	[Blue]																								
Maintain in-house production /sourcing from ind. Sector	[Green]																								
2. Be a technology leader																									
High Definition Television (HDTV)																									
Pilot HDTV experiment	[Green]																								
Limited implementation of HDTV	[Green]																								
Upgrade of one studio to HDTV	[Green]																								
Upgrade of second studio to HDTV	[Green]																								
Upgrade of third studio to HDTV	[Green]																								
Circa. 60% peak time viewing in HDTV	[Green]																								
Post Production System																									
Beta testing of Avid editing system	[Green]																								
Stage 1 Implementation: Sports & Promo Depts.	[Green]																								
Stage 2 Implementation: Other Genres (ex. News)	[Green]																								
Stage 3 Implementation: Presentation & Studios	[Green]																								
Completely implemented	[Green]																								
Review introducing file-server technology to Archive	[Blue]																								
Providing content on a wide range of platforms																									
TV / Publishing joint strategy review	[Blue]																								
Strategy presentation to Executive Board	[Blue]																								
Review in context of newly commissioned programmes	[Blue]																								
3. Increase range / quality of output from regions																									
Focus on content reflecting life in regions:																									
Examine prog. strands that may be sourced from regions	[Blue]																								
Review timing for introduction of regional programming	[Blue]																								
Roster Dublin-based programmes from the regions	[Blue]																								
Highlight challenge of Dublin audience to prog. Makers	[Blue]																								
Improve quality of prog. output from Cork:																									
Recruit producer - assign to development / exec. role	[Green]																								
Completion of Cork 2006-2008 Manpower Plan	[Green]																								
Offers of longer fixed-term contracts to producers	[Green]																								
Identify training needs	[Blue]																								
Deliver training	[Green]																								
Develop/support regional production companies:																									
Identify key regional suppliers-consider 2 year output deals	[Blue]																								
Identify / review prod. companies for development support	[Blue]																								
4. Develop our key asset - people																									
Implement lessons from staff survey	[Green]																								
Proposal on training needs - skills & technology	[Green]																								
Develop multi-cultural awareness guidelines, cross-IBD	[Green]																								
Promote prog-making by ethnic communities	[Green]																								
5. Grow Revenues																									
Grow non-traditional revenue sources:																									
Seek appropriate regulation and legislation	[Red]																								
Drive internal debate on opening-up interpretation of code	[Red]																								
Keep abreast with technological developments/opportunities	[Green]																								
Exploit all commercial synergies across RTE	[Green]																								
Provide a range of Cross-Media Solutions:																									
Appoint Cross-Media Solutions Manager	[Green]																								
Implement reporting, protocols, procedures	[Green]																								
Internal communication of proposition	[Green]																								
Target Cross-Media clients and prospects	[Green]																								
Review and Planning	[Green]																								
6. Control and manage costs																									
Implement Value for money initiative	[Green]																								
Proposal on output deals with ind. production companies	[Blue]																								
Review of procurement policies	[Blue]																								
7. Ongoing Strategic Planning																									
TV Strategic Planning	[Blue]																								
Group Strategic planning co-ordination	[Blue]																								

	Agreed & costed in Five Year Plan
	Strategic Planning
	Non-RTÉ dependant

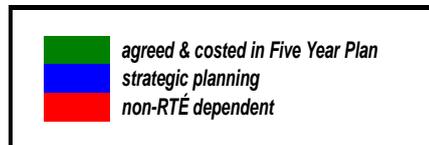
RTÉ PERFORMING GROUPS - IMPLEMENTATION PLAN 2006 - 2010

	2006					2007					2008					2009					2010							
Maintain and develop the level, range and quality of all content																												
Maintain current high levels of concert/broadcast and other output																												
Rolling prog. of editorial review, quality improvement, & audience relevance																												
Build on success of 2006 RTE Living Music Festival & RTE Farnliegh Proms																												
Maintain current level of commissioning of new Irish Music																												
Implement new strategy for RTE NSO "Horizons" concert series																												
Develop level of new music commissioning																												
Appoint composers-in-residence																												
Make output available in a form suitable for delivery by RTE platforms																												
Negotiate greater PG contribution to Radio schedules (esp. Radio 1)																												
Negotiate greater PG contribution to TV schedules																												
Negotiate nature and level of audio publishing with Radio/Publishing IBDs																												
Mainstream IMRP (in collaboration with lyric, Arts Council, Nat.Archives)																												
Negotiate and agree PG contribution to Radio DAB / Publishing Online																												
Develop new and maintain existing audiences																												
Develop RTE CO's programme of family and young peoples' concerts																												
Implement new strategy for RTE VQ based on review findings																												
Develop and rollout e-zine for RTE PG outputs																												
Revamp RTE PG website in conjunction with RTE Publishing																												
Review and implement changes to loyalty programme(s)																												
Implement programme of in-venue audience data-gathering																												
Negotiate cross-promotional strategy with Radio and TV IBDs																												
Implement new strategy for RTE CO at the Helix																												
Complete plan for RTE Cor na nOg																												
Complete review of Irish Times / RTE Music in Class prog																												
Bring forward proposals for new "beginner" audience concerts																												
Complete position paper with Radio IBD on Musician of the Future																												
Agree sharing of marketing data with main performance venues																												
Review RTE PG brands and brand marketing																												
Initiate 5-year programme of audience research																												
Review positioning of RTE PGs in relation to on-line ticketing																												
Expand regional / community output																												
Increase RTE VQ regional/community output by 2 concerts per annum																												
Make content available to community radio stations nationwide																												
Present costed plan for rebalancing and marketing regional output																												
Develop people and skills																												
Embed performance management systems at managerial and other levels																												
Recruit Principal Conductors for RTE NSO and RTE CO (dev performance)																												
Develop strategy resulting from Staff Attitude Survey																												
Bring forward proposals for internships (succession planning)																												
Bring forward musicians' early retirement proposals																												
Complete skills/training audit																												
Achieve a minimum of 20% funding from non-licence fee resources																												
Formulate proposal on implementation steps																												
Control & manage costs																												
Implement new NCC service contract																												
Implement new RTE VQ service contract																												
Complete and implement VFM study into RTE's WCCMF sponsorship																												
Undertake VFM study into orchestra transport costs, rostering and overtime																												
Undertake VFM study into print costs																												
Review capacity utilisation of each orchestra																												
Continuously improve cost reporting/control processes and procedures																												
Benchmark admin costs and related staffing levels																												
Ongoing strategic planning to become integral to running of RTE Performing Groups																												
Implement rolling output planning on cycles ranging from 6mths to 2 years																												
Implement rolling manpower planning process																												
Implement annual integrated budgeting process																												
Implement annual marketing and PR planning process																												
Continue process of formal quarterly and annual review																												

	Agreed & costed in Five Year Plan
	Strategic planning
	Non-RTÉ dependent

RTÉ PUBLISHING - IMPLEMENTATION PLAN 2006 - 2010

	2006	2007	2008	2009	2010
Provide relevant content to our customers and users					
Leverage the Aertel brand through expansion into multiple media platforms					
Become Ireland's leading content website through quality of content and audience penetration					
Deliver RTE content to new audiences					
Develop new and maintain existing customers and users					
Initiatives securing RTÉ.ie as content provider of choice					
Build upon the RTÉ Guide's position as Ireland's biggest selling magazine.					
Test, launch & market Aertel Digital					
Be the Leading Content Provider of choice for users of new and emerging platforms					
Develop existing and new services					
Extend the RTÉ Guide Brand across multiple media.					
Launch (4) RTÉ Guide-related magazines					
Content initiatives on new and emerging platforms					
Initiatives to promote audience interaction					
Deliver new & emerging technologies to enhance market leadership position					
Develop people and skills					
Deliver on Staff survey feedback					
Introduce a localised staff recognition programme & other team initiatives					
Formal Performance management structure for all Staff					
Introduce Competency based Management and Recruitment Process					
Develop revised recruitment plan					
Grow and diversify revenue base					
Introduce new advertising formats on RTÉ.ie					
Introduce new interactive initiatives					
Marketing/Revenue opportunity review					
Development market segmentation across publishing audience and channels					
Control and manage costs					
Negotiate new supplier contracts					
Integration of relevant publishing expenditure into consolidated RTÉ negotiation.					
Development of tools to calculate and benchmark ROI on strategic expenditure.					
Ongoing strategic planning					
Introduce new product develop screening process.					
Continue zero based budgeting approach to formulation of annual budgets.					
Establish annual business planning process					
Continue annual review of long term business objectives.					
Ongoing customer and consumer research					
Align capital expenditure programme with strategic business objectives					



RTÉNL IMPLEMENTATION PLAN 2006 - 2010

	2006	2007	2008	2009	2010
Be a Technology Leader					
DTT Plan					
See section 9.1.2					
DAB					
Initial DAB Testing					
Install digital corridor infrastructure					
Approval from regulators					
Full transmission - digital corridor					
Cost nationwide DAB roll-out					
Full national DAB rollout					
DRM					
EU Journal entry for AM Transmitter					
Select supplier LW Analogue/Digital Tx					
Place order					
Install new transmitter					
Handheld Digital Video Broadcasting					
Open discussions with mobile phone companies					
Participation in testing					
Select technology					
Begin hosting handheld broadcast equipment					
Develop People & Skills					
Identify skill deficiencies					
Develop personalised training plans					
Enhance internal communications					
Ongoing review of organisation and structures					
Defend and Grow Revenue					
See DTT scenario document					
Commence negotiations with TV3					
Commence negotiations with TodayFM					
Recruit Clerk of works					
Additional business development resource					
Identify & utilise potential hosting partners					
Build new infrastructure					
Control and manage costs					
Implement maintenance management programme					
Value for money initiative					
Review of procurement processes and policies					
Ongoing Strategic Planning					
RTÉNL Strategic Planning					
Group Strategic planning co-ordination					

	Agreed & costed in Five year plan
	Strategic Planning
	Non-RTÉ dependant

RTÉ Group - Technology IMPLEMENTATION PLAN 2006 - 2010

	2006	2007	2008	2009	2010
Server Based Production and Distribution					
Edit suites					
Implement Standalone Avid suites	■	■			
Test Workgroups 5					
Implement Unity and Workgroups for Sport	■	■			
Implement Graphics	■	■			
Deploy Workgroups 5 across all TV genres					
Deploy Workgroups 5 in News			■	■	
Extend to Ingest			■	■	
Media Asset Management					
Complete logical analysis	■	■			
Assess suitable technologies		■	■		
Assess and select vendors			■	■	
Build Central storage solution			■	■	
Deploy across all genres			■	■	
Support Systems Replacement					
Implement Channel Management System	■	■			
Review requirements for other systems replacement		■	■		
Assess and select vendors		■	■		
Implement chosen systems		■	■		
Review plans			■	■	
Systems Integration					
Review requirements		■	■		
Assess and select implementation partner		■	■		
Implement interfaces Graphics to Unity			■	■	
Implement interfaces Radioman to Unity			■	■	
Implement Payout live			■	■	
Test Unity and Central storage integration			■	■	
Integration of other systems			■	■	
Back-office applications portfolio review					
Business needs/benefits assessment			■	■	
High level business process review of relevant areas			■	■	
Rationalisation options			■	■	
Solution options			■	■	
Business case construction			■	■	
Infrastructure Renewal and Consolidation					
Server and operating system consolidation	■	■	■	■	
Database standardisation.			■	■	
Desktop standardisation.			■	■	
File and Print	■	■	■	■	
Document Management	■	■	■	■	
Shared storage	■	■	■	■	
Telecommunications and Network infrastructure	■	■	■	■	
Security both perimeter and internal	■	■	■	■	
Establishment of service levels	■	■	■	■	
Internal processes and procedures	■	■	■	■	
Innovation initiatives					
Wi-Fi Pilot	■	■	■		
Smartphone	■	■	■		
VPN	■	■	■		

	<i>agreed & costed in 5 Year Plan</i>
	<i>strategic planning</i>
	<i>non-RTÉ dependent</i>

APPENDIX 1

Public Service Broadcasting Charter

A statement of principles that clarifies what is expected of RTÉ as the national public service broadcaster, including RTÉ's accountability to its audience.

(Published by the Department of Communications, Marine and Natural Resources, June 2004)

Public Service Remit

- RTÉ, as the national public service broadcaster, shall reflect the democratic, social and cultural values of Irish society and the need to preserve media pluralism
- RTÉ shall, at all times, strive to reflect fairly and equally the regional, cultural and political diversity of Ireland and its peoples
- no editorial or programming bias shall be shown in terms of gender, age, disability, race, sexual orientation, religion or membership of a minority community

Regional Emphasis

- news reporting and public affairs coverage shall be undertaken from a variety of perspectives; events should not be assessed and reported upon from a Dublin perspective alone
- RTÉ programming shall reflect regional diversity and include a significant range and proportion of indigenous programming made outside the greater Dublin area

Children

- in its programming, RTÉ shall ensure that children are respected as young citizens with a valued contribution to make and a voice of their own
- RTÉ acknowledges the strong influencing powers of broadcasting, particularly on children and young people. In its programming RTÉ shall have regard to the responsibilities associated with this.

An Ghaeilge

- in reflecting the bilingual nature of Irish society, RTÉ shall actively support the use of the Irish language in everyday life through the production of suitable programming

Social Inclusion

➤ RTÉ programming shall be socially inclusive and shall reflect the lives and concerns of all social strata in Ireland

Physical, Sensory and Intellectual Disability

➤ RTÉ shall take into account the needs of those with a physical, sensory or intellectual disability. RTÉ shall take measures to increase the accessibility and relevance of programming to such audience

Gender

➤ in its programming and editorial content, RTÉ shall strive to resist gender stereotyping

Other

➤ in its programming, RTÉ shall respect the sanctity of an individual's private life, unless a compelling public interest demands otherwise

PROVISION OF SERVICES

In terms of services RTÉ commits to:

- broadcast schedules on all its channels which establish a benchmark for quality, range and diversity in broadcasting on the island of Ireland
- broadcasting schedules which include the key genre categories of local, national and international news and current affairs (including coverage of the Oireachtas), arts, business, children's programmes, drama, education, entertainment, features, history, music, religious, science, technology and sport
- sports programming that reflects the demands for national, regional, minority, amateur and local sports in Ireland today
- schedules which provide significant original content and which provide a showcase for home production. In particular, RTÉ will encourage an approach to production, which recognises originality of idea and techniques
- recognise the bilingual nature of Irish society
- recognise the special needs of children as part of the audience
- recognise the particular contribution of regional and local character
- develop content, which can be available to its audience across all delivery platforms
- national and international news of high quality journalism and impartiality as a cornerstone of its schedule. RTÉ's news coverage shall be accurate, impartial and objective: this will help set the agenda for informed

democratic debate in Ireland

- programming that reflects Ireland's role in the EU and in an international context
- as Ireland's national public service broadcaster, through its programmes and its public activities, encourage and equip its audience to play an active and constructive role in their communities. In so doing, it has a responsibility to reflect the full range and diversity of cultures within Ireland
- continue to honour its commitment to independent producers and to encourage the creativity of independent productions and maintain an appropriate balance between in-house and independent productions
- maintain and develop the RTÉ website to the highest standard
- continuing to nurture its performing groups so that their music can be widely heard and appreciated through broadcast, public performance and recording
- ensuring a well managed and easily accessible audio-visual archive which can enrich the Irish national heritage
- in the case of its programming, maintain and cherish its freedom from political control or influence and from all other vested interests, whether commercial, religious, social or cultural
- measures to provide access to services in areas not currently receiving signals and will publish reports of progress in its Annual Report

In the delivery of its services, RTÉ will have regard to the manner in which it addresses the requirements of people with disability, specifically striving to meet the needs of persons who are deaf or hard of hearing and persons who are blind or partially sighted.

ACCOUNTABILITY

In terms of accountability RTÉ shall:

- publish, in advance, broad frameworks for its schedules with commitments as appropriate for the individual channels
- at the end of each year, report on its performance against targets set, and these reports being subject to independent review
- provide details in its annual report of the cost and revenues associated with each of its services
- keep detailed financial records in a manner that will enable the Minister for Communications, Marine and Natural Resources, or a party

appointed by him, to evaluate RTÉ's performance in fulfilling its statutory remit

- recognise, encourage and welcome the public's expression of views on RTÉ's performance and shall, through its Audience Council, enhance communications and shall also ensure that all complaints are logged, acknowledged, investigated and responded to
- through its Code of Fair Trading, publicise how its activities shall operate in a broadcasting landscape which has competing interests
- pledge to deliver to its audience the highest level of value for money in return for the public investment in its programming. It shall offer value in terms of its quality schedule and the efficiency with which it conducts its business
- provide details of its Irish language programming and other Irish language services in its Annual Report
- safeguard its editorial independence through an effective Code of Ethics for employees and contractors. The Code of Ethics will contain provisions to ensure no conflict of interest exists in relation to the performance of its employees and contractors.

RTÉ's Statutory Mandate

Under the Broadcasting Authority Acts (1960 – 2001), RTÉ is required to provide a comprehensive range of programmes, in Irish and in English, which reflect the cultural diversity of the whole island of Ireland. RTÉ is specifically mandated to provide:

- programmes that entertain, inform and educate
- programmes of news and current affairs
- coverage of sporting, religious and cultural activities
- coverage of the Oireachtas and the European Parliament

In fulfilling this mandate RTÉ is required to cater for the expectations of the community generally as well as the expectations of members of the community with special or minority interests and, in every case, to respect human dignity.

RTÉ is also mandated to facilitate or assist contemporary cultural expression and to encourage or promote innovation and experimentation in broadcasting.

While RTÉ can decide whether programmes are to be produced in-house, commissioned or acquired, it has a statutory obligation to commission a prescribed value of programming from the independent production sector.

In addition to the obligations provided for in national legislation, RTÉ also has obligations set down under European legislation, most notably

- the Television Without Frontiers Directive (89/552/EEC as amended) which requires RTÉ to ensure, among other things, that at least 50% of its programming on television, excluding news, sports events and games, is

reserved for European works, and,

➤ the Transparency Directive (80/7223/EEC as amended), which requires RTÉ, among other things, to maintain separate accounts in relation to costs and revenues associated with its public service and commercial activities.

➤ RTÉ recognises the importance of news and information about Ireland for the Irish abroad in maintaining contact with Ireland and preserving an Irish dimension to their identity.

About the Charter

The purpose of the Charter is to provide an understanding to the people of Ireland of what is expected of RTÉ in return for the significant public funds provided to RTÉ from the proceeds of the television licence fee.

Broadcasting law requires RTÉ's radio and television services to have the character of a public service, to be offered free-to-air and to be universally available, where practicable, to the whole community on the island of Ireland.

Building on RTÉ's statutory remit, the Charter is a statement of principles that clarifies what is expected of RTÉ as the national public service broadcaster, including RTÉ's accountability to its audience.

Changes to the Charter

The Minister for Communications, Marine and Natural Resources shall keep the Charter under review so that it continues to reflect change in the nature of Irish society along with changes in the broadcasting environment. A formal review of the Charter shall be carried out within five years