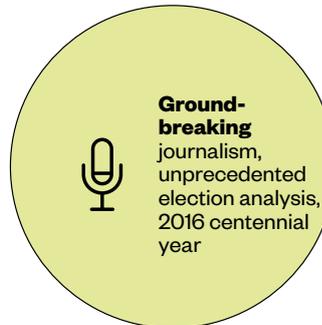
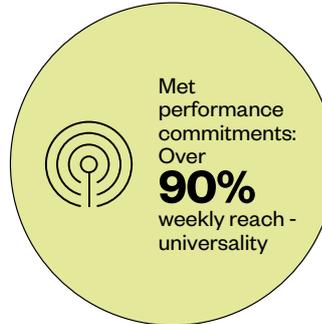


RTÉ is in a demanding situation as it comes to the end of its last strategy period.

Much has been achieved over the past five years<sup>3</sup>:

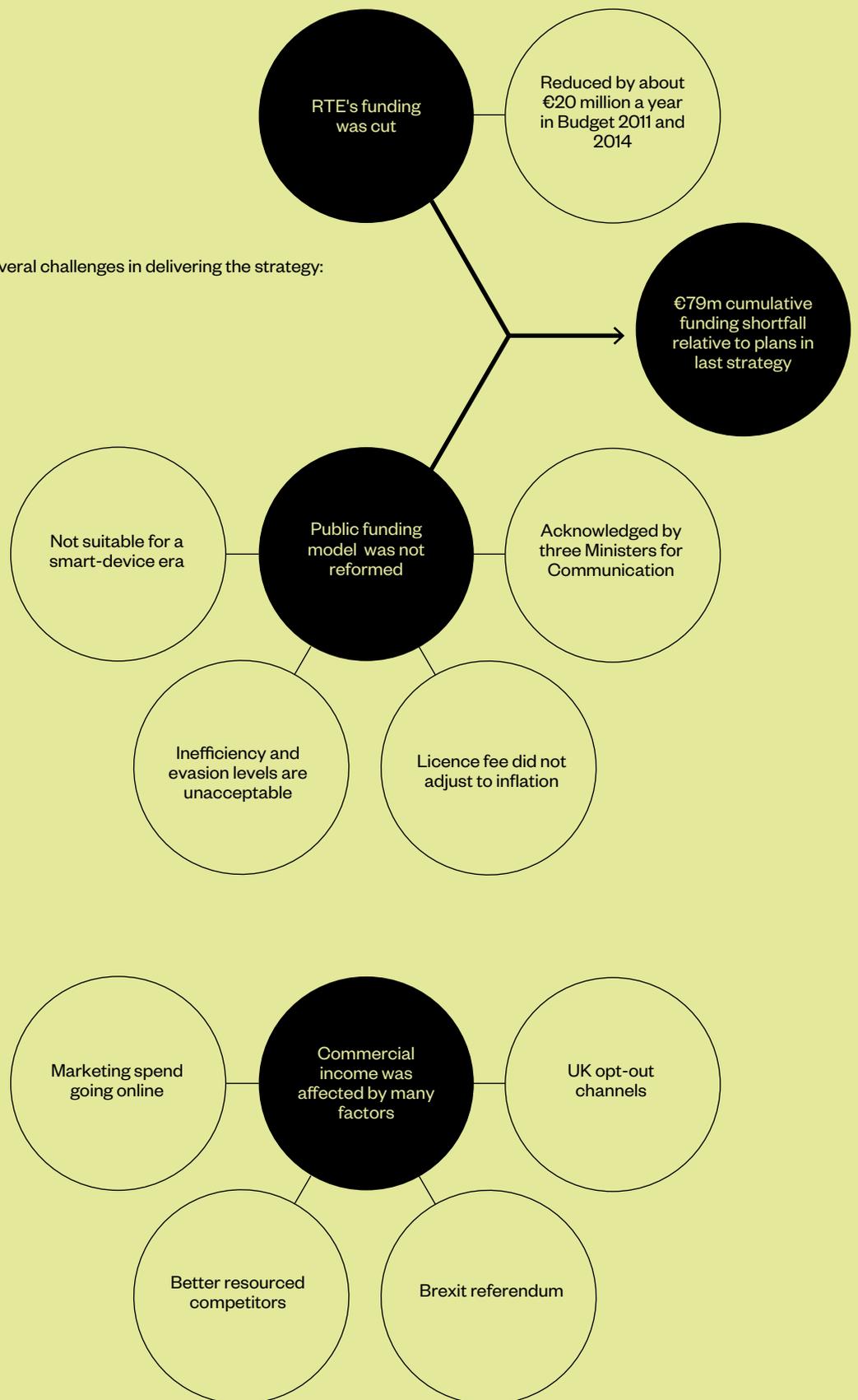


RTÉ's high standards in governance have been independently endorsed in 2017:

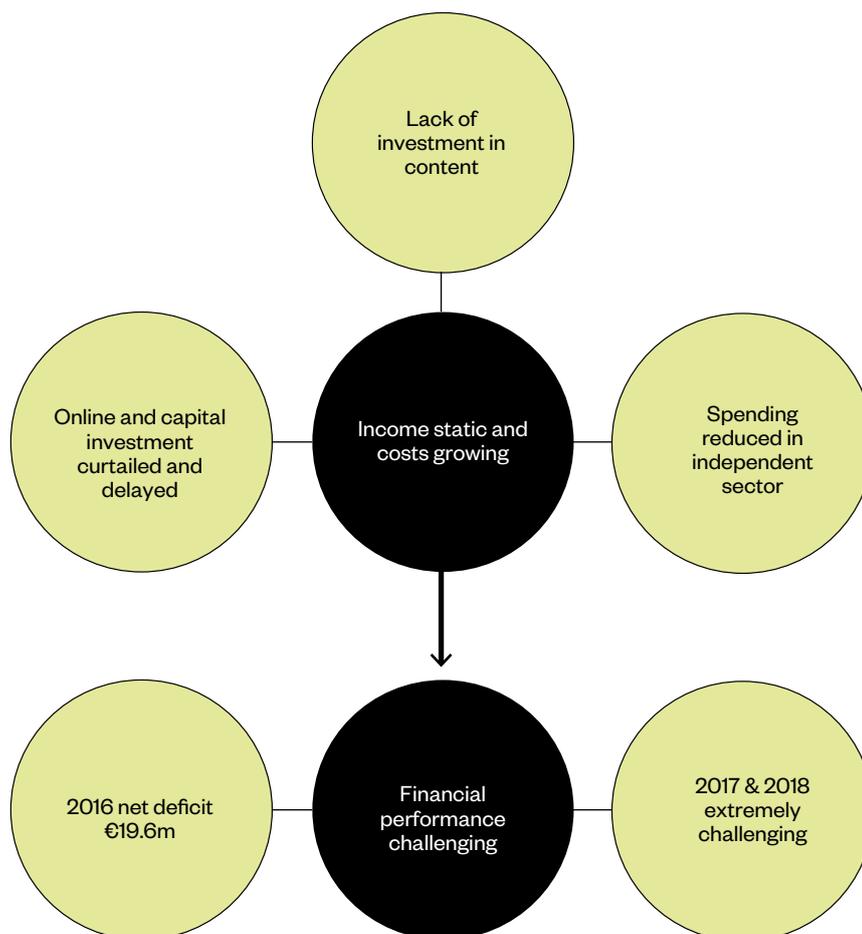


<sup>3</sup> RTÉ Health and Reputation Brand Tracker Base, Q1 2017, Red C. ( all adults 18+, n= 513)

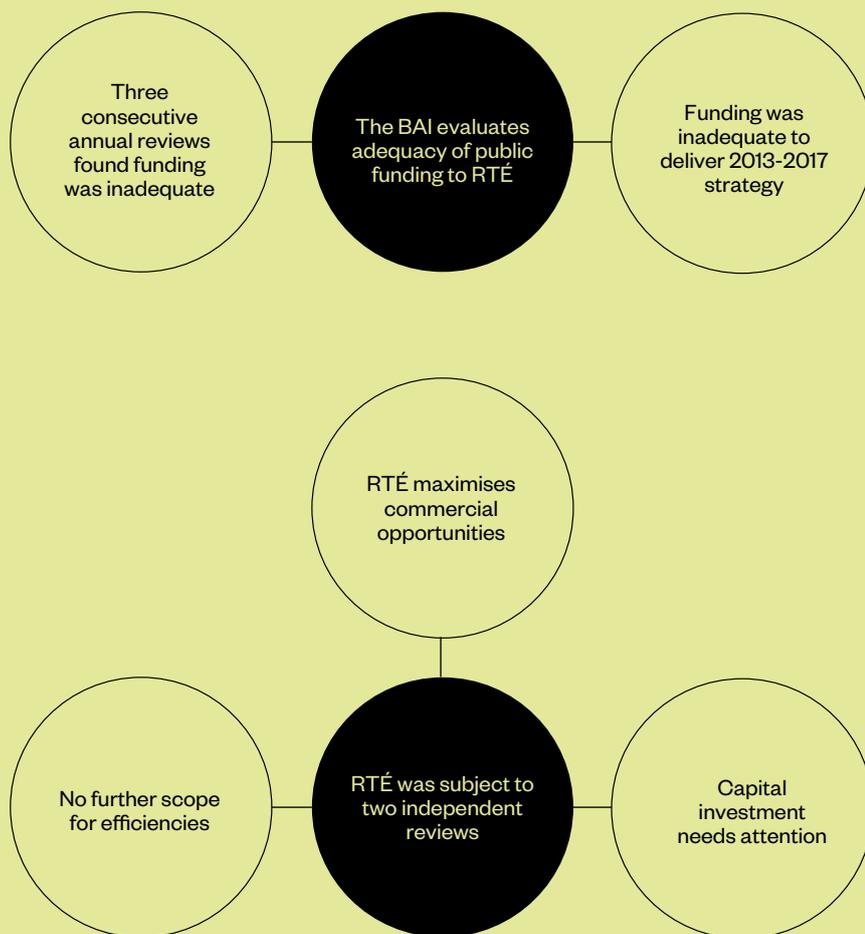
However, RTÉ faced several challenges in delivering the strategy:



Overcoming these challenges has come at a cost, both in terms of the content RTÉ wished to produce and RTÉ's financial stability:



RTÉ receives significant levels of public funding and is, rightly, subject to extensive regulatory and governance oversight:



The Joint Oireachtas Committee (JOC) on the Future Funding of Public Service Broadcasting published its report on 28 November 2017<sup>4</sup>. Following extensive stakeholder and public consultations and research, the committee concluded that:

- The provision of balanced, impartial, well-resourced and independent public broadcasting services is fundamental to Ireland's democratic society.
- The existing funding model is redundant and anachronistic and requires reform.
- Short-term solutions are necessary to stabilise the funding for public service media.

RTÉ welcomes the report's 10 clear recommendations on how the public funding model should be extensively reformed over the short and longer term.

<sup>4</sup> [http://www.oireachtas.ie/parliament/oireachtasbusiness/committees\\_list/ccae/reports/](http://www.oireachtas.ie/parliament/oireachtasbusiness/committees_list/ccae/reports/)

## **A new 'One RTÉ'**

RTÉ is radically restructuring itself to deliver on this strategy. This organisational renewal is intended to achieve:

- A more distinctive, powerful and cohesive brand – enhancing perceptions of breadth and quality within a highly competitive landscape
- A more responsive portfolio of content offerings – reacting to evolving audience needs, fostered by an 'audience first' mindset
- A more collaborative approach to content creation – both in teams working together across services and external partnerships, particularly with the independent sector
- A digital organisation – innovating in adopting digital first while bolstering quality, output and engagement with linear services
- A more agile and multi-skilled workforce – with the capability to seamlessly deliver to both digital and linear services and to work more effectively as one organisation
- A more efficient organisation – with better workflows, using existing resources more effectively and creatively, avoiding duplication of efforts and delivering operating cost savings

Functions will come together in a new 'One RTÉ' structure.

RTÉ will realise the new 'One RTÉ' structure through the following actions:

- The Audience, Channels and Marketing division will combine television, radio and online channels, as well as marketing and audience insights to bring audiences to the heart of RTÉ's decision making.
- The Content division will allow RTÉ to deliver the most compelling programming across television, radio and digital channels – creating bigger impacts and allowing RTÉ to address bigger themes and topics in more engaging ways.
- A new integrated Operations division will streamline production processes, allowing RTÉ to do new things and meet new audience needs.
- News and Current Affairs resources will be reallocated and structures changed to deliver a digital-first news service alongside broadcast news and current affairs output.
- Overall workforce numbers are being reduced through a voluntary redundancy scheme and some new skills will be added to RTÉ's existing pool of experience and talent.
- RTÉ will create a more collaborative working environment and some teams will be re-located across the Donnybrook campus.
- RTÉ will transform the way it works with others and build new partnerships that offer real public value and impact.
- Significant investments will be made in new technology, digital production and distribution infrastructure.
- The restructuring and related investments will be funded from the proceeds of RTÉ's sale of land assets in Donnybrook.

RTÉ will fully transition to the new structure in 2018.

- The 'One RTÉ' structure was announced in March 2017.
- The 'One RTÉ' leadership team was completed and the next level structure was announced in August 2017.
- Appointments, where required, will be made in Q1 2018.
- Reporting against the new structure will begin in 2018.

