

**Raidió Teilifís Éireann**  
**Minutes of the Meeting of the Board of RTÉ**  
**held on Thursday 27 November 2025 at 10am at RTÉ and via Teams**

**Present:** Terence O'Rourke (Chair) (TOR)  
Kevin Bakhurst (DG RTÉ) (KB)  
Susan Ahern (SA)  
Aideen Howard (AH)  
Terri Moloney (TM)  
Neasa Hardiman (NH)  
Noreen O'Kelly (NOK)  
Shirley Bradshaw (SB)  
David Harvey (Teams) (DHA)  
Jonathan Ruane (Teams) (JR)

**In Attendance:** Adrian Lynch (Deputy DG) (AL) Items 5&6.2  
Grace Berkery (Head of Corporate Strategy) (GB) Item 5  
Mari Hurley (CFO) (MH) Item 6.1, 6.2, 11.16, 11.17  
Gavin Deans (Dir of Commercial) (GD) Item 6.1  
Brid Dooley (Head of Archives) (BD) Item 7  
Dermot Horan (Dir of Acquisitions) (DHO) Item 7  
Steve Carson (Dir of Video) (SC) Items 7&9  
Patricia Monahan (Dir of Audio) (PM) Item 8  
Joe Hoban (Head of Marketing & Comms) (JH) Item 8  
Alan Tyler (Head of Light Entertainment) (AT) Item 9  
Robert Shortt (Company Secretary) (RS)

**Apologies:** Brian MacNeice

**1. Declarations of Interest, Agenda**

There were no declarations of interest. The Agenda was adopted.

**2. Minutes, Action Tracker and Matters Arising**

The minutes of the meeting of the 23<sup>rd</sup> October were approved with one amendment. The pension issue brought to the attention of the Board was noted and discussed alongside the legal advice supplied. The Board determined it had no jurisdiction in the matter. The memos (posted late on Decision Time) on sets and the projected 2026 commissioning timetable were noted.

The Chair paid tribute to the late broadcaster, David Hanly, who had recently passed away.

### 3. Director General's Report

KB told the Board that the 2025 VEP would be assessed and a plan for a future proposed VEP would be brought back to the Board.

[REDACTED]

[REDACTED]

[REDACTED]

KB provided the details of RTÉ's latest gender pay gap report which showed a marked decline in the average gap across the organisation as a whole.

The substance of recent meetings with key stakeholders was also relayed to the Board.

There was a discussion regarding procedures during election cycles to ensure guests' interests are appropriately noted.

The discussion broadened into editorial risk in general, and specifically with regard to current affairs programming. KB pointed out there were no plans to put current affairs programming out to the independent sector. AH told the Board about the presentation on managing editorial risk prepared by Deirdre McCarthy to the Programme Committee and asked that it be shared with Board members. **ACTION.**

NOK asked if there should be an annual report to the Board on editorial risk. **ACTION.**

There was then some discussion of recent social media activity and Board members requested the Social Media Guidelines be updated to reflect changing attitudes and to prevent any recurrence. **ACTION.**

### 4. Committees & Subsidiaries

#### 4.1 REMCO

TOR updated the Board on the recent meeting of the REMCO where the last group of VEP's was approved and the DG SPRC Business case was considered.

#### 4.2 ARC

NOK informed the board of engagement with the external auditors. Updates to four RTÉ policies had been recommended for approval and a report on transactions across the Barter and Contra accounts in 2025 had been requested. The new format quarterly risk report was highlighted and NOK suggested it should come to Board when it was more fully developed.

#### 4.3 Strategy & Digital

JR outlined the committee's satisfaction with the Strategy Tracker and the process involved. The committee also discussed its concerns regarding the VEP. Progress on delivery of the

three main digital projects was on track. JR encouraged board members to volunteer for the planned Beta launch (trial version) of the NewsApp.

#### **4.4 Programme Committee**

AH informed the board of proceedings at the most recent meeting of the committee, which included the proposed [REDACTED], which the committee recommended for approval as well as an Archives update and a briefing on managing editorial risk in News & Current Affairs. The commission approval schedule for 2026 provided under Matters Arising was welcomed. NOK asked that the information provided be aligned with committed and uncommitted spending plans. **ACTION.**

#### **4.5 Fair Trading Committee**

SA informed the board that no new complaint had been reported at the committee's meeting that week. Discussion about the role of the Fair Trading Officer within the 3-Lines of Defence model was ongoing.

#### **4.6 Audience Council**

SA told the board the AC had also met that week and had decided to focus its work next year on reengagement with under-represented groups.

#### **4.7 Subsidiaries**

DH drew the board's attention to the re-financing of the 2rn banking facility which was before them for approval at the meeting. Also, the non-cash transaction on the inter-company loan account was explained. Regarding the performance of RTÉ CE DAC, DH said [REDACTED] while the RTÉ Guide had increased sales.

### **5. Strategy Update**

*(AL and GB joined the meeting)*

AL explained the deployment of resources to the new apps which were due to come on stream next year. AL also gave details of some work on the cultural framework. NOK expressed a view that without meaningful engagement first, signage around the campus regarding the company's recently adopted values could be counter-productive.

The progress on implementation of the Strategy was noted by the board.

The discussion then moved to the VEP with board members expressing concern and frustration that the organisation's external credibility might be affected by the low number of offers and acceptances. Some board members said external help might be needed to

identify how a future VEP could deliver additional savings. It was said that further clarity was needed over whether future targets could be primarily monetary or headcount.

KB said the political reality was that such schemes would always be voluntary and that the 100% saving rule had made it very restrictive.

The 52 new roles slated for 2026 were discussed, with the temporary project nature of some highlighted.

The implications of the results from the VEP for the company's funding was discussed.

*(GB left the meeting)*

## SOS BEAG

### 6. Finance

#### 6.1 Financial & Commercial Update

*(MH and GD joined the meeting)*

[REDACTED]

[REDACTED]

#### 6.2 Budget 2026

MH outlined the background to Budget 2026 [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

*(MH, GD and AL left the meeting)*

7. RTÉ Archives

*(BD, DHO and SC joined the meeting)*

BD set out the progress achieved by RTÉ Archives in its digitisation project which had come in on time and on budget. Other ongoing projects were also highlighted including work on the Irish language, the piloting of AI tools and the creation of a search facility for independent producers.

The board complimented the Archives team and expressed support for its ongoing work.

*(BD, AHO & SC left the meeting)*

8. RTÉ Centenary 2026

PM & JH joined the meeting and outlined to the board some of the initiatives planned to celebrate RTÉ's radio broadcasting centenary. It was planned to be both forward looking and an opportunity to highlight the value of PSM.

The visual language in the presentation was complimented. A suggestion to consider using AI to create promos was made.

*(PM & JH left the meeting)*

9. Late Late Show Proposal  
(SC & AT joined the meeting)

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

The board agreed to support the proposal.

(AT left the meeting)

10. Financial Approvals & Commissions

[REDACTED]

10.2 PPI Contract Approval

KB provided some clarification on aspects of the proposal. The proposal was approved.

10.3 [REDACTED]

[REDACTED]

[REDACTED]

10.4 2rn Three Rock Saorview Antennae Post-Tender

The proposal was approved.

### 10.5 Devices Refresh Tender

The proposal was approved.

### 10.6 Insurance Renewals

The proposal was approved.

## 11. Board Matters

### 11.1 Q4 Climate Action Update

The Board noted the Update provided.

### 11.2 Approval of Trustees to Pension Schemes

The proposed appointments were approved.

### 11.3 Approval of Alternate Director to TAM

The proposed appointment was approved.

### 11.4 Special Dividend from 2rn; Reduction in Inter-Company loan

The proposal was approved.

### 11.5 Appointment of Mari Hurley to boards of RTÉ subsidiaries

The appointments to the boards of RTÉ Music DAC, RTÉ Licence Collection Ltd., DTT Network Company ULC, Seirbhísí Theilifís na Gaeilge TEO were all approved.

### 11.6 RTÉ Treasury Policy

### 11.7 RTÉ Energy Hedging Policy

### 11.8 RTÉ Contra Policy

### 11.9 RTÉ Barter Policy

### 11.10 RTÉ Risk Management Policy

### 11.11 RTÉ Compliance Policy

The policies were all approved subject to the insertion of a clause referencing the recently introduced RTÉ values.

### 11.12 Board Excellence Ireland Tracker & RTÉ Board Crisis Management Policy

Progress on the Board Excellence Ireland Tracker was noted. The RTÉ Board Crisis Management Policy was approved as a working document subject to the insertion of a clause referencing the recently introduced RTÉ values. [REDACTED]

### 11.13 Digital Committee Terms of Reference (Update)

### 11.14 Strategy Committee Terms of Reference (Update)

### 11.15 Fair Trading Committee Terms of Reference (Update)

The updates to the committee terms of reference were all approved subject to the insertion of a clause referencing the recently introduced RTÉ values.

### 11.16 2rn Facility Refinancing

### 11.17 RTÉ Facility Refinancing

*(MH rejoined the meeting)*

The terms of the refinancing proposals were outlined to the Board and discussed. There had been some small changes to covenants, which were explained. The inclusion of letters of guarantee under the borrowing limits for semi-states had necessitated another change.

The board discussed the proposals further and gave consideration to the content of the legal documents provided.

MH said it would be her intention to hedge both facilities in the coming weeks.

The proposals were approved.

*(MH left the meeting)*

## 12. Board Reflection

The board reflected on its meeting. KB told the board of the upcoming Eurovision general assembly. RTÉ's position had not changed regarding its non-participation in the Eurovision song contest, if Israel was invited. This was supported by the board.

## 13. Meeting in the Absence of Executives

*(KB and RS left the meeting)*

The board held a private meeting.

There being no more business to discuss; the meeting ended.

Signed:



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Chair