

**S4C Board****Work Programme: S4C's Action Plan – Progress update**

05 March 2025

	Action	Target Dates*		Action	Note	Status	Update
		Start	Gorffen				
LEADERSHIP							
1.	Appointment of Interim Chief Executive.	24/11/2023	29/02/2024	Non-executive Members		✓	Non-executive Members announced an appointment 29/02/2024.
2.	Recruit a permanent Chief Executive.	01/07/2024	15/11/2024	Non-executive Members		✓	<p>Non-executive members have agreed that there are strong business reasons to go ahead with recruitment rather than waiting for the appointment of the new Chairman.</p> <p>The post was advertised from 01 September 2024, with 30 September as the closing date. Final interviews were held 08 November.</p> <p>Geraint Evans was announced as S4C’s permanent Chief Executive on 12 November. He will assume the position full time on 01 January 2025.</p>
CULTURE							
3.	Review of S4C’s values	15/03/2024	30/09/2024 30/11/2024	Interim Chief Executive	<p>Hold inclusive sessions with staff to discuss and re-establish S4C's values so that we as an organisation can own and embrace them.</p> <p>Resource: External leader</p>	✓	Sycol discussed S4C's values as part of work with the workforce – sessions held with managers, and subsequently the wider workforce during November 2024.
4.	Review and simplify the Strategy’s pillars	15/03/2024	30/06/2024 31/07/2024	Interim Chief Executive	<p>Hold workshops to discuss these to improve everyone's understanding of what the Strategy means to the organisation, teams and individuals.</p> <p>Resource: Internal</p>	✓	<p>The Management Team had a discussion and presented recommendations to the Board with a view to simplifying the strategic pillars.</p> <p>The Board approved the amendments on 27 June 2024.</p>
5.	Review and develop an effective internal communications plan	01/02/2024	30/04/2024 30/06/2024	Director of Communications and Marketing	<p>Undertake a review of existing communications, including consultation with staff about what works for them.</p> <p>Resource: Internal</p>	✓	The communications plan was presented to the Communications Committee on 14 June 2024, to the Staff Forum, and to the workforce in July 2024.
6.	Training for all managers and Management Team members	01/03/2024	31/12/2024 31/03/2025	People and Culture Department	<p>Create, deliver and incorporate a training plan.</p> <p>Plan to include:</p> <ul style="list-style-type: none">- Effective Leadership and Management <p>Resource: External coaches</p>	✓	<p>Sycol have been appointed following a tender exercise to provide staff training, to include the Management Team and Managers. Training programme taking place over the next 6 months.</p> <p>The People and Culture Department is also developing a set of guidelines for line managers.</p> <p>The Senior Leadership Team following a suitable process to procure further training to be provided to management over an extended period during the 2025–26 reporting year.</p>
7.	Training for all staff	01/03/2024	31/12/2024 31/03/2025	People and Culture Department	Create, provide and incorporate a specific training plan that is outside of the 'business as usual' evaluations.		Sycol have been appointed following a tender exercise to provide staff training. The training

Key to 'Status' column

Being progressed – has not reached the target date	Being progressed – target date updated	Delayed – missed target date
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					Plan to include: - Change, including techniques on coping with change. - Resilience training that will help build mental and emotional strength to navigate change. - Understand your personality/teams and how this responds to different situations/needs to adapt to situations. Resource: External coaches		programme will be delivered over the next 6 months. The Senior Leadership Team following a suitable process to procure further training to be provided to staff over an extended period during the 2025–26 reporting year. The award of the tender is expected in the first few months of the new reporting year.
8.	Continuous Development Review	01/03/2024	31/3/2025	People and Culture Department	Feedback to be collected quarterly through the Transformation Team/Staff Forum/Pulse Questionnaire/Quarterly meeting with Bectu. Review the effectiveness of engagement and change. Adjust plans based on feedback where applicable.	✓	Latest pulse survey undertaken mid November 2024. The People and Culture Department is now developing a "You Said, We Did" document which outlines responses to the points raised in the survey. Staff Forum representatives attend Senior Leadership Team meetings on a monthly basis to share feedback. Bectu Union Officer attends an annual session with the Board – the most recent on 12 December 2024. These activities will continue into the future.
POLICIES AND PROCEDURES							
9.	Review S4C's Whistleblowing, Respect in the Workplace, Discipline, and Grievance policies.	01/01/2024	31/03/2024 31/07/2024	Director of People and Culture	Review existing policies, taking into account good practice and examples of suitable policies that other organisations have, drawing on independent expertise as required. Invite input from Bectu as well. When reviewing, consider whether S4C needs any additional policies. Also consider awareness of these policies, and identify any reasons why staff might not wish to use them.	✓	After they were reviewed by the Legal Team, the following were presented to the People and Remuneration Committee on 12 June 2024: <ul style="list-style-type: none"> • Policy on Respect in the Workplace; • Grievance Policy and Procedures; • Disciplinary Policy and Procedures. Proposed revisions to the Whistleblowing Policy were presented to the Board on 27 June 2024. The revisions have since been approved.
10.	External review of HR functions and procedures	15/03/2024	30/06/2024 31/07/2024	Interim Chief Executive	Appoint an external consultant to review processes and ensure they align with good practice to re-establish workforce trust in the department, taking into account TIAA's recent audit into HR.	✗	The intention was to ask Darwin Gray to undertake this as an additional piece of work once they have completed the external review of governance effectiveness, this no longer seems necessary. Recent changes to the structure of the department, and Nia Bennett's input as a consultant while we appoint a People and Culture Director, have led to a review of processes and ways of working within the department, in line with the CIPD's good practice framework.
11.	Develop a suitable policy for dealing with complaints about Non-Executive Members.	01/02/2024	31/05/2024 31/07/2024	Secretary	Look at good practice that other relevant organisations have, drawing on independent expertise as required.	✓	Rather than developing a specific policy, we have updated the Code of Practice for Board Members which outlines principles on how we deal with complaints about the Non-executive Members. At the request of the Board, cross-references were added to the following policies the principles set out in the Code of Practice: <ul style="list-style-type: none"> • Policy on Respect in the Workplace; • Grievance Policy and Procedures;

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							<ul style="list-style-type: none"> Disciplinary Policy and Procedures. <p>These policies were presented to the People and Remuneration Committee on 12 June 2024.</p>
12.	Review the Code of Practice for Unitary Board members.	01/02/2024	31/03/2024	Secretary	Confirm that the Nolan Principles are included. Also need to consider what aspects of the Code of Practice apply to members of the Management Team who are not executive members of the Unitary Board.	✓	The Board approved amendments to the Code of Practice on 14 March 2024.
GOVERNANCE							
13.	Commission an external review of Governance Effectiveness.	01/04/2024	30/06/2024 31/10/2024	Secretary	<p>A review looking at the governance arrangements and systems at S4C – including the Board and its committees, the Management Team and structures underneath them within the organisation.</p> <p>It will build on the internal reviews of the effectiveness of the Board and its committees that take place annually, and align with the Financial Reporting Council's recommendation that an external review be undertaken every three years.</p> <p>The terms of reference for the review will need to be agreed with the external individual / organisation carrying it out, but the review will be expected to include consideration of the following (among other elements):</p> <ul style="list-style-type: none"> Is communication effective between different layers within the organisation? Whether the decisions are taken at the appropriate level (this is particularly relevant in light of allegations that the Non-executive Members are involved in operational matters; and that members of the Management Team are micromanaging). 	✓	<p>Darwin Gray have been commissioned to conduct the external review – they presented their initial findings to the Board on 17 July 2024, with a draft of their full report presented to the Board Away Day on 19 September.</p> <p>The final report, together with a work plan drawn up jointly between the Secretary and Darwin Gray, was presented to the Board on 24 October 2024. At that meeting, a short action plan was agreed – to be completed over subsequent six months.</p>
14.	Review the Unitary Board's Standing Orders.	01/05/2024	31/07/2024 31/03/2025	Secretary	It is expected that elements of the Governance Effectiveness Review will apply here. It will also be necessary to look at good practice that other relevant organisations have. Consult with relevant individuals – both internally and externally – and obtain legal advice as needed.	✓	<p>Standing Orders reviewed in spring 2025, in line with the action plan in response to the external review of Governance Effectiveness.</p> <p>The amendments will be submitted to the Board for approval on 13 March 2025.</p>
15.	Create a Plan that outlines the activity and responsibilities for building and maintaining key stakeholder relationships.	01/03/2024	30/04/2024	Director of Communications and Marketing		✓	Protocol developed and shared with Board members on 26 March 2024.

* Indicative dates only above. The delivery schedule will need to be re-considered when the external facilitation resources would be in place.

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