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## **Corporate Plan 2011**

For formal review in June 2011

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## **Corporate Aims 2011**

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Our core aim is to provide a comprehensive, high quality, Welsh language television service that reflects and enriches the life of Wales.

The Corporate Plan divides the activities which support this core aim into two supporting aims:

1. Fulfil the requirements of the Content Strategy.
2. Operate within S4C's statutory and public framework.

## Aim 1

### Fulfil our Content Strategy

Target
<p><b>Aim 1 (1)</b></p> <ul style="list-style-type: none"> <li>(i) Increase the weekly reach across all Welsh language television services in comparison with the 2010 level of 467,000 in Wales.</li> <li>(ii) Achieve reach of over 100,000 viewers for 70 individual programmes during the year.</li> <li>(iii) Increase our reach year on year by providing content on appropriate platforms, using recognised industry standard research measures.</li> <li>(iv) Ensure research arrangements so as to assess, monitor and measure the quality, appreciation of and engagement with S4C services.</li> </ul>
<p><b>Aim 1 (2)</b></p> <ul style="list-style-type: none"> <li>(i) Publish S4C's Statement of Programme Policy 2011 by 31 January 2011.</li> <li>(ii) Publish S4C's Review of Statement of Programme Policy 2010 before 31 March 2011.</li> <li>(iii) Continue to implement S4C's Content Strategy.</li> </ul>
<p><b>Aim 1 (3)</b></p> <p>Operate in accordance with the S4C Statement of Programme Policy 2011, and allocate at least £75 million for the content budget. Comply with Ofcom targets, S4C Authority targets and those set out in the Communications Act:</p> <ul style="list-style-type: none"> <li>(i) At least 25% of broadcasting time given to productions from the independent sector.</li> <li>(ii) 90% of original Programmes<sup>1</sup> (peak hours<sup>2</sup>).</li> <li>(iii) 80% of original Programmes (all hours).</li> <li>(iv) 60 hours per annum of Current Affairs Programmes (all hours).</li> <li>(v) 30 hours per annum of Current Affairs Programmes (peak hours).</li> <li>(vi) 200 hours per annum of News Programmes (all hours).</li> <li>(vii) 150 hours per annum of News Programmes (peak hours).</li> <li>(viii) One daily News Programme in peak hours.</li> <li>(ix) 140 hours per annum of original Programmes for children (S4C Authority target).</li> </ul>
<p><b>Aim 1 (4)</b></p> <p>Operate within the Code of Practice and Terms of Trade and comply with the targets for commissioning content, which have been approved by Ofcom.</p>

<sup>1</sup> Original = Programmes commissioned by or produced for S4C, being European in origin (AVMS directive), whether original broadcasts or repeats. The total includes hours produced by the BBC.

<sup>2</sup> Peak Hours as defined by Ofcom = 18:00 – 22:30

Target								
<p><b>Aim 1 (5)</b></p> <p>Operate within the framework of the Strategic Partnership between the BBC and S4C in order to ensure that the statutory contribution from the BBC is consistent with S4C's Content Strategy.</p>								
<p><b>Aim 1 (6)</b></p> <p>Achieve Ofcom's targets for subtitles, audio description and signing during all hours on S4C.</p> <table style="margin-left: 40px;"> <tr> <td></td> <td style="text-align: center;"><b>2011</b></td> </tr> <tr> <td>English Subtitles:</td> <td style="text-align: center;">80%</td> </tr> <tr> <td>Signing:</td> <td style="text-align: center;">5%</td> </tr> <tr> <td>Audio Description:</td> <td style="text-align: center;">10%</td> </tr> </table>		<b>2011</b>	English Subtitles:	80%	Signing:	5%	Audio Description:	10%
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English Subtitles:	80%							
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<p><b>Aim 1 (7)</b></p> <p>Offer 10 hours per week of original hours with Welsh language (889) subtitles.</p>								
<p><b>Aim 1 (8)</b></p> <p>Maintain appropriate distribution arrangements for S4C's services. Review regularly and identify opportunities in order to offer our services on other platforms and new platforms in the United Kingdom and beyond.</p>								
<p><b>Aim 1 (9)</b></p> <p>Ensure that S4C's Viewers Hotline is available throughout the year as a minimum from 09:00 until 22:00 to accept comments, complaints and requests for information from our viewers on 0870 6004141 or <a href="mailto:gwifren@s4c.co.uk">gwifren@s4c.co.uk</a> and to promote the service.</p>								
<p><b>Aim 1 (10)</b></p> <p>Operate and keep under review the Communications Plan, extending engagement with communities across Wales. Ensure regular effect and performance monitoring.</p>								
<p><b>Aim 1 (11)</b></p> <p>Ensure that an appropriate rights framework is put in place for the commissioning of content.</p>								
<p><b>Aim 1 (12)</b></p> <p>Ensure there is a system in place to make sure that our services comply with the law and applicable codes.</p>								
<p><b>Aim 1 (13)</b></p> <p>Ensure suitable arrangements to raise the skill levels of S4C staff and also within the industry. Achieve excellence by contributing to identifying training priorities and investing in training provision, including scholarships.</p>								
<p><b>Aim 1 (14)</b></p> <p>Ensure that S4C delivers against its Commitment to Diversity, building on the work achieved to date and implementing the actions and promises associated with the commitment, and further promoting and integrating diversity in all its' activities.</p>								
<p><b>Aim 1 (15)</b></p> <p>Conduct a comprehensive review of operational arrangements across all S4C activity, ensuring independent consultation and views where possible. The review to be completed by June 2011. The outcome of the review will be used to inform the organisation's structures, aims and targets, and lead on a review of relevant guidelines and Codes.</p>								

**Aim 2**

**The Authority and Executives to operate within S4C's statutory and public framework.**

Target
<p><b>Aim 2 (1)</b></p> <p>Operate in accordance with the statutory requirements, which are ascertaining:-</p> <ul style="list-style-type: none"> <li>- the state of public opinion concerning S4C programmes;</li> <li>- any effects of such programmes on the attitudes or behaviour of persons who watch them; and</li> <li>- the types of programme that the public would like to broadcast on S4C</li> </ul> <p>and to aim to undertake such research independently. The Authority will consider the results of the research.</p>
<p><b>Aim 2 (2)</b></p> <p>Put in place, and operate in accordance with, a revised Corporate Governance structure, based upon the recommendations made by Sir Jon Shortridge in his review of S4C's Corporate Governance arrangements.</p>
<p><b>Aim 2 (3)</b></p> <p>Operate the annual plans for the Authority, the Authority's Committees and S4C's Management Team, and review the Corporate Plan for 2011 quarterly.</p>
<p><b>Aim 2 (4)</b></p> <p>Conduct discussions with the DCMS and the BBC on financial and governance structures for S4C post 2013, aiming to reach agreement in principle by the summer 2011.</p>
<p><b>Aim 2 (5)</b></p> <p>Ensure that internal and external audits are conducted in accordance with an audit plan.</p>
<p><b>Aim 2 (6)</b></p> <p>Place before Parliament and publish the Annual Report and Statement of Accounts in accordance with the relevant legislation and as directed by the Secretary of State.</p>
<p><b>Aim 2 (7)</b></p> <p>Ensure that S4C continually complies with the S4C Authority Fair Trading Policy and works within the S4C policies. Review and amend policies as required.</p>
<p><b>Aim 2 (8)</b></p> <p>Where appropriate, respond to reviews by the Government, the Assembly, Ofcom, the European Commission and others.</p>
<p><b>Aim 2 (9)</b></p> <p>Ensure appropriate oversight of commercial activities by the S4C Masnachol group companies. Receive a dividend from S4C Masnachol.</p>
<p><b>Aim 2 (10)</b></p> <p>Review the framework of S4C's Complaints Code by June 2011 taking into consideration the recommendations made by Sir Jon Shortridge in his review of S4C's Corporate Governance arrangements.</p>

<b>Target</b>
<b>Aim 2 (11)</b> Ensure S4C offers best value across all activities. Approve a revised four year budget, for the period from 2011 to 2014, which will incorporate the approved recommendations of the review outlined at Aim 1 (15).
<b>Aim 2 (12)</b> Less than 4.5% of all expenditure to be spent on overheads.
<b>Aim 2 (13)</b> Maintain a Risk Register in accordance with the Risk Policy.