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## **Corporate Plan 2009**

End of Year Report  
Published 18.03.2010

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## Corporate Aims 2009

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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 three supporting aims:

1. Manage the process of digital switchover.
2. Fulfil the requirements of the Content Strategy.
3. Operate within S4C's statutory and public framework.

This report identifies the status of the 2009 Corporate Plan objectives for the end of the year.

## Aim 1

### Manage the process of digital switchover

Target	End of Year Situation
<p><b>Aim 1 (1)</b></p> <p>Maintain the availability of S4C's services during digital switchover.</p>	<ul style="list-style-type: none"> <li>• S4C Digital moved to Multiplex PSB (Mux 2) on 09.09.2009.</li> </ul>
<p><b>Aim 1 (2)</b></p> <p>Ensure that appropriate distribution arrangements are in place for S4C's services following digital switchover.</p>	<ul style="list-style-type: none"> <li>• Distribution Contract has been signed to carry S4C Digital on Multiplex 2.</li> </ul>
<p><b>Aim 1 (3)</b></p> <p>Operate the Communications Plan and ensure regular performance monitoring.</p>	<ul style="list-style-type: none"> <li>• On screen captions are now being conveyed appropriately from the S4C analogue transmitters.</li> <li>• On screen captions are being communicated to all on Freeview in Wales in order to inform them of the need to re-tune on or after 09.09.2009.</li> <li>• The Communications Directorate and Digital UK are working together to ensure that communication plans are being implemented effectively.</li> <li>• JM Creative and Working Word Public Relations Ltd have won the tender to provide S4C's digital switchover communications campaign.</li> <li>• The Authority held a public meeting in Carmarthen, Llangefni and Mold specifically to share information on Freeview on digital switchover.</li> <li>• The Viewers Hotline and S4C staff replied to more than 5,000 calls from viewers enquiring information on digital switchover from September.</li> <li>• Seminars were held for S4C staff and the independent sector to explain the digital switchover campaign.</li> <li>• A digital switchover seminar was held at the Urdd Eisteddfod to explain the process to the independent sector.</li> <li>• Further information were published for "Papurau Bro" in explaining the change to digital switchover.</li> <li>• Weekly monitoring takes place, which includes the Directorate work and work done by the external companies.</li> <li>• The Monitoring Performance Group have held weekly meetings.</li> <li>• A monitoring process has been assessed by the internal auditors.</li> </ul>

<p><b>Aim 1 (4)</b></p> <p>Promote High Definition.</p>	<ul style="list-style-type: none"> <li>• High Definition strategy is being promoted to the industry through seminars. The communication plan for the public is being prepared.</li> <li>• S4C is a member of the Broadcasting Group and the UK Equipment Producers working to promote High Definition on Freeview.</li> </ul>
<p><b>Aim 1 (5)</b></p> <p>Ensure that an appropriate rights framework is put in place for the commissioning of content.</p>	<ul style="list-style-type: none"> <li>• Discussions are ongoing with relevant organisations to ensure appropriate framework.</li> </ul>
<p><b>Aim 1 (6)</b></p> <p>Maintain viewing levels in the regions during digital switchover.</p>	<ul style="list-style-type: none"> <li>• Regular monitoring was conducted on regional viewing levels during digital switchover. Following digital completion in specific regions continue viewing levels were very similar to the period before digital switchover.</li> </ul>

## Aim 2

### Fulfil our Content Strategy

Target	End of Year Situation
<b>Aim 2 (1)</b>	
(i) Publish S4C's Statement of Programme Policy 2009.	• Published.
(ii) Publish S4C's Review of Statement of Programme Policy 2008.	• Published.
(iii) Implement S4C's Content Strategy for 2009 onwards.	• Published on 15.10.2008.
<b>Aim 2 (2)</b>	
Operate in accordance with the S4C Statement of Programme Policy 2009 and allocate at least £78 million for the commissioning budget. Comply with Ofcom targets and those set out in the Communications Act:	• Achieving within the aims.
(i) At least 25% of broadcasting time given to productions from the independent sector.	• Achieved – result is 89%.
(ii) 90% of original Programmes <sup>1</sup> (peak hours <sup>2</sup> ).	• Achieved – result is 100%.
(iii) 80% of original Programmes (all hours).	• Achieved – result is 99%.
(iv) 60 hours per annum of Current Affairs Programmes (all hours).	• 82 hours 30 minutes.
(v) 30 hours per annum of Current Affairs Programmes (peak hours).	• 76 hours 32 minutes.
(vi) 200 hours per annum of News <sup>3</sup> Programmes (all hours).	• 265 hours 45 minutes.
(vii) 150 hours per annum of News <sup>4</sup> Programmes (peak hours).	• 181 hours.
(viii) One daily News Programme in peak hours.	• Achieved.

<sup>1</sup> Original = Programmes commissioned by or produced for S4C, being European in origin (TWF 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).

<sup>3</sup> Newyddion contains weather bulletin.

<sup>4</sup> Newyddion contains weather bulletin.

(ix) At least 35 hours of Welsh programmes each week simultaneously on the S4C and S4C Digidol services.	<ul style="list-style-type: none"> <li>• 57 hours.</li> </ul>
(ix) 140 hours per annum of original Programmes for children.	<ul style="list-style-type: none"> <li>• 289 hours (without links between programmes).</li> </ul>
<p><b>Aim 2 (3)</b></p> <p>Operate within the Code of Practice and Terms of Trade and comply with the targets which have been approved by Ofcom.</p>	<ul style="list-style-type: none"> <li>• We have been discussing the principles with TAC, and papers are in hand in order to approve any changes.</li> </ul>
<p><b>Aim 2 (4)</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 Programme and Content Strategies.</p>	<ul style="list-style-type: none"> <li>• S4C Authority have approved the BBC Programme Plan for 2009.</li> <li>• S4C Authority have approved the BBC Programme Performance Review document under the Strategic Partnership for 2008. The BBC Trust have provided an assessment.</li> <li>• The process for renewing the Partnership for 2010 onwards has begun.</li> </ul>
<p><b>Aim 2 (5)</b></p> <p>(i) Maintain the weekly reach for the Welsh language services at the 2008 level.</p>	<p>Data for 2009 reach will be published in the 2009 Annual Report</p> <p><i>(Figures for 2008 in brackets)</i></p> <p><b>W1-W53 2009</b></p> <ul style="list-style-type: none"> <li>• Weekly Reach of All Viewers during Welsh hours <u>in the UK</u>: <b>545,000</b> (590,000)</li> <li>• Weekly Reach of All Viewers during Welsh hours <u>in Wales</u>: <b>17.3%</b>, <b>449,000</b> (19.5%, 504,000)</li> <li>• Weekly Reach of All Viewers during Welsh hours <u>outside Wales</u>: <b>96,000</b> (86,000)</li> </ul>
<p>(ii) Aim to achieve reach of over 100,000 viewers for 20 Welsh language programmes during the year.</p>	<p><b><u>Week 1 – 53, 2009 (38 Programmes)</u></b></p> <ol style="list-style-type: none"> <li>1. <b>Y Clwb Rygbi</b> Ospreys v Blues – (Fri), W53 – 427,000</li> <li>2. <b>Y Clwb Rygbi Rhyngwladol</b> – UDA v Cymru – (Sat), W23 – 301,000</li> <li>3. <b>Katherine Jenkins o'r Brangwyn</b> – (Sun), W44 – 237,000</li> <li>4. <b>Y Clwb Rygbi</b> Blues v Australia - (Tue), W48 – 212,000</li> <li>5. <b>Rugby LV Cup: Dragons v Sale</b> - (Fri), W45 – 183,000</li> <li>6. <b>Rygbi/Llewod '09 (Rugby/Lions '09)</b> – (Sat), W23 – 170,000</li> <li>= <b>Sgorio</b>: Liechtenstein v Wales – (Wed), W42 – 170,000</li> <li>8. <b>Y Clwb Rygbi</b>: Llanelli v Swansea- (Sat), W53 – 161,000</li> <li>9. <b>Eisteddfod Genedlaethol Cymru</b> uchafbwyntiau'r wythnos - (Sun), W32 – 159,000</li> <li>10. <b>Eisteddfod Genedlaethol Cymru</b></li> </ol>

- dydd - (Sat), W31 – 157,000
11. **Eisteddfod Genedlaethol Cymru**  
cyngerdd agoriadol - (Fri), W31 – 155,000
  12. **Cyngerdd Sêr y Steddfod** – (Fri), W52 – 152,000
  13. **Eisteddfod Genedlaethol Cymru**  
noson o gystadlu - (Fri), W32 – 146,000
  14. **Gala Mudiad y Ffermwyr Ifanc** – (Sat), W35 – 144,000
  15. **Llangollen '09 – Côr y Byd** – (Sat) W28 – 143,000  
= **Cefn Gwlad** – (Mon), W1 – 143,000
  17. **Sioe Sir Benfro: Digwyddiadau 09** – (Thur), W34 – 135,000
  18. **Ista'nbwyl** – (Fri), W49 – 133,000
  19. **Cyngerdd Rhydian** - (Thur), W19 – 131,000
  20. **Côr Cymru 2009** – (Sat), W10 – 125,000
  21. **Shane** – (Tue), W6 – 123,000
  22. **Eisteddfod Genedlaethol Cymru**  
uchafbwyntiau'r dydd - (Mon), W32 – 122,000
  23. **Y Clwb Rygbi: Sgarlets v Barbarians**–(Sat), W5 – 120,000
  24. **Cyngerdd Gala Llangollen 09**  
(Sun), W28 – 118,000  
= **Llangollen 09** (dydd) -( Sat) W28 – 118,000
  26. **Bro ...** -(Wed), W34– 116,000
  27. **Iolo yn Rwsia** - (Mon), W18 – 115,000  
= **Beryl, Cheryl a Meryl** – (Thu), W1 – 115,000
  29. **Y Clwb Rygbi Rhyngwladol: Wales v Samoa** - (Fri), W46 – 114,000
  30. **Rhydian** - (Thu), W19 – 113,000
  31. **Cyngerdd C Ffactor** – (Sat), W1/W2 – 112,000
  32. **Y Clwb Rygbi: (Neath v Llanelli)** - (Sat), W19 – 109,000
  33. **Eisteddfod Genedlaethol Cymru**  
– Ar Noson Fel Hon – (Sat), W32 – 106,000
  34. **Mil o Leisiau** – (Sat), W5 – 104,000  
= **Cwpan Heineken** - (Sun), W3 – 104,000
  36. **Sgorio: Llanelli v Motherwell** – (Thu), W28 – 103,000
  37. **G yl Pontardawe: Digwyddiadau 09** – (Thu), W35/W36 – 100,000  
= **Martha, Jac a Sianco** - (Sun), W23 – 100,000

*Please note that only the highest figure by day that has been shown above for Pobol y Cwm and one Y Clwb Rygbi from each league and only one episode from each series will be shown above.*

<p>(iii) Increase our reach year on year by providing content on appropriate platforms.</p>	<ul style="list-style-type: none"> <li>On-line viewing sessions have increased 1% year-on-year in 2009 v 2008.</li> <li>The number of on-line viewing sessions in 2009 is <b>1,089,114</b>.</li> </ul> <p><u>S4C 2009 Website statistics:</u>  Visits = up 57% on 2008 figures  Hits = up 94% on 2008 figures  Page Impressions = up 49% on 2008 figures</p>																												
<p>(iv) Ensure appropriate systems are in place to measure viewing across all platforms.</p>	<ul style="list-style-type: none"> <li>Appointed a company called Nielsen to measure S4C's website statistics between 2010-2012 to the industry standards that have been witness by ABCe.</li> <li>Aims for 2009 TNS Panel of viewing S4C's programmes on-line- an enhancement of 0.6% to the viewing sessions.</li> </ul>																												
<p>(v) Maintain the percentage of viewers under 45 years old during peak hours.</p>	<ul style="list-style-type: none"> <li>2009     <b>21%</b></li> <li>2008     <b>24%</b></li> </ul>																												
<p><b>Aim 2 (6)</b></p> <p>Achieve Ofcom's targets for subtitles, audio description and signing during all hours on S4C Digidol.</p> <table border="0" style="width: 100%;"> <tr> <td></td> <td style="text-align: right;"><b>2009</b></td> </tr> <tr> <td><b>2010</b></td> <td></td> </tr> <tr> <td>English Subtitles:</td> <td style="text-align: right;">75%</td> </tr> <tr> <td>80%</td> <td></td> </tr> <tr> <td>Signing:</td> <td style="text-align: right;">4%</td> </tr> <tr> <td>5%</td> <td></td> </tr> <tr> <td>Audio Description:</td> <td style="text-align: right;">10%</td> </tr> <tr> <td>10%</td> <td></td> </tr> </table>		<b>2009</b>	<b>2010</b>		English Subtitles:	75%	80%		Signing:	4%	5%		Audio Description:	10%	10%		<p>Targets for subtitles, audio description and signing were achieved on S4C Digidol.</p> <p><b><u>Quarter 4</u></b></p> <table border="0" style="width: 100%;"> <tr> <td>Subtitling (English):</td> <td style="text-align: right;">93.04%</td> </tr> <tr> <td>Signing:</td> <td style="text-align: right;">4.25%</td> </tr> <tr> <td>Audio description:</td> <td style="text-align: right;">11.89%</td> </tr> </table> <p><b><u>Figures for the year ending (W1-W53)</u></b></p> <table border="0" style="width: 100%;"> <tr> <td>Subtitling (English):</td> <td style="text-align: right;">92.05%</td> </tr> <tr> <td>Signing:</td> <td style="text-align: right;">4.19%</td> </tr> <tr> <td>Audio description:</td> <td style="text-align: right;">11.96%</td> </tr> </table>	Subtitling (English):	93.04%	Signing:	4.25%	Audio description:	11.89%	Subtitling (English):	92.05%	Signing:	4.19%	Audio description:	11.96%
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<p><b>Aim 2 (7)</b></p> <p>We aim to offer English subtitles on 100% of original hours (subject to rights).</p>	<ul style="list-style-type: none"> <li>As seen above, the current figure is 93%.</li> </ul>																												
<p><b>Aim 2 (8)</b></p> <p>We aim to offer 10 hours per week of original hours with 889 subtitles.</p>	<ul style="list-style-type: none"> <li>Achieved.</li> </ul>																												
<p><b>Aim 2 (9)</b></p> <p>Channel 4 programmes will be scheduled according to commercial considerations.</p>	<ul style="list-style-type: none"> <li>Taking place.</li> </ul>																												
<p><b>Aim 2 (10)</b></p> <p>Review regularly and identify opportunities in order to offer our services on other platforms and new platforms in the United Kingdom and beyond.</p>	<ul style="list-style-type: none"> <li>On going.</li> </ul>																												
<p><b>Aim 2 (11)</b></p>																													

<p>Adopt and operate an Archive Policy.</p>	<ul style="list-style-type: none"> <li>• The archiving project has been completed</li> <li>• The polisi needs to be approved.</li> </ul>
<p><b>Aim 2 (12)</b></p> <p>Reflect the priorities of the Content Strategy and ensure excellence in our communication plans.</p>	<ul style="list-style-type: none"> <li>• Continuing with the process of planning.</li> </ul>
<p><b>Aim 2 (13)</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>	<ul style="list-style-type: none"> <li>• The S4C's Viewers Hotline is maintaining a daily response methods by viewers to our services. Viewers Hotline staff are notified of any new key issues.</li> <li>• Viewers Hotline staff have been trained to deal with digital switchover enquiries.</li> <li>• The Viewers Hotline staff have been instrumental in dealing with enquiries from the public concerning re-tuning on Freeview as well as general enquiries on digital switchover.</li> <li>• The Viewers Hotline staff have attended public events in conjunction with the marketing company and Digital UK.</li> </ul>
<p><b>Aim 2 (14)</b></p> <p>Ensure there is a system in place to make sure that our services comply with the law and applicable codes.</p>	<ul style="list-style-type: none"> <li>• Relevant systems in place.</li> </ul>
<p><b>Aim 2 (15)</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.</p>	<ul style="list-style-type: none"> <li>• Talent Development Plan is being implemented.</li> <li>• Training Framework is being operated.</li> <li>• A HD seminar in association with Cyfle is being held on 14.10.2009.</li> </ul>
<p><b>Aim 2 (16)</b></p> <p>Operate the Scholarship Policy.</p>	<ul style="list-style-type: none"> <li>• Athletic scholarship was awarded for the third year to Lianne Clarke, David Guest, Brett Morse and Dewi Rhys Griffiths.</li> <li>• S4C's T Glynne Davies Scholarship was awarded to Eiliw Hughes.</li> <li>• Llyr Williams special award continues.</li> <li>• Awarded the Golf Scholarship awards to Gemma Bradbury and Rhys Pugh.</li> <li>• The Sir Geraint Evans Scholarship was awarded to Ting Wang, Catherine O'Carrol and Reisha Adam.</li> <li>• Owen Powell was awarded a scholarship to study sound post production at the NFTS for a second year.</li> </ul>

### Aim 3

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

Target	End of Year Situation
<p><b>Aim 3 (1)</b></p> <p>Operate within the framework set out in the document "Role of the Authority".</p>	<ul style="list-style-type: none"> <li>• Achieving.</li> </ul>
<p><b>Aim 3 (2)</b></p> <p>Operate the annual plans for the Authority, the Authority's Committees and S4C's Board of Directors.</p>	<ul style="list-style-type: none"> <li>• Achieving.</li> </ul>
<p><b>Aim 3 (3)</b></p> <p>Operate in accordance with the legal requirements.</p>	<ul style="list-style-type: none"> <li>• Achieving.</li> </ul>
<p><b>Aim 3 (4)</b></p> <p>Foster an open, accountable and constructive relationship with our viewers.</p>	<ul style="list-style-type: none"> <li>• Events were held at Aberaeron, Denbigh, Barry, Llandudno, Llandoverly, Newtown, Bangor, Llanrwst, Newport College and Ferryside to promote programmes and services for learners.</li> <li>• The Viewers' Hotline service has been operating throughout the year.</li> <li>• A number of public events were held in Llandudno to celebrate St David's Day.</li> <li>• A tour with Twf was arranged, to promote Welsh to children, in 10 locations throughout Wales.</li> <li>• S4C arranged a tour of 30 schools to promote S4C services to children.</li> <li>• S4C arrange a bus tour around Wales to promote children's service – <b>Cyw</b>.</li> <li>• S4C arranged a roadshow in partnership with Mudiad Ysgolion Meithrin to introduce the new character <b>Igi, Tigi, Bip a Bop</b> on Cyw.</li> <li>• <b>Cyw</b> Christmas Tour was held and visited 12 locations across Wales.</li> <li>• On-line research was held in order to receive consumers responses to S4C's access services.</li> <li>• Continuous communication through press and media in respect of programmes and events were arranged.</li> <li>• S4C achieved the prestigious Customer Service Excellence Award as a recognition of the quality of our services to customers in April 2009.</li> <li>• The Welsh Language Board recognised S4C as one of the best organisations that has established ownership of its scheme and plans for Welsh language provision.</li> <li>• Viewers' Evening were held in</li> </ul>

	Carmarthen, Llangefni and Mold.
<p><b>Aim 3 (5)</b></p> <p>Ensure that internal and external audits are conducted.</p>	<ul style="list-style-type: none"> <li>External audit has taken place. Three year plan by the internal auditors has been prepared.</li> </ul>
<p><b>Aim 3 (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>	<ul style="list-style-type: none"> <li>Annual Report and Statement of Accounts for 2008 on 25.06.2009.</li> </ul>
<p><b>Aim 3 (7)</b></p> <p>Review the Corporate Plan for 2009.</p>	<ul style="list-style-type: none"> <li>End of Year situation was presented to the Authority on 21.01.2010.</li> </ul>
<p><b>Aim 3 (8)</b></p> <p>Ensure we work within S4C's policies and review and amend S4C's policies as required.</p>	<ul style="list-style-type: none"> <li>Adopted a policy and guidelines for Party Election Broadcasts (PEB) during the European Elections 2009.</li> </ul>
<p><b>Aim 3 (9)</b></p> <p>Where appropriate, respond to reviews by the Government, the Assembly, Ofcom, the European Commission and others.</p>	<ul style="list-style-type: none"> <li>Presented a formal response to the Government's Digital Britain Interim Report.</li> <li>The Chair and Chief Executive gave written and oral evidence to the Select Committee on Welsh Affairs at Westminster and Communities and Culture Committee at the Welsh Assembly on public service broadcasting.</li> <li>S4C replied to the following consultations in 2009: <ul style="list-style-type: none"> <li>Digital Britain consultation;</li> <li>Ofcom's consultation on "Review of Television Access Services";</li> <li>Ofcom's consultation on "Broadcasting Code Review";</li> <li>Ofcom's consultation on the "Review of procedures for handling broadcasting complaints, cases and sanctions";</li> <li>S4C's reply to "Digital Britain: Assessing the policy framework for Public Service Rights";</li> <li>Ofcom's consultation on "PRS Scope Review".</li> <li>Ofcom's consultation on "The consultation regarding proposals for the regulation of video on demand service";</li> <li>DCMS consultation on "Free-to-air listed events Review".</li> </ul> </li> </ul>
<p><b>Aim 3 (10)</b></p>	

Operate tender processes to promote contestability. Maintain a list of tenders.	<ul style="list-style-type: none"> <li>• Operating tender processes.</li> <li>• Maintaining a list of tenders.</li> </ul>
<b>Aim 3 (11)</b> Operate the Fair Trading Policy.	<ul style="list-style-type: none"> <li>• Operating.</li> </ul>
<b>Aim 3 (12)</b> Receive a dividend from S4C Masnachol.	<ul style="list-style-type: none"> <li>• S4C Masnachol have declared dividend which will be published in S4C's Authority. Statement of Accounts for 2009.</li> </ul>
<b>Aim 3 (13)</b> Operate within the framework of S4C's Complaints Code.	<ul style="list-style-type: none"> <li>• Operating.</li> </ul>
<b>Aim 3 (14)</b> Approve a revised 5 year budget.	<ul style="list-style-type: none"> <li>• Budget Review has been revised and is on going.</li> </ul>
<b>Aim 3 (15)</b> Less than 4.5% of all expenditure to be spent on overheads.	<ul style="list-style-type: none"> <li>• Subject to audit.</li> </ul>
<b>Aim 3 (16)</b> Maintain a Risk Register in accordance with the Risk Policy. Present and monitor the Risk Register and Business Continuity Policy quarterly.	<ul style="list-style-type: none"> <li>• Consistent monitoring.</li> </ul>