



S4C Unitary Board

Work Programme: S4C's Action Plan

29 February 2024

	Action	Target Dates*		Owner	Status	Note
		Start	End			
LEADERSHIP						
1.	Appointment of Interim Chief Executive.	24/11/2023	29/02/2024	Non-executive Members	✓	Non-Executive Members have announced an appointment on 29/02/2024.
2.	Recruit a permanent Chief Executive.	Dependent on the appointment of a new permanent Chair.		Non-executive Members		<p>Following the Chair's decision not to seek a second term, DCMS will need to appoint a new permanent Chair before that individual and other Non-executive Members can confirm the appointment of a new permanent Chief Executive.</p> <p>The Director of Human Resources and the Secretary to carry out preparatory work before then, to start the process of recruiting a Chief Executive once DCMS has identified the individual they intend to appoint as permanent Chair.</p>
CULTURE						
3.	Review of S4C's values	15/03/2024	30/09/2024	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>

4.	Review and simplify the Strategy's pillars	15/03/2024	30/06/2024	Interim Chief Executive		Hold workshops to discuss these to improve everyone's understanding of what the Strategy means to the organisation, teams and individuals. Resource: Internal
5.	Review and develop an effective internal communications plan	01/02/2024	30/04/2024	Director of Communications and Marketing		Undertake a review of existing communications, including consultation with staff about what works for them. Resource: Internal
6.	Training for all managers and Management Team members	01/03/2024	31/12/2024	Director of Human Resources		Create, deliver and incorporate a training plan. Resource: External coaches
7.	Training for all staff	01/03/2024	31/12/2024	Director of Human Resources		Create, provide and incorporate a specific training plan that is outside of the 'business as usual' evaluations. Resource: External coaches
8.	Continuous Development Review	01/03/2024	31/03/2025	Director of Human Resources		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.

POLICIES AND PROCEDURES

9.	Review S4C's Whistleblowing, Respect in the Workplace, Discipline, and Grievance policies.	01/01/2024	31/03/2024	Director of Human Resources		<p>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.</p> <p>When reviewing, consider whether S4C needs any additional policies.</p> <p>Also consider awareness of these policies, and identify any reasons why staff might not wish to use them.</p>
10.	External review of HR functions and procedures	15/03/2024	30/06/2024	Interim Chief Executive		<p>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.</p>
11.	Develop a suitable policy for dealing with complaints about Non-Executive Members.	01/02/2024	31/05/2024	Secretary		<p>Look at good practice that other relevant organisations have, drawing on independent expertise as required.</p>
12.	Review the Code of Practice for Unitary Board members.	01/02/2024	31/03/2024	Secretary		<p>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.</p>

GOVERNANCE

13.	Commission an external review of Governance Effectiveness.	01/04/2024	30/06/2024	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).
14.	Review the Unitary Board’s Standing Orders.	01/05/2024	31/07/2024	Secretary	It is expected that elements of the Governance Effectiveness Review

						<p>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> <p>There is already an intention to review the Standing Orders to ensure that they are consistent with the provisions of the Media Bill when it comes into force. It may therefore be appropriate that any amendments to the Standing Orders should come into force in stages – with those dependent on legislative changes coming into force later.</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		

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