



S4C Board

Meeting 483

09:30, 19 March 2026

S4C Office, Caernarfon

SUMMARY OF MINUTES

Members in attendance:

- Delyth Evans [DE], Chair of the Board
- Dyfrig Davies [DD], Non-Executive Member
- Suzy Davies [SuD], Non-Executive Member – until item 9
- Wyn Innes [WI], Non-Executive Member
- Llion Iwan [LII], Chief Content Officer
- Gwenllian Lansdown Davies [GLD], Non-Executive Member – excluding items 5.7 to 8.3
- Elin Morris [HM], Chief Operating Officer
- Betsan Powys [BP], Non-Executive Member
- Catryn Ramasut [CR], Non-Executive Member – until item 12

Others in attendance:

- Mali Williams [MW], Head of Public Affairs (for items 3 and 8)
- Sharen Griffith [SG], News and Current Affairs Commissioner (for item 4) – virtual
- Nadine Beaton [NB], Director of People and Culture (for item 5)
- Dr Ioan Rees [IR], Sycol (for item 5)
- Catrin Masling [CM], People & Culture Business Partner (for item 5)
- Helen Stevens [HS], People & Culture Business Partner (interim) (for item 5)
- Sharon Winogorski, Chief Finance Officer (for items 7 and 8) – virtual
- Llyr Morus [LIM], TAC (for item 9)
- Sioned Harries [SH], TAC (for item 9)
- Sioned Haf Roberts [SR], TAC (for item 9)
- Geraint Pugh [GP], Board Secretary
- Llinos Priestland [LIP], Executive Officer to Board Secretary

Apologies for absence were received from:

- Geraint Evans [GE], Chief Executive
- Denise Lewis Poulton [DLP], Non-Executive Member

1.	Declarations of interests and apologies Everyone was welcomed to the meeting. The Chair asked for any members with an interest in the business of the meeting to declare their interest. No interest was declared. Everyone's attention was drawn to S4C's Culture Code at the beginning of the meeting.	
2.	Update by the Chair, Chief Executive, and other Board Members GE was absent from work for a period, with informal arrangements for EM to substitute in his absence.	

	<p>The Chair referred to the report, noting the meetings held since the last Board meeting, highlighting the very successful visits of Lisa Nandy and Ian Murray to Central Square to meet her and GE. Both were supportive of the work and showed an understanding of S4C's priorities and direction.</p> <p>GP was invited, in the absence of the Chief Executive, to update the Board on various issues that did not appear in the meeting's papers:</p> <p><u>BBC Charter Review</u></p> <p>The DCMS had sent a specific request to S4C for information on the partnership with the BBC, in order to contribute to the UK Government's review of the BBC Charter.</p> <p><u>YouTube</u></p> <p>It was noted that YouTube is a key strategic platform for public service content. Following ongoing engagement with YouTube, Ofcom and DCMS, positive progress has been made in establishing a more formal relationship with YouTube.</p> <p>It was confirmed that YouTube is now reviewing its portfolio of business partners, with the intention of including S4C as a formal partner during May or June. This would enable regular engagement with YouTube and be an important basis for improving the discoverability and performance of S4C content on the platform. It was recognised that the progress to date has been driven by Geraint Evans' effective leadership and influence across a number of policy and regulatory forums.</p> <p><u>The Board's Strategic Day</u></p> <p>The Board's Strategic Day will be held on 23 April 2026. It was explained that the programme is currently in development, and input was invited from Board members. It was suggested to include a general presentation on AI – including ethical, corporate and governance considerations – as long as it is relevant to S4C's position. It was also discussed how the Board can improve its understanding of a 'digital first' mindset.</p> <p>Decision: To hold a light session on artificial intelligence during the Board's strategic day on 23 April 2026.</p>	
3.	<p>[MW joined the meeting]</p> <p>The Content Sub-Strategy</p> <p>In presenting the latest version of the content strategy, LLI thanked MW for support with the drafting work. He outlined the main challenges and opportunities, as well as how the strategy provides a response to them. It was noted that a large number of companies depend on S4C for work, and that any financial challenges for S4C could have an adverse impact on the sector.</p> <p>Following a visit by some Board members to production companies, it was reported that there was a historic lack of collaboration within the sector, but that work on the new strategy had triggered more open and constructive discussions. One of the main weaknesses of the commissioning process was also highlighted, namely the long time that can pass before a decision is reached. Although S4C is not unique in this respect,</p>	

	<p>as a relatively small organisation, the view was expressed that S4C should be able to provide answers more quickly.</p> <p>Following constructive discussion, the hope was expressed that LII and MW will consider the feedback and amend the strategy, as necessary. Provided that these changes are incorporated, the Board stated that it was prepared to approve the Content Strategy.</p> <p>It was emphasised, from now on, that effective action is critical, with the commissioners understanding their central role in driving S4C's success in line with the strategic direction. The Content Committee will retain formal oversight of this work.</p> <p>Decision: To approve the strategy, on the understanding that there will be minor changes to reflect members' feedback during the meeting.</p> <p>Decision: That an action plan for the new strategy be shared with the Content Committee.</p> <p>Decision: That there are relevant arrangements to share the new strategy with the commissioning team and the production sector.</p> <p>[MW left the meeting]</p>	
4.	<p>[SG joined the meeting]</p> <p>Presentation by a member of staff – Welsh Elections 2026; Sharen Griffith, News and Current Affairs Commissioner</p> <p>SG was welcomed to the meeting and then gave a summary of the main points of the paper presented regarding S4C's content for the 2026 Welsh Elections, noting that this year will include a mix of multi-platform provision.</p> <p>A number of aspects of the provision were discussed, including the question of how to ensure that the BBC's news service on S4C differs from BBC Wales' news in English.</p> <p>It was asked how we ensure fairness in terms of coverage of the parties, and how easy it is to ensure a fair cross-section in terms of the audience. It was explained that we keep detailed data to be able to respond to any questions or challenges from the parties. It was also noted that there are definite rules in place for the audiences.</p> <p>It was asked if we monitor comments on platforms where the public can leave comments. It was confirmed that we do so and assess at the time whether comments need to be removed if they cross the line. From an editorial standpoint, we don't close comments unless they go to the extreme. Each situation is assessed on a case-by-case basis. In cases where extreme comments appear, the health and well-being of the individual at the centre of the story must be considered.</p> <p>[SG left the meeting]</p>	
5.	<p>[IR, NB, CM and HS joined the meeting]</p> <p>Progress on the Culture Code</p>	

The team was welcomed to the meeting, and IR was invited to introduce himself to the Board members who had not already met him.

IR outlined the context that led to this work, explaining that it stemmed from events in 2023 and the need to strengthen the culture internally. It was strongly felt at the time, in conjunction with the team, that a clear framework was needed, and as a result it was decided to adopt a 'learning organisation' framework. The intention was to reframe the approach and create something more robust and sustainable, rather than trying to fix what already existed. The first step was to reshape S4C's values, with the participation of staff. A 'Build, Embed and Sustain' change management approach was adopted, emphasising the need for foundational work for staff to have a sense of ownership. Within this context, S4C Campus was created as a curriculum to support staff learning and development, and as a means of involving them in fostering and understanding the new culture.

The team presented their slides noting that almost 80% of staff have now completed Campus Level 1, and that Level 2 is about to start, specifically for leaders.

NB presented slides outlining the results of the latest staff survey, which was conducted as part of a survey by Broadcast magazine. It was explained that the survey had resulted from feedback from a member of staff who felt that the culture change was so significant that S4C should apply for a Broadcast award. Although it was acknowledged to be a relatively early step, it was decided to proceed because a pulse survey was planned anyway, creating a suitable opportunity. The survey was conducted by an external company, and therefore S4C had no control over the timing of the work, which took place during a half-term week in Wales and before most S4C staff had started Campus 1. Although the shortlist was not reached, it was noted that the data collected remained valuable.

Attention was drawn to the fact that S4C, as a public body, is not in a position to offer the same types of benefits as private companies. At the same time, because the Welsh Government and other public sector bodies offer specific benefits, it is worth considering what is being offered more broadly across the sector, because that would be acceptable as a comparative principle.

It was pointed out that risks had been mentioned in the slides, and it was asked whether these had been included on the risk register. It was confirmed that risk related to organisational culture was recorded on the risk register.

[GLD left the meeting]

It was stated that the business partnership model had worked extremely well in strengthening the relationship between departments and the People and Culture department. The approach enables a better understanding of what happens on a day-to-day basis, provides timely advice, and helps resolve issues before they develop into problems. As a result of DE's meetings with different teams, many have acknowledged how valuable and useful this model is.

As S4C is a relatively small organisation, it can be difficult for individuals to see clear career development pathways within the organisation. As a result, it is necessary to focus on preparing internal staff to be in a strong position to apply when opportunities arise, whether that be within S4C or with other employers. The question of

	<p>secondment opportunities was also raised, for example with the BBC or within the wider sector. While there are examples of this already happening, they tend to occur in an informal way and on an accidental or incidental basis, rather than as part of a structured process.</p> <p>[IR, NB, CM and HS left the meeting]</p>	
6.	<p>[ShW (virtual) joined the meeting]</p> <p>Quarterly financial report (Q 3)</p> <p>ShW presented the financial report for the period up to 31 December 2025, drawing members' attention to the main changes since the report for the previous quarter.</p> <p>It was confirmed that S4C did not foresee any impact from the current economic uncertainty in Quarter 4. Although some inflation is expected, S4C's income is tied to the Consumer Price Index (CPI). It was also noted that a two-year content budget is open, and that discussions are ongoing regarding the cost pressures up to the point of producing the content.</p> <p>Decision: The transfers outlined in the report were approved.</p>	
7.	<p>Budget 2026–27 (and five-year financial plan)</p> <p>ShW presented the budget, which included financial forecasts up to 2027/28. The forecast would also contribute to the funding application to the DCMS for the period up to 2034, reflecting the financial pressures forecast for 2027/28.</p> <p>There is increasing pressure on the content budget. Any savings or efficiencies that can be achieved during the next year will be reinvested in that year's content. This is due to the pressures associated with delivering the digital strategy, the increase in other costs, and the need to protect the budget for content.</p> <p>Decision: The budget for 2026–27 was approved, and the forecasts for 2027–28 were noted.</p>	
8.	<p>Funding application 2028+</p> <p>In presenting S4C's draft response to the DCMS 2028+ funding application, GP explained that strategic input from the Board is required before being able to proceed to completion by the deadline of 10 April 2026.</p> <p>It was noted that the Finance department had calculated S4C's position against the three funding scenarios presented by the DCMS, and that the SLT had considered the appropriate response in each case.</p> <p>[GLD rejoined the meeting]</p> <p>MW outlined options for additional services. It was noted that DCMS had been clear that any additional funding should be directed towards new or additional services.</p> <p>Decision: That work continues to draw up the funding application to the DCMS by 10 April 2026, taking into account the Board's feedback, with a copy of the final</p>	

	<p>application being shared with the Board in good time to allow for any further feedback.</p> <p>[SuD left the meeting]</p>	
9.	<p>[LIM, SH and SR joined the meeting]</p> <p>Annual meeting of the Board with TAC members</p> <p>LIM introduced the team members and outlined TAC's purpose for the benefit of the new members of the Board.</p> <p>It was noted that the Dychmygu'r Dyfodol (Imagining the Future) Conference, held in November 2025 as a collaboration between S4C and TAC, had been a success. Plans were in place to hold the next conference in Llandudno at the beginning of November 2026, with the intention of rotating the location between north and south Wales.</p> <p>It was noted that the relationship between S4C and the sector has strengthened significantly over time. Although the sector is currently facing challenges, it was emphasised that these do not necessarily stem from S4C's activity, as other broadcasters commission less content. In fact, it was noted that S4C continues to commission more content, particularly in response to the growing demand for digital content, while other broadcasters have reduced their activity.</p> <p>TAC meets with S4C every other month, including a meeting held earlier this week with LLI, EM, MW and SP. EM noted that the bi-monthly meetings were very valuable, with TAC being a focal point for highlighting issues of concern to the sector.</p> <p>At the request of the producers, a roundtable meeting on drama was recently arranged. The meeting was considered a success, and a desire was expressed to bring producers of specific genres together to discuss the new content strategy. It was noted that this approach is more effective than general sector meetings, which can sometimes be too broad in focus, meaning that individuals do not necessarily get the specific answers they need.</p> <p>The sector has welcomed the 2030 Strategy; however, it was noted that further clarification was needed regarding the meaning of "digital first" in practice. Questions were raised about whether, at some point, all content will be broadcast linearly, even if it is originally presented on a platform such as YouTube. It was also asked whether there are any implications for the current communication guidelines, and whether the term "digital first" itself is now outdated. It was suggested that it might be clearer to state that content will be specifically commissioned for a specific platform or platforms.</p> <p>Due to lack of time on the agenda, there was no opportunity to discuss TAC's report on training, so it was decided to send the report to Members by email.</p> <p>[LIM, SH and SR left the meeting]</p>	
10.	<p>Reports from the Board's committees</p>	

	<p>The minutes of the meetings of the following Committees were presented, and the chairs were invited to draw the Board's attention to any relevant matters that had not already been mentioned during this meeting:</p> <ul style="list-style-type: none"> • Audit and Risk Committee (19/02/2026) • Commercial Group Board (25/02/2026) • Case Committee <p><u>Audit and Risk Committee</u></p> <p>SuD drew the Board's attention to the main aspects of the Committee, noting the decision to re-appoint TIAA as internal auditors.</p> <p><u>Commercial Group Board</u></p> <p>The MoU was received from the Secretary of State, which approves commercial activities.</p> <p><u>Case Committee</u></p> <p>GP shared a confidential note regarding the terms for a settlement with LIGW. Members discussed elements of communication, and any considerations for S4C as a public body.</p> <p>Decision: The terms of the settlement were formally approved, in accordance with what was in the paper.</p>	
11.	<p>Board Effectiveness</p> <p>GP presented the paper. This year, a summary of developments over the past few months was compiled rather than carrying out the usual questionnaire.</p> <p>Members expressed that they were satisfied with the report's content and agreed that it was sufficient for this year. Regarding next year's effectiveness review, it was agreed that the Secretary will bring a paper to the Board to discuss how the process should be conducted.</p> <p>Decision: That the Secretary submit a paper to the Board in January 2027 in order to obtain input on how to evaluate the effectiveness of the Board in a year's time.</p> <p>[CR left the meeting]</p>	
12.	<p>Reports to be approved / noted without the need for discussion</p> <p>The following reports were shared with Board members, with a request that members inform the Chair or Secretary in advance if they wished to discuss any of them in detail. If no such request was received, any proposed action was approved in accordance with the recommendation in the report itself.</p> <p><u>Senior Leadership Team Report</u></p> <p>The report was noted.</p>	

Approval of the BBC Programme Plan for 2026–27

Decision: The plan was approved, on the understanding that there will be further discussions with the BBC to agree the correct financial value of the individual elements.

Structure and main messages of the Annual Report 2025–26

The structure and main messages of the Annual Report 2025–26 was noted.

Quarterly financial report of the Commercial Group (Q 3)

The report was noted.

Arrangements for approval of S4C Commercial’s investments

The new arrangements for approving S4C Commercial’s investments were noted.

Review of the terms of reference of the committees

Decision: The amendments to the terms of reference of the Audit and Risk Committee were approved, with any other appropriate minor amendments as a result of the feedback received from members.

Membership of the Audit and Risk Committee

Decision: The appointment of Denise Lewis Poulton as a non-executive member of the Committee was approved.

Minutes of previous meeting

Decision: To approve the minutes of meeting 482, held on 15/01/2026.

Action Points

The Action Points were Noted.

Work Programme

The Work Programme was noted.