



ROYAL
TELEVISION
SOCIETY

ANNUAL REPORT 2013

AGM 20 May 2014, 6:00pm at The Hospital Club, 24 Endell St, London WC2H 9HQ



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PATRONS

PRINCIPAL PATRONS

BBC
BSkyB
Channel 4 Television
ITV

INTERNATIONAL PATRONS

Discovery Corporate Services Ltd
Liberty Global
RTL Group
Turner Broadcasting System Inc
Viacom International Media Networks
Walt Disney Company

MAJOR PATRONS

Accenture
Channel 5

Deloitte
Enders Analysis
FremantleMedia
IMG Studios
ITN
Jonathan Shalit/ROAR Global
KPMG
McKinsey and Co
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STV Group
UKTV
YouView

RTS PATRONS

Autocue
Channel Television
Digital Television Group

Ikegami Electronics UK
ITV Anglia
ITV Granada
ITV London
ITV Meridian
ITV Tyne Tees
ITV Wales
ITV West
ITV Yorkshire
Lumina Search
PricewaterhouseCoopers
Quantel
Radio Teilifis Éireann
University College, Falmouth
UTV Television
Vinten Broadcast

FOREWORD



The Society staged an exceptional programme of activities in 2013, both nationally and in the local Centres. Among many excellent events, the RTS Cambridge Convention was an outstanding success.

From RTS Futures and Early Evening Events to masterclasses and awards ceremonies, these successes have only been possible thanks to the fantastic voluntary work put into planning and staging them by our patrons and members.

March saw the arrival of the Society's new Chief Executive, Theresa Wise, who immediately began work on implementing the new strategic plan for growth adopted by the Board of Trustees in the previous year, with initiatives to do more for young people, increase the membership and develop an effective digital hub.

The Society took several significant steps forward in its orientation on younger people, particularly students and those endeavouring to get into and get on in television. The overarching aim has been to support talent at the early stages of young people's careers as well as to help bridge the gaps between the needs of the television industry and the activities of various educational bodies.

As an educational charity the RTS has launched 20 bursaries a year aimed at less-affluent students wishing to study full-time, accredited degree courses in either television production or broadcast

journalism. HRH The Prince of Wales announced the bursaries at the Society's inaugural Craft Skills Masterclass Day. Mentoring and other career-support initiatives are also being developed.

The trustees have set a target to attract and retain a membership of over 5,000 by 2017, a level never previously reached by the RTS. In the course of 2013, Full RTS Membership rose from 1,513 to 1,970. Student membership jumped from 97 to 245 and RTS Futures membership (which is free) rose from 2,521 to 3,020.

This rise in fully paid membership can only be supported by nurturing a broad agenda in events and activities and by the empowerment of the Society's membership to define the areas of interest it wishes to follow.

That said, a major improvement in membership benefits – and in particular a splendid new partnership with The Hospital Club that offers affiliate membership for all RTS members – has also proved to be a very effective recruitment driver.

Our RTS Futures membership has been boosted by several Centres rolling out Futures programmes to new regions of the UK, as well as the continued success of London-based events.

The development of the RTS's digital presence is a major strategic priority – as it is the key to enable many of our other strategic initiatives. Therefore, having investigated our future requirements and looked at development options, the Society is now ready to embark on an

ambitious programme to deliver new functionality across a range of areas. Significant resources have been earmarked for this purpose.

Much of our strategic plan for growth is still work in progress and 2014 promises to be a crucial year in the Society's development.

The RTS is for people in television and related industries and the broader public. It provides an essential forum for people with an interest in television to discuss ideas and share examples of good practice. At a time when what is meant by "television" continues to embrace more industries and technologies, we are well placed to bring together practitioners across a very broad range of disciplines.

This is the place where industry leaders come together every year to take stock of new challenges and international trends. We provide a unique, public platform for ideas to be debated and experiences compared, and for programme-makers to celebrate their successes at respected awards ceremonies. And through RTS Futures we provide a valuable service to young people just starting in television.

We need to build on these activities and to ensure that the RTS is relevant to the pacesetters of tomorrow as well as the television luminaries of today.

John Hardie, Chairman of the Board of Trustees, and
Theresa Wise, Chief Executive



TRUSTEES' REPORT - NATIONAL EVENTS



Achievements and Performance

The Board of Trustees (who are also the directors of the Royal Television Society for the purposes of company law) presents its report and consolidated accounts for the year ended 31 December 2013.

The financial statements comply with current statutory requirements, the Memorandum and Articles of Association and the Statement of Recommended Practice – Accounting and Reporting by Charities (March 2005).

The Trustees' Report highlights the ways in which the Society's activities have provided real benefit to the public at large. During 2013 the RTS maintained its unique and influential role in furthering public understanding of the transformative changes affecting British television through its publications, website and the wide range of affordable and accessible public events it has staged.

In 2012 the Board of Trustees adopted a five-year strategic plan for growth. The main elements of this plan and details of their implementation are itemised on the following pages. 



Mike Fries, CEO,
Liberty Global:
Cambridge speaker



Emer McPolin,
BBC Academy:
RTS Futures event
workshop leader



Claire Finlay-Thompson,
RTS Craft & Design
Awards winner



Finn Harries,
co-creator, JacksGap:
Television profile



Sophie Turner Laing,
MD, content, BSKyB:
RTS Craft Skills
Masterclasses speaker



1 STRATEGIC PLAN

a) Education and youth

The UK might have world-class broadcasters, but it is becoming increasingly difficult for the people who want jobs in television to be employed by broadcasters. And as television merges with once separate media, such as gaming, mobile telephony and the internet, new skillsets will be needed in this much broader and more volatile industry.

RTS bursaries It is in this context that the RTS has committed £60,000 in financial support for UK undergraduate students studying television production and related digital media or broadcast journalism at Creative Skillset-accredited British Universities.

Twenty bursaries of £3,000 will be offered to students who enrol on one of the eligible programmes at 12 participating universities. Each bursary offers three payments of £1,000 cash per student, paid in February of each of the three academic years. Recipients will also get free membership of The Hospital Club in London while studying and one year's free membership of the RTS after graduation.

Bursaries will be awarded on a discretionary basis following a rigorous assessment procedure. They will only be available to full-time "Home" undergraduate students starting in autumn 2014, who have a household income of no more than £25,000, and who have not previously been on a higher education course.

Students will apply via the RTS website.

RTS Masterclasses Seventy students attended the three RTS Masterclasses held on the same day as the RTS Student Television Awards in May.

In the first of these, Elaine Pike, Director of Sky Atlantic HD, was interviewed by Wayne Garvie, Chief Creative Officer, International Production, Sony Pictures Television.

Award-winning drama-documentary specialist Colin Barr was then interviewed by Marcus Ryder, Editor of Current Affairs, BBC Scotland. And in the final masterclass of the day, Journalist and presenter Richard Madeley was interviewed by Boyd Hilton, TV and Reviews Editor of *Heat*. Madeley advised the audience: "Take pride in what you do and work hard, but you must not take yourself too seriously just because you happen to be on telly."

In October the RTS Craft Skills Masterclasses were introduced by the Society's patron, HRH The Prince of Wales.

He warned of a growing skills shortage in UK television training: "There are too few designers, mixers, editors, costume supervisors, camera and boom operators and digital-imaging technicians..."



HRH The Prince of Wales at the RTS Craft Skills Masterclass Day. Inset: RTS Futures event, 'How to get a job in TV'

If we don't plan to meet these future demands now, we will be ill-serving our television industry and minimising the employment opportunities for thousands of people."

In the following panel discussion, chaired by BBC Trustee David Liddiment, industry leaders – Danny Cohen, the BBC's Director of Television, Cecile Frot-Coutaz, CEO of FremantleMedia and Sophie Turner Laing, Managing Director of Content at BSkyB – addressed the issue of craft skills shortages.

The day's first masterclass was devoted to the craft of sound, and featured sound recordist Simon Bishop and sound supervisor Kevin Duff, interviewed by BBC Television Production Chief Creative Director Patrick Younge

This was followed by Wall To Wall chief Alex Graham quizzing Bafta-winning documentary



editor Sean MacKenzie and RTS award-winning drama specialist Luke Dunkley on the art of editing.

Storytelling emerged as the critical component of the camera operator's job during the final RTS masterclass. Discussing their craft – with former Lime Pictures boss Carolyn Reynolds – were drama specialist Matt Gray and wildlife lensman John Aitchison.

RTS careers advice While the Society has no formal careers service, practical advice to television hopefuls lies at the heart of many of its activities. This is particularly true of RTS Futures events and the “Breaking into broadcasting” careers advice days organised by RTS North West, Southern and Wales centres in association with local colleges.

With the geographical extension of the Futures programme – by RTS Northern Ireland, Bristol and Scotland centres in the course of the year – the Society has strengthened its advisory role.

At the end of the year the RTS published a 36-page *Television* supplement to promote awareness of the bursaries, RTS Futures and the RTS Student Television Awards. The publication was distributed to students and faculties, and was designed to have a shelf life of four or five months. It contained re-printed reports of RTS Masterclasses and RTS Futures events as well as a membership application form and detailed information about the bursaries.

Discussions are ongoing within the Society regarding additional RTS initiatives that would assist job seekers.

b) Membership benefits

A number of new or improved membership benefits were negotiated in the course of the year:

- ▶ The most significant is that Full RTS Members can now apply for free affiliate membership of the central London private members' club and creative arts venue, The Hospital Club. RTS members can entertain guests for dinner, lunch and drinks, subject to certain limits;
- ▶ Full RTS Members can get a 25% discount on new subscriptions to *Broadcast* magazine;
- ▶ Full RTS Members are entitled to free entry to RTS early-evening events and RTS Futures events and to discounted tickets to Centres' awards ceremonies;
- ▶ Full RTS Members can get discounted AA membership as part of the RTS AA Affinity Scheme;
- ▶ Full RTS Members were offered a 15% discount on one- and two-day passes to *Broadcast's* Production and Post Forum.

These benefits contribute to a compelling membership proposition, which the Society's executives will endeavour to improve in the future in order to expand the RTS's size and influence. ◊



The Society made the decision to scrap its Gift Aid scheme in 2013 so that it could offer benefits to members.

c) RTS digital hub

This will provide the Society with a vibrant digital presence that reflects our increasing number of activities and those of our different stakeholders, including patrons, centres, members and education.

A powerful digital presence is a key enabler to the rest of the Society's strategy. In 2013 the project was defined and scoped and work started in 2014.

However, we have already made progress by:

- ▶ Ensuring that illustrated reports of all national and RTS Futures events are uploaded by the morning following the event. More detailed reports continue to be published in *Television*
- ▶ As many as possible of our events are now filmed. Videos of the events are edited and uploaded and there are now some 30 videos on the site, 18 of them providing comprehensive coverage of the Cambridge Convention; 750 video items were watched in 2013
- ▶ A full report of each Cambridge Convention session was uploaded to the RTS website by the following morning. In addition, a freelance RTS digital editor tweeted throughout the convention. As of the end of 2013 RTS_Media had 4,899 followers on Twitter.

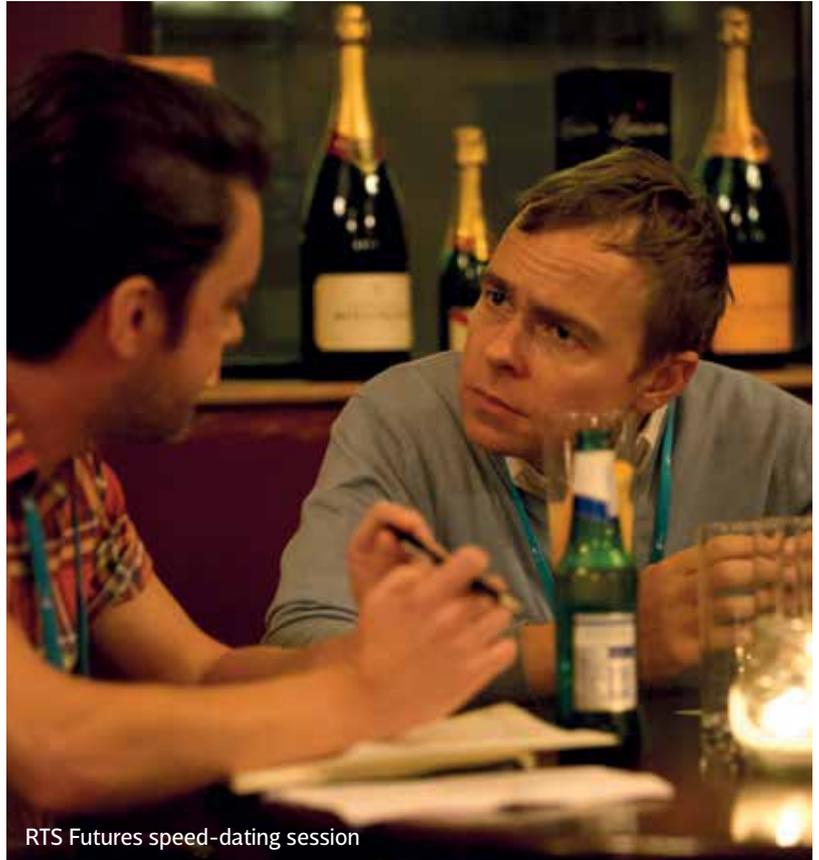
In addition, further significant progress was made towards improving membership services. An improved events system was implemented, which will provide online booking capability.

The Society's website had 186,432 visitors (136,645 in 2012; 71,882 in 2011), who viewed an average of 3.07 pages (3.26 pages in 2012; 3.45 pages in 2011); their average time spent on the site was two minutes 18 seconds (2' 20" in 2012; 2' 26" in 2011); 34.55% were returning visitors (38.71% in 2012; 43.42% in 2011).

The separate RTS Futures site had a further 16,458 visitors (16,063 in 2012; 11,849 in the last six months of 2011), who stayed for an average of two minutes 38 seconds (3' 15" in 2012).

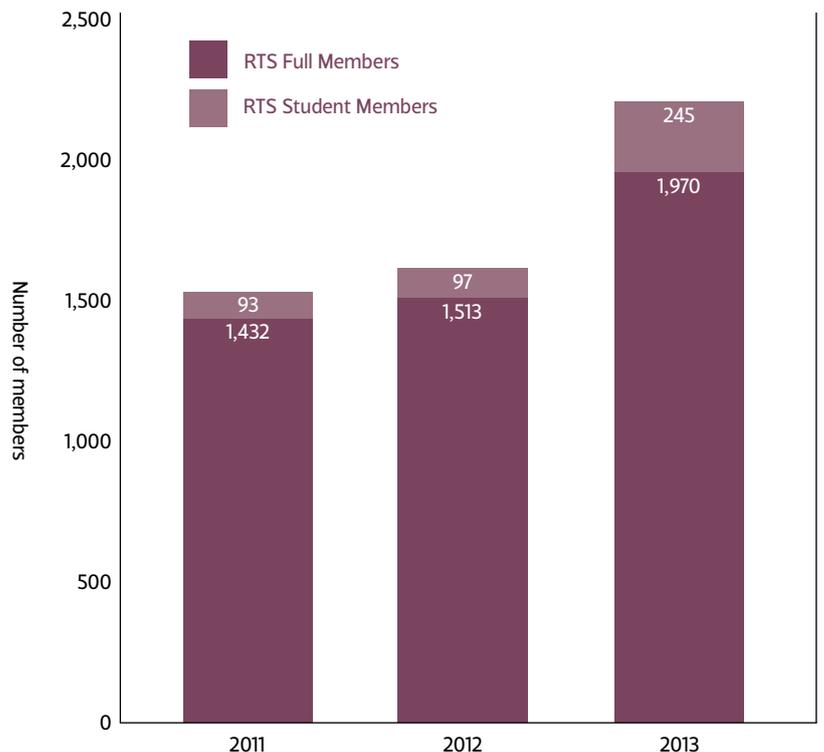
The trend of new visitors points to the RTS site being accessed by increasing numbers of people with no previous connection with the Society. UK users account for 85% of visitors, with 3% coming from the US and 1.5% from the Republic of Ireland.

On the main site the most popular pages related to the Society's events and awards. Each issue of *Television* is published as a PDF magazine at the same time as the print edition, but the articles are only viewable by RTS members. One month after the print publication date, the full issue is made available to all online viewers.



RTS Futures speed-dating session

RTS MEMBERSHIP





RTS Futures event 'How to get a job in TV'

d) Partnerships and alliances

The Society will actively seek relationships with other societies and bodies where the combined effect of co-operation will enable the RTS to increase its impact, influence, reach and effectiveness.

The Society organised one of the sessions at *Broadcast* magazine's one-day Diversify conference in November. Some 200 people crammed into the panel discussion, "The flight of the black actor", to discuss what could be done about the inadequate range of roles available in the UK – which drives black actors to seek TV work in the US.

The panellists were: Sudha Bhuchar, writer and actor; casting director Des Hamilton; actor Lenny Henry CBE; and actor, writer and director Kwame Kwei-Armah OBE.

Kwei-Armah said: "While we're all doing so well in America, here we're punching the glass ceiling that is possibly lower than it used to be... In the US there is a diversity of roles and opportunity... They did the thing that we're afraid to do here. They set quotas."

During the year the Society organised a number of other events with partner organisations, which are described elsewhere in this report. These include the RTS Futures Christmas party, which was organised in association with Broadcast Hot 100, and a number of centre events.

e) Public lectures and events

The RTS Huw Wheldon Memorial Lecture was presented in Glasgow in November by Owen Jones. In "Totally shameless – how TV portrays the working class" Jones argued that TV serves up an ugly parody of working-class people while ignoring workers' real lives.

The author of *Chavs: The Demonisation of the Working Class* said the most offensive programmes were TV's "recent wave of so-called 'poverty-porn' documentaries". These films, he claimed, airbrushed out "the tough realities of the poor" and replaced them with "sensationalist, extreme caricatures".

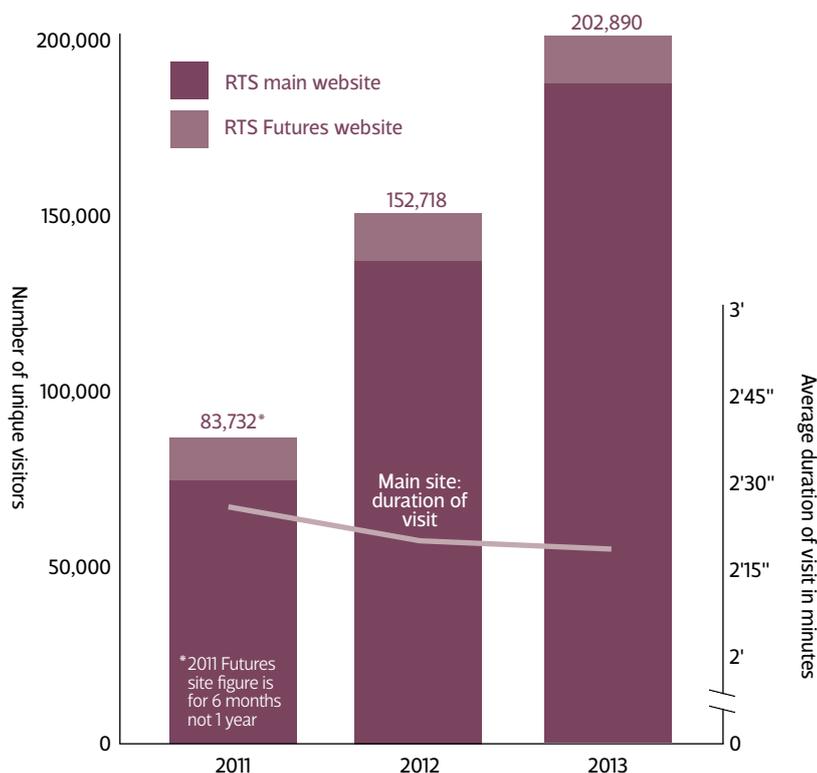
The lecture was recorded and broadcast on BBC Four on 24 November. It gained an audience of 113,000.

The Society intends to extend its current public lecture series into an annual programme to be delivered in different locations in the UK.

f) Special Interest Groups

The Society will enable the formation of SIGs on any topic that is of interest to a defined quorum of members. Any interest in any aspect of television can and will be represented by the Society – in this way the RTS will remain contemporary, relevant and representative. ➤

RTS WEBSITE





2 RTS CAMBRIDGE CONVENTION

The biennial convention in September attracted 265 full attendees (including speakers, paying delegates, complimentary registrations, centre representatives and press), up from 236 in 2011.

The RTS Cambridge Convention Advisory Committee was chaired by Channel 4 CEO David Abraham.

1 Whose side are you on? In his opening speech to the convention, Abraham said 2013 could prove to be a critical time for British television. Traditional linear TV had so far proved to be remarkably robust – despite 30% of UK households owning “connected TVs” – but there was a sense that everything was up for grabs.

The first Cambridge session also included original research by Deloitte into the television value chain, interviews with industry pundits, audience feedback – and a video torture chamber run by screen critic Charlie Brooker.

Expanding on the conference title of “Whose side are you on?” Abraham asked audience members to choose the sector that best defined them: Producer, Platform or Broadcaster – or Other. Using their complimentary iPads, delegates revealed they were, respectively, 20%, 11%, 32% and 33% (and 57% of them gave their main reason for attending Cambridge as “hearing new ideas from world-class speakers”).

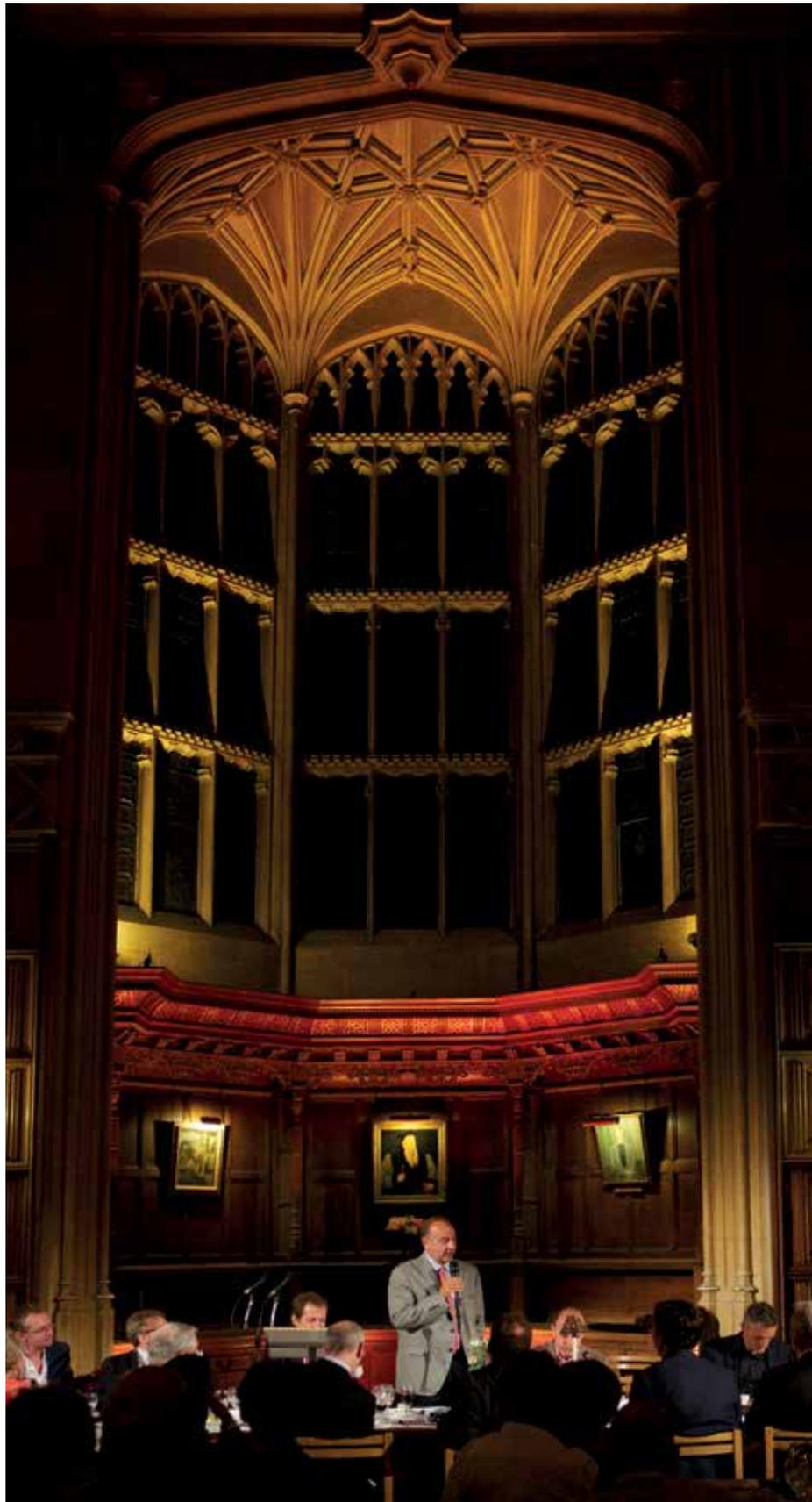
As for which sector would be making the most money in 10 years’ time, two-thirds said Platforms.

2 International keynote The second of the convention’s 16 sessions was international keynote speaker Mike Fries. Fresh from buying Virgin Media for £15bn, the Liberty Global CEO said his company’s aim in Europe was to be “an infrastructure investor – we want to be a gateway to the best content”. He was interviewed by RTS President Sir Peter Bazalgette.

3 UK keynote Fries was followed by the Rt Hon Maria Miller MP, Secretary of State for Culture, Media and Sport. She praised television’s role in projecting “soft power”: “TV reaches the parts our ambassadors don’t.”

In the wake of the executive pay-offs scandal at the BBC, Miller also suggested that there should be increased new powers for the National Audit Office to scrutinise the corporation. Speaking from the floor, BBC Director-General Lord Hall promised to “improve the way the Trust and Executive work together and with more transparency”.

4 Long live the creator? The increasing power of the writer preoccupied the fourth session, which heard from three top-flight





From top: Cambridge Convention Chair David Abraham, CEO, Channel 4; and Cambridge speakers Nancy Tellem, Microsoft, and Ted Sarandos, Netflix. Left: The Great Hall of King's College, Cambridge

writers – Paul Abbott, Chris Chibnall and Toby Whithouse – as well as Stuart Murphy, Director of Entertainment, Channels at BSkyB, Kudos CEO Jane Featherstone and US talent agent Ari Greenburg.

Delegates learnt that television writers' total remuneration in the UK has risen 40% over the past five years. In the US 45% more drama is being commissioned than five years ago. Greenburg, said: "TV is the best it has ever been. There is more innovative, risk-taking programming"

5 UK keynote Channel 5 owner Richard Desmond's UK keynote speech was not only his first RTS appearance, but, by his

THE FIRST CAMBRIDGE SESSION INCLUDED ORIGINAL RESEARCH BY DELOITTE INTO THE TV VALUE CHAIN... AND A VIDEO TORTURE CHAMBER RUN BY CRITIC CHARLIE BROOKER

own account, one of the very few speeches he had ever made.

The Chairman of Northern & Shell talked candidly about the pressure on his station from the major advertising media company, GroupM.

In another first for Cambridge, Desmond's band, the RD Crusaders, entertained delegates that evening.

6 Terms of trade – time for a change? Session six focused on the terms of trade that govern independent TV production in the UK. Martin Baker, Director of Commercial Affairs, Channel 4, Anne Bulford, the BBC's new Managing Director of Finance and Operations, and Pact CEO John McVay all agreed that the present arrangements should remain in place.

However, Bulford warned that "a tipping point" would occur, necessitating a new agreement between independent production companies and broadcasters as online platforms commissioned more original content.

7 Governing the BBC – what next? BBC governance returned to the spotlight in this session. Debating its future were: the Rt Hon Dame Tessa Jowell MP, former Secretary of State at the DCMS; Sir Christopher Bland, former Chairman of the BBC Governors; and Lord Burns, Chairman of Channel 4 and former Chairman of the Burns Committee.

Jowell was clear that the Trust was not bust (it took shape on her watch), but Burns was equally clear (his committee advised against setting it up) that the BBC needed an external regulator.

When asked, the audience voted solidly for a unitary BBC board and regulation by Ofcom. In the delegates' view, the BBC Trust was bust.

8 Sport – the game changer? The convention then turned its attention to TV sport. Dan Jones, a partner in Deloitte's sports business group, dissected the Premier League's TV value chain and the symbiosis of football and pay-TV.

Marc Watson, CEO of BT TV, said: "We are investing £1bn in TV sport, but £3bn in

broadband... Broadband is already the biggest TV platform, with 22 million households."

Also on the panel were Fru Hazlitt, MD of Commercial, Online and Interactive, ITV, and writer and broadcaster Steve Hewlett.

9 International keynote The second of the convention's international keynote speakers was ABC Entertainment Group President Paul Lee. He said that "US TV is engaged in a dramatic flight to quality", thanks to the technological revolution and the huge expansion of outlets for television shows. This, in turn, was driving imports of UK formats.

10 "TV-economics" – how British content can conquer the world Lee's comments provided a good segue to session 10, in which leading producers expressed their fears about long-term threats to the UK's TV exports.

The panellists were: Tim Davie, CEO of BBC Worldwide; Phil Georgiadis, Chairman of Walker Media; Jane Root, CEO of Nutopia; and Andrea Wong, President, International Productions, Sony Pictures Television. Georgiadis made the most eye-catching prediction: Google would eventually buy ITV.

11 Xbox One – from gaming to content The convergence of the television and games industries took centre stage in the 11th session, when Microsoft Entertainment and Digital Media President Nancy Tellem outlined how Microsoft's Xbox One could be a killer app that created more interactive and satisfying TV content. **o**



12 A view from the Opposition Tellem was followed by The Rt Hon Harriet Harman MP, Deputy Leader of the Labour Party and Shadow Secretary of State for Culture, Media and Sport, who responded to Maria Miller’s keynote speech 24 hours earlier.

Harman also said TV networks needed to do more to put older women on screen and to recruit outside the charmed circle.

13 Ed Richards in conversation with Claire Enders An even wider view of broadcast regulation was provided by Ofcom CEO Ed Richards. In conversation with consultant Claire Enders, he said he was “cautiously optimistic” about the state of public service broadcasting, despite the big challenges facing its providers.

14 Netflix – the new risk takers? Netflix Chief Content Officer Ted Sarandos revealed that the online operator’s budget for original programming could double over the next few years. In a memorable exchange, despite dogged questioning by Channel 4 Chief Creative Officer Jay Hunt, Sarandos declined to share the viewing figures for his shows.

15 Can goals save papers? That was the question in the penultimate session. News UK boss Mike Darcey explained the thinking behind his papers buying the UK near-live clip rights for all 380 Premier League matches until 2015/16 and charging users for online editions.

He warned that other newspaper owners’ strategy of charging for their papers and giving away content online was “untenable, it’s unravelling”.

In addition to the formal sessions, there were two “Thought for the Day” presentations, given by behavioural scientist Mark Earls – who argued that consumers’ emotions make it difficult to predict which new technologies will gain mass adoption – and head hunter Jim Citrin. He offered his insights into what makes for a successful media company leader – and how to find a new one.

16 Whose side are they on? In the final session – traditionally, the stage for the CEOs of the major UK television players to air their concerns – four up-and-coming stars cross-examined the current top tier on the course they should set for their industry.

The Next Generation Leaders were each nominated by their current CEOs, and all worked in production companies: Ben Cavey, Head of

Comedy and Entertainment at Tiger Aspect; Lucinda Hicks, COO at Dragonfly; Patrick Holland, MD of Boundless; and Dan Jones, Creative Director, Digital at Maverick.

The current generation of industry leaders were: All3Media’s Farah Ramzan Golant, ITV’s Adam Crozier, Channel 4’s David Abraham, TalkTalk’s Dido Harding and BBC Director of Television Danny Cohen.

Harding noted that, “Not one of us in this room is a digital native. We are all learning to interact with audiences.”

Crozier’s response to “which side are you on?” was: “It’s fascinating to look at the debate around Hulu, at whether these new platforms are friend or foe. Of course, they are both. Even the owners of Hulu did not sell their best content to the platform they owned – because they couldn’t work out whether it was a good thing or a bad thing to do.”

The RTS is extremely grateful to the

AT CAMBRIDGE DIDO HARDING NOTED THAT ‘NOT ONE OF US IN THIS ROOM IS A DIGITAL NATIVE. WE ARE ALL LEARNING TO INTERACT WITH AUDIENCES’

conference’s principal sponsor, Channel 4. It is only with the generous support of all its Patrons that the Society is able to stage the range and calibre of the events that it does.

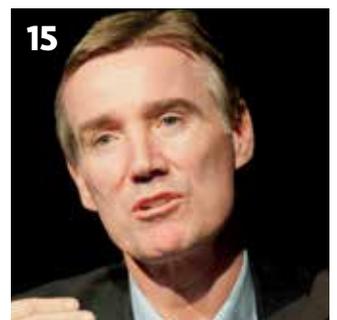
3 RTS FUTURES

This was a successful year for the RTS’s strand of events that seeks to engage a younger audience in the Society’s educational activities.

Registration as an RTS Futures member is free, and has now reached 3,020; tickets to events are an affordable £10.

Preview of the Year At the first of eight events, an expert panel forecast more feel-good fare on our screens. Joining the evening’s host, BBC Radio 5 Live broadcaster Richard Bacon, were ITV Director of Research and Insight Dan Cook and *The Guardian*’s TV and Radio Editor, Vicky Frost. They concluded that warm and celebratory, “home and hearth” shows had ousted cynical manipulation and appeals to greed as defining features of the UK’s TV diet.

Come format with me Later the same month, 10 teams, each of eight or nine Futures members, pitched their ideas for a new reality-TV format. ♦



1 Cecile Frot-Coutaz, CEO, FremantleMedia: Craft Skills Masterclass speaker

2 Jeremy Darroch, CEO, BSkyB: early-evening event speaker

3 Sudha Bhuchar, writer and actor: Broadcast Diversify session speaker

4 Patrick Young, former Chief Creative Officer, BBC Vision: Awards Chairman

5 Danny Cohen, Director of Television, BBC: early-evening event speaker

6 Dido Harding, CEO, TalkTalk: Cambridge speaker

7 James Purnell, Director of Strategy and Digital, BBC: APPG speaker

8 Andrea Wong, President, IP, Sony Pictures Television: Cambridge speaker

9 Rt Hon Maria Miller MP, Secretary of State, DCMS: Cambridge speaker

10 Richard Desmond, Chairman, Northern & Shell: Cambridge speaker

11 Farah Ramzan Golant, CEO, All3Media: Cambridge speaker

12 Daniel Cherowbrier, RTS Young Technologist of the Year

13 Marc Watson, Chief Executive, BT TV: Cambridge speaker

14 Rt Hon Tessa Jowell MP, former Secretary of State, DCMS: Cambridge speaker

15 Adam Crozier, CEO, ITV: Cambridge and early-evening event speaker

16 Paul Lee, President, ABC Entertainment Group: Cambridge speaker



Each pitch was judged against 12 criteria outlined by ITV Studios Executive Producer Nell Butler at the beginning of the evening. Further advice was given by BBC Academy Development Executive Linda Green.

The winner was *Going Spare* – a show offering contestants the chance to win a year’s free accommodation in the spare room of a house. “Thousands of people audition online for one spare room in one house. The public narrow it down to two people and they go “head to headboard” in one room,” explained the pitcher. Their potential housemates would test the couple over a series of tasks, such as cooking a meal or cleaning, and pick a winner to live with for a year.

Butler said: “It’s a good title and funny because you get the idea that everyone is being driven spare.”

The winning team won a day’s workshop at the BBC Academy training centre.

From runner to superstar In February a quartet of experienced practitioners explained how they got their first break in TV. TalkbackThames entertainment head Suzy Lamb, Dragonfly Film and TV talent manager Elsa Sharp, Knickerbocker-glory TV founder Jonathan Stadlen, and Roughcut TV boss Ash Atalla revealed some of the dos and don’ts of getting on in the industry.

Stadlen said: “I meet people if their covering email makes me laugh or I think there’s something interesting about them.” The key question, he added, is: “Do I want to spend eight hours a day with this person?”

Atalla agreed. “There are no proper qualifications for coming into telly... At the beginning, most of what you’ve got to offer is your personality – so don’t be annoying.”

Speed date the factual gurus In May the RTS Futures Committee organised another of its signature speed-dating evenings that have proved very popular.

The gurus, who were paired with Futures members over a series of three-minute dates, were upbeat about the state of factual TV.

But one of the gurus, Chief Creative Director of Twenty Twenty, Meredith Chambers, put her finger on the main issue: “Getting in is not the problem – at the moment there’s a lot of work in television... The real issue is how you stand out [and get on]... If you can’t be charming, you haven’t got much of a chance... Mostly, it’s about being good with people. The best film-makers are still the best amateur psychologists.”

Before they were on screen Three presenters, TV doctor Dawn Harper, sports presenter Jake



RTS Masterclass speaker, Producer/Director Colin Barr, (right) interviewed by Marcus Ryder, Editor of Current Affairs, BBC Scotland

Humphrey and Kate Silverton from BBC news, joined three producers – the BBC’s Paul Smith, who has worked in talent development, Colette Foster from leading indie Remarkable Television and BBC Politics Editor Michael Wild – to offer tips on how to step into the limelight.

Chair – and presenter – Anna Richardson said: ‘You’ve really got to develop a thick skin... You are being judged all the time – you have to hang on to who you are and believe in what you are doing.’

Smith added: “Getting the second job is a hell of a lot tougher. You’ve got to make that first job work.

Speed date the popular factual and features gurus These genres are currently enjoying a purple patch, learned RTS Futures members at this speed-dating event in October. Ten gurus shared advice and analysed the programme ideas of young wannabees.

Andrew Jackson, Creative Director of Raise the Roof Productions, said: “Ideas are cyclical. Some things that can feel fresh and original are shows



that were on 25 years ago with a different spin.”

Sarah Thornton said she was looking for “access to a world or to people that I’ve never seen on TV before... And, I always look for humour.”

However, Katy Thorogood, ITV Commissioner for Daytime and Factual, admitted: “If I knew what was going to be a big hit, I’d be running my own production company and be a millionaire.

How to get a job in TV Introducing the event, “How to get a job in TV (by the people who really know)” in November, RTS Futures Chair Camilla Lewis argued that “charm is the name of the game in television – making people like you is the trick.”

Talent, enthusiasm, hard work and persistence can get jobseekers only so far – a panel of six experienced TV practitioners sought to provide the knowhow to take them the rest of the way. The insiders discussed how to: network and charm potential employers; write CVs; and hone interview techniques – lightening the lesson with recollections of their own, often lucky, breaks into the TV industry.

Presenter OJ Borg had a word of warning: “If you’ve got something [negative] to say [about a show whose producer you might want to work for], don’t put it on any form of social media or you might never work for that person again.”

RTS Futures Christmas party The final RTS Futures event of the year was organised in association with Broadcast Hot 100 at The Hospital Club.

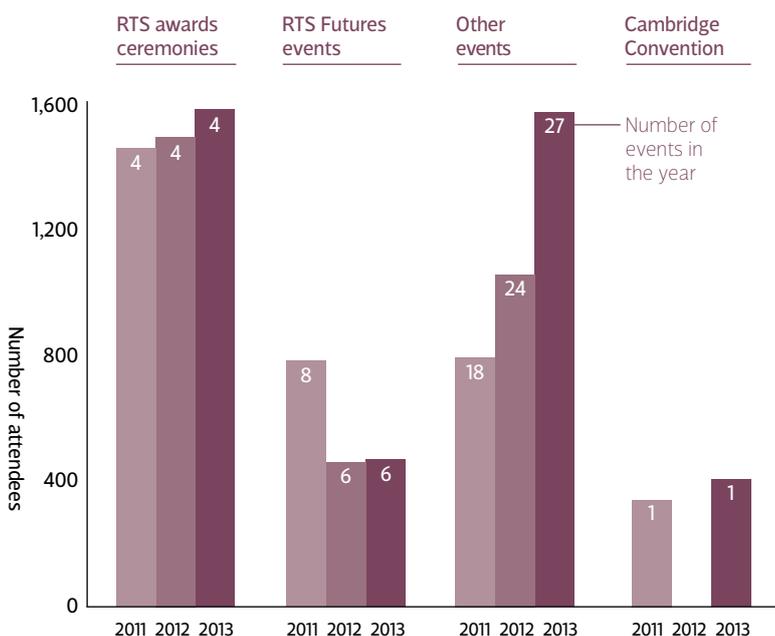
The party was preceded by a panel discussion featuring some of the Hot 100: Anna Beattie, Love Productions Creative Director and Executive Producer of *The Great British Bake Off*; Grace Reynolds, Series Producer and Director of Twofour Productions’ *Educating Yorkshire*; Channel 4 Paralympics Games presenter and medallist Ade Adepitan; Channel 5 Director of Programmes Ben Frow; and presenter Anna Richardson, whose credits include Channel 4’s *The Sex Education Show*.

Adepitan said: “People are allowing me into their front room... you have to be someone who they are comfortable to be with. If you don’t come across as that person, they switch over straight away.”

The “*Broadchurch* – anatomy of a hit” event in November was produced jointly by the RTS Futures and RTS early evening events teams – details are provided in a later section of this report.

The Society is extremely grateful for the hard work of the RTS Futures Committee, chaired by Camilla Lewis. 🍷

ATTENDANCE AT NATIONAL RTS EVENTS





4 EARLY-EVENING EVENTS

The Society’s early-evening events continue to provide an accessible and low-cost way for the public to hear and question television practitioners on a wide range of issues. Six events with top-tier participants were staged during the year.

The Rt Hon Maria Miller MP In February the Rt Hon Maria Miller MP made her first speech to the RTS since being appointed Secretary of State for Culture, Media and Sport and Minister for Women and Equalities.

Miller was cross-examined by Sir Peter Bazalgette on a wide range of issues almost as extensive as her brief, stretching from export trade missions through BBC governance and the Leveson Report to the protection of consumer data. Naturally, she was also quizzed about what TV shows she watched.

Jeremy Darroch The following month BSkyB CEO Jeremy Darroch spoke about the pay-TV group’s plans to commission much more UK programming.

“We never forget that people have a choice. This is a market where there is a strong free-to-air alternative and a wide range of other paid-for services,” said Darroch. “When I talk to shareholders about the direction of the business, content is the one area that I always highlight as a priority for investment.”

Darroch said that BSkyB had worked with about 130 UK independent producers in the previous year – more than it had ever done

before. With this increased investment, he said Sky aimed “to do in entertainment what we did in sport, movies and news and develop a valuable fourth leg to our content offering”.

Adam Crozier In June ITV CEO Adam Crozier was in the hot seat, being forensically quizzed by journalist Neil Midgley. Although more than halfway through his five-year transformation plan, which aims to reduce ITV’s dependence on TV ad revenue, Crozier conceded that ITV was still very dependent upon the UK ad market.

He said that creating and producing “more and more high-quality programmes,” both at ITV Studios and from independent producers, was paramount to a sustained recovery for his network.

The dark art of scheduling Top schedulers revealed the tricks of their trade in October. Slipping shows into slots is only half the job, said BBC One’s Dan McGolpin: “A lot of the role is about planning, building a pipeline of programmes, making sure you’ve got the right mix and making sure the money gets spent in the right places.”

He was joined by Channel 5’s Craig Morris, Steve North from UKTV and Richard Brent at Channel 4. North said schedulers have a “core role” at any channel, working closely with marketing, commissioning, acquisition, research and finance: “The role touches every part of the TV business.”

Thinkbox Research and Planning Director Neil Mortensen set the scene for the panel discussion.

RTS panellists (from left): early-evening event ‘The dark art of scheduling’; APPG event ‘Television political reporting’; and early-evening event ‘Broadchurch: anatomy of a hit’



He shared audience research showing that even viewers who claim to rely on video-on-demand miss live TV even more than VoD when they are deprived of either.

Danny Cohen Later that month the BBC's new Director of Television, Danny Cohen, set out to answer the question: "What does Tony Hall's new vision mean for the future of BBC Television?"

Asked by interviewer Steve Hewlett whether the BBC was at a transformational moment, Cohen said: "The honest answer is, I don't know. I think people are placing a series of big bets" – among which he listed personalisation of BBC services and an enhanced BBC iPlayer.

Broadchurch: anatomy of a hit At a packed event in November, creator, writer and Executive Producer Chris Chibnall – together with Olivia Colman, who played DS Ellie Miller, Director James Strong and Executive Producer Jane Featherstone, CEO of production company Kudos – explained how *Broadchurch* was brought to television.

"The whodunit element was fascinating," said Featherstone, "[but] ultimately it was the emotional [content] of the show that people really loved."

Chibnall explained: "We discovered that the emotion became the plot. I wanted to write what it would feel like to live through a police procedural, because it didn't feel as if that was being expressed in other dramas."

The Society is very grateful for the hard work

VIEWERS WHO CLAIM TO RELY ON VOD MISS LIVE TV MORE WHEN THEY ARE DEPRIVED OF EITHER

of the RTS Early Evening Events Committee chaired by Dan Brooke.

5 RTS ALL PARTY PARLIAMENTARY GROUP

Two public meetings were held at the Houses of Parliament under the auspices of the RTS All Party Parliamentary Group (APPG), which is chaired by the Rt Hon The Lord Fowler.

Television political reporting This event in April underlined broadcasters' concern that the TV debates that galvanised the 2010 General Election might not be repeated when the country returns to the polls.

"There is a strong possibility that we might not get an agreement [from the political parties] again," warned Sue English, the BBC's Head of Political Programmes.

A packed committee room attended by such Parliamentary luminaries as Dame Elspeth Howe, Lady Bonham-Carter and Bill Cash MP heard from a distinguished group of broadcasters. English's fellow panellists were: Adam Boulton, Sky News's Political Editor; Dorothy Byrne, Channel 4's Head of News and Current Affairs; and Stewart Purvis, ex-ITN CEO turned Professor of Television Journalism at City University.

The discussion ranged from how impartial television political coverage really is – and is there enough of it – to, crucially, do the likes of *Newsnight*, *The Agenda*, *Channel 4 News* and Sky News's *Boulton and Co* attract enough young people?

Spectrum wars The second event, in November, concerned an international decision to make a 📡





big block of radio frequencies, which in the UK are used by free-to-air digital terrestrial broadcasters, available to mobile phone operators.

Although the Government has made no decisions yet about how the 700MHz band might be allocated or auctioned off, the “Spectrum wars” event confirmed that broadcasters were effectively conducting a fighting retreat.

The debate was introduced by RTS CEO Theresa Wise.

Kip Meek, Director of Spectrum Strategy for mobile operator Everything Everywhere, wanted broadcasters to collaborate with mobile companies. He also said that broadcasters should develop “a more efficient way of using digital TV spectrum” in the longer term.

James Purnell, the BBC’s Director of Strategy, argued that scarce spectrum did not, in fact, represent a zero-sum game for rival users: “It’s a cake we would all like to grow together... [But] it should be about what is right for consumers and public policy.”

6 RTS LEGENDS

Three RTS Legends lunches (formerly known as RTS Veterans lunches) were held at the Royal Over-Seas League in central London.

What shall be bid? The first event revisited the 1991 ITV franchise round with some of the leading participants, and revealed previously unknown events and dispelled some stubborn myths.

The panellists were: David Elstein, former Programme Director of Thames; John Gau CBE, former Programme Director of CPV-TV; Roger Laughton CBE, former CEO of Meridian; Leslie Hill, former CEO of Central; and George Russell, former Chairman of the regulator, the Independent Television Commission.

The event was chaired by former *Times* Media Editor Raymond Snoddy, who was widely seen at the time as the only person who knew what was going on in the secrecy-obsessed rival camps. Many other leading participants were present in the audience.

Russell’s big surprise was that his crucial ally in getting a quality threshold added to the auction legislation was Margaret Thatcher, who was worried that a straightforward auction would damage programme quality. Russell also denied that Thames had lost its franchise as payback for making the *Death on the Rock* documentary that Thatcher hated.

The battle for breakfast In July an RTS Legends event revisited the birth of breakfast TV in the UK 30 years previously.



Audience at the RTS Veterans event, 'The show that ate the schedule'



Sir David Frost OBE and Clive Jones CBE appeared for the commercial station, TV-am, and Nick Ross and Colin Stanbridge, represented *BBC Breakfast Time*. The event was chaired by John Stapleton, who was a presenter for both the BBC and TV-am.

The panellists entertainingly recounted how the competing channels' strategies were derailed by crises and lucky breaks.

Against expectations, a populist BBC won against a pompous TV-am, but then started repeating its rival's mistakes. "The truth is that the BBC won the battle for breakfast and then lost the war," concluded Ross.

The show that ate the schedule As *Who Wants To Be a Millionaire?* prepared for its last UK series, all the key players in its genesis gathered to reveal that the show very nearly didn't make it to the first question. Presenter Chris Tarrant and producer Paul Smith discussed its rocky development with David Liddiment, at the time ITV network controller.

Intensive rehearsals in the last two weeks before it aired honed the format, which grabbed up to 55% of the audience when it was stripped across the first 10 nights of its run. *Millionaire?* has since been sold to more countries than any other show.

During the lunch former ITV Executive Chairman Lord Grade played a highly entertaining, spoof version of the game for charity and won a million... but in South Korean Won, worth £725.

7 RTS PUBLICATIONS

The Society's monthly magazine, *Television*, continues to win plaudits for its timely and penetrating coverage of key media debates and developments.

Television scooped the first interviews given by BBC Director of Television Danny Cohen and ITV Chairman Archie Norman.

The magazine profiled a diverse range of companies, trends and technologies that are reshaping the industry – from youth viewing behaviour, tablets and US cable company AMC to personalised TV advertising, YouTube sensation JacksGap and BT Sport.

Individual profiles included: John Malone of Liberty Global, CNN's Jeff Zucker, Sky's Sophie Turner Laing, James Purnell and James Harding at the BBC and Turner's Gerhard Zeiler.

Television carried accessible articles explaining the significance of seemingly arcane subjects such as Ultra-HD, spectrum allocation, re-transmission fees and production tax credits.

One of the highlights of each issue was an insightful and revealing profile of a major figure in the British broadcasting landscape. These

were penned by *Times* journalist Andrew Billen. The profiles included: Channel 4's David Abraham; Neal Street Production's Pippa Harris; Boom Pictures founder Lorraine Heggessy; broadcaster Steve Hewlett; Fresh One Director of Programmes Claudia Rosencrantz; and STV Group's Rob Woodward.

Television's "Our Friend" column seeks to balance the inevitable metropolitan bias of a good deal of *Television's* coverage (given London's dominance in UK television production and commerce). Throughout the year, guest columnists focused on important television trends that M25-bound broadcasters are prone to miss. They included: the BBC's Peter Salmon in Salford; UTV's Michael Wilson in Northern Ireland; S4C Authority Chairman Huw Jones in Wales; and Channel 4's Stuart Cosgrove in Scotland

The TV diarists included Emily Bell, Frank Cottrell Boyce, Darren Childs, Alex Graham, David Lynn, Debbie Manners and Fiona Stourton, and there were book reviews by Tony Cohen, Roger Graef and Simon Shaps.

The super-sized October issue was devoted to in-depth coverage of the RTS Cambridge Convention and IBC for the benefit of those unable to attend the events.

Television's distribution has been expanded in partnership with patron broadcasters; as of the end of 2013 some 760 copies a month are placed in branded stands in the public lobbies of a number of their buildings around the UK.

At the end of the year the RTS published a *Television* supplement aimed at students to promote the RTS bursaries, RTS Futures and RTS Student Television Awards. In addition to application details, the supplement carried reprinted articles on RTS Masterclasses and RTS Futures events in 2013.

In the late summer the Society retained a highly experienced magazine designer to redesign and refresh *Television*; the first new-look edition was distributed in February 2014.

8 RTS AWARDS

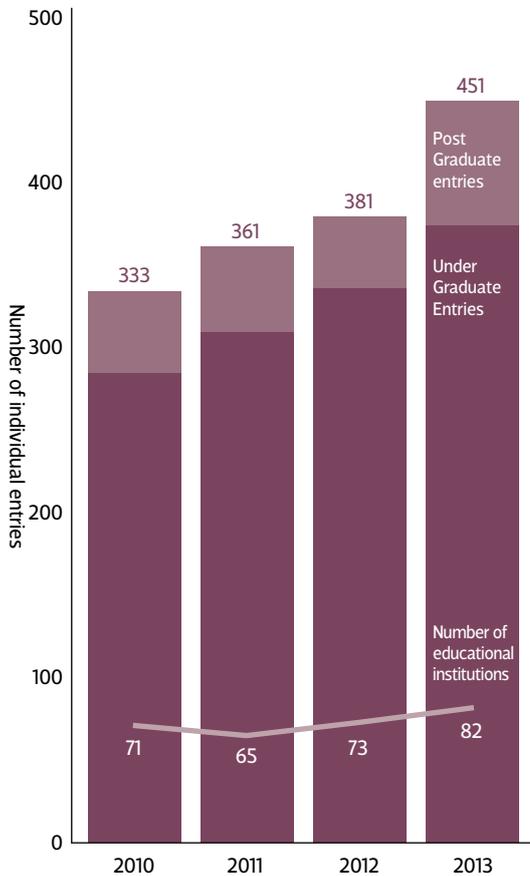
The RTS's Awards continue to provide the gold standard of peer recognition. The ceremonies, produced by RTS Enterprises, are well attended, thanks to the unparalleled integrity of the judging process, the continual refinement of award categories to match emerging technologies and new areas of creative expertise, and the level of professionalism with which they are mounted.

The Society is extremely grateful to the awards judges and presenters, all of whom donate their services.

Although these events help fund the Society's



STUDENT TELEVISION AWARDS ENTRIES



RTS Awards winners (from left): RTS Programme Awards winner for Live Event; RTS Student Television Awards winner for Undergraduate Factual

charitable activities, the RTS has modified the presentation and kept ticket prices as low as possible in response to the economic climate. The Society recognises the financial pressures on producers and broadcasters and has sought to balance these against the relatively inflexible costs of providing public opportunities to celebrate the highest standards of achievement in broadcasting.

RTS Television Journalism Awards 2011/12 The awards were presented in February at the London Hilton. The evening was hosted by Sky News anchor Jeremy Thompson. A total of 449 people attended the ceremony (compared with 392 in 2012).

It was a good night for ITN, which secured eight awards for its ITV and Channel 4 services, and ITV, which won two awards for its *Exposure: The Other Side of Jimmy Savile*.

Television Journalist of the Year was *Channel 4 News's* Alex Thompson; Specialist Journalist of the Year was the BBC's Middle East Editor, Jeremy Bowen. The Lifetime Achievement Award was presented to Richard Tait CBE.

The Judges' Award went to Susannah Schofield for launching a pioneering mentoring scheme for young broadcast journalists through the John Schofield Trust.

RTS Programme Awards 2012 The awards were held at Grosvenor House in March and were hosted by comedian, writer and actor Jo Brand. A total of 772 people attended the ceremony (compared with 758 in 2012).

The London Olympics coverage was recognised with three awards: Live Event, Presenter (for Clare Balding) and one of two Judges' Awards (for Danny Boyle), while the second Judges' Award went to Channel 4 for its Paralympics coverage.

Arguably, the BBC's Olympics efforts were rewarded with a further prize, because the Lifetime Achievement Award was presented to Dave Gordon. He was not only responsible for a great deal of the BBC's sports programming over several decades, he masterminded the corporation's 2012 Olympics coverage.

Sean Bean and Olivia Colman won the Actor awards for their roles in *Accused II*.



Sherlock won the Drama Series award plus the Writer – Drama award for its creator, Stephen Moffat.

Twenty-eight awards were presented, with the BBC accounting for 18 of them.

RTS Student Television Awards 2012 and RTS Masterclasses The awards, held in May at London's Barbican Centre, were accompanied by three masterclasses (detailed in the Strategic Plan section of this report). A total of 163 people attended the ceremony (compared with 170 in 2012).

Undergraduate and Postgraduate Awards were judged in four categories: Animation, Fiction, Entertainment and Factual. Entries for the Undergraduate group were judged on a regional basis and these regional winners were then put forward for national judging. The national juries selected three nominees per category and the winner was chosen by secret ballot. The Postgraduate nominees were judged at a national level only.

Students at the National Film and Television School scored a full house in the Postgraduate

THE SUCCESS OF THE RTS'S ACTIVITIES IS DEPENDENT ON THE EXPERTISE AND DEDICATION OF ITS MANY VOLUNTEERS

Awards, having cornered two-thirds of the nominations.

The ceremony was hosted by comedian Lucy Beaumont and the awards were presented by the Chief Creative Officer of BBC Vision, Patrick Young.

RTS Young Technologist of the Year 2013 The title was presented to Daniel Cherowbrier, a recently appointed business manager at Arqiva Digital Platforms.

The award recognises potential future leaders in broadcasting and related technologies, and promotes education in the science, practice, technology and art of television and its allied fields.

The award, which is endowed by the family of the distinguished engineer, AM Beresford-Cooke, gives the winner the opportunity to attend IBC in September. The judges look for applicants to demonstrate how the award would enhance their understanding of technology's role in television and related fields, and how the applicants propose to share their understanding.

Cherowbrier's manager at Arqiva, Director of Technical Sales Support Bob Sparks, said: "I have met few people of Daniel's age with his drive, tenacity, ability to learn quickly and build relationships with his peers and customers."

The Coffey Award, a prize of books that was formerly administered by the RTS London Centre, was presented to the runner-up, Vladislav Korotkov, a solution design specialist at BSKyB.

RTS Craft & Design Awards 2012/13 The awards were presented in November at the Savoy in London, and hosted by Brian Conley. A total of 368 people attended the ceremony (compared with 337 in 2012).

The Judges' Award went to the BT Sport Studio, and the Lifetime Achievement Award to visual and special effects expert Andy McVean.

BBC Sports Personality of the Year walked away with three awards – for its Multicamera Work, Production Design and Tape and Film Editing.

Two programmes each won a pair of awards. *Burton and Taylor* secured Make-Up Design



– Drama and Costume Design – Drama, while *Utopia* won Effects – Picture Enhancement and Music – Original Score.

9 RTS CENTRES

The RTS Centres continued to organise an impressive range of local events, which are considered in more detail on pages 24–31; they contributed the majority of the 90-plus events held by the Society during the year.

North West Centre’s inaugural Brian Redhead Lecture was attended by 180 people. They heard BBC Political Editor Nick Robinson give an entertaining and thought-provoking exploration of politics and the challenges for journalism today.

Several Centres organised “breaking into media”-style events at universities aimed at students and young people considering a career in broadcasting and related media.

Southern Centre’s “Meet the professionals” day at Bournemouth University had 13 professionals from a wide variety of specialisms on hand to give advice; Devon & Cornwall and Northern Ireland held similar, successful events.

More than 170 youngsters, aged 7 to 19, took part in the Young People’s Media Festival at Teesside University in May, organised by North East and the Border Centre.

BBC Director-General Mark Thompson’s valedictory talk in March was streamed live to four venues, allowing those Centres’ members and guests to participate in the Q&A session.

The Society’s regional awards nights continued to do well, despite the very challenging economic environment. North East and the Border Centre attracted more than 500 guests to its awards ceremony in Gateshead; More than 450 attended Thames Valley Centre’s awards; North West and Southern had 430 and 250 guests, respectively.

Many of the Centres’ student awards ceremonies have also performed well, with growing numbers of entries, frequently of a very high standard. Yorkshire Centre’s student awards attracted 60 entries from 11 universities.

10 IBC

The Society is a partner in IBC, Europe’s premier broadcast technology event, which is held each September in Amsterdam’s RAI Centre.

A record 52,974 visitors, together with more than 1,400 exhibiting companies, attended IBC 2013, which has continued its successful evolution away from a purely broadcast engineering focus to serve a wider set of constituencies, including consumer electronics and social media. In 2012 IBC had 50,937 visitors and 1,440 exhibitors.

National RTS events in 2013 (with attendance figures)

16 January	RTS Futures: Preview of the Year	75
29 January	RTS Futures: Come format with me	91
13 February	RTS early-evening event: The Rt Hon Maria Miller MP	128
22 February	RTS Television Journalism Awards 2011/12	449
27 February	RTS Futures: From runner to superstar	77
19 March	RTS Programme Awards 2012	772
21 March	RTS early-evening event: Jeremy Darroch	143
22 April	RTS Legends lunch: What shall we bid?	77
24 April	RTS All Party Parliamentary Group event: Television political reporting	70
13 May	RTS Futures: Speed date the factual gurus	53
17 May	RTS Student Television Awards and Masterclasses (Awards) (Masterclasses)	163 70
23 May	RTS event: Before they were on screen	57
27 June	RTS early-evening event: Adam Crozier	94
15 July	RTS Legends lunch: The battle for breakfast	66
11-13 September	RTS Cambridge Convention 2013	308
1 October	Patrons and RTS Fellowships Dinner	84
2 October	RTS early-evening event: The dark art of scheduling	102
15 October	RTS early-evening event: Danny Cohen	152
21 October	RTS Futures: Speed date the popular factual and features gurus	72
30 October	Craft Skills Masterclasses Day	100
6 November	RTS Futures: How to get a job in TV	113
6 November	RTS Huw Wheldon Memorial Lecture: Owen Jones	90
15 November	RTS-produced session at Broadcast’s Diversify event	200
25 November	RTS Craft & Design Awards	368
26 November	RTS All Party Parliamentary Group event: Spectrum wars	87
28 November	RTS early-evening event: Broadchurch: anatomy of a hit	135
2 December	RTS Legends lunch: The show that ate the schedule	62
3 December	RTS Futures Christmas party	139



Ultra-high definition television sets and demonstrations were ubiquitous in Amsterdam. Consumer electronics companies seemed to have convinced themselves that the format – with at least four times the resolution of HDTV pictures – would be their saviour and boost their paper-thin margins.

Broadcasters, many of whom had barely completed the expensive transition to HDTV, were not nearly so enthusiastic about moving to the new format.

Breaking through the hype about Ultra-HD, there were heated debates about spectrum allocation (the subject of an RTS APPG event in November) and a lot of interest in low-budget, lightweight newsgathering kit and in how media companies could make profitable use of “big data”.

IBC, in which the RTS has an 18% interest,

RTS Futures event: ‘Speed date the popular factual and features gurus’

plans to expand into fast-growing new regions that have traditionally provided relatively few visitors to Amsterdam. The first steps in this strategy will be a trade show and conference in Dubai in late 2014, Sao Paolo in 2015 and then at an Asian venue.

These “Content Everywhere” events will focus broadly on the digital delivery of content to smart phones or connected TVs, rather than on IBC’s traditional production and transmission hardware.

11 GOVERNANCE

The Board of Trustees met four times in the course of the year. The Trustees have complied with their obligation to have regard to the Charity Commission’s guidance on public benefit. The guidance is the benchmark against which the Society’s activities are measured.

Attendance at Trustees’ meetings: John Hardie (Chair) 4/4; Tim Davie 3/3; Mike Green 4/4; Huw Jones 3/4; Jane Lighting 3/4; David Lowen 4/4; Simon Pitts 3/4; Caroline Thomson 0/4; Graeme Thompson 3/4; Graham McWilliam 1/4.

Theresa Wise was appointed CEO on 1 March.

12 RECOGNITION

Once again we thank our Royal Patron, HRH The Prince of Wales, the Trustees of the Society, all the RTS Chairs, Centres Council Members, members of the former Advisory Council and Officers for giving us so much of their time. The Society is very grateful to Caroline Thomson, who resigned as a Trustee in October, and to Tim Davie, who joined the Board of Trustees in March and became Vice Chair in June.

RTS Fellowships were awarded to: Tony Cohen, Jane Featherstone, Jeff Foulser, George Jesse Turner, Alex Mahon, Nicola Shindler, and Sophie Turner Laing.

13 VOLUNTEERS

The Society is supported by a team of up to 11 full-time staff, but the success of its activities is dependent on the expertise and dedication of the many volunteers who plan and deliver different aspects of its programme.

14 FUNDRAISING ACTIVITIES

The Society’s two wholly owned subsidiaries, RTS Enterprises Ltd, which organises awards events and conferences, and RTS (IBC) Ltd, continued to generate surpluses which have been covenanted back to the charity during the year to fund charitable activities.

RTS Enterprises Ltd held a number of awards events and a conference during the year. RTS (IBC) Ltd holds an 18% interest in the IBC conference and exhibition.



TRUSTEES' REPORT - CENTRES

The RTS in the nations and regions

Bristol

More than 400 people attended the RTS West of England Awards, held at the Bristol Old Vic in February. Three of the 31 awards were won by Bristol-based indie Icon Films. The centre's Student Television Awards were held separately and hosted by BBC.

Three hugely successful masterclasses were held in the course of the year:

- ▶ In June Lead Director Philippa Lowthorpe and Lead Editor David Thrasher, the creative team behind the BBC hit, *Call the Midwife*, discussed their award-winning partnership
- ▶ The second masterclass, "Tell me a story: making documentaries", was held in September. The sell-out session involved Producer and Director George Pagliero, Series Producer Sacha Mirzoeff, BBC Head of Documentaries Aysha Rafaele and Tigress Productions Managing Director Dick Colthurst
- ▶ "*The Great British Bake Off* – anatomy of a hit" was also sold out. The programme was analysed

by Love Productions Executive Producer Kieran Smith, Series Producer Sam Beddoes, contestant Glenn Cosby and BBC Production Head of Features Pete Lawrence.

Andrew Batten-Foster, Chair

Devon & Cornwall

The centre held its annual "Breaking into media" careers and information event at Plymouth University in November, which was attended by several hundred students.

In one session, Denham Productions explained to students how they pitched and made ITV1's daytime food show, *The Hungry Sailors*.

Other organisations taking part included: BBC South West, Televisionary, the *Western Morning News*, Twofour, Jane Blanchard Media, Radio Plymouth, Fuel Communications, Western Exposure, Logo Design, Sigma Marketing & Advertising, Sound View Media, *The Herald* and Thirdman.

As part of the event, acting Chair of the centre



Simon Willis presented the Student Television Awards; Plymouth University and Plymouth College of Art students won three out of the four awards.

The Centre Committee extends its sincere thanks to Chair Jeremy Hibbard, Honorary Treasurer Denis Gartside and Honorary Secretary Roger Charlesworth, who stood down during the year.

London

The centre held 14 events across its spring and autumn seasons, generally on alternate Wednesday evenings at ITV's London Studios. The Centre Committee is very grateful to ITV for its continuing support.

The wide-ranging programme was designed to complement the Society's centrally organised events in London, and comprised:

- ▶ A review of the London Olympics host broadcaster operations
- ▶ A joint event on archives with the Federation of Commercial Audiovisual Libraries International

North East and the Border – Outstanding Contribution Award to writers Ian La Frenais and Dick Clement; inset – Keynote Lecturer Lord Puttnam

- ▶ “Advertising – behind the scenes”
- ▶ “Digital revolutionaries”, on the Digital Production Partnership
- ▶ A panel review of the RTS Cambridge Convention, held the previous week
- ▶ IBC review
- ▶ A presentation about the online distance learning platform, FutureLearn
- ▶ “The Communications Bill: regulation in a changing landscape”
- ▶ Presentation on the regeneration of the BBC Television Centre complex
- ▶ “Development and Creativity”, on the generation of new programme ideas
- ▶ Panel discussion on tackling piracy and copyright infringement
- ▶ “Do TV channels have a future?” debate
- ▶ “Ageism and sexism: fact or fiction?”
- ▶ The RTS Christmas Lecture, by Michael Palin CBE FRGS

The centre's Student Television Awards, held at the end of January, saw a clean sweep for the University of Westminster and included Q&A sessions with established TV practitioners.

Kristin Mason, Chair ▶



Midlands

The centre held its AGM in July at BBC Birmingham. The Annual Awards in October were a great success, with nearly 300 people attending the ceremony at the Birmingham City Holiday Inn. The awards were hosted by ITN's Nina Nannar, and the Baird Medal was presented to Sir David Attenborough.

A great deal of the Centre Committee's time and effort during this year was put into working with a range of partners to organise a "Midlands TV and Film Summit", to be held in March 2014.

Likewise, a new partnership with local-TV licensee City TV Birmingham to set up education workshops for secondary-school students laid the basis for events in 2014.

Isabel Clarke, Chair

North East and the Border

More than four hundred guests attended the Annual Awards on 1 March at Newcastle-Gateshead Hilton, which were presented by the BBC's Kirsten O'Brien. Producer Alan Fairholm received the Outstanding Achievement Award.

The events programme included:

- ▶ "Through a polar viewfinder" masterclass, with natural history photographer David Baillie
- ▶ "From ITV *Supergran* to *Wolfblood*", which celebrated over 30 years of childrens' programmes from the region, in partnership with Northern Film and Media
- ▶ RTS members and guests visiting County Durham Castle, which was transformed into a Victorian department store for the BBC One series, *The Paradise*
- ▶ The Keynote Lecture, delivered by Lord Puttnam
- ▶ "Digital cinematography camera showcase", which offered hands-on experience of Arri cameras
- ▶ "Location, location, location", which explored the job of location managers, especially in the region
- ▶ "Review of the year" quiz at Newcastle's Live Theatre.

More than two hundred schoolchildren took part in the annual Young People's Media Festival, which was held over two evenings in May.

The Junior event and the following night's Senior event – hosted by Kirsten O'Brien – featured screenings of their work.

The Centre Committee staged a Young People's





Media Festival Roadshow in September to brief teachers about getting the best from their young film-makers for next year's festival.

The Centre Committee extends its gratitude to long-serving committee member and former Chair Olwyn Hocking, who stepped down at the AGM due to pressure of work. Graeme Thompson, Chair

North West

The Annual Awards were a sell-out success, with a waiting list to join the 470 guests. They were held at Manchester's Hilton Deansgate on 23 November. The guest presenters were Jane Danson, Warren Brown and Johnny Vegas.

Clockwise from left: London – RTS Christmas Lecturer Michael Palin; Bristol – RTS West of England Awards; Devon & Cornwall – careers event, 'Breaking into media'; North West – film and TV location tour of Liverpool

The Centre Committee built interest in the ceremony by holding a launch event on 1 October at the Lowry Theatre, to which the producers of the 235 entries, and the press, were invited. *Newsround* presenters Ore Oduba and Nel Hedayat announced the nominees shortlist.

The centre also made use of its own Facebook page (which recorded 9,700 page impressions in November) and Twitter account.

North West centre has shifted its events programme towards more interactive formats. Events included:

- ◆ The Big Telly Quiz in February, which attracted a record 37 teams (and a waiting list)
 - ◆ The first RTS NW Student Television Awards Conference, "Engaging with the media", which was staged at Salford University and led into the awards ceremony in the evening. The awards were hosted by *Newsround's* Leah Gooding, and were accompanied by an inspirational presentation by Dragonfly's Simon Dickson
 - ◆ A joint event with the BBC's Future Media division to showcase some of the division's cutting-edge projects. The audience were given opportunities to interact with recent digital innovations from the BBC's iPlayer, Sport, Connected Red Button, CBBC and Cbeebies products
 - ◆ The Brian Redhead Lecture, which was presented in May by Chancellor of the Exchequer the Rt Hon George Osborne MP
 - ◆ In June a "Magical mystery tour" by open-topped bus that explored Liverpool's iconic TV and film locations
 - ◆ The Anthony H Wilson Memorial Lecture, which was given by Red Production Company's Nicola Shindler
- Alex Connock, Chair

Northern Ireland

The year saw a big increase in activity from two events held in 2012 to 11 in 2013.

Five events were held under the RTS Futures banner:

- ◆ "How to get a job in production" panel discussion
- ◆ "Meet the presenter", with UTV journalist Sarah Clarke
- ◆ Careers advice from ITV Studios Executive Producer Phil Mount
- ◆ Speed-dating event for young people looking for a career in the media, hosted by the BBC
- ◆ "How to make the most of your time in education".

The centre organised six other events:

- ◆ "The politics of broadcasting", a panel debate in February on the challenges of covering the



Assembly, preceded by a tour of the broadcasting facilities at Stormont

▶ A lunchtime question and answer session with Beverley McGarvey, Channel Controller at Australia's Network Ten

▶ "Product placement and alternative programme funding" panel discussion

▶ A seminar on the state of the television industry in Northern Ireland

▶ A co-production seminar involving independent producers and all the major Irish broadcasters, organised as part of the Belfast Media Festival

▶ An "Alternative broadcasters workshop" in October, which was attended by more than 40 participants, including YouTube.

The Centre Committee commenced organising its inaugural Student Television Awards; judging took place in December, with the awards ceremony planned for early 2014. The committee thanks the BBC, ITV, the Department of Culture, Arts and Leisure, Belfast Met and Ofcom for their support.

Michael Wilson, Chair

Republic of Ireland

The centre organised seven very different events in the year:

▶ An illustrated talk by retired RTÉ Senior Sports Producer Justin Nelson

▶ A visit to Ireland's largest fully HD studio, the Sony Studio at TV3, hosted by Director of Broadcasting Niall Cogley

▶ A celebration of 50 years of *Radharc*, with clips from the 400 documentaries made in that period

▶ A presentation by James Clifford of TV and live events software developer VisiLit

▶ A talk by Liam Wylie on RTÉ Archives' online resources

▶ "Men at lunch" told the story behind an iconic 1933 photo of steel erectors sitting on a beam high above Manhattan

▶ A well-attended presentation by Silver Apples CEO Avril MacRory.

The centre's Student Television Awards were presented on 13 February by RTÉ director of programmes Steve Carson.

Charles Byrne, Chair

Scotland

The centre was very satisfied with the high quality of the entries to the Student Television Awards, which were held in Glasgow in January.

An expanded Centre Committee put a good deal of effort into laying the foundations for the



From top: Northern Ireland – RTS Futures event, 'How to get a job in production'; North East and the Border – Annual Awards

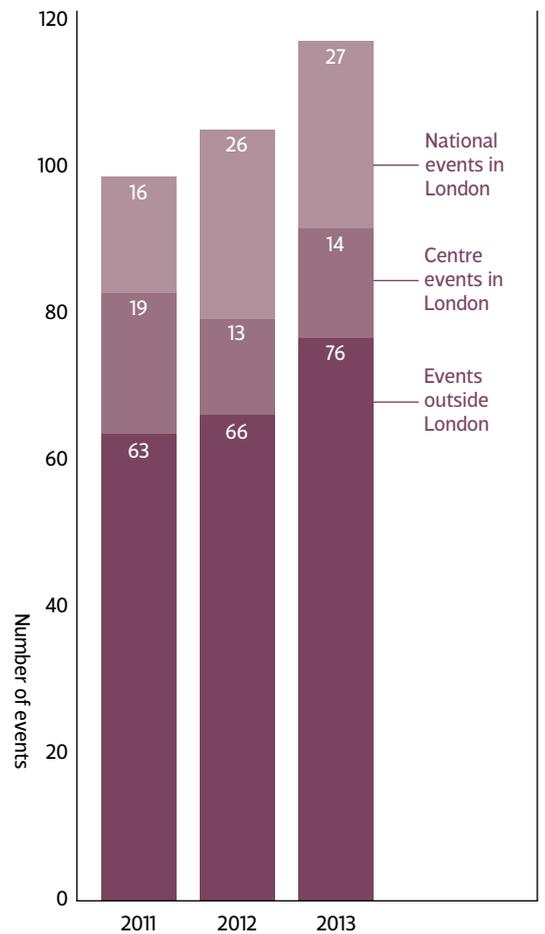
first Scotland Television Awards for professionals, which will culminate with an awards ceremony in June 2014.

The RTS Campbell Swinton Lecture was given by BBC Scotland Director Ken McQuarrie on 29 April.

BBC Scotland hosted an RTS Masterclass on entertainment formats to students from across Scotland on 6 November, the same day as the corporation recorded the RTS Huw Wheldon



GEOGRAPHICAL SPREAD OF RTS EVENTS



Memorial Lecture by writer Owen Jones.
 The Centre Committee is very grateful to the BBC and ITV in Scotland for their support.
 James Wilson, Chair

Above: Bristol – masterclass, ‘Delivering the director’s cut’; (inset) Scotland – RTS Campbell Swinton Lecturer Ken MacQuarrie

Southern

The centre’s Annual Awards Dinner, held at Winchester Guildhall in February, was attended

by 170 people. The event was hosted by BBC South’s Sally Taylor, along with Fred Dinenage from ITV Meridian. Presentations were made in 16 professional and three student categories. The Centre Committee is grateful for the sponsorship from Arqiva and Southampton Solent University.
 A “Meet the professionals” careers event was held at Bournemouth University in April. It was attended by 140 students from across the South. Professionals attending included: Richard Klein ◊



from BBC Four; Eric Harwood of Western Front Films; Georgia Brown, a former BU student and head of Shine International's acquisitions; David Upshall of Lion TV; Chris Riley of Topical TV; and Fran Mattinson from Talent South.

In November more than 100 guests attended an event with naturalist and wildlife presenter Chris Packam, which was hosted by BBC South's *Inside Out* presenter, Jon Cuthill.

Gordon Cooper, Chair

Thames Valley

Thames Valley Centre is known as the technical arm of the RTS and the majority of its membership is drawn from the manufacturing sector. Accordingly, event topics concentrated on technology trends and were aimed at those who have little opportunity to leave their desks, read publications or attend exhibitions.

Eight events were held:

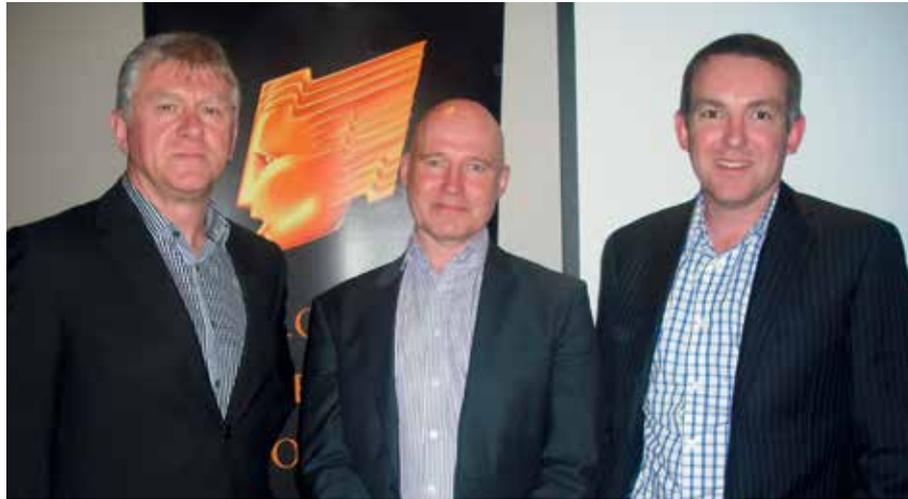
- ▶ "Loudness explained" by industry expert MC Patel
- ▶ "Channel-in-a-Box, an evolution in automation" – an extremely lively panel debate
- ▶ NAB review featuring an overview video of NAB kindly provided by the IABM
- ▶ Presentation on LED lighting by colour scientist and consultant Alan Roberts
- ▶ Presentation on connected-TV technologies by Arqiva CTO Simon Mason
- ▶ Panel debate on the future of linear TV
- ▶ The 23rd Annual Dinner Dance was attended by 452 guests
- ▶ "Live broadcast of high-dynamic range video" by Warwick University's Professor Alan Chalmers and Josh McNamee.

Jennie Evans, Chair

Wales

The centre organised 13 events:

- ▶ A crowd-funding masterclass was held in January in conjunction with Skillset Media Academy Wales (SMAW)
- ▶ "Getting into shorts, trailers and commercials", a joint workshop with SMAW covering animation, promotions and commercial productions, was attended by 70 people
- ▶ The centre's Student Television Awards were presented at Ffresh, the Student Moving Image Festival, at the end of February
- ▶ "Multi-screen and over-the-top content delivery" was a presentation by Nagra Media UK's David Jenkins
- ▶ A careers-advice joint event with SMAW, "Getting Networked", was in held at the Celtic Media Festival in Swansea in April





- ▶ “Meet the CEOs” gave the public an opportunity to question the heads of all three main broadcasters in Wales
 - ▶ A visit in conjunction with the newly constituted University of South Wales to 3VTV, the web-based community video service for Blaenau Gwent
 - ▶ At the National Eisteddfod in August the centre hosted the launch of a new forum to share best practise in digital content creation and exchange. Gwladigidol (Digital Nation) replaced the Wales Media Literacy Network
 - ▶ A visit to the BBC’s media lab, the Blue Room, in London
 - ▶ A panel discussion on children’s TV was hosted by Boom Plant, part of Boom Pictures
 - ▶ In an unusual event, academics were paired with television professionals for one-to-one dialogue and debate at Cardiff University’s School of Journalism, Media and Cultural Studies in October
 - ▶ The RTS Wales Annual Lecture, “Wales: not on their radar?”, was given by Guto Harri, Director of Communications at News UK. It was held in association with the National Assembly for Wales Commission
 - ▶ “What’s up doc? A debate on observational documentaries” was organised jointly with Media Academy Wales and University of Wales Trinity Saint David.
- Tim Hartley, Chair



Clockwise from left:
Wales – ‘Meet the CEOs’; North East and the Border – budding camera operator at the Young People’s Media Festival; North West – Anthony H Wilson Memorial Lecturer Nicola Shindler; Yorkshire – Student Television Awards



**MEMBERS
EXPLORED
ICONIC TV
AND FILM
LOCATIONS
ACROSS
LIVERPOOL
BY OPEN-
TOPPED
BUS**

Yorkshire

As local TV licences were being awarded in April, the centre organised a debate, “The future for local television”, at Leeds Trinity University. The participants included: Isi Abebe, Station Manager of Made in Leeds TV; Tim Smith, Editor of the BBC’s *Look North*; and presenter Duncan Wood from *ITV Calendar*.

The centre’s Annual Programme Awards ceremony was held at the Queen’s Hotel, Leeds in June. Roger Keech Productions picked up four awards.

More than 300 students, staff and media practitioners attended the centre’s Student Television Awards, which were held at York racecourse in November.

There were 41 entries from 10 universities and colleges in the region, which were judged in five categories.

The student awards were sponsored by Rollitts LLP and presented by *ITV Calendar*’s Victoria Whittam, with entertainment from comedian Lucy Beaumont and the York St John University Big Band.

Mike Best, Chair



FINANCIAL REPORT

II

Governance and finance

I Structure, governance and management

CONSTITUTION

Royal Television Society is a company limited by guarantee and a registered charity governed by its Memorandum and Articles of Association.

ORGANISATIONAL STRUCTURE

The Society is UK-based with its head office in London. It has Centres in Bristol, Devon & Cornwall, London, Midlands, North East and the Border, North West, Northern Ireland, Republic of Ireland, Scotland, Southern Counties, Thames Valley, Wales and Yorkshire.

The Society has two trading subsidiaries, RTS Enterprises Limited and RTS (IBC) Limited, whose principal activities are the organising and staging of courses, exhibitions and other events related to television and broadcasting.

The Society's governing body is the Board of Trustees, which comprises:

- ▶ The Chair of the Board of Trustees (two-year term, renewable for a second term);
- ▶ The Vice Chair of the Board of Trustees (two-year term, renewable for a second term);
- ▶ The Honorary Secretary (three-year term, renewable for a further three-year term, and eligible for re-appointment for such number of further terms as the Board of Trustees shall consider appropriate);

- ▶ The Honorary Treasurer (three-year term, renewable for a further three-year term, and eligible for re-appointment for such number of further terms as the Board of Trustees shall consider appropriate);
- ▶ One person elected by the Principal Patrons Group (two-year term, renewable for a second term);
- ▶ One person elected by those members of the Centres' Council who represent Centres in Scotland, Wales, Northern Ireland and the Republic of Ireland (two-years, renewable for a second term);
- ▶ One person elected by those members of the Centres' Council who represent Centres in England (two-years, renewable for a second term); and
- ▶ Such number (not exceeding six) of additional persons co-opted by the Board of Trustees as the Board of Trustees may from time to time decide (two-years, renewable for a second term).

Trustees receive a briefing document that includes rules and background on the governance of the Society. The Society ensures that Trustees are fully aware of their duties and responsibilities to the charity and these are discussed at the regular meetings of the Board of Trustees and the Centre Officers.

PATRONS AND VICE PRESIDENTS

The Society has appointed a Patron, a President and Vice Presidents, who contribute to the Society but without a functional role in its governance. The Society is proud that HRH The Prince of Wales has been its Royal Patron since 1997.

The President and Vice Presidents are distinguished figures in the television and wider community, available to add support to the Trustees and activities of the Society, though not holding the

position or responsibilities of a Trustee or engaging in the Society's governance.

The range and composition of the Vice Presidents are regularly reviewed by the Honorary Secretary and Trustees.

RISK MANAGEMENT

The major risks to which the Society is exposed as identified by the Board of Trustees are and will continue to be regularly reviewed and systems have been and will be established, and, where appropriate, professional advisors have been or will be appointed to mitigate those risks.

Since March 2008 the RTS has kept a risk register, which is reviewed and updated twice a year by the Audit Committee and overseen by the Board of Trustees. Key risks include reputation, keeping focus relevant and the current performance of IBC.

The Audit Committee, chaired by Jane Lighting meets twice a year. The committee takes delegated responsibility on behalf of the Board of Trustees for ensuring there is a framework of accountability for examining and reviewing all systems and methods of control, both financial and otherwise, including risk analysis and risk management, and for ensuring the charity is complying with all aspects of the law, relevant regulations and good practice. The Audit Committee's first meeting was in March 2008.

In 2013, the Audit Committee evaluated the performance of the external auditors, Arram Berlyn Gardner, particularly with respect to independence in view of the length of time the engagement partner had been in place.

The evaluation, which was presented to the March 2014 Committee meeting, concluded that the audit process was effective and that Arram Berlyn Gardner had sufficient checks and procedures in place to ensure that it can maintain its independence and objectivity.

2 Objectives and activities

The Society's objects and its principal activity are the advancement of public education in the science, practice, technology and art of television; and the advancement of the arts and culture, in particular by promoting and encouraging the achievement of high standards of creativity in television and allied fields.

The Society seeks to maintain and strengthen its position as the leading impartial platform for delivering these objects through events organised nationally and through its 13 regional Centres.

The wider public can access and contribute to the charity's activities through its magazine, website and open events. The Trustees meet four times a year to consider the strategy for delivering public benefit and specialist committees are established to organise events.

ACTIVITIES 2013

In 2013 the Society has produced a large number of events to fulfil its strategic and charitable objects. Some of the most significant events are detailed in other parts of this report. The Society is fortunate to be able to call on leading specialists from the television community and allied fields to work together on planning and delivering its programme.

3 Financial review

RESERVES POLICY

In line with Charity Commission guidance, the Board of Trustees has adopted a formal reserves policy. This recognises that the income of the Society does not arise evenly year on year, or across each year, and so it is prudent to hold appropriate free reserves to enable the Society to properly plan its activities.

The policy also recognises that the reserves that represent the fixed assets and the restricted and designated funds of the Society are not freely available and thus need to be distinguished from free reserves.

The future structure of television, broadcasting and related audio-visual enterprises remains uncertain, as the ease of digital transport and copying, and the proliferation of new delivery channels and reception devices continues unabated.

The organisations that are currently the Society's main funders are being affected in different ways and this may impact on our major sources of revenue.

As we implement our strategic plan, we intend to increase annual expenditure to enhance our digital media, educational, youth and regional offerings, during a period in which new revenues are yet to emerge.

It is therefore the intention of the Board of Trustees to hold free reserves representing no more than four years' average annual expenditure. The Board have taken account of the subsidiaries' reserves when determining this figure.

During the previous year, projects were completed and any remaining funds that had previously been designated for them were transferred to general reserves. A new fund of £1m was designated from general reserves for the implementation of the strategy plans (the "Transformation Fund").

Based on the results for the two years ended 31 December 2013, the Society's reserves policy would stipulate an amount of free reserves of no more than £6.9m. The level of free reserves as at 31 December 2013 was £5.9m and it is the Board of Trustees' anticipation that free reserves may reduce in the coming years as our strategic plans bed in.

The Board of Trustees reviews the reserves policy and the level of reserves at least once a year in the light of current and anticipated levels of income and of the Society's planned activities.

FUNDING SOURCES

The principal funding sources during the year continued to be the profits gifted by the charity's subsidiaries, patron donations and membership fees.

The charity's wholly owned subsidiaries, RTS Enterprises Ltd and RTS (IBC) Ltd, gifted profits of £47,749 (2012: £8,997) and £1,171,450 (2012: £1,063,924) respectively. The funds gifted are used by the charity to meet its charitable expenditure. The Trustees are satisfied with the current performance of both subsidiaries, which provide sufficient additional funds for the charity to meet its charitable objectives.

Voluntary income remains an invaluable source of income for the charity. During the year income from patrons was £335,305 (2012: £323,630) and membership fees raised were £121,101 (2012: £109,008). ↻



INVESTMENT POWERS, POLICY AND PERFORMANCE

Under the Memorandum and Articles of Association, the Society has the power to make any investment that the Board of Trustees sees fit.

The Board of Trustees' policy typically favours low-risk investments to ensure that a reasonable return is generated whilst securing charity funds.

As can be seen from the balance sheet, investments are held in bank deposits, which also ensures that funds are available as and when required to facilitate the charity's reserves policy as detailed below.

As at the year-end the group had cash balances of £6,410,222 (2012: £6,118,314) of which £6,176,505 (2012: £5,914,621) was held on deposit, generating interest income of £98,475 (2012: £123,029) over the course of the year.

In the consolidated balance sheet an investment of £54,000 (2012: £54,000) is shown representing an 18% interest in the International Broadcasting Convention. This investment generated a surplus of £1,171,450 (2012: £1,063,924) during the year, which is included in funding sources above, and the Board of Trustees is happy with the continued return on this investment.

4 Plans for future periods

As noted elsewhere in this Report, the Society will be implementing its strategic plan over the next three to five years and enhancing its range of activities.

5 Administrative details

LEGAL DETAILS

Legal entity

Company limited by guarantee and registered charity

Governing instrument

Memorandum and Articles of Association

Date of incorporation

12 July 1930

Company number

00249462

Charity number

313728

ADMINISTRATIVE DETAILS

Registered office and principal address

3 Dorset Rise
London EC4Y 8EN

Bankers

National Westminster Bank plc
PO Box 11302
332 High Holborn
London WC1V 7PD

Solicitors

Farrer & Co
66 Lincoln's Inn Fields
London WC2A 3LH

Auditors

Arram Berlyn Gardner
30 City Road
London EC1Y 2AB

Patron

HRH The Prince of Wales

President

Sir Peter Bazalgette

Vice Presidents

Dawn Airey
Sir David Attenborough OM CH CVO CBE FRS
Baroness Floella Benjamin OBE
Dame Colette Bowe OBE
John Cresswell
Mike Darcey
Greg Dyke
Lorraine Heggessey
Ashley Highfield
Rt Hon Dame Tessa Jowell MP
David Lynn
Sir Trevor McDonald OBE
Ken MacQuarrie
Trevor Phillips OBE
Stewart Purvis CBE
John Smith
Sir Howard Stringer
Mark Thompson

Chair

John Hardie

DIRECTORS AND TRUSTEES

The Trustees of the charitable company (“the charity”) are its Trustees for the purposes of charity law and throughout this report are collectively referred to as the Board of Trustees. As set out in the Articles of Association the Chair of the Board of Trustees is elected by the Board of Trustees for a two-year term. The Trustees serving during the period of the report are as follows:

Chair of the Board of Trustees

John Hardie

Vice Chair of the Board of Trustees

Tim Davie (Member of the Board of Trustees from March 2013)

Honorary Secretary

David Lowen

Honorary Treasurer

Mike Green

Huw Jones (Elected by the Centres who represent Scotland, Wales, Northern Ireland and the Republic of Ireland)

Jane Lighting (Co-opted by the Board of Trustees)

Graham McWilliam (Elected by Board of Trustees)

Simon Pitts (Elected by the Principal Patrons Group)

Graeme Thompson (Elected by the Centres who represent Centres in England)

Caroline Thomson (Co-opted by the Board of Trustees) until October 2013

Chief Executive

Theresa Wise (From March 2013)

Deputy Chief Executive

Claire Price

Standing Committees of the Board of Trustees

Audit Committee

Jane Lighting (Chair)

Tim Davie (From November 2013)

Huw Jones (From June 2013)

Caroline Thomson (Until October 2013)

Remuneration Committee

John Hardie (Chair)

Mike Green

David Lowen

Executive Management Group

John Hardie (Chair)

Mike Green

David Lowen

Simon Pitts (From June 2013)

Claire Price

Graham McWilliam (From June 2013)

Theresa Wise

TRUSTEES' RESPONSIBILITIES

The Trustees are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The financial statements are required by law to give a true and fair view of the state of affairs of the Society at the year end and of its incoming resources and resources expended during that year. In preparing those financial statements, the Trustees are required:

- ▶ To select suitable accounting policies and then apply them consistently
- ▶ To make judgements and estimates that are reasonable and prudent
- ▶ To prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Society will continue in business.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Society and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Society and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Society's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

STATEMENT OF DISCLOSURE TO AUDITOR

1 So far as the Trustees are aware, there is no relevant audit information of which the Society's auditors are unaware, and **2** They have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the Society's auditors are aware of that information.

APPROVAL

This Report was approved by the Board of Trustees on 25 March 2014 and signed on its behalf by:

John Hardie

Chair of the Board of Trustees



Consolidated financial statements for the year ended 31 December 2013

Independent auditors' report to the Members of the RTS

We have audited the financial statements of Royal Television Society for the year ended 31 December 2013, which comprise the Consolidated Statement of Financial Activities/Income and Expenditure Account, the Group and Charity's Balance Sheet and the related notes. The financial statements framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charity's Members, as a body, in accordance with Chapter 3 of Part 16 of The Companies Act 2006 and to the charity's Trustees, as a body, in accordance with Section 151 of the Charities Act 2011, and the regulations made under Section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's Members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's Members as a body, for our audit work, for this report, or for the opinions we have formed.

RESPECTIVE RESPONSIBILITIES OF THE TRUSTEES AND AUDITORS

As explained more fully in the Trustees' Responsibilities Statement set out on page 35, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed auditor under the Companies Act 2006 and Section 151 of the Charities Act 2011 and report in accordance with those Acts. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

SCOPE OF THE AUDIT OF THE FINANCIAL STATEMENTS

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have consistently been applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the Trustees' Annual Report to identify material inconsistencies with the audited financial statements and to

identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

OPINION ON FINANCIAL STATEMENTS

In our opinion the financial statements:

- ▶ Give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 December 2013 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- ▶ Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ▶ The financial statements have been properly prepared in accordance with the Companies Act 2006 and the Charities Act 2011.

OPINION ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

In our opinion the information given in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Act 2011 requires us to report to you if, in our opinion:

- ▶ The parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- ▶ The parent charitable company financial statements are not in agreement with the accounting records and returns; or
- ▶ Certain disclosures of Trustees' remuneration specified by law are not made; or
- ▶ We have not received all the information and explanations we require for our audit; or
- ▶ The Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Annual Report.

Paul Berlyn (Senior Statutory Auditor)
For and on behalf of
Arram Berlyn Gardner
Chartered Accountants
Statutory Auditor

Date: 3 April 2014

30 City Road,
London EC1Y 2AB

Consolidated statement of financial activities/ income and expenditure account for the year ended 31 December 2013

	Notes	2013 Restricted	2013 Unrestricted	2013 Total	2012 Total
		£	£	£	£
Incoming resources					
Incoming resources from generated funds:					
Voluntary income	3	–	456,406	456,406	432,638
Activities for generating funds	10	–	2,029,340	2,029,340	1,614,051
Investment income	4	1,468	97,007	98,475	123,029
Incoming resources from charitable activities:					
Events, conferences and awards	5	–	259,085	259,085	258,158
Subscriptions and sponsorship	5	–	7,283	7,283	24,367
Total incoming resources		<u>1,468</u>	<u>2,849,121</u>	<u>2,850,589</u>	<u>2,452,243</u>
Resources expended					
Costs of generating funds:					
Fundraising costs of generating voluntary income	6	–	125,744	125,744	136,741
Fundraising trading; cost of goods sold and other costs	6	–	941,846	941,846	702,437
Charitable activities:					
Events, conferences and awards	6	2,408	1,242,853	1,245,261	1,160,351
Magazine publications	6	–	183,072	183,072	160,218
Governance costs	6	–	48,117	48,117	135,127
Total resources expended		<u>2,408</u>	<u>2,541,632</u>	<u>2,544,040</u>	<u>2,294,874</u>
Net incoming (outgoing) resources before transfers					
		(940)	307,489	306,549	157,369
Gross transfers between funds		–	–	–	–
Net movements in funds		(940)	307,489	306,549	157,369
Total funds brought forward		98,873	6,472,968	6,571,841	6,414,472
Total Funds carried forward	13,14	<u>97,933</u>	<u>6,780,457</u>	<u>6,878,390</u>	<u>6,571,841</u>

The statement of financial activities includes all gains and losses recognised in the year. All incoming resources and resources expended derive from continuing activities. The notes on pages 40 to 46 form part of these financial statements.



Consolidated balance sheet as at 31 December 2013

	Notes	2013		2012	
		£	£	£	£
Fixed assets					
Tangible assets	9		124,606		136,286
Investments	10		54,018		54,018
			<u>178,624</u>		<u>190,304</u>
Current assets					
Debtors	11	800,529		681,373	
Cash at bank and in hand		6,410,222		6,118,314	
		<u>7,210,751</u>		<u>6,799,687</u>	
Creditors: amounts falling due within one year	12	(510,985)		(418,150)	
Net current assets			6,699,766		6,381,537
Net assets			<u>6,878,390</u>		<u>6,571,841</u>
Funds					
Restricted					
Memorial funds	13		97,933		98,873
Unrestricted					
General fund	14		5,848,444		5,472,968
Designated					
Transformation Fund	14		932,013		1,000,000
Funds	15		<u>6,878,390</u>		<u>6,571,841</u>

Approved by the Board of Trustees on 25 March 2014 and signed on its behalf by
John Hardie, Chair of the Board of Trustees

Company Registration Number: 00249462

The notes on pages 40 to 46 form part of these financial statements.

Society balance sheet as at 31 December 2013

	Notes	2013		2012	
		£	£	£	£
Fixed assets					
Tangible assets	9		124,606		136,286
Investments	10		4		4
			<u>124,610</u>		<u>136,290</u>
Current assets					
Debtors	11	738,072		700,120	
Cash at bank and in hand		6,303,792		6,038,750	
		<u>7,041,864</u>		<u>6,738,870</u>	
Creditors: Amounts falling due within one year	12	<u>(288,084)</u>		<u>(303,319)</u>	
Net current assets			6,753,780		6,435,551
Net assets			<u>6,878,390</u>		<u>6,571,841</u>
Funds					
Restricted					
Memorial funds	13		97,933		98,873
Unrestricted					
General fund	14		5,848,444		5,472,968
Designated					
Transformation fund	14		932,013		1,000,000
Funds	15		<u>6,878,390</u>		<u>6,571,841</u>

Approved by the Board of Trustees on 25 March 2014 and signed on its behalf by John Hardie, Chair of the Board of Trustees

Company Registration Number: 00249462

The notes on pages 40 to 46 form part of these financial statements.



Notes to the financial statements for the year ended 31 December 2013

1 Accounting Policies

1.1 ACCOUNTING CONVENTION

The financial statements are prepared under the historical cost convention and in accordance with applicable accounting standards. The financial statements have been prepared in accordance with the Statement of Recommended Practice, Accounting and Reporting by Charities (SORP 2005) issued in March 2005, applicable UK Accounting Standards and the Companies Act 2006.

The Society has taken advantage of the exemption in Financial Reporting Standard No 1 from the requirement to produce a cash flow statement on the grounds that it is a small group.

1.2 GROUP FINANCIAL STATEMENTS

These financial statements consolidate the results of the Society, its centres and its wholly owned trading subsidiaries, RTS Enterprises Limited and RTS (IBC) Limited, on a line-by-line basis.

A separate Statement of Financial Activities and Income and Expenditure account are not presented for the charity itself following the exemptions permitted by section 408 of the Companies Act 2006 and paragraph 397 of the SORP. The total incoming resources for the charity for the year ended 31 December 2013 were £2,184,312 (2012: £2,026,494) with the positive net movements in funds being £306,549 (2012: £157,369).

1.3 INCOMING RESOURCES

Voluntary income is recognised upon receipt and is deferred only when the Society has to fulfil conditions before becoming entitled to it or when the donor has specified that the income is to be expended in a future period. No amounts are included in the financial statements for services donated by volunteers.

Income from trading activities is recognised as earned (as the related goods and services are provided).

Investment income is recognised on a receivable basis.

1.4 RESOURCES EXPENDED

Expenditure is recognised in the period in which it is incurred. A designated fund is established for expenditure, which has been committed to projects, but remains unspent at the year-end.

▀ Costs of generating funds are those costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

▀ Costs of charitable activities comprise all expenditure identified as wholly or mainly attributable to achieving the charitable objectives of the charity. These costs include staff costs, wholly or mainly attributable support costs and an apportionment of general overheads.

▀ Governance costs include those incurred in the governance of

the charity and its assets and are primarily associated with constitutional and statutory requirements.

▀ Support costs, which include central office functions, have been allocated across the categories of charitable expenditure, governance costs and the costs of generating funds. The basis of the cost allocation has been explained in the notes to the accounts.

1.5 TANGIBLE FIXED ASSETS AND DEPRECIATION

Tangible fixed assets are stated at cost less depreciation.

Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Leasehold improvements:

Straight line over the life of the lease

Computer equipment:

Three years straight line

Fixtures, fittings and equipment:

Five years straight line

1.6 INVESTMENTS

Fixed asset investments are stated at cost in accordance with paragraph 297(b) of the SORP 2005.

1.7 CENTRES

Centres' income and expenditure is recognised in the period in which the group is entitled to receipt and the amount can be measured with reasonable certainty. Income is deferred only when the Society has to fulfil conditions before becoming entitled to it.

1.8 FUNDS ACCOUNTING

Funds held by the Society are:

Unrestricted general funds – these are funds that can be used in accordance with the charitable objects at the discretion of the Board of Trustees.

Designated funds – these are funds set aside by the Board of Trustees out of unrestricted general funds for specific future purposes or projects.

Restricted funds – these are funds that can only be used for particular restricted purposes within the objects of the Society. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanations of the nature and purpose of each fund is included in the notes to the accounts.

1.9 FOREIGN CURRENCY TRANSLATION

Monetary assets and liabilities denominated in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. All differences are taken to the income and expenditure account.

2 Surplus for the year

Surplus for the year is stated after charging:

	2013	2012
	£	£
Group		
Depreciation of tangible assets	31,646	29,131
Auditors' remuneration		
Audit	20,065	19,700
Non audit	13,490	4,400
Society		
Depreciation of tangible assets	31,646	29,131
Auditors' remuneration		
Audit	12,500	12,050
Non audit	13,490	4,050

3 Voluntary income

	2013	2012
	£	£
Patrons	335,305	323,630
Members	121,101	109,008
	<u>456,406</u>	<u>432,638</u>

4 Investment income and interest

	2013	2012
	£	£
Bank interest receivable	<u>98,475</u>	<u>123,029</u>

5 Incoming resources from charitable activities

The income was primarily from the Royal Television Society's charitable activities

	2013	2012
	£	£
Events, conferences and awards	259,085	258,158
Magazine sales and other	7,283	24,367
Total	<u>266,368</u>	<u>282,525</u>

6 Total resources expended

	Direct costs	Support costs	2013 total	2012 total
	£	£	£	£
Costs of generating funds:				
Fundraising costs of generating voluntary income	-	125,744	125,744	136,741
Fundraising trading, cost of goods sold and other costs	645,500	296,346	941,846	702,437
	<u>645,500</u>	<u>422,090</u>	<u>1,067,590</u>	<u>839,178</u>
Charitable activities:				
Events, conferences and awards	434,115	811,146	1,245,261	1,160,351
Magazine publications	183,072	-	183,072	160,218
	<u>617,187</u>	<u>811,146</u>	<u>1,428,333</u>	<u>1,320,569</u>
Governance costs	20,777	27,340	48,117	135,127
Total resources expended	<u>1,283,464</u>	<u>1,260,576</u>	<u>2,544,040</u>	<u>2,294,874</u>

The governance costs in 2012 included the cost of the strategic review undertaken in that year.



7 Allocation of support costs

The charity allocates its support costs as shown in the table below.

	Cost of generating funds	Charitable activities	Governance costs	Total
	£	£	£	£
Support costs				
Management and other costs	38,120	99,706	6,507	144,333
Premises costs	87,624	131,436	-	219,060
Employee costs	234,134	427,495	-	661,629
Finance, legal and professional and IT costs	62,212	152,509	20,833	235,554
	<u>422,090</u>	<u>811,146</u>	<u>27,340</u>	<u>1,260,576</u>

Support costs included within expenditure in the SOFA have been allocated on the basis of salary percentage or on the proportion of floor area occupied by the activity. The cost allocation includes an area of judgement and the charity has had to consider the cost benefit of detailed workings and record keeping.

8 Taxation

The company is a registered charity and no provision is considered necessary for taxation.

In the accounts of RTS Enterprises Limited there was no tax charge (2012: £nil) and for RTS (IBC) Limited there was a tax charge of £11,367 (2012: £5,653). The group tax charge has been included within direct governance costs in note 6.

9 Tangible assets

	Land and buildings leasehold (short)	Fixtures, fittings and equipment	Total
	£	£	£
Group and Society			
Cost			
At 1 January 2013	104,435	172,508	276,943
Additions	14,230	5,736	19,966
Disposals	-	(7,238)	(7,238)
At 31 December 2013	<u>118,665</u>	<u>171,006</u>	<u>289,671</u>
Depreciation			
At 1 January 2013	10,443	130,214	140,657
Charge for year	12,023	19,623	31,646
Disposals	-	(7,238)	(7,238)
At 31 December 2013	<u>22,466</u>	<u>142,599</u>	<u>165,065</u>
Net Book Values			
At 31 December 2013	<u>96,199</u>	<u>28,407</u>	<u>124,606</u>
At 31 December 2012	<u>93,992</u>	<u>42,294</u>	<u>136,286</u>

10 Fixed Asset Investments

	Group		Society	
	2013	2012	2013	2012
	£	£	£	£
Shares in subsidiary undertakings	-	-	4	4
Other unlisted investments (at cost)	18	18	-	-
Other investments	54,000	54,000	-	-
	<u>54,018</u>	<u>54,018</u>	<u>4</u>	<u>4</u>

All the fixed asset investments are held in the UK. The Board of Trustees considers it appropriate to state the fixed asset investments at cost.

At 31 December 2013, the Society owned all of the ordinary share capital of RTS Enterprises Limited and RTS (IBC) Limited, which organise and stage courses, exhibitions and other events related to the television industry. At 31 December 2013, the aggregate amount of these companies' assets, liabilities, share capital and reserves was:

	RTS Enterprises Limited		RTS (IBC) Limited	
	2013	2012	2013	2012
	£	£	£	£
Total Assets	362,366	223,230	524,819	474,269
Creditors: amounts falling due within one year	(362,364)	(223,228)	(524,817)	(474,267)
	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
Represented by:				
Share capital and reserves	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>

As at the year-end £188,995 (2012: £86,995) of incoming resources had been deferred in the accounts of RTS Enterprises Limited, with £86,995 (2011: £61,170) being released to the profit and loss account.

RTS Enterprises Limited and RTS (IBC) Limited pay their profits to the charity by a deed of covenant. A summary of the trading results of each subsidiary is shown below:

	RTS Enterprises Limited	RTS (IBC) Limited	Total	2012
	2013	2013	2013	
	£	£	£	£
Turnover	834,629	1,194,711	2,029,340	1,614,051
Cost of sales	(643,911)	-	(643,911)	(410,509)
Gross profit	190,718	1,194,711	1,385,429	1,203,542
Administration expenses	(145,496)	(10,253)	(155,749)	(125,681)
Operating profit	45,222	1,184,458	1,229,680	1,077,861
Other interest receivable and similar income	2,527	249	2,776	2,603
Interest payable	-	(1,890)	(1,890)	(1,890)
Taxation	-	(11,367)	(11,367)	(5,653)
Profit on ordinary activities after taxation	47,749	1,171,450	1,219,199	1,072,921
Payment under deed of covenant	(47,749)	(1,171,450)	(1,219,199)	(1,072,921)
Retained profit for the year	-	-	-	-



11 Debtors

	Group		Society	
	2013	2012	2013	2012
	£	£	£	£
Trade debtors	200,249	90,745	19,000	20,742
Amounts due from subsidiary undertakings	-	-	82,479	108,053
Other debtors	600,280	590,628	636,593	571,325
	<u>800,529</u>	<u>681,373</u>	<u>738,072</u>	<u>700,120</u>

12 Creditors: Amounts falling due within one year

	Group		Society	
	2013	2012	2013	2012
	£	£	£	£
Trade creditors	93,528	128,244	78,549	117,504
Taxes and social security costs	41,618	25,525	30,251	19,872
Other creditors	157,773	155,957	150,213	144,514
Deferred income	218,066	108,424	29,071	21,429
	<u>510,985</u>	<u>418,150</u>	<u>288,084</u>	<u>303,319</u>

13 Restricted Funds

Group and Society	London Awards Fund	Shiers Memorial Fund	Beresford-Cooke Fund	Total
	£	£	£	£
At 1 January 2013	3,373	65,225	30,275	98,873
Interest received	-	1,003	465	1,468
Expenditure	-	(2,000)	(408)	(2,408)
At 31 December 2013	<u>3,373</u>	<u>64,228</u>	<u>30,332</u>	<u>97,933</u>

The Society received a bequest from the estate of the late Mrs F Shiers to establish the George and May F Shiers Memorial Fund. The income of the fund that is under the control of the Society's Board of Trustees is to be devoted to the study, collection and presentation of material concerning the history of television.

The Society received a bequest from the estate of the late Mrs Beresford-Cooke to establish the RTS Young Television Engineer Award. The income of the fund is under the control of the Society's Board of Trustees and is to be used to assist the recipient of the Award to attend the IBC Conference in Amsterdam.

The London Awards Fund has been set up so as to recognise excellence in a young technologist.

14 Unrestricted funds

	General Fund	Transformation Fund	Total
	£	£	£
At 1 January 2013	5,472,968	1,000,000	6,472,968
Expenditure	67,987	(67,987)	-
Transfer of Funds	-	-	-
Surplus for the year	307,489	-	307,489
	<u>5,848,444</u>	<u>932,013</u>	<u>6,780,457</u>
At 31 December 2013	5,848,444	932,013	6,780,457

The Transformation Fund represents the amount committed by the Board of Trustees to implement various initiatives arising from the strategic review undertaken in the previous year.

15 Reconciliation of movement in funds

	£
Group and Society	
Surplus for the year	306,549
Funds at 1 January 2013	6,571,841
	<u>6,878,390</u>
Funds at 31 December 2013	6,878,390

16 Analysis of net assets between funds

Fund balances at 31 December 2013 are represented by:

	Unrestricted Funds	Restricted Funds	Total Funds
	£	£	£
Tangible fixed assets	124,606	-	124,606
Investments	54,018	-	54,018
Net current assets	6,601,833	97,933	6,699,766
	<u>6,780,457</u>	<u>97,933</u>	<u>6,878,390</u>
Total net assets	6,780,457	97,933	6,878,390

17 Liability of members

The Society is limited by guarantee without any share capital. In the event of the Society being wound up, each member is liable to contribute for the payment of the debts and liabilities of the Society such amount as may be required, but not exceeding £1.



18 Employees

The average number of employees of the Group during the year was as follows:

	2013	2012
Management and other	2	2
Membership	1	1
Events and conferences	6	6
Finance and IT	2	2
	<u>11</u>	<u>11</u>

	2013	2012
	£	£
Employment Costs		
Wages and salaries	568,756	488,962
Social security costs	58,158	50,643
Other pension costs	30,216	28,918
	<u>657,130</u>	<u>568,523</u>

The number of employees who received emoluments in excess of £60,000 was as follows:

	2013	2012
£90,001–£100,000	–	2
£100,001–£110,000	1	–
£150,001–£160,000	1	–

The total contributions in the year to money purchase pension schemes for higher paid employees were £20,791 (2012: £20,416). The number of higher-paid employees to whom retirement benefits are accruing under such schemes is two (2012: two).

No members of the Board of Trustees received any remuneration in the year. Certain members of the Board of Trustees are reimbursed for reasonable expenses incurred by them in carrying out their duties for the Society. The total expenses incurred by the trustees during the year was £1,335 (2012: £949).

19 Financial commitments

As at 31 December 2013, the Society had annual commitments under non-cancellable operating leases which expire as follows:

	2013	2012
	£	£
Expiry date:		
Within one year	13,334	–
Two to five years	140,998	–
After five years	–	138,338
	<u>154,332</u>	<u>138,338</u>

20 Capital commitments

As at 31 December 2013, the Society had capital commitments that had been contracted for totalling £Nil (2012: £10,993).

NOTICE OF AGM

Royal Television Society

Annual
General
Meeting
2014

20 May 2014, 6:00pm

The Hospital Club, 24 Endell Street, London WC2H 9HQ



Agenda for AGM: 20 May 2014

The 85th Annual General Meeting of the Royal Television Society will be held on Tuesday 20 May 2014 at:

The Hospital Club
24 Endell Street
London WC2H 9HQ
at 6:00pm.

VOTING BY PROXY

Under Article 24, members of the Society are empowered to appoint a proxy to attend and vote at the AGM. The completed proxy form, on page 49, should reach Head Office no less than 48 hours before the meeting.

AGENDA

- 1 To approve the Minutes of the previous Annual General Meeting held on 23 May 2013.
- 2 To approve the 2013 Annual Report.
- 3 To receive the Financial Statements for the year ended 31 December 2013.
- 4 To appoint Arram Berlyn Gardner as auditors for 2014/2015 and to authorise the Board of Trustees to fix their remuneration.
- 5 Any other business.

Form of proxy

If you wish to appoint another member please insert the name of your proxy here. You may delete reference to the Honorary Treasurer and Chair. Initial the alteration

I,
of
being a member of the above named Society and entitled to vote hereby appoint
.....

or, failing him, the Honorary Treasurer, or, failing him, the Chair of the meeting, as my proxy to vote for me and on my behalf at the AGM of the Society to be held on 20 May 2014 at 6:00pm and at any adjournment thereof. In respect of the resolutions referred to in the Notice of the Meeting, I desire my proxy to vote as indicated:

Please insert 'x' in the appropriate box if you wish to instruct your proxy on how to vote

		For	Against	Abstain
1.0	Approve minutes of the previous meeting held on 23 May 2013:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.0	Approve the 2013 Annual Report:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.0	To receive and adopt Financial Statements for the year ended 31 December 2013:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.0	To appoint Arram Berlyn Gardner as auditors for 2014/15 and to authorise the Board of Trustees to fix their remuneration:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(If this form is signed without any indication as to how the proxy shall vote, the proxy will exercise his or her discretion both as to how he or she votes or abstains from voting)

Signature Date

Form of proxy notes

- 1 Under Article 24, members of the Society are empowered to vote at the AGM by proxy. To be valid, this form of proxy must be deposited at the Royal Television Society, 3 Dorset Rise, London EC4Y 8EN not less than 48 hours before the meeting.
- 2 The proxy, who must be a member of the Society, must attend the meeting in person to represent you.
- 3 Unless otherwise directed, the proxy will vote or abstain as he or she sees fit.



Minutes of AGM 2013

Minutes of the 84th Annual General Meeting of the Royal Television Society, held on Thursday 23 May 2013 at the Royal Television Society, 3 Dorset Rise, London EC4Y 8EN

PRESENT:

John Hardie, Chair, Board of Trustees (in the chair); David Lowen, Honorary Secretary; Mike Green, Honorary Treasurer; Theresa Wise, Chief Executive; Claire Price, Deputy Chief Executive; Jim Bartlett; Keith Clement; Huw Jones; Jane Lighting; Kristin Mason; Bill McMahon; Arthur Pigott; Sue Robertson; Paul Berlyn (Arram Berlyn Gardner, auditors).

Apologies: Charles Byrne, Andy Batten-Foster, Graeme Thompson

John Hardie welcomed everyone to the 84th Annual General Meeting of the Royal Television Society. There had been a few developments since the last meeting. He was now the chair of the Board of Trustees, a new Chief Executive had been appointed and a new strategy was being implemented.

1 APPROVAL OF MINUTES OF THE PREVIOUS ANNUAL GENERAL MEETING HELD ON 24 MAY 2012

The Minutes of the Annual General Meeting 2012 were approved unanimously.

Proposed: David Lowen
Seconded: Charles Byrne

MATTERS ARISING:

Keith Clement noted the changes to the Articles of Association confirmed at the last AGM and asked if the new committee structure was working.

David Lowen thought that the changes, which included the new Centres' Council, a smaller group of Trustees, representatives of the nations and English regions on the Board of Trustees, the Strategic Review and sub-committees to support operations, were progressing well. He felt that the Centres understood that they hadn't been distanced from the decision making as much as they had feared.

John Hardie said that the new governance structure was much more oriented towards action. Previously, there

had been a Chair of the Society and a Chair of the Board of Trustees. Now he chaired the Trustees and there was a Management Group to advance the actions. The Advisory Council hadn't provided opportunities to focus effort – the Centres' Council was better and more focused.

From a management point of view, the structure was leaner and more effective

Keith Clement said that doubts had been expressed by John Gau at the last AGM that the Society wasn't as democratic as it used to be. He felt the doubts still hung in the air – the Centres' Council represented 1,650 people.

He also observed that the Board of Trustees included only one co-opted member. Earlier discussions, which he had been part of, had thought it desirable to have two or three co-opted members to bring in outside interests.

John Hardie said the Trustee group included Jane Lighting and Caroline Thomson as well as Tim Davie, CEO of BBC Worldwide, Graham McWilliam, Group Director of Corporate Affairs at Sky and Simon Pitts, ITV's Director of Technology and Transformation.

They were in the process of reviewing additional possible members from less traditional parts of television such as Google and YouTube as well as independent production companies, technology companies, etc and intended to invite more people onto the Board of Trustees by the end of the year.

Keith Clement asked if there would be elections. David Lowen said not this year.

2 APPROVAL OF THE 2012 ANNUAL REPORT

John Hardie said he would mention a few of his highlights.

Last year the Trustees had decided that the RTS should implement a five-year plan to grow the Society and had hired T Wise Consulting to perform a Strategic Review that would also include benchmarking of outside organisations. They had presented significant proposals to the Trustees at the end of 2012.

Simon Albury had retired as Chief Executive – John thanked him for a decade of service to the Society.

The creation of a new strategy had coincided with the appointment of a new CEO. He had chaired the Appointments Committee that had led to the appointment of Theresa Wise. She would report on the new strategic objectives later in the meeting.

There had been a huge range of both national and local events and awards. Much of the work had been done by unpaid volunteers. He thanked them on behalf of the Society for their continuing support.

RTS Futures was central to the new strategy. Workshops on pitching and presenting and our speed-dating events had proved very popular with young people.

RTS Early Evening Events had included future predictions with Paul Lee, Head of Global TMT Research, Deloitte and an event with Mark Thompson, the outgoing BBC Director-General.

The RTS All Party Parliamentary Group, an important new initiative, had held its first meeting in April 2013. Lord Fowler had chaired a debate on political reporting on television.

Paul Corley had retired from the Board of Trustees. John thanked him for all his work for the Society over many years.

The 2012 Annual Report was approved unanimously.

Proposed: David Lowen
Seconded: Jane Lighting

3 FINANCIAL REPORT, BALANCE SHEET AND ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2012

Mike Green reminded members of the Society's two-year financial cycle – the Cambridge Convention in the first year, the International Conference in the second. 2012 had been a non-Cambridge year, which explained a surplus of £157,000 as against £450,000 in 2011. The income was lower due to it being a non-Cambridge year and due to a one-off effect in 2011 where patron income was received relating to 2010.

IBC income had been the best ever. The Society's initial £50,000 investment made by Michael Bunce had benefited from a fantastic return.

The Society had invested in fixed-term charity bonds, which had provided an additional £30,000 income in 2012. The income would be less in 2013 as the bonds matured and interest rates were now lower.

Costs last year had been £90,000 higher due to the Strategic Review and the recruitment costs of the new CEO. Costs had also been lower than budgeted because the recruitment of the RTS regional director had been put on hold.

The balance sheet was good – reserves of over £6.5m, mainly in cash. Unspent designated funds had been taken back into the general fund and £1m had been set aside for the implementation of the Strategic Review.

Arthur Pigott thought he had received a letter saying that his subscription had doubled. Mike Green said this might have been because he had introduced a new member in the previous year and had a reduction. Subscriptions had not been increased and there were no plans to do so.

Arthur Pigott asked why (p48) two executives earned more than twice as much as the rest of the staff together. John Hardie said this was not out of keeping with the rest of the industry and other charities. The Remuneration Committee had sought guidance from other charities, not-for-profit organisations, educational establishments, etc. They had made some corrections upwards in the case of some individuals. The level of diligence applied is good given the size of the organisation.

The Financial Report was accepted unanimously.

Proposed: Bill McMahon

Seconded: David Lowen

4 APPOINTMENT OF AUDITORS

Arram Berlyn Gardner were appointed unanimously as auditors for 2013/14 and the Board of Trustees authorised to fix their remuneration.

Proposed by: Mike Green

Seconded by: David Lowen

5 ANY OTHER BUSINESS

CEO Report:

Theresa Wise said that it was a privilege to be the new CEO of the RTS and to be

charged with implementing the five-year plan, the premise of which was to grow the Society. She thought the RTS was a heritage brand with good grass roots and excellent access to executives in the industry.

They had identified 15 initiatives and would focus on seven, plus the Cambridge Convention, during the first year.

1. Digital hub

By most standards the website was neither dynamic nor exciting and didn't do a great deal for the Society. They were planning a site that enabled better back- and front-office functions, interaction online, video, etc which would inspire people to join the RTS.

2. Membership acquisition

A large membership was important to the Society's health and relevance, a way of keeping it contemporary and bringing experience to the mix. It was planned to grow the membership to 7,000 over the next five years. This was ambitious but it could be done, eg the Royal Photographic Society had a membership of 11,000, the Royal Geographical Society 15,000. They would do this by offering real membership benefits.

Jim Bartlett understood that the Society was there to educate the public not to benefit members.

Theresa Wise said there would be more of both, a balance. Their ambition was to offer more to members and patrons, as well as the public.

Keith Clement asked about opting out of Gift Aid. Theresa Wise said the RTS was restricted by the VAT authorities because the value of the magazine subscription was considered approximately the same as membership.

Mike Green said that £65 was no longer a charitable donation but a membership subscription and there could now be real benefits to being a member.

Theresa Wise said they were considering other benefits such as differential pricing to enhance the RTS proposition to existing and new members.

Keith Clement thought 7,000 a very ambitious target. The last recruitment drive had cost £50,000. It was a huge task.

Maybe we needed to try something more dramatic, eg to increase the admittance to Cambridge by £10 and make everyone a member for a year. Cambridge attendees were not all members, it was the major RTS event but not populated by RTS members.

Theresa Wise thanked him for the idea. She agreed that the RTS almost superserved the great and the good and didn't do enough for the grass roots.

John Hardie said there were 80,000 people working full time in the broadcasting industry, not including the education, technology and social-media sectors. We would market the value proposition in order to attract more of these people. Added value to being a member of the RTS should make 7,000 achievable.

Jim Bartlett said members should be able to obtain more benefits by logging on to the website.

Mike Green said this was part of the thought process – special interest groups would be created for members only.

Theresa Wise continued:

3. Education – Connect with the young

A key emphasis – they planned to do a lot more around education as well as build on RTS Futures, the RTS Student Television Awards and Masterclasses.

4. Patrons – Good relations with patrons

Many young people working in the industry are not employed by current patrons. They planned to broaden the patron base from 41 to at least 65 by 2017 to include organisations in the broader industry such as BT Vision, mobile operators, technology companies etc.

5. Regions

The RTS planned to invigorate the centres and build on existing strengths and hidden treasures by building better communications with head office and actively seeking input on more decisions. She planned to visit each centre at least once a year.

6. Television magazine

The RTS would extend its impact through increased distribution. 📍



Minutes of the AGM 2013

7. Key performance Indicators

Metrics were being put in place to monitor the process.

She briefly mentioned the other initiatives that had been identified as part of the five-year plan:

8. Third-party partnerships and alliances

The Society already punched above its weight but would seek more of the right partnerships to extend this further.

9. An RTS role in careers and jobs

10. Growth of the digital hub

Connect online with special interest groups.

11. Exhibition

Major public exhibition in Manchester.

12. Head Office resources may need to be increased

13. Public lecture series

They would be held annually around the country.

14. Possible alliance with Edinburgh Television Festival

A community that the RTS doesn't at present interact with.

15. International membership

Not before 2014.

John Hardie thought the initiatives timely. The Society was sitting on millions of pounds of reserves and was embarking on a whole new, ambitious agenda.

Keith Clement asked if Item 3 included training. Theresa Wise said the RTS didn't want to duplicate the work of Skillset and the BBC Academy. They planned to concentrate on bursaries and research grants, to fund the best student research and publish it, and also help students to link with potential employers. This would only be open to members – something they wouldn't get if they didn't join.

She reported that they were working on access for members to a media-friendly London Club and thinking about a similar club in the North West.

David Lowen said Centres were considering member-only events.

Jim Bartlett asked about the Royal brand and contact with the Prince of Wales. Claire Price said the Prince was interested in young people entering the industry and they were planning a possible event for October 2013.

Arthur Pigott said that in the 1980s, the RTS held education courses and published books but there had been nothing in the past 20 years. The *RTS Handbook* needed to be re-introduced. Mike Green thought that the *Handbook* would be perfect online.

Arthur Pigott asked why the official history of the Engineering Society that he

had joined in 1973 had still not been published. John Hardie said this had been referred to the Archive Committee after the last AGM. He would make enquiries.

John Hardie said that the RTS was not set up for training and would achieve more by directing people to resources offered by others. The focus should be on connections and partnerships, rather than setting up courses. There were 400,000 students currently in education connected with television. Graeme Thompson was preparing proposals for the Trustees.

Kristin Mason completely agreed. The breadth of courses, including technology and engineering, was far wider now.

John Hardie said that engineering and technology were still of great importance but the RTS was not, *per se*, an engineering society. The RTS was open to a much broader constituency – the sky was the limit. Other organisations did education and training much better – the Society was doing it in a different way.

Bill McMahon said he was very disappointed that more people hadn't attended the AGM and participated in these interesting discussions.

As there was no other business, John Hardie thanked everyone for attending and closed the meeting at 7:05pm.

Picture credits

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Television production and design
Gordon Jamieson (freelance)
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