



trc.

Annual Report 2019-20

TRC was founded in 1998 to deliver professional training for individuals and businesses working in the broadcast and digital sectors. Through our expert training, careers have been transformed, start-ups have been established and invaluable networks have been formed across the UK.

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A Message from Our Chair

“TRC continue to boost the broadcast and digital sectors with their training programmes and inclusive events every year. We’ve seen start-ups established, businesses flourish and individuals thrive. On behalf of the TRC board of trustees I’d like to thank everyone who has contributed and look forward to continuing this vital work.”

Jane Muirhead, Chair of the TRC board
Managing Director of Raise the Roof



It’s been a big year for TRC.

From delivering our first online course to receiving two award nominations, we’ve trained seventy-one industry creatives from across the broadcast and digital sectors, enhancing their skills, boosting their confidence and expanding their networks. 163 companies attended our events this year - it remains one of our key missions to keep our network up to date with what commissioners are looking for.

It’s also been a year of firsts for TRC. We partnered with BIMA to launch Inspiring Digital Leaders: an innovative internship programme that combines expert training with practical on-the-job experience. Our first online course, Leading Creatives, meant that senior UK creatives had access to the same high-quality training wherever they were based in the world – from Glasgow to Africa!

Our Cross Creative programme also became Cross Creative: Immersive, encouraging digital companies in Scotland to take a further step into the exciting and growing sector of immersive storytelling and experience. In addition, our specialist training goes from strength to strength with SuperSizer connecting indies from the nations and regions with more and more suppliers each year.

We would like to take this opportunity to thank our funding partners. Without their assistance, none of this would be possible: Scottish Enterprise, BBC Nations and Regions, Channel 4, Screen Scotland and The Scottish Government.

Thank you to our board, who continue to bring their knowledge, insight and expertise to TRC: Jane Muirhead (Raise the Roof), Lee Beattie (Wire), Helen Blenkinsop (BBC), D-I Brown (BBC Scotland), Angela Chan (Channel 4), Andrew Chitty (UKRI), Stuart Cosgrove, Andrew Dobbie (Made Brave) and we would like to welcome our newest board member, Jo Street (Channel 4), who joined us in late 2019. A special thanks to our fantastic #TeamTRC for all their hard work behind the scenes throughout the year: Caroline McGonigle, Emma Flynn, Antonia Spagnoletti and our newest addition, Rachelle Gallagher.

Last but not least, a huge thanks to the TRC Network. Our alumni never fail to make us proud.

We’re always open to new ideas, collaboration and suggestions. Just pop in and say hello, we’ll supply the tea and biscuits!

Margaret and Claire
Joint Managing Directors



Our Year in Numbers...



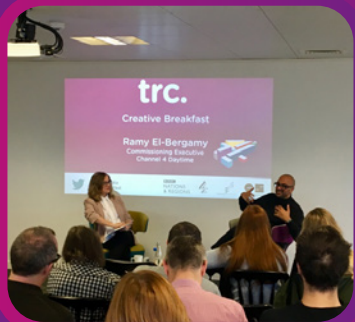
£3m
in commissions
attributed to
SuperSizer
since 2017



2
award
nominations

71
people
trained

92%
of delegates
reported an
increase in
ambition



163
companies
attended our
events



What people say...

“

This course has helped me in ways I never thought it could. I have grown as a professional, artist, designer and person as a direct result of this course. I now see it as a vital piece of training in my immersive toolkit.



Calum Crotch, MadeBrave, Cross Creative: Immersive

”

“

Special Edition has been the best thing to happen to my career in a decade. It has given me so much focus, direction, insight and intelligence - all of which will absolutely shape my short and long term career plans. Special Edition will build the leaders that the digital and creative sectors badly need - and I hope to be one of them.

Kirstin Watson, Frame, Special Edition



”

“

Practical help and support, commissioner contacts, direct feedback, plus group therapy - no one does more to support development execs than TRC.



Jayne Brierly, Daisybeck Studios, SuperSizer

”

“

TRC's rad programme has changed my life. Over 10 months I have gone from someone who is passionate and motivated, yet unqualified for many jobs, to someone who's more than qualified. We will all benefit from a more diverse tv landscape; we will all benefit from rad.

James M Macleod, Rad



”

SuperSizer

SuperSizer is a programme for production companies based in the Nations and Regions who aspire to create the next big returning series.

For the third series of SuperSizer, 12 companies sent 13 delegates to meet 17 commissioners from a variety of channels to collaborate, connect and create. By the end of the programme, each development executive will have gained the skills, knowledge and connections to develop and pitch ambitious ideas of scale successfully. The programme also included practical workshops on topics such as negotiation, pitching and financing.

The programme concluded with a trip to London to meet Commissioning Editors from BBC, Channel 4, Sky and Channel 5.



Objectives

- Improving development skills
- Creating and pitching big ideas
- Increasing industry profile

Outcomes...



£3 million

worth of commissions attributed to SuperSizer since 2017



“

SuperSizer is a potentially career-changing course, resetting development mindsets with amazing insights from across the industry.



Louis Bamber,
Button Down

”

“

A full and frank journey through the inner workings of commissioning and what it takes to get ahead.



Patrick Haugseng,
Tern TV

”

“

A fantastic opportunity to grow your profile, expand your industry contact list and gain a whole new support network of development peers. Thank you TRC - it was brilliant.



Siobhan Smith,
Firecracker Films

”

“

Practical help and support, commissioner contacts and firsthand feedback plus group therapy - no one does more to support development execs than TRC.



Jayne Brierly,
Daisybeck Studios

”

“

An invaluable experience with so much takeaway, both in terms of practical insights and newfound peers.



Sophie Ellis,
True Vision Yorkshire

”

“

Great for professional and personal development.



Alan Gillespie,
ShinAwiL

”

“

A great way to meet other people at a similar point in their career and create a cohort of peers. Meeting and hearing from commissioners at a variety of broadcasters has allowed me to glimpse behind the curtain and gain a valuable insight of the inner workings of channels.



Paul Windle,
Multistory Media

”

“

I'm not a natural networker, however I now have a real circle of development friends and commissioners I managed to connect to, learn and share the realities and pains of development.



Paul O'Donohue,
Firecrest Films

”

Special Edition

Special Edition was created to help ambitious, talented women in the digital and tech sector reach their full potential.

Now in its seventh year, Special Edition continues to grow from strength to strength. We received a record number of applicants for our 2019/20 programme and earned a finalist spot at the BIMA Awards for Talent/Diversity Initiative of the Year.

This year's programme included six training sessions covering a variety of topics such as leadership styles, goal-setting, managing conflict and maintaining a healthy work and life balance.

The group completed the six-month programme by traveling to London to meet trailblazing women in digital and tech. They visited companies such as Spotify, Hello Fresh, Financial Times and Upgrade Pack.

This year's successful cohort also met Kate Forbes MSP, just a day after she delivered the Budget statement as the new Finance Minister for Scotland and, the first female in history to do so.

Programme Objectives

- Boost confidence
- Increase ambition
- Expand professional networks
- Progress careers in digital and tech



“

Diversity at a leadership level is crucial to Scotland's thriving digital and technology sectors. I am impressed with TRC's Special Edition programme, which seeks to address the gender imbalance in senior management and at board level. The training arms women in digital industries with the necessary skills, experience and network to progress their careers.

Kate Forbes MSP,
Minister for Public Finance & Digital Economy



”

Launch Party

We invited five of our brilliant Special Edition alumni to speak about their experience on the programme and encourage other candidates to apply. All previous candidates confirmed that they left with increased confidence and a professional toolkit to deal with any situation, as well as a network for life with your fellow cohort.



Here's what our 2019/2020 cohort had to say

“

The programme has been truly inspirational and life changing. I'm now armed with a toolkit that I can use in my personal and professional life to shape my next career move. It's provided me with real clarity and perspective and I've learned so much about myself whilst forming a unique bond with my fellow delegates and I know we'll keep in touch for many years to come.



Suzanne Bennett, Frame Agency

”

“

In six months, Special Edition has changed my career. I lacked confidence in my skill set and needed support to push myself to the next level. Special Edition gave me that.

Rachel Ward,
After Digital



“

Without a shadow of a doubt, I wouldn't be the leader I am now without Special Edition. It shaped my mindset and provided a practical toolkit I can turn to whenever I need it.

Victoria McFadyen,
Bright Signals



”

Suzanne Bennett

Suzanne is an Account Director at Frame. She was ranked one of the top 30 digital females under 30 in the UK by The Drum and has worked in the UK and Australia.



Why did you apply for Special Edition?

I had heard great things from my colleague Laura McHard who was part of the 2017 edition of the programme. She said it has been life-changing for her, both career wise and personally.

I actually applied a few years ago but since having my first child (and now preparing to have my second!) I thought this was the perfect chance to apply again, as my circumstances and outlook on life had changed so much.

I felt I was much more honest in my application this year which really helped – I think it strengthened my application and gave me clarity about what I wanted from the course. I was looking for something that would inspire me and give me a greater insight into how to have a better work/life balance - which it definitely has.

What did you gain from the programme?

A support network

The network of supportive women I've met is the most important thing I've gained. We've forged true friendships and really support one another, so that's something we'll continue to do long after the programme ends. We're already arranging more monthly meet-ups, just like the programme.

Time to reflect

The monthly sessions gave me time to reflect and gain perspective. I've been in the same position for six years, so it looks like I've remained quite steady, almost to the point of being stagnant. But through the programme it's made me realise it's all about perspective – even after six years so much has changed in the agency landscape, I'm still able to learn and offer so much to clients. It also made me realise how much ambition I still have, and how much I still want to progress, and being able to balance that desire with having a family.

What was your favourite thing about the programme?

Monthly Meet-Ups

I loved meeting the group every month for our sessions. The structure was just perfect. It was amazing to see how everyone had progressed, using the lessons from the previous workshop. The course felt longer than six months just because of the amount we learned and achieved!

London

The fact that it all wrapped up in London with so many inspiring women was amazing. To hear from women at the top of their game (especially mothers) say things like “Take care of yourself”, and “Put your family first” was just so nice to hear. The fact that it's possible to have a great career and a happy work/life balance is just so important and it's totally possible.

How do you think the Special Edition programme will help you with your career?

It already has. It's been great for me since I'm just about to go on maternity leave, as I'm planning on writing up all of my notes from every session and I can't wait to re-read it all when I'm ready to go back.

It's also helped so much with my relationships, both personally and professionally. I feel like I learned a lot about myself, and that in turn has made me better in my relationships with my colleagues, clients as well as friends and family.

What would you say to someone considering applying to the programme?

Go for it.

And don't think that you have to have all the answers. I actually think not having all the answers goes in your favour, because that's what the programme is for. Expect advice, inspiration and support. You won't regret it!

Inspiring Digital Leaders

**Five agencies. Five disciplines. Five talented graduates.
One amazing opportunity.**

In June 2019, we launched an innovative internship programme in association with BIMA that offered graduates in Scotland a unique kick-start to their career in digital.

Over five months, five interns undertook five monthly placements at leading digital agencies across Glasgow. Each placement revolved around one specialism and would be designed by leading experts within each agency. The participating agencies were After Digital, Dog, Equator, Front Page and Screenmedia.

Disciplines

- Client Services
- Branding & Content Strategy
- Digital Marketing
- UX Design
- Web Development

In addition to the five placements, we provided training and support for the delegates throughout the programme, supporting their growth and progress. By the end of the programme, all five interns said that their confidence and ambition had increased. As of March 2020, four interns have secured full-time employment in the digital sector and one has embarked on a freelance career.



“

Inspiring Digital Leaders has genuinely changed my life direction. Thanks to the incredible support, diversity of content and most of all, the people, this programme has set me up for success not only in my career, but anything I choose to go on to do next. Developing talent is at the forefront of what this programme is for, and IDL has succeeded in every possible regard. I cannot recommend it enough.

Evan Kayes



”

“

A truly unforgettable experience, IDL has been the most fulfilling five months of my career to date and has propelled me into a fantastic opportunity within the digital sector. Thank you IDL! In 5 short months I've gone from zero to hero, amassing huge amounts of knowledge, contacts and opportunities within the digital sector. I feel totally invigorated and optimistic for the future with a new found confidence and tons of new tools in my toolbox.

Rosa Downing



”

“

Thanks to IDL, I was not only able to get an idea of what the digital design industry is like, I also feel like I found my place within it - I couldn't have asked for more. A big thank you to everyone involved in making these five months so special!

Julia Rosner



”

“

It's been amazing, I'm someone who loves meeting people and finding out what's going on, and I feel like my understanding of the Glaswegian agency landscape has really accelerated. The leaders and mentors we've been working with have been both inspiring and personable; a programme like this makes me feel confident and excited for the future, that I can build a career here and have a thriving network of people to do it with.

Eddie Allbutt



”

“

The Inspiring Digital Leaders programme has been a huge boost to me both professionally and personally. I got to engage with disciplines I didn't know existed and learn skills I never thought I could learn! The experience has been immensely valuable in ways I can't even quantify. I met so many wonderful and hugely talented people during my time at the five agencies, I was enjoying it so much I didn't want it to end! My confidence in myself and my capabilities has increased beyond what I ever thought was possible, sometimes the greatest barrier to achieving your dreams is your self-doubt! I have a much clearer idea of my future career path thanks to IDL and hopefully in 10 years time I'll look back on this as the moment that kick-started it all.

Patrick Fearon



”

RAD

Rad is a TRC training programme that tackles the lack of diversity in the Scottish television sector.

The programme is aimed at groups who are typically under-represented in the TV industry including those from disadvantaged backgrounds, with disabilities, or from Black, Asian or ethnic minority communities.

Rad trainees are paid to work full-time with a Scottish TV production company for 10 months. Each trainee is supported throughout the programme, allowing them to develop the skills needed to become a professional television researcher.



TRC also provide monthly training sessions for the host companies, with the aim to develop and sustain equality, diversity and inclusion in the workplace.

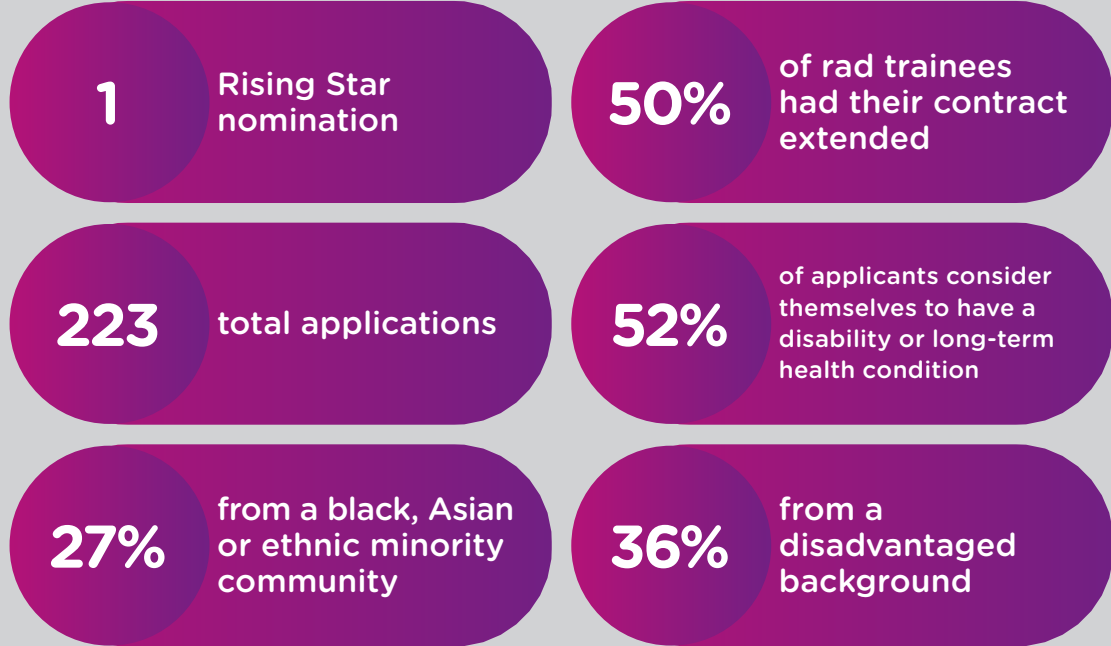
The indies that took part in the 2018-19 programme were: IWC Media, Hopscotch Films, Matchlight, Raise the Roof Productions, BBC Studios Pacific Quay Productions, Blazing Griffin, Firecracker Scotland, Mentorn and Two Rivers Media.

Rad was shortlisted for a Rising Star award for the Herald and GenAnalytics Diversity Awards.



RAD trainees with Fiona Hyslop MSP, Cabinet Secretary for Culture, Tourism and External Affairs

Outcomes...



“TRC’s rad programme has changed my life. Without this programme I think my journey to this level of confidence and competence, with the contacts I have now, would have taken so much longer and been so much harder. Over the course of 10 months, experiences that I had only imagined and dreamed of have become reality. Not just reality - I’ve been paid for them!

James M Macleod - Rad Trainee Researcher, Blazing Griffin



”

“The best programme that I, and the company, have been involved in. It just shows you if you’ve got that calibre of candidates that need a scheme like this in order to get into the industry, and that offer that diversity of voices, that it is needed. These are the kinds of candidates that we need to be finding and luckily (TRC) were there to corral them for us.

Jacqui Hayden - Development Director, Matchlight



”

Charlotte Hall

Charlotte was part of the rad programme in 2018/2019. After the programme, Charlotte's contract was extended until April 2020.



“ rad has been brilliant. I've went from working in a pharmacy to developing a 10-part series for the BBC which came out in March 2020. ”

Barriers to entry

Before going on rad, I was aware that TV could be difficult to break into, especially if (like me) you didn't have any connections. Quite often companies fall into the habit of hiring people they already know or through recommendations. While this is understandable because of how quickly productions need to be turned around, it also has a consequence; creating barriers to new entrants like me. Looking in from the outside, it was difficult to know how to get started or to get a proper understanding of how the industry works. This results in a lot of people feeling like the industry is inaccessible, and so they give up before they've begun. As a result, I think the industry is missing out on talent and voices that they don't have an opportunity to hear. This is where rad can make a difference by amplifying those voices.

Every rad trainee was ready to work and step up; all we needed was a break. As a result, all of us were given excellent feedback, because despite having never worked in the industry we were all very driven, enthusiastic and embraced the opportunity wholeheartedly.

What programmes like rad do is break down those barriers. Growing up, I didn't know anyone who worked in television. Without rad, it would have been much more difficult, and taken much longer, to break into the industry. **So not only has rad launched my career, it has also accelerated it.**

TRC touchpoint

Having TRC on board really helped to ease any challenges for both the trainee and the host company. Especially in a smaller company, where finding time to train someone can be difficult, TRC really helped lighten the load. For me, this meant

my experience was always relevant, informative and meaningful. One of my fears when I applied was that I'd just be making tea and photocopying, but this couldn't have been farther from the truth. The training that TRC provided was superb and I could apply it immediately to my role as a trainee. What's more, my host company gave me fantastic opportunities to be really involved throughout rad, so I absolutely felt I was contributing and like I was a part of the team.

Night Force

I was involved throughout the entire process of creating Night Force for the BBC. I developed it, researched it and found 40 companies to contribute. I was the only researcher on the programme, so it really was my labour of love. I think it's been quite unique to be involved from start to finish during this traineeship, to go right through the entire production. Without rad, I don't think that opportunity would have ever come my way.

True diversity

I think rad did a fantastic job of getting a diverse group of people together. We probably would not have met without the programme bringing us together. Even for me, it has raised my awareness of different types of diversity and any subsequent barriers to entry.

I also think it's really important for companies to take on more diverse staff. It helps with the development process to get a broader pool of ideas. I think especially as we're seeing a massive shift to online content rather than terrestrial, channels really have to think about why that is and why people are moving online.

How important do you think schemes like rad are?

They're so important. They break that barrier down for people who wouldn't have had the chance otherwise.

I think they're also important for the companies too. Companies can have every good intention in the world, but the reality is when you're running a small company, you don't necessarily have the time to organise training programmes like this one. It falls to the wayside, and that's where TRC can step in. To provide that structure, that guidance, that benefits both parties.

TRC have created a community around rad. The industry recognises the programme, which is great for us moving forward. To be an alumnus, and to have that support and network, even after the traineeship ends, is so important. That's what makes the rad experience unique.

Cross Creative: Immersive

Cross Creative: Immersive is a training and development programme for immersive companies in Scotland's digital sector.

In the next few years, the immersive economy is going to transform the way we communicate, work and play. To prepare businesses for this growth opportunity, TRC developed Cross Creative: Immersive.

The 2019-20 programme began in October 2019, where seven delegates participated in five monthly workshops and an international field trip to San Francisco.

Workshops

- The future of immersive
- Market analysis
- The financial landscape and funding sources for immersive
- Pitching and presenting
- Branding

During the trip to San Francisco, the delegates met with companies who are making strides in the world of VR, AR and XR including Facebook, Oculus, HTC Vive, DreamView Studios Inc and Magic Leap.



“

TRC did a killer job of pulling together a diverse group of talented people as representatives of Scotland's talent, passion and ambition to really make an impact on the world of immersive media and storytelling. The course allowed us to explore the best creative and potential business models with a truly global outlook.

Simon Meek,
The Secret Experiment



“

The essential mix for creative, technical and business leaders wishing to define and develop the next generation of Scottish immersive media.

Damien Smith, ISO



“

CC:I has given me a fresh perspective on my role and the opportunities available to Whitespace, both in the UK and worldwide. Through the course I have learned about routes to funding, creative idea generation, new technology and ways to innovate in the work we are producing. TRC provided a network of peers to seek advice from, and contacts in both Scotland and San Francisco, to collaborate with on future work

Graeme Sutherland, Whitespace



Cross Creative: Immersive Bootcamp

In February 2020, TRC partnered with StoryFutures Academy to deliver an interactive two day workshop on Immersive Storytelling. Participants included writers, documentary makers, game designers and producers. Delegates were introduced to included creating multi-dimensional narratives, an overview of the current immersive landscape and how to source project funding. Participants also had the chance to apply for professional placements with Solius, ISO Design and Blazing Griffin, confirming the [need] for professional immersive storytellers in the industry.

Leading Creatives

This year we held our first ever online-only course: Leading Creatives. A six week programme aimed at heads of departments looking to enhance their leadership skills.

The programme included six training sessions covering a variety of topics such as leadership styles, managing conflict and personal accountability. The sessions were held online, with delegates participating in breakout sessions and interacting with the trainer in real-time. This allowed participants to take part from all over the UK. Locations ranged from Scotland to Africa.

Programme Objectives

- Understand the fundamentals driving performance
- Be clear about their own leadership style and how to make the most of it
- Be able to manage tasks effectively by prioritising, delegating and setting goals for team members
- Be able to give and receive performance-based feedback to improve results
- Know how to get the best from the diverse personalities and styles in their team
- Regard conflict as a positive aspect of team working and be able to resolve conflict to get a better result

Training for the 21st century for 21st century producers.

I feel so much more prepared in my job as a Producer, not only having to reply on instinct and personal style, but sound techniques.

I think this style of training is something that should be embraced and let me attend a course that I'd otherwise have missed.

After 20 years of working in the industry I finally understand why I do the things the way I do. An excellent course that helps you build on what you do well and understand how to lead the broad and brilliant characters that make up the film and TV industry.

Creative Breakfast with...

TRC host a variety of events throughout the year to connect industry professionals and companies with their next big opportunity. Our Creative Breakfast is a well-known staple for development executives and producers to hear first-hand from commissioning editors what they'd like to be pitched.

We love hearing your suggestions for an event or guest speaker, so please get in touch with TRC if you have an idea.



Hilary Rosen, UKTV Factual
Deputy Director of Commissioning and
Head of Factual and Factual Entertainment



Jake Chudnow, YouTube Originals
Creative Executive, YouTube and
YouTube Premium.



Ben Frow, Daniel Pearl, Dan Louw
Director of Programmes (ViacomCBS
Networks UK alongside Commissioning
Editors Daniel and Dan.



Charlotte Reid, Discovery
Head of Commissioning, Lifestyle &
Entertainment for Discovery UK & Ireland.

Workshops & Events

TRC hosts events to train, develop and highlight issues within the broadcast and digital sector. This year, we focussed on three main topics: presenting with confidence, mental health in the workplace and negotiation.

Presenting with Confidence

We hosted a one-day masterclass with Mel Sherwood, a pitch and presentation specialist and 2016-17 President of the Professional Speaking Association UK and Ireland (Scotland Region).

Negotiation Skills for TV Executives

Our one-day training programme armed delegates with the knowledge and skills to successfully navigate daily and more challenging negotiations, giving you a framework to succeed.

Mental Health in the Workplace

An interactive, scenario-based training session that gave managers and supervisors an Acas approved framework for positive mental health at work.

Under the Influence: From Instagram to iPlayer

Content creators with huge followings, engaged fans consuming their content daily and credibility among the elusive 16-34 audience... we asked: are influencers the perfect partners for TV and brands?

How to get into Film and TV with Blazing Griffin

TRC Project Manager Caroline chaired a "How to get into TV" event at Blazing Griffin with some of our Rad alumni.

Chrimbo Bingo

It wouldn't be TRC without some fun. For Christmas this year we hosted a festive game of Chrimbo Bingo for our network.



Meet the team...



Claire Scally
Joint MD

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Margaret Scott
Joint MD

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Our funders...

None of what we do would be possible without our amazing funders. A huge thanks to them for all their support this year:

BBC
NATIONS
& REGIONS



SCREEN SCOTLAND
SGRÌN ALBA



Leaders in broadcast and digital training

TRC Network

On completion of a TRC training course, participants will become part of the TRC Network: a community of creative individuals in Scotland and beyond.

Launched as part of TRC's 20th birthday celebrations in Summer of 2018, the Network is a new way for TRC alumni to share knowledge and news, advice and experience.

Go to <https://trcmedia.org/alumni/trc-network/> for more information.