

The image shows the cover of an annual report. The background is a gradient of purple, with darker shades at the top and bottom, and a lighter shade in the middle. There are two large, wavy, light purple shapes that appear to be part of the background design, one at the top and one at the bottom. The text is centered and white. The main text is 'trc.' in a bold, lowercase, sans-serif font. Below it is 'Annual Report 2020-21' in a smaller, uppercase, sans-serif font.

trc.

Annual Report 2020-21

Delivering expert training to individuals and businesses in the broadcast and digital sectors since 1998.

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A Message from Our Chair

“TRC has continued to support the screen industries through this difficult year with a brilliant range of programmes and short courses. On behalf of the TRC board, we’d like to welcome our new board members and look forward to working together along with the team to boosting the screen sector in the Nations and Regions in 2021.”

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



Our Year in Numbers...



457
delegates
trained



135
hours of
training

7
brand new
training courses

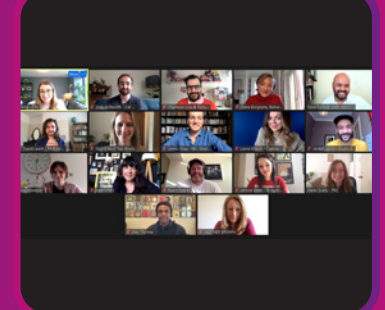
11
short courses



Record
breaking
315
rad applications



Trained more
delegates from
across the
Nations and
Regions than
ever before



To say 2020/21 was a challenging year would be something of an understatement but, despite all odds, it has been a record-breaking year for TRC.

From April 2020 to March 2021, we delivered more training to more delegates across the nations and regions than ever before.

In total, we delivered 135 hours of training to 457 delegates across all four nations.

We had to move fast to adapt to our new 'remote' world, revising our plans to deliver all of our training online. We opted to deliver SuperSizer (our professional development programme for Development Executives) as online-only this year and were delighted to achieve a record-breaking number of applications from across the Nations and Regions welcoming sixteen new faces who completed their training in March 2021.

As a direct consequence of the pandemic, we also created a brand-new course for 2020: Navigating the New Normal. This programme was aimed at senior level leaders across the N&R to help guide their companies through a year like never before.

We delivered eleven TRC Shorts on a variety of topics including personal development, taking TV development online, negotiation and a range of business affairs focused training. We partnered with ScreenSkills for a series of leadership courses working with delegates to maximise their performance.

Another highlight was the launch of our second edition of rad in the final quarter of the year. rad2021 achieved a record number of applications from those who are under-represented in the TV industry. In addition, and thanks to the generosity of our funders, we were able to up our intake from eight to twelve trainees for rad 2021, which will run from April through to November.

We welcomed four new board members to solidify our commitment to the Nations and Regions: Jane Kelly, Creative Director, Big Mountain, Kieran Doherty, CEO and Co-founder of Stellify Media, Nia Thomas, Managing Director, Boom Cymru and Norma Wisnevitz, Chief Operating Officer, True North. We are delighted to have them on board.

None of this would be possible without the continuing support of our funders: Screen Scotland, BBC Nations and Regions and Channel 4.

We are so pleased to have supported the industry during this challenging time and look forward to seeing your faces online and in person in due course.

Margaret and Claire
Joint Managing Directors



Meet the team...



Claire Scally
Joint MD
Claire.scally@trcmedia.org



Margaret Scott
Joint MD
Margaret.scott@trcmedia.org



Emma Cram
Project Manager
Emma.cram@trcmedia.org



Michelle Lord
Project Manager
Michelle.lord@trcmedia.org



Caroline McGonigle
Project Manager
Caroline.mcgonigle@trcmedia.org



Rachelle Gallagher
Marketing Executive
Rachelle.gallagher@trcmedia.org



Our funders...



Navigating the New Normal

Aware of the sheer scale and size of the challenges faced by indies across the Nations and Regions, arising from Covid-19, we created a new senior leadership programme for 2020.

In Autumn 2020, we brought together fourteen Managing Directors, Business Owners and Senior Management Executives from across the Nations and Regions to help guide them through the crisis caused by Covid-19.

The programme was designed to help maintain focus, direction, creative output, and company morale in uncertain times.

It also gave delegates an invaluable opportunity to network and connect with other senior leaders across the UK in a confidential and supportive environment.

Key Takeaways

- Key Traits of Successful Businesses
- Leadership Styles
- Company Purpose and Vision
- How Your Company Delivers
- Internal Dynamics
- External Relationships

Outcomes...

4.7

out of 5 for the programme as a whole

100%

said they felt in a better position to positively influence external parties

100%

said they felt in a better position to support their employees

Excellent/ Very Good

All delegates rated the programme

Delegates



Claire Mundell
Founder & Creative Director
Synchronicity Films
Glasgow



Tamsin Summers
Managing Director
Drummer TV
Bristol



Michael Fanning
Managing Director
Below the Radar
Belfast



Louise Bray
Co-founder, Creative Director
Little Bird
Cardiff



Jane Rogerson
Joint MD
Red Sky Productions
Glasgow



Jim Brown
Creative Director
B4 Films
Ellon, Scotland



Emma Curtis
Head of Production
Firecrest Films
Glasgow



Sian Price
Creative Director
Yeti Television
Cardiff



Norma Wisnevit
Chief Operating Officer
True North
Leeds



Hannah Wylie
Head of Business Affairs
Bad Wolf
Cardiff



Colette Foster
Creative Director
Full Fat TV
Birmingham



Jane Muirhead
Managing Director
Raise the Roof
Glasgow



Clara Glynn
Company Director
Hopscotch Films
Glasgow



Martyn Ingram
Managing Director
Wales & Co
Cardiff

| Regional Breakdown | | |
|-------------------------|---|-----|
| Scotland | 6 | 43% |
| Wales | 4 | 29% |
| Northern Ireland | 1 | 7% |
| England (Out of London) | 3 | 21% |

Sessions

Anonymous feedback surveys to the employees of each company and the results were shared during each session. This meant that the Senior Leaders could gain a real insight into company morale, ambition and sense of purpose.

High Performing Organisations

The session covered key topics such as the qualities of high performing teams, adaptive leadership styles, when to recognise the “chimp” brain (acting on impulse) and the Three A’s technique for problem solving: Acknowledge, Ask and Address.

A great introduction to what promises to be a very relevant and useful course!

Louise Bray, Little Bird

Leadership and Learning Styles

The session covered the four central Leadership and Learning styles. Delegates were asked to discuss their own style as well as the pros and cons of each. The session included practical exercises to describe why, when and how each of the styles might be needed

Thought-provoking and valuable to analyse yourself & your style of work.

Sian Price, Yeti Television

Purpose and Vision

The session helped delegates identify their personal and professional values before comparing their findings with their anonymous employee feedback survey results.

The delegates were then shown the 5 Why’s method to aid any future decision-making, ensuring any choices are aligned with their personal and professional purpose.

Getting useful feedback and information from an anonymous survey that your team have completed is priceless. Thanks TRC!

Norma Wisnevit, True North

How We Deliver

The fourth session covered working methods and practices. First, delegates were given their anonymous employee feedback revealing what their employees thought of their companies’ methods.

The session then covered delegation of authority: how to do this effectively and what teams need from management in relation to the lifecycle of a project.

Next, the delegates were taken through the

Prioritisation Matrix, a tool that is used to determine the effort vs. impact of projects.

The prioritisation matrix for me just made a lot of sense and was almost like an aha moment for me as I saw it on the screen.

Norma Wisnevit, True North

Internal Dynamics

This session covered internal dynamics, what staff need and accountability. Delegates were given their employee feedback survey results on this section and discussed their results in pairs.

The session covered how to have difficult conversations with employees as well as how to recognise and regulate emotions and respond effectively. The session also covered a Feedback Model, showing delegates how to show employees the impact of their behaviour (positive or negative).

I have a plan to immediately use a lot of the tools from this session in real and current work situations.

Emma Curtis, Firecrest Films

External Relationships

The session covered Influencing Styles. Delegates were asked to identify their personal style and any pros and cons. The session also covered how to manage objections (for both staff and external parties) using the Three A’s technique. Lastly the session covered The Influence Map tool which helped delegates measure their personal impact.

Incredibly positive and affirming programme that has given me the time and space to interact with an amazing bunch of people and evaluate and structure how I operate as a manager and leader.

Jane Muirhead, Raise the Roof

Action Learning Sets

During these sessions, one or two delegates were asked to discuss a problem and listen to the advice of the other delegates, one by one, without interrupting to facilitate an open and dynamic learning environment.

I’ve never been a part of a session like this, it really pushed me out of my comfort zone which is a good thing!

Emma Curtis, Firecrest Films

What the delegates said...

“

Navigating The New Normal has been an invaluable refresher and brilliant support during a challenging year, offering the perfect blend of theoretical and practical management and leadership training to help me tackle new and emerging challenges!

**Claire Mundell, Founder & Creative Director
Synchronicity Films, Glasgow**

”

“

A course packed with take-away tips, delivered in straight forward and digestible chunks. It’s both enlightening and entertaining and you leave feeling fully tooled up and ready to deal with any obstacles thrown your way!

**Tamsin Summers, Managing Director
Drummer TV, Bristol**

”

“

An inspirational island in a sea of change.

**Jim Brown, Creative Director,
B4 Films, Ellon**

”

“

A brilliant, dynamic training programme which provides support and advice to busy TV execs.

**Hannah Wylie, Head of Business Affairs,
Bad Wolf, Cardiff**

”

“

When every day is full to the brim with deadlines and decision making it’s easy to put company strategy, training, personal and staff development further down the priority list yet they lie at the very heart of achieving success in every sense. The course has brought that into sharp focus and injected me with a fresh sense of purpose - and excitement for our company’s future. If we can get through 2020, we can get through anything.

**Colette Foster, Creative Director,
Full Fat TV, Birmingham**

”

SuperSizer

A professional development programme for ambitious Development Executives based in the Nations and Regions looking to win high value commissions.

Delivered exclusively online, SuperSizer 20/21 covered a variety of topics including how to lead creative teams, how to create impact and influence others as well as how to generate great pitches and sizzle reels.

The delegates networked with 23 commissioners online throughout the programme with incredible access and insights directly from channels such as BBC, Channel 4, UKTV, Channel 5 and Netflix.

Recruitment

During the selection process we received a record number of applications from across the Nations and Regions. As a result of the difficulties faced by the companies due to the pandemic, we were also able to provide the programme free of charge to the delegates courtesy of our funders.

Delegates

The regional split was 6 delegates from Scotland, 6 from English regions 2 from Wales and 1 from Northern Ireland.

The 2020/21 cohort was our most diverse group to date with a 50% gender split, 25% from the LGBTQ+ community and 18% identifying as BAME and 18% identifying as disabled.

Outcomes...

23

commissioner meetings

31

hours of training

100%

rated SuperSizer as highly valuable to Development Executives in the Nations and Regions

Creative Leadership

During the Creative Leadership sessions, delegates identified their leadership style and analysed their team's creative process. They also learned exercises and techniques to kickstart creativity and think outside the box.

Delegates also learned how to tackle difficult briefs and how to overcome any obstacles to creativity. They also learned how to rigorously assess any programme ideas thus preparing them for a commissioner pitch.

Made me completely rethink my approach to development and creativity. I'm now bursting to get into my next development session to try out these great ideas.

Dave Donald, 14th Floor Productions

Impact and Influence

Delegates learned how they could take their personal influencing and communicating skills to a higher level and improve their confidence in these areas.

They also examined the importance of undertaking honest, direct and often challenging conversations, and the trainer offered structured solutions, tools and techniques to tackle these.

A revelation! A very handy compass into the difficult aspects of development: how to give feedback, how to say no and how to ask for what you want!

Chamoun Issa, Factual Fiction

Insights, Pitches and Sizzles

The delegates had three sessions with contributors from Channel 4, BBC and independent production company South Shore.

Channel 4's Research Manager Lucy McCarthy delivered a deep dive into audience analytics and how this impacts commissioning decisions.

Muslim Alim (Commissioning Editor for Daytime TV, BBC) and former SuperSizer Neil McCallum (Commissioning Editor, Nations and Regions Lead, BBC) discussed how to elevate the creativity and brainstorming process within development teams and illustrated how to forge relationships with commissioners and pitch more effectively.

South Shore's Creative Director Jonny Collier delivered a detailed case study using two successful pitch decks highlighting the importance of carefully catering pitches to broadcasters.

A great and candid session that is very unusual to gain on normal commissioner sessions. You don't often hear commissioners speaking so candidly..an invaluable session!

Julie Beanland, True North Yorkshire

Commissioner Contacts

The delegates also met for hour long sessions to gain insights and knowledge with commissioners from the following channels. TRC extends their thanks to all the broadcasters that continue to support the programme.



Delegates



Alex Thomas
Co-Founder
Milk First



Andy Ashworth
Lead Creative
Cut Media



Chamoun Issa
Development Executive
Factual Fiction



James Gray
Development Executive
BBC Studios



Jessica Waite
Development Producer
Dragonfly TV



Jordan Laird
Creative Director
Studio Something



Claire Burgoyne
Head of Development
Below the Radar



Dave Donald
Head of Development
14th Floor Productions



David Leach
Development Executive
Freelance



Julie Beanland
Executive Producer
True North



Kate Vines
Development Executive
Freelance



Laura Gilbert
Development Producer
Firecrest Films



Gail Tolley
Development Executive
Freelance



Heather Brown
Development Executive
Yeti Television



Holly Cocker
Head of Development
Hey Sonny Films



Ruairi Sparks
Development Producer
Rare Television

Case Study - SuperSizer

Claire Burgoyne

Head of Development,
Below the Radar



What made you apply to SuperSizer?

SuperSizer is well known within the TV community and it's something that we were aware of as a company. Colleagues in the office knew of previous delegates and how much they had got out of it, so it seemed an unmissable opportunity. Michael Fanning (MD of Below the Radar and former TRC Alumni) also encouraged me to go for it.

This was my third time applying to the programme. When applications opened, I put a lot of thought into the form and just really went for it. I thought "I'm going to get it this time!".

What was your biggest takeaway?

Firstly, the opportunity to meet other people who also work in development. It's something that rarely happens. It's been so valuable being able to connect with colleagues working in the same environment, doing the same job.

Another takeaway was the personal coaching from Colin and Sarah. It was so helpful and resulted in a big confidence boost. Going back to the basics of development: ideas' generation, brainstorming, how to put together a good pitch. To be able to gain confidence in these areas, and to have other people respond to what you're saying in the moment, was just fantastic. One benefit of meeting over Zoom was that you can see yourself and see how you behave. Suddenly you're able to see, "Oh is that what I look like? Is that what I sound like?". It was very useful.

Getting access to all those commissioning editors was also a major benefit. To get so much time with them was remarkable. They were generous with their insights

into their world, i.e. how they like to be pitched to and what they're looking for. They also described what it's like to be on the other side of the table and how commissioning can sometimes be quite a lonely role. It was just a major eye-opener and extremely helpful to hear their thoughts.

How do you think the SuperSizer programme will help you with your career/company?

SuperSizer has helped me with every stage of development. From generating ideas, to brainstorming as a team, to where we focus our attention when we do come up with an idea and where to take those early-stage projects.

Meeting other people in the same role as me has also been super helpful. It's made me realise that everybody goes through the same process: trying to come up with great ideas, pitch them and make an impact. Although everyone has different levels of experience, there's nothing to stop anyone from pitching a great idea. In the past, I might have been reluctant to go in with an idea to a new commissioning editor I'd never met. Now I feel that I have the confidence to just go for it.

So I think the biggest thing that SuperSizer has helped with is our relationship with commissioning editors. What I've learned is that, often, commissioning editors want you to build relationships with them. After all, that's how you win business. It's about having regular contact and having a dialogue with them.

The programme made me think more carefully about who we're pitching to and what sort of ideas we're developing. It's made me more strategic and focused, which is a major benefit.

What advice would you give someone applying to SuperSizer?

Don't think twice about applying! You're going to get so much out of it. You're going to meet some amazing colleagues, you're going to get expert training, you're going to see your confidence go up and you're going to be able to air your concerns freely and develop so many new skills and be reassured about your role. It's a wonderful refresher and a chance to just supercharge your development process.

TRC Shorts

A range of interactive television training sessions hosted over Zoom.

Our first series of interactive television training sessions focussed on Business Affairs, aimed specifically at freelance Producers, Assistant Producers, Production Managers and Production Co-ordinators.

Hosting our training sessions online enabled us to open the applications to individuals based across the Nations and Regions and not just Scotland.

By April 2021 we had successfully trained 95 delegates in total.

Due to the ongoing challenges faced by the industry due to the pandemic we delivered TRC Shorts during free of charge to the user. This would not have been possible without the continuous support of our funders: Screen Scotland, BBC Nations and Regions and Channel 4.

Gwenda Carnie is an experienced lawyer who spent ten years at BBC Wales as Senior Legal and Business Affairs Manager. Most recently, Gwenda was legal counsel and commercial advisor for the Flame Media Group, and now runs her own training and business affairs consultancy.



Outcomes...

17 hours of training delivered

4.5 average session rating out of 5

95 delegates trained

COVID Checklist

The training covered essential legal and business information such as contracts, employment, and insurance for TV production companies.

"It was a really valuable 90 minutes covering essential production elements that you won't and don't hear anywhere else!"

Helen Wood, Finestripe, Glasgow

100%
had a clearer idea of COVID-related actions they had to undertake

Doing the Deal (All About Contracts)

Delegates had the opportunity to learn more about: the ingredients of a legally binding contract, how to make sure your contract covers everything you want it to and the meaning of common contract clauses.

"A really informative session covering key areas of contracts in layman's terms making it easily digestible which is essential as a lot was covered. I definitely have more confidence in my understanding of contracts now."

Rachel Gold, Bay Horse Pictures, Kent

100%
saw an increase confidence in dealing with contracts

Negotiation

Aimed at TV executives, the sessions dealt with negotiating deals with confidence, preparing for complex negotiations effectively, overcoming obstacles in negotiation and creating value for your organization by negotiating better deals.

"This course has given me the tools to prepare for and tackle future negotiations much more confidently."

Louise Say, Producer of Shetland

100%
said they felt they could negotiate with more confidence

Scripted Development

This three-part course guided producers through contracts during the development process whilst trying to anticipate any needs during the production stage.

- Options Agreements
- Writers Agreements
- Development Agreements

"A one-hour session to solve a lifetime of options agreements pain."

Guy Phoenix, Freelance Writer/Producer, Glasgow

100%
said they felt they could negotiate with more confidence

Learn to Lead Yourself

How to maximise your performance and the performance of others

Learn to Lead Yourself was a fully interactive online training workshop. It was delivered free of charge in partnership with ScreenSkills in response to the COVID pandemic.

This programme was supported by ScreenSkills using National Lottery funds awarded by the BFI as part of the Future Film Skills programme.

This short course taught delegates how to understand their personal working style and become a more effective team member.

The course helped delegates develop awareness of their strengths, weaknesses and natural style of communication. The sessions also taught delegates how understanding their personal working style would allow them to progress to manage and leading others.

The session involved practical exercises to master the skills and techniques being taught as well as connecting participants using group work in breakout rooms.



Key Takeaways

- Identifying individual default work setting - and that of colleagues
- Discovering your Insights© personal performance profile
- Mastering effective communication and techniques to resolve conflict
- Learning how to maximise your personal impact
- Influencing others - how to stand out, get hired, be remembered and requested back

This training addressed an industry skills shortage and was funded by ScreenSkills as an investment in the professional development of people working in the UK screen industries at any level.

“The course was eye-opening and I learnt a lot about how to be an effective communicator, as well as how to recognise other people’s working habits and then respond accordingly. Everyone in a leadership, or looking to move up, should be required to take this course.”
Learn to Lead Yourself Delegate

Outcomes...

195 delegates trained

54 hours of training

FREE to delegates

Taking TV Development Online

The impact of COVID-19 meant that TV Development teams were forced to work from home remotely. This created a difficult environment to collaborate, brainstorm and develop ideas as well how to get the most out of technologies such as Zoom.

To directly address this issue, TRC delivered Taking TV Development Online, a masterclass created to help run successful, creative and productive development meetings remotely.

TRC delivered the course for the first time in April 2020 to 27 delegates. Shortly after in July 2020, we partnered with NFTS and Channel 4 to deliver the course a number of times to a further 73 delegates. Taking TV Development Online was aimed at exclusively at TV executives based in the Nations and Regions.

Topics covered

- Meeting invitations – what to include to prepare participants
- Different types of activities to use in a collaborative development session
- How to use Zoom functionality during different creative/ brainstorming activities
- Managing small group breakouts to maximise the creative process
- Structuring questions to maximise the quality of the discussion
- Learning how to “read the room” effectively
- Tools for evaluating options, getting feedback and voting for preferences



image created using: Freepik.com

Hear what the delegates said...

“ A game-changing session for learning how to lead development meetings that make teammates feel engaged and secure, leading to efficient and creative conversation and decision making.”

Hannah Ruddle, Storyboard Studios

Outcomes...



rad2021

rad is a paid eight month TV traineeship aimed at those who are under-represented in the broadcast industries: those either with a disability, from black, Asian or ethnic minority communities or from disadvantaged backgrounds.

rad is funded by Screen Scotland, BBC Nations & Regions, Channel 4 and BBC Studios.

Marketing & Recruitment

In January 2021, we created a marketing campaign to reach as many diverse groups as possible. Our activity included a social media campaign, reaching out to diversity and inclusion community groups and an online Q&A event.

We contacted key personnel to share rad with their own networks including Stewart Kyasimire (Director of Black & Scottish) Raisah Ahmed (Screenwriter), and Atta Yaqub (Actor and Princes Trust Community Outreach Manager).

Our online Q&A event featured special guests Jo Street (Head of Daytime and Head of Glasgow Hub, Channel 4), Muslim Alim (Commissioning Editor, BBC Daytime TV) and former rad trainees Annie Butcher and Chris Walker. The panel answered questions on their career and gave advice to anyone thinking of applying to rad.

Our activity resulted in **310** applications, an increase of **41%** of the previous edition of rad.

From those who applied,

- **128** identified as having a disability/long term illness/health condition
- **102** identified as being Black, Asian and/or Minority Ethnic
- **150** identified as having a disadvantaged background

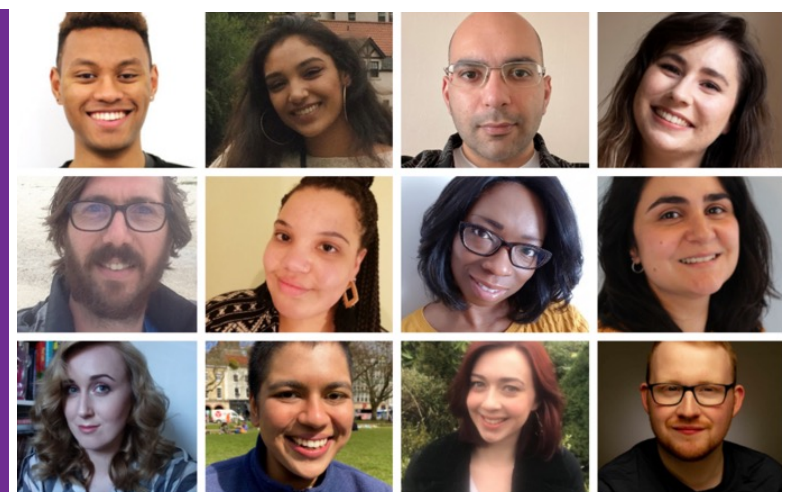
“ IWC is delighted to be a part of rad again for 2021 after such a positive experience the first time around. The scheme provides an excellent launch pad for new talent and is vital to improving the diversity of the TV industry in Scotland. ”

Lynne Sabey, IWC Media

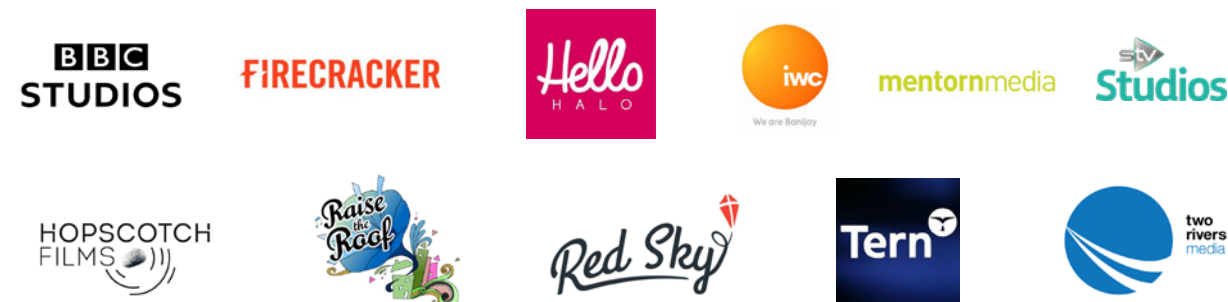
Outcomes...



The trainees selected for rad 2021 are:
 Alex Chandler,
 Caroline Robinson,
 Ishani Krishnan, Iqbal Khokhar,
 Laura Thomson, Marc Harvey,
 Nathalie Ahmadzadeh,
 Ourania Henderson,
 Radeen Moncrieffe,
 Sophie Hopewell,
 Tiarna Armstrong and
 Zayn Ahmed.



The host TV companies taking part are:



The trainees will complete their eight month placement and training in December 2021.

Leaders in broadcast and digital training

SCREEN SCOTLAND
SGRÌN ALBA

BBC
NATIONS
& REGIONS

