



trc.

Annual Report 2021-22

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

Contents

Our Year In Numbers 1

Director’s Summary2

Meet the Team.....3

Factual Fast Track 4

FormatLab 6

International Horizons 8

Leading Creative Companies 10

rad Scotland12

rad Case Study14

RESET16

STAS Mentoring18

SuperSizer20

SuperSizer Case Study 22

A Message from Our Chair

“In this last year, TRC has continued its vital work in bolstering the broadcast and digital industries through its much-celebrated training programmes. We’ve seen new careers started and established ones thrive. On behalf of the TRC board I’d like to thank everyone for their hard work and look forward to seeing what the next year holds.”

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



Our Year in Numbers...



91
training
sessions



72
delegates
trained

90%
of rad 21
graduates still
working in the
industry

694
applications



423
training hours



We feel very privileged to say that 2021/22 has been another year filled with highs for TRC. When the pandemic hit in 2020, we quickly adapted to online training and now we can see people's faces in real life again, we've been able to take the best of online learning and combined that with in-person sessions.

We launched two new entry-level courses: RESET offered an opportunity to people whose careers may have been impacted by the pandemic or the EU exit or who were underemployed and FormatLab was created to find new entertainment development talent in Scotland.

We took last year's highly successful Navigating the New Normal course and gave it a 21/22 update to create Leading Creative Companies. This programme gave 15 business owners and senior leaders the tools and strategies specifically needed in creative company leadership.

We also launched Factual Fast Track Scotland and Northern Ireland designed to fast-track established Producers into Series Producer and Executive Producer positions on network productions. SuperSizer continued to go from strength-to-strength and the ongoing pandemic did not stop Development Executives from the Nations and Regions connecting with broadcasters and commissioners.

Likewise, through the power of the internet, our International Horizons

programme connected indies from the Nations and Regions with distributors, agents and buyers from throughout the UK and the US.

rad was hugely successful, with so many great stories from the traineeships and 11 of the 12 trainees are actively working in the industry. On the back of the success of rad in Scotland we are launching rad in Wales for the first time in 2022 along with the next rad Scotland.



None of this would be possible without the support of our funders, our board, our wonderful team and the network of companies and talent who participate in our training. We are very proud to have been part of our industry's development in the past year and are excited to see what lies ahead.

Margaret and Claire
Joint Managing Directors

Our funders...



Meet the team...



Claire Scally
Joint MD
director@trcmedia.org



Margaret Scott
Joint MD
director@trcmedia.org



Caroline McGonigle
Senior Project Manager
projectmanager@trcmedia.org



Michelle Lord
Project Manager
projectmanager@trcmedia.org



Kathryn Ross
Project Manager
projectmanager@trcmedia.org



Lynne Cowie
Project Manager
projectmanager@trcmedia.org



Emma Cram
Project Manager
projectmanager@trcmedia.org



Kendra McPherson
Project Assistant
Kendra.mcpherson@trcmedia.org



Stephanie Condie
Marketing Executive
Stephanie.condie@trcmedia.org



Factual Fast Track Scotland and Northern Ireland

The objective of this reputation-building programme is to fast track the careers of established Producers in the Nations and Regions by raising their profiles, extending their skills and experience, and expanding their networks.

The nine producers on Factual Fast Track are receiving bespoke training, mentoring from topflight Executive Producers, and attending exclusive commissioning insights. A key additional aspect of this year-long programme is that each producer is placed in a stretch role within the industry for 23 weeks which propels their career forward.

The ultimate goal of Factual Fast Track is to create new business winners and ensure factual production in the Nations and Regions goes from strength-to-strength. Factual Fast Track is funded by Channel 4, BBC, Screen Scotland and Northern Ireland Screen.



Delegates



Tim Dowse



Karen Donnelly



Muireann McGinty



Patricia Moore



Sarah Wright



Tom Cara



Tulip Chicoine



Zoe Milne



Jane Handa

Session objectives

Over the course of the programme the cohort are attending training sessions in everything from how to run creative teams to media law and compliance, and from how to cope with difficult conversations to storytelling and negotiation skills. An important additional aspect of the programme is that the producers attend exclusive commissioning insights with broadcasters, and are also assigned industry mentors. Expanding their networks and learning from industry leaders is key to the cohort's career development.

100% of the cohort have found their interaction with their mentors to be productive and 100% reported that the creative teams session was useful.

“

It has been utterly invaluable. As freelancers, you rarely get to speak with or develop relationships with Commissioners which in turn means you lack the broadcaster's perspective. Understanding the wider broadcast model is also really helpful along with insider knowledge of what Commissioner's look for and approaches taken when considering ideas.

Jane Handa

”

Success Stories

A central objective of Factual Fast Track is to put these producers into stretch roles and the programme has been a resounding success on that front. With the support of this programme two of the cohort; Tim Dowse and Karen Donnelly, have made their first move into Series Producing. Another participant, Jane Handa, has made a much-desired leap into the world of commissioning by joining Channel 4 as an executive in their Daytime and Features department. And Sarah Wright has had an amazing opportunity to head up the new Scottish office for Studio Ramsay.

Supporting new ways of working is also a remit of Factual Fast Track, and we have been delighted to see Tulip Chicoine and Zoe Milne successfully launch their job share. For many female producers, having children results in their career stalling or even going backwards – with the support of Factual Fast Track they are now able to carry on developing their skills and pushing their careers forward.

FormatLab

FormatLab is a new training programme that aims to create the next wave of entertainment development talent for Scotland. Eight creative people were chosen to take part who all share a love of non-scripted television, bags of enthusiasm and lots of ideas.

The delegates are taking part in the nine-month traineeship which includes top flight industry training, expert mentoring from industry professionals and a fully paid production placement.

FormatLab is funded by Screen Scotland, BBC, Channel 4 and Glasgow City Council.

Delegates



Abbie Little
Two Rivers Media



Hannah Traynor
Ricochet



Malcolm Allaway
Tern TV



Kate Hammer
STV



Isla Reid
Bandicoot TV



Jordan Lyon
Beezr TV



Anna Sainsbury
Objective Media Group



Rhian Campbell
Tuesday's Child TV



Sessions overview

The eight successful trainees had six weeks of training prior to joining their host companies full time. This training included sessions on creative thinking and ideas generation, the ins and outs of a production team, the journey of an idea through to commission, brainstorming, formats as well as learning how to cut the best sizzle tape, editing, creating pitch decks and a number of case studies. The trainees have also visited both Pacific Quay and Salford to observe and participate in studio records of hit BBC and ITV Entertainment shows

Outcomes

“The TV industry can feel like an impossible fortress to enter and overwhelming to navigate. When I came across the FormatLab opportunity on Creative Scotland I couldn’t believe my luck – a traineeship in Development. After being accepted into the traineeship I did wonder how I would possibly be ready to work in a development team after just six weeks? I left the traineeship confident, equipped, inspired and ready to work.

A holistic view of developing Formats included so many interesting people, experiences and teaching sessions. Sessions didn’t just include the basics on how to make a format, it delved into multiple aspects such as attitude and psychology and a wider view of roles in the industry.

FormatLab has been an invaluable experience giving the trainees a unique learning experience and giving new talent the ability for people to work in TV outside London – providing the accessibility and diversity needed to give a wider reflection of the UK on TV.”

Rhian Campbell, Tuesday’s Child TV

“

Being a part of the TRC FormatLab scheme has provided me with the leg up I needed to jump right into the industry. I’m now enjoying my time with my indie company putting the skills I learned into practice.

Abbie Little, Two Rivers Media

”

“

The sessions were varied and covered everything from casting to format development to editing the final product. It was a fantastic experience and really set me up for success developing new shows with my company.

Kate Hammer, STV

”

International Horizons

International Horizons is a professional development programme that gives senior executives the knowledge, skills and expertise needed to get a competitive edge on the global stage.

Twelve delegates benefitted from expert training on topics including an overview of the US and Asian markets, analysis of the current landscapes and finance and co-production. They also had unrivalled access to a wide range of US buyers, as well as to case studies, learning from producers who have first-hand experience and success working in the global marketplace.

In addition, the delegates received training on a variety of topics such as pitching, personal branding and negotiation.



Delegates



Lucy Bacon
Two Rivers Media



Jenny Williams
Pirate Productions



Jackie Savery
Maramedia



Denis Miniham
Alleycats TV



Kieran McCarthy
True North



Ross Harper
Red Sky Productions



David Marshall
Tern Television



Pete Brandon
Button Down Ltd



Deanne Cunningham
Synchronicity Films



Lizzie Gray
Blazing Griffin
Pictures Ltd



Kate Vines
ieie Productions



Linsay Gordon
Raise the Roof
Productions

Sessions overview

The delegates received a total of 30 sessions: 13 training sessions, 3 case study sessions and 14 buyer meetings.

Topics covered included working in the United States, co-pros, rights, financing, working in Asia, confidence, pitching and negotiation skills and first hand experiences of indies who have cracked the US market.

“

The level of access to US decision makers was extraordinary and I really enjoyed gaining candid insights into how the US markets work. A must for anyone who is looking to win business in the States.

Kate Vines, ieie Productions

”

“

Thoroughly engaging, interesting and useful.

Ross Harper, Red Sky Productions

”

Outcomes

100% of delegates rated International Horizons as a valuable or highly valuable programme for Development Executives in the Nations and Regions

Delegates reported their confidence in approaching international markets doubled after completing the programme.

Delegates reported a total of 31 new relationships have been made with US buyers.

Leading Creative Companies

Leading Creative Companies was designed for Managing Directors, Business Owners and Senior Management Executives who lead indies based in the Nations and Regions.

Creative business owners and senior level leaders are facing huge challenges. This course was created with industry leaders in mind to help maintain focus, direction, creative output and team morale. An added benefit is that it provided an invaluable opportunity for business leaders to connect, share and problem-solve.

In 2022 many businesses are still dealing with the dramatic impact of the Covid-19 pandemic and television indies are no exception. The Leading Creative Companies programme is the updated version of the highly successful Navigating the New Normal programme.

Leading
Creative
Companies



Delegates



Christian Hills
Two Rivers Media



Wendy Rattray
Hello Halo



Amanda Duleavy
Tyrone



Rab Christie
The Comedy Unit



Fiona O'Sullivan
True North



Tammy Kennedy
Little Bird Films



Nia Thomas
Boom



Helen Tonge
Title Role



Hayley Manning
Little Door



Ross Harper
Red Sky



Vikkie Taggart
Stellify Media



Kelda Crawford McCann
Strident Media



Elwen Rowlands
Little Door



Robert Butterfield
Ricochet



Andrew Robertson
Very Nice TV

Objectives

The Leading Creative Companies programme was designed as a professional development programme giving creative business owners and senior leaders training in a variety of crucial topics including:

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



This course is fascinating. You may already instinctively know some of this but don't have the tools or the framework to deal with any scenario you are presented with - the course gives you everything you need for effective management and leadership. And so much more.

Wendy Rattray, Hello Halo



Every session is like holding up a mirror to what's happening in our company then giving us the tools to effectively tackle those issues at the root and create a change for moving forward, instead of staying stuck in a rut.

Tammy Kennedy, Little Bird Films



Creative industries sometimes require a range of leadership strategies, some conventional, some unconventional - this programme delivered on both.

Rab Christie, The Comedy Unit



Outcomes

Delegates were offered 2 x 60-minute one-to-one sessions with trainer Megan Anderson following the end of the programme. All delegates that took up this opportunity reported it to be hugely helpful (rating these meetings as 5/5 "Excellent").

"This session was extremely helpful with some issues I've been having in house, as well as on a more general level with regards to strategies dealing with difficult relationships outside of the company."

Christian Hills, True North

rad Scotland

rad is a paid eight-month traineeship within a Scottish independent television production company which includes full training provided by TRC, throughout the placement.

The programme is aimed at those who are under-represented in the TV industry: those either with a disability, from black, Asian or ethnic minority communities or from disadvantaged backgrounds.

The 12 rad trainees undertook positions as TV Researchers, Production Assistants and an Edit Assistant, working full time within 10 independent production companies. The trainees' salaries were equally funded by their host companies and TRC.

Delegates



Alex Chandler
Researcher,
Hopscotch Films



Caroline Robinson
Researcher,
BBC Science & Docs



Iqbal Khokhar
Edit Assistant,
Tern Television



Isha Krishnan
Production Assistant,
Red Sky Productions



Laura Thomson
Researcher,
BBC Science / Docs



Marc Harvey
Production Assistant,
Hello Halo Productions



Nathalie Ahmadzadeh
Researcher,
BBC River City



Radeen Moncrieffe
Researcher,
IWC



Rania Henderson
Researcher,
STV Studios



Sophie Hopewell
Researcher,
RTRP



Tiarna Armstrong
Researcher,
Tinopolis



Zayn Ahmed
Production Researcher,
Two Rivers

Sessions overview

We held four training sessions for companies to help prepare them for working with trainees from diverse backgrounds. Topics covered included 'mentoring and coaching', 'having difficult conversations' and 'managing and promoting positive mental health and wellbeing in the workplace'.

Our trainees were supported throughout their placements with a total of 78 hours of training. These ranged from practical skill setting sessions such as Researcher Masterclass, PM Bootcamp, Editorial Policy, Archive, Self-Shooting workshops to personal development such as work/life balance, mental health and self care, understanding your strengths to help build your personal brand, CV workshops and Freelancer Toolkit sessions.



I have had a boost of confidence; I feel I got a bit of ME back and this me always used to think anything is possible!

Sophie Hopewell



My overall experience of rad has been life changing. A year ago I would never have seen myself working in TV and enjoying myself as much as I do in this industry. The rad application was the best decision I have made and I will forever be grateful for all the support I have received. I look forward to a long and healthy career in TV and hope to work with rad in the future to provide support and give back when I can!

Iqbal Khokhar



Success Stories

The rad programme has continued to successfully nurture and support the next generation of TV talent.

11 out of 12 graduates remain actively working in the industry. We had a recent first where three of our rad graduates (from 2021 and 2019) were all working for the same company (IWC) at the same time.

There have been lots of milestones and growth from our graduates with 70% still working with their host companies. Isha was earlier accepted onto the ScreenSkills Production Manager Fasttrack programme, Caroline is now working in development with BBC factual entertainment, Iqbal has secured a long-term contract with Firecrest Films and Tiarna is about to join Bandicoot in their development team.

Case study



Isha Krishnan

Production Assistant, Red Sky Productions

What made you apply to rad?

“

I was desperate to get into the industry after completing my degree at uni. I felt the uni offered no help and I knew no-one in the industry to help me get a job. I joined lots of Facebook groups but didn't have a clue what to apply for, there are so many different roles and positions and I had zero experience. Through conversation with my supervisor in my last retail job I discovered that her flatmate worked at the BBC as a researcher. She put us in contact and we became friends. She recommended the rad scheme to me as it offered the support and guidance I needed whilst giving me the hands on experience I know I missed whilst I was at uni.

”

What was your biggest takeaway?

“

My biggest takeaway from rad was how much people want to support you. Help isn't hard to come by and if you're willing to listen and apply yourself, you'll have lots of people giving you their advice.

”

How has rad helped your career?

“

rad has changed my life. I'm starting to understand an industry that made no sense to me at the start. I'm now part of a group who are exactly like me yet so different that it allows me to grow. I am also meeting new people and creating a network that I can turn to for advice and help. I knew I wanted to be in the industry and if it wasn't for rad I don't know if I would've been able to prove to myself and everyone around me (who doubted me because I couldn't get a TV job) that this was the right path for me. I pull upon the training I received from rad nearly every day, and I am very thankful for the opportunity that TRC gave me. TV is hard work but the support you get from the other raduates is invaluable and we are all in the same boat. It's also nice when you get the chance to work with each other too!

”

Advice for future applicants

“

If there is any doubt in your mind about your ability to do the job, squash it. This industry has a job for everyone (honestly, there are some weird and wonderful roles). If you're passionate enough, even with no experience then this is the place for you! There's nothing the rad team can't help with. If you're unsure which position you'd like to apply for that is also okay! It isn't set in stone and the companies you work with are fully aware that you might change your mind about the role you're in. It really is the best way to experience as much as possible!

”





RESET is a paid internship programme for people aged over 25 who have been made unemployed/redundant due to the Covid-19 pandemic and EU exit or have found themselves in a temporary job that does not utilise their full skillset.

RESET offers an opportunity to retrain and join Scotland's world-class Animation, Visual Effects (VFX) and Games industries.

14 interns were selected to undertake the 8-month fully paid internship programme and to transition into a new and exciting career in the creative industries.

Working full time within their host company, the interns received additional training throughout their placement to further their skills, giving them a gateway into a new career path.

Delegates



Calum Purse
VFX Production Co-ordinator, FIX FX



Caroline McGregor
IT Assistant, FIX FX



Conor Kennedy Burke
Production Co-ordinator, Revenant



Paige Hughes
Business Development, ISO Design



Kieran Docherty
Production Co-ordinator, Blazing Griffin



Kiera Robertson
Production Management Assistant, Keelworks



Colin Paterson
VFX Production Co-ordinator, FIX FX



Kelly Stewart
Production (Art), Blazing Griffin



Tom Graystone
Trainee Studio Manager, Wild Child Animation



Errin MacDonald
Post Production Co-ordinator (Film), Blazing Griffin



Lauren McCreddie
Production Assistant, Illuminated Entertainment/Wojtek Animation Assistant, Keelworks



Darcy McNeill
Studio Manager, Interference Pattern



Samantha Medlam
Scene Prep Artist Layout, Animation, Wild Child Animation



Kristina Tsenova
Artist, Interference Pattern

Sessions overview

RESET included training sessions covering a variety of topics such as 'How Animation/VFX/Games companies make money', 'Tools, Tech, Platforms' and 'Working With Creative Teams' plus guest speakers from Debbie Ross, Hydra Studios and Nicole Anderson, Revenant who covered topics on imposter syndrome, anxiety and mental health.



I have never felt as enthusiastic about my career as I do now. It feels like there is a future and the ability for me to experience and learn so much more. I am surrounded by people that are all cheering me on to be the best I can be.

Samantha Medlam



Each training session brings up valuable knowledge and experience that go on to inform the following weeks at work; a practical application of what we learn almost always presents itself in the workspace soon after.

Conor Kennedy Burke



Success Stories

"I am a huge video game fan, but I didn't think that it was a route open to me. RESET basically opened that door for me and Blazing Griffin invited me in. It's dramatically improved my health and wellbeing across the board. I honestly feel that this has saved me.

I was quite depressed and anxious in my old role, so to find myself now working in an indie video game company in Glasgow feels like I've gained an extra life, as cliché as that may sound. I'm excited about each day and there was a time before RESET that I wouldn't have thought that was possible. So, thank you."

Kieran Docherty

Funding

The RESET programme is funded through the Scottish Government's National Transition Training Fund, which was created to tackle the rise in unemployment caused by Covid-19 by offering training opportunities for people to learn in-demand skills.

STAS Mentoring

STAS Mentoring was created by the Screen Training Alliance Scotland to connect Mentors and Mentees and to create a framework of best-practice mentoring across the Scottish Screen Sector.

The Screen Training Alliance Scotland is a partnership of industry-based training providers. The members of the alliance are BECTU Vision, Screen NETS, NFTS Scotland, Outlander Training Programme, Film City Futures and TRC. STAS Mentoring is funded by Screen Scotland.

Mentoring is a personal and professional relationship. It's a two-way confidential partnership supporting development, knowledge and inspiring others. That's what mentoring is all about – sharing experiences and knowledge.

Since launch, this pilot scheme has seen 52 industry professionals express their interest in our Mentor pool, with just under 50% having more than 20 years experience in the industry.

Overview

Our Mentors and Mentees have monthly meetings for six months. So far, 24 Mentees have been matched with mentors from our pool. With 21 Mentees having regular meetings with their Mentors.

With support from ScreenSkills our mentors and mentees received training through the 'Mentoring for Mentees' and 'Mentoring for Mentors' programmes.



Programme

“

I've learnt so much already; My mentor has put me in touch with lots of people in the industry, given me advice on how to tailor specific projects and I've even submitted something to the BBC via a programme I would never otherwise have known about! Thank you so much for organising it and making it possible, it really has made a world of difference.

Remy Labaki, Producer (Mentee)

”

“

That was a great session for mentors. Thanks for organising it, and thanks to Jane for her wisdom. Brilliant!

Colin McDonald, Freelance Producer

”

BECTU
VISION

FILMCITYFUTURES

NFTS
SCOTLAND

OUTLANDER

SCREEN NETS
industry training

trc.

SuperSizer

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

For SuperSizer 2021, 14 delegates met 20 commissioners from a variety of channels to collaborate, connect and create. By the end of the programme, each development executive gained the skills, knowledge and connections to develop and pitch ambitious ideas of scale successfully.

Delegates



Abigail Keyes
Afro-Mic
Productions



Alistair Ferguson
SCOTCH!



Barbara Govan
Screenhouse



Barbara Orton
True TV and Film



Becky Morrison
Plimsoll



Danny Rawling
Two Rivers Media



Ed Wardle
Fearless Television



Gareth Deighan
Signpost



Kelda Crawford
McCann
Strident Media



Naomi Davies
Avanti Media



Nicola Black
Blackwatch TV



Paul Wood
Salamanda Media



Ryan Meloy
Beezr Studios



Seumus MacTaggart
MacTV

Sessions Overview

The programme also included training on topics such as 'What development executives need to know to make their programme internationally sellable', 'Impact and Influence' and 'Diversity in Factual Programme Development'. The delegates were also delighted to do an open question and answer session with Muslim Alim, Commissioning Editor, BBC Daytime TV and Neil McCallum, Commissioning Editor, BBC Daytime & Entertainment.



SuperSizer surpassed my already high expectations. The course is surprising, challenging and varied and giving you access to all kinds of people from across the TV landscape. Working with a group of development producers from companies across the UK is another of the many, many highlights.

Gareth Deighan, Signpost



SuperSizer has been an amazing experience, I've grown both professionally and personally during the course. It's taught me a lot about myself and also how other people see me. The industry connections are incredible and the other delegates were an inspiring group of people to get to know.

Danny Rawling, Two Rivers Media



SuperSizer Case Study

Abigail Keys



What made you apply to SuperSizer?



The pandemic kicked me into action. We've got more commissioners and opportunities at our virtual fingertips than ever before, so now is the time to be developing more ambitious and high-value returnable formats that can be produced out of the Nations and Regions.

I wanted to grab each opportunity with everything we've got, and SuperSizer seemed like a great opportunity to learn from the pros – and it was!

There aren't many training courses around that cater purely for development – so much so, that I applied for SuperSizer once before, back when I was a researcher! – and this one is very highly regarded in the industry. This year felt like the perfect time to apply again.



What was your biggest takeaway?



I have two! One is gaining a wonderful support system with the other SuperSizers - 13 brilliant development minds from all over the Nations and Regions. We rarely get the chance to meet other people who also work in development, so I'm grateful to TRC for bringing us together – we've got quite the crew of development producers, execs and managing directors. SuperSizer has finished but our Whatsapp group is very much alive!

The second is that I expected SuperSizer to be focussed on literally supersizing our ideas – but the personal development training that made the backbone of the course was incredible. The sessions were varied and brilliant – from off-the-wall brainstorming techniques to how to negotiate effectively – and have stuck with me.



How has SuperSizer helped you with your career?



Off the back of SuperSizer, I focussed in on factual entertainment format development – as supersized as possible, obviously! – which led to my new role at Two Rivers Media, where I'm helping build factual entertainment and reality slates, and elbowing my way into as many meetings about international formats as possible.

I'm using the personal development skills I learned on SuperSizer every day, and I can already feel how it's changed the way I am approaching creative brainstorming, pitching and communicating.

The commissioner briefings we had – over two weeks of sessions with BBC, Channel 4, Channel 5, ITV, UKTV, Sky etc. – were really insightful, and the commissioners welcomed us to set up meetings and pitch to them. We've been building on those relationships post-Supersizer - in fact, we're pitching to one of the commissioners next week! So watch this space for our first supersized commission.



What advice would you give to someone applying to SuperSizer?



“Do it! You're going to get so much out of it, and the results are far reaching. The training is world-class and you'll see such a difference in your confidence. Take your time with the application and get feedback on it before you send – make sure your enthusiasm and ambition for going bigger, better and bolder shines through. Good luck!”



Leaders in broadcast and digital training

SCREEN SCOTLAND
SGRìn ALBA

BBC
NATIONS
& REGIONS

