

# MG ALBA Operational Plan 2021-22



## Introduction – delivering through crisis, transformation and growth

### Gaelic media for the 2020s - Lèirsinn

*“But with funding under pressure and viewers turning away in favour of global streaming services, we’ve found that traditional PSB is unlikely to survive in the online world, unless broadcasting laws and regulation are overhauled, and broadcasters accelerate their transformation for the digital age.”*

Ofcom, [Consultation: The future of public service media](#), 8/12/2020

Ofcom’s consultation suggests that Public Service Broadcasting needs to become Public Service Media (PSM), and that it urgently needs:

- To reach all audiences, with more radical approaches
- A new statutory framework to update or renew the 2003 Communications Act, straddling online and broadcast TV
- To secure a financially resilient and sustainable PSM system - including agreement on the Licence Fee and strategic partnerships

In the view of MG ALBA, **those needs are even more acute for Gaelic media**. Our language cannot afford to see a generation of speakers adrift from media in its own language; Gaelic media needs a clear statutory foundation to replace current patchwork provision; and Gaelic media needs a financial settlement sufficient to enable it to serve all its intended audiences and users.

**These points will be made in our new Lèirsinn, our vision for the years 2021 to 2026, which will be published in 2021 and which will underpin our efforts to secure a Gaelic media framework – both policy and funding – fit for the 2020s.**

### Covid-19: Our People, our Partners and those we serve

#### **Audiences and Users**

The first three quarters of the financial year 2020-21 has seen many of those we serve suffer from personal loss, financial hardship and ill-health, both physical and mental. The challenges have extended across all parts of the audience, and have included many families having to deal with unemployment, loneliness, increased caring responsibilities, interrupted learning and furloughing.

MG ALBA has sought to be constant in our support of the creative sector during this time, working to ensure continuity of service and continuity of opportunity, despite obvious restrictions.

We continue to offer to act as a vehicle or agent for economic recovery, and particularly in the hard-hit cultural events and music sectors in which we are already heavily invested.

#### **Our Partners**

The Gaelic media creative community have been highly innovative in their response to the Covid-19 crisis, ensuring not only continuity of supply but innovation and ambition in their content, leading to increased viewership and appreciation over the period.

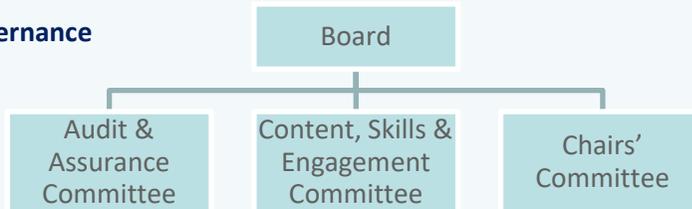
#### **Our people**

Colleagues have demonstrated robust business continuity, resilience and creativity in the way they transferred operations seamlessly from office & studios to home working. We have also taken on highly promising new colleagues during this time and, in 2021-22, we will build on all we have learned to plan for the future.

## MG ALBA: Statutory Basis and BBC Collaboration Agreement

MG ALBA is the operating name for Seirbheis nam Meadhanan Gàidhlig, the Gaelic Media Service, a body corporate established by the Broadcasting Act 1990 and subject to Ofcom governance oversight. Members of MG ALBA (max 12) are appointed by Ofcom with the approval of Scottish Ministers.

### Governance



### Fulfilling the Remit



\* Includes Finance, Governance & Administration

### Funding

The Scottish Government provides funding of £13.3m for 2021-22.

### Statutory Remit – Section 183 Broadcasting Act 1990, amended by section 208 Communications Act 2003

*...to secure that a wide and diverse range of high quality programmes in Gaelic are broadcast or otherwise transmitted so as to be available to persons in Scotland [and to others]*

*In carrying out their functions, the Service may finance, or engage in, any of the following—*

*(a) the making of programmes in Gaelic...*

*(b) the provision of training for persons employed, or to be employed, in connection with the making of programmes in Gaelic ...*

*(c) research into the types of programmes in Gaelic that members of the Gaelic-speaking community would like...*

### BBC ALBA Collaboration Agreement – 27 July 2007

*This Agreement provides for the establishment and funding of BBC ALBA (launched 19 September 2008).*

*Under the terms of the Agreement MG ALBA, MG ALBA provides content, development, training, research and other contributions and the BBC provides news, content, distribution, branding, on-air promotion and other contributions, sufficient to ensure a broadcast schedule with an average of 1.5 hours per day of new content, with the intention of increasing this to 3 hours per day “should sufficient funding be available to the parties”.*

*MG ALBA staff and infrastructure are engaged in commissioning, scheduling and presentation of the channel, junction production, trails and promotion, and digital publishing workflows for new and archive content for BBC payout.*

## Executive Summary

### An Operational Plan for 2021-22

This Plan sets out MG ALBA's projected budgets and activities for the financial year to 31 March 2022 based on expected funding of £13.43m provided by the Scottish Government.

The Plan seeks to contribute to the fulfilment of the aims set out in *Lèirsinn 2021*, MG ALBA's published vision for the years 2016 to 2021.

#### A new Lèirsinn

A new vision for Gaelic media, *Lèirsinn 2026*, will be published in early 2021/22.

The Plan seeks to support the Scottish Government's ambition for a "faster rate of progress" with the National Plan for Gaelic by recognising MG ALBA's role in fostering participation in digital media and learning.

This Plan meets MG ALBA's commitment to the BBC ALBA Collaboration Agreement, promising a content contribution of £12.44m and making other contributions including research and MG ALBA staff and assets for channel management.

The Plan includes provision for new 3-year content supply contracts starting 1 July 2021, and the commencement of delivery of SpeakGaelic, a new multiplatform Gaelic learning brand from the LearnGaelic partners.

This Plan also delivers the FilmG partnership project as well as other talent and skills development initiatives.

### Key Themes

#### *Commitment*

The Plan maintains similar genre commitments to the previous year and ongoing commitment to domestic and international content collaborations. The Plan allocates funding to support investment in the Children's genre and the development of new Drama concepts, Comedy and Learning.

#### *Multiplatform*

The Plan supports a multiplatform content proposition that is intended to be robust and attractive to audiences, recognising the primacy of non-linear platforms in certain genres. Significant additional effort is needed to ensure Gaelic content is available on all platforms, in HD, and that its digital discoverability is significantly enhanced.

#### *Grow our own – with partners*

The Plan recognises that growing competition for ideas, skills and talent in Scotland's screen sector makes it increasingly important to foster a healthy Gaelic media ecology with its own distinctive ethos, in partnership with Screen Scotland, Bòrd na Gàidhlig, Skills Development Scotland, Highlands and Islands Enterprise, Comhairle nan Eilean Siar and others.

#### *Strategy & External Affairs*

2021 will be a crucial year for MG ALBA and for Gaelic media, as the UK Government considers the Licence Fee for 2022 to 2027 and the future of Public Service Broadcasting.

## Our Vision

### Lèirsinn 2026 / Five-year Vision and Ambition 2021 to 2026

- ❖ Gaelic media will claim its space online as well as on linear, reaching at least 1 million people each week in the UK and internationally;
- ❖ Gaelic media will rebalance the demography of Gaelic media in favour of younger people, in doing so reaching ALL users of Gaelic, and
- ❖ Gaelic media will attract and support up to 250,000 new learners of Gaelic.

#### Resulting in

- ✓ up to 300 new and sustainable jobs (or job equivalents) mostly in the Highlands and Islands
- ✓ a new generation of media entrepreneurs and participants, and
- ✓ a transformation in the international business being won by the Gaelic media supply sector.

### Ar Luachan / Values

<b>Creativity</b>	We enable the creation of high-quality Gaelic content
<b>Audience</b>	We are informed and inspired by our audience
<b>Ambition</b>	We strive for and deliver excellence
<b>Partnership</b>	We achieve through collaboration
<b>Respect</b>	We listen; we encourage; we are fair

### Challenges

#### Sector

- ❖ Fragmentation of PSB TV viewership, migration of younger viewership to non-linear subscription and free platforms
- ❖ Increased PSB TV competition - BBC Scotland channel in HD
- ❖ Discoverability of content in crowded linear and non-linear spaces

#### Gaelic media

- ❖ Partnership funding base for the future
- ❖ Under-investment in key genres (e.g. drama, learning)
- ❖ Presence on all non-linear platforms and on TV in HD
- ❖ Future talent and skills
- ❖ The role of media in Gaelic revitalisation

### Keys to Success

- ✓ Stable funding base for MG ALBA
- ✓ A path to increased investment in Gaelic media
- ✓ Certainty of Licence Fee funding for BBC ALBA in terms of Para 40, BBC Framework Agreement
- ✓ A path to HD for BBC ALBA
- ✓ Access by MG ALBA and producers to new sources of funding
- ✓ Long-term partnerships: producers, Screen Scotland; agencies
- ✓ Growth in creative and financial collaborations for content
- ✓ Strategy of complementarity with new BBC Scotland channel
- ✓ Ongoing internal transformation to meet the changing needs of a fast-moving media environment and the needs of the viewing/learning community

## Challenges, Opportunities and Responses in 2021-22

### CHANGES IN OUR ENVIRONMENT

#### Disruption

The media sector continues to face significant platform and brand disruption.

Despite the increase in reach of PSB channels during Covid-19, including BBC ALBA, we expect that the overall trend may be one of challenge to linear broadcasters, and for that reason that significant effort and resources will need to be applied to reaching consumers in online and social media domains.

Personalisation and use of metadata will increasingly drive discoverability of content, representing a particular challenge for a minority language media service on a limited budget.

#### Collaborations with other channels

Collaborations with channels in other territories offer the prospect of exclusive content in our territory, and for that reason TG4, S4C, BBC NI and partners in European Broadcasting Union schemes will be highly important.

#### Third Party Funds

Screen Scotland and the BFI's Young Audiences Content Fund offer important routes to the development and production of high-value content for BBC ALBA which would otherwise be impossible. UK tax relief in specific genres is also a valuable means of supplementing budgets.

#### Screen Scotland

Screen Scotland will offer a strategy and funding sources for the development of screen skills and talent in Scotland and, as such, offers MG ALBA the scope to align and collaborate.

### STRATEGIC RESPONSE - MULTI-PLATFORM

#### We will

- ❖ Employ a fully multi-platform approach to commissioning
- ❖ Increase ways in which our content can be accessed and enjoyed, on YouTube and through social media channels
- ❖ Build the volume and quality of social media engagement
- ❖ Seek to grow viewership on the iPlayer and YouTube
- ❖ Seek to create added value for viewers in Scotland through collaborations with BBC Scotland and channels in other territories
- ❖ Continue to build UK-wide and international collaborations on high value projects
- ❖ Seek to build financial models to enable new output in key genres such as drama and learning
- ❖ Continue to build BBC ALBA's reputation as a destination for distinctive content with its own perspective, voice, tone and Gaelic ethos.
- ❖ Continue to make the internal changes required to address the fast-changing needs of our audiences and to optimise our access to emerging sources of funding

### CHANGES WE ARE MAKING

- ✓ Some content will increasingly be digital-first (Children's, some Sports)
- ✓ Internal re-focussing of activities to support multi-platform
- ✓ Evolving our internal culture to be more adaptable and entrepreneurial
- ✓ Increasing focus on co-finance projects
- ✓ In-house training and skills development
- ✓ Investment in relationship-building

## Our commitment to BBC ALBA

### Audiences

The BBC ALBA partnership supports MG ALBA to fulfil its remit.

#### BBC Framework Agreement, Paragraph 40

- (1) The BBC must continue to support the provision of output in the Gaelic language in Scotland.
- (2) Through its partnership with MG Alba, the BBC must continue to provide a television service supporting MG Alba's function of securing that a wide and diverse range of high-quality programmes in Gaelic are broadcast or otherwise transmitted so as to be available to persons in Scotland.

The BBC ALBA partners seeks to serve:

- ❖ *users of Gaelic* with a credible, appropriate and relevant service; and
- ❖ *wider audiences and communities of interest across Scotland and the UK* with content which is useful, offers alternative viewing and is a point of access into Gaelic.

In 2021-22, the BBC ALBA partnership will seek to serve those audiences with high-impact content on all relevant platforms.

Priorities will include:

- ❖ Creating increased *impact*, encouraging viewers to *choose* BBC ALBA;
- ❖ increasing *live/as-live events* capability;
- ❖ investing in *Comedy* and *Drama* as key genres to attract younger audiences on linear and non-linear and, for Comedy, on social;
- ❖ shifting to a *digital-first orientation where appropriate*; and
- ❖ leveraging *3<sup>rd</sup> party funds* for Gaelic content.

### Delivery

MG ALBA's Commissioning, Digital Hub (including Presentation) and Scheduling teams will deliver c.407 hours of new long-form content, 170 minutes of originated short-form content and 60 hours of interstitials and junctions (including trails and continuity).

The Digital Hub will also version long-form broadcast and archive material into short-form content for digital and social media platforms.

The Business Affairs teams gives financial and contractual effect to commissioning decisions. The increasing complexity of contracts, given the number and deal size of UK and international co-finance and co-production projects, and the 74% repeat ratio of the BBC ALBA schedule, leads to costs and significant effort to secure contract completion, distribution rights, artist and archive clearances etc.

MG ALBA undertakes all pre-broadcast workflows for non-live content supplied by the independent sector and delivers this to BBC playout ready for transmission. MG ALBA is also digitising, processing, packaging and verifying the tape-based archive so it can be accessed and delivered as files compliant with DPP File Delivery Standards.

All workflows and deliveries are in HD. The BBC down-converts files to SD for linear transmission.

A tape and digital library in Stornoway are complemented by our Gaelic screen archive, maintained by our partners, the National Library of Scotland to ensure a lasting legacy of Gaelic programmes. Work currently being undertaken will secure this legacy on a longer term preservation basis from 2021-22 and offer increased visibility and access.

## FilmG and LearnGaelic: digital participation and Learning

### **FilmG**

This project represents MG ALBA's single biggest investment in digital participation and training. It aims to build skills through teaching creative, craft and business aspects of video creation and distribution and to foster new ideas and the emergence of new Gaelic talent. It also provides an exceptional opportunity for individuals, schools and communities to create and share their own content and to be recognised for excellence. The project provides exceptional value to the Curriculum for Excellence, communities, BBC ALBA and Radio nan Gàidheal.

FilmG is valuable in terms of the output created, the rich learning process by which the content is generated, and the legacy of content available online. The Awards Ceremony, which will be live streamed and televised, creates strong inter-generational interaction centred on the content and the talent behind it. 2021-22 will see an investigation into opportunities within gaming and the competition's role in contributing to culture change required to stimulate increased digital entrepreneurialism in Gaelic.

### **User Generated Content (ugc) in Gaelic**

MG ALBA's objective is to normalise Gaelic medium digital participation by increasing the volume of Gaelic material being spontaneously produced by the Gaelic community. Our efforts will focus on aggregating and re-platforming the output of an increasingly active community of ugc creators, as we actively seek to increase the profile of Gaelic on social media.

### **SpeakGaelic**

In 2021, the LearnGaelic partners will launch an innovative and ambitious new initiative and brand – SpeakGaelic.

SpeakGaelic will, for the first time, offer learners and speakers of Gaelic a national framework and a branded learning journey, combining broadcast output, online resources and community-based courses under the one project.

### **LearnGaelic**

As well as ensuring integration of SpeakGaelic's complementary resources, LearnGaelic will focus on the on-going development of the Dictionary, Course Finder and other valued resources, with an emphasis on ensuring all developments are based on user-experience. Social first initiatives such as Learn a Gaelic Song will also be strengthened and expanded upon.

## Outreach & Training

### Approach

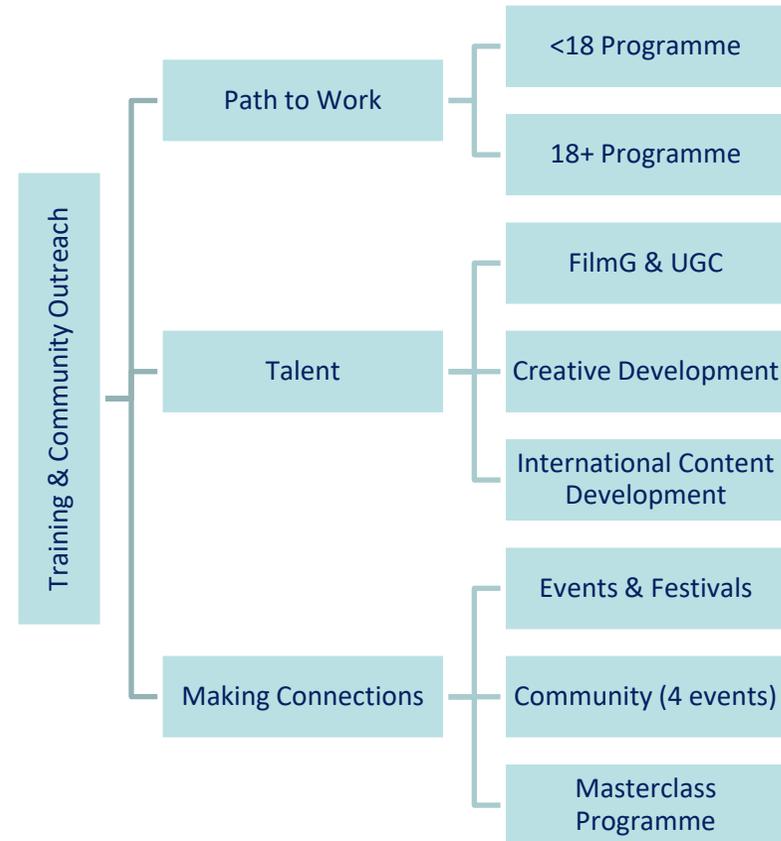
Engagement with current and potential creators of Gaelic media content is a fundamental part of MG ALBA's remit.

It is about *inspiring, motivating, creating space for growth, building confidence, incentivising* and *experimenting* in partnership with others.

With our partners we aim to facilitate the growth of our creative community domestically and internationally, through skills and creative talent development, diversification of revenue sources and the internationalisation of our content. Success will be evidenced by an increasing number of creative and financial collaborations, in the UK and globally.

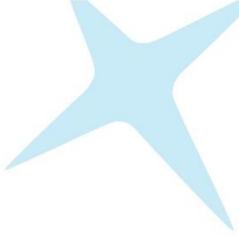
Our partners in these efforts include: schools and community groups, the members of the Screen Scotland partnership (Scottish Enterprise, Highlands and Islands Enterprise, Skills Development Scotland, Scottish Funding Council, Creative Scotland), Local Authorities (including especially Comhairle nan Eilean Siar), eSgoil, Bòrd na Gàidhlig, Sabhal Mòr Ostaig, Bòrd na Ceiltis (Alba), Young Films Foundation, the Celtic Media Festival and Canan Graphics Studio, who deliver FilmG.

**Path to Work, Talent and Making Connections** are the three main strands of activity. Some are wholly funded by MG ALBA and others are partially funded.



## Key Performance Indicators – Top 10

	KPI	Measure	Target for 2021-22
1	Reach	iPlayer views	Increase - replace TV loss
2	Reach	TV reach	Reduce the rate of decline
3	Reach	Non-linear content views	Increase - replace TV loss
4	Quality	Audience appreciation	Scores of 7+ (N) and 8+ (G)
5	Quality	Awards	Trend towards increase
6	Value	3 <sup>rd</sup> party £ on screen	Increase on-screen value
7	Participation	FilmG & ugc items	Trends towards increase
8	Impact	National awareness	Maintain at 80%+
9	Approval	Agreement with strategy statements	Maintain
10	Learning	LearnGaelic unique users	Trend towards increase



## RESOURCE PLANNING 2021-22



## Budgets for 2021-22

BUDGET	2020-21	2020-21 (revised)	2021-22	Note
TV content commissions	£9,778,000	£9,778,000	<b>£10,481,000</b>	2
Digital short-form commissions	£85,000	£85,000	<b>£85,000</b>	
Links & short-form (salaries - net)	£750,000	£750,000	<b>£800,000</b>	3
Learning	£135,000	£870,000	<b>£635,000</b>	4
Content Development	£20,000	£20,000	<b>£120,000</b>	
Aggregation	£0	£25,000	<b>£25,000</b>	
Programme promotion	£45,000	£45,000	<b>£45,000</b>	
Studio running costs	£250,000	£250,000	<b>£250,000</b>	
<b>Total Content</b>	<b>£11,063,000</b>	<b>£11,823,000</b>	<b>£12,441,000</b>	
Development	£20,000	£20,000	<b>£20,000</b>	
Research	£100,000	£100,000	<b>£100,000</b>	5
Training & Outreach	£295,000	£255,000	<b>£314,000</b>	6
Communications & Sponsorships	£92,000	£69,000	<b>£69,000</b>	
Capital expenditure	£45,000	£45,000	<b>£40,000</b>	
Channel operating costs	£20,000	£20,000	<b>£20,000</b>	
Administration	£280,000	£178,000	<b>£239,000</b>	
Staff & Board training	£25,000	£50,000	<b>£25,000</b>	
Salaries (non content)	£900,000	£900,000	<b>£885,000</b>	
Operating costs	£50,000	£50,000	<b>£40,000</b>	
Board costs	£90,000	£70,000	<b>£90,000</b>	
<b>Total</b>	<b>£12,980,000</b>	<b>£13,580,000</b>	<b>£14,283,000</b>	
<i>Funded by:</i>				
Scottish Government funding	£12,980,000	£13,480,000	<b>£13,430,000</b>	
Other Grants	-	£100,000	-	
<i>funding carried over from 20/21 (note 2)</i>	-	-	<b>£853,000</b>	
<b>Total</b>	<b>£12,980,000</b>	<b>£13,580,000</b>	<b>£14,283,000</b>	

### Notes

1. The 2020-21 budget was revised during the year as a result of Covid-19 adjustments and additional funding secured for Learning (SpeakGaelic).
2. Content commission spend is budgeted to be £10,481,000 and is fully funded by Scottish Government grant-in-aid. This includes £853,000 carried over from 2020-21 in respect of programmes that were rescheduled due to Covid restrictions. Co-finance deals attracting an additional £1,200,000 of content investment are expected.
3. Gross salary spend on content creation (junctions, presentation, digital short form, trails) is £975,000 of which £175,000 is funded by other income (recoveries) and £800,000 from Scottish Government grant-in-aid.
4. The Learning genre within the Content budget includes LearnGaelic and the new SpeakGaelic project. It includes a net salary cost of £106k, taking account of a £35k contribution from Bòrd na Gàidhlig to the cost of a post. The Learning budget is still under-funded in terms of the total SpeakGaelic requirement and further funding will be sought.
5. Weekly panel-based research on the viewing habits of users of Gaelic.
6. Training includes £40,000 for apprenticeships and £65,000 towards talent development.

## Our Statutory Promises: Content, Training & Research in 2021-22

Genre / Activity	2020-21 (revised)	2021-22 (MG ALBA)	2021-22 (Co-finance)
Children	£627,000	£910,000	£650,000
Entertainment	£595,000	£250,000	
Factual	£3,571,000	£2,830,000	£400,000
Music & Events	£917,000	£1,230,000	£150,000
Sport	£2,495,000	£2,465,000	
Comedy	£100,000	£400,000	
Drama	£830,000	£1,753,000	
Short form	£85,000	£85,000	
Repeats, Contingency, Rights	£543,000	£543,000	
Graphics, Idents, Rebrand	£100,000	£100,000	
Direct promotion	£45,000	£45,000	
Content development	£20,000	£120,000	
Aggregation	£25,000	£25,000	
Studio running costs	£400,000	£430,000	
less: recoveries	£(150,000)	£(180,000)	
	£250,000	£250,000	
Channel Links & Internal Prods	£925,000	£975,000	
less: recoveries	£(175,000)	£(175,000)	
	£750,000	£800,000	
Learning	£905,000	£670,000	
less: recoveries	£(35,000)	£(35,000)	
	£870,000	£635,000	
<b>Total Content</b>	<b>£11,823,000</b>	<b>£12,441,000</b>	<b>£1,200,000</b>
<b>Training &amp; Outreach</b>	<b>£255,000</b>	<b>£314,000</b>	
<b>Research</b>	<b>£100,000</b>	<b>£100,000</b>	

### Content £12.4m (PY:£11.8m)

- The content spend for 2021-22 includes £853k carried over from 2020-21 in respect of Drama, Children's and Factual programmes that were rescheduled due to Covid restrictions. In addition to MG ALBA spend there is a projection of 3rd party funding of £1.2m across Children's, Factual and Music strands.
- New multi-year deals in Factual, Children's and Music & Events will be undertaken which, along with the existing contract for Sport, will provide most of the programming. New drama will be commissioned to replace *Bannan*.
- A sum of £300k is set aside for co-financed and time sensitive programmes to add greater production value to commissioned programming in Children's, Music & Arts and Factual genres will be augmented by £100k in 2021-22.
- Comedy will continue in 2021-22 as will our provision for Children's co-financed productions, aimed at stimulating bids for access to the BFI's matched funding scheme for children's content.
- Repeats, Contingency, Rights includes provision for Archive arrangements with the National Library of Scotland (£52k).
- Content development will be augmented by £100k in 2021-22 for the development of key genres including Drama, Comedy & Learning.

### Training & Outreach £314k (PY: £255k)

- FilmG is MG ALBA's key vehicle for digital media participation and talent development. A key goal will be to see an increasing volume of user generated content – the aggregation initiative, #Càrn is aimed at encouraging that. Continuing Professional Development for industry professionals will focus on Gaelic language skills development.

### Research £100k (PY: £100k)

- Our weekly data gathering from Gaelic audiences will continue. The BBC will provide Scotland-wide audience data with a focus on combined reach metrics.

## Content Contribution to BBC ALBA in 2021-22

MG ALBA will contribute the following content to BBC ALBA linear channel and other platforms, plus 60 hours of junctions, including presentation. Live programmes will be delivered direct to BBC playout by the producer and all other funded content contributions will first be delivered first to MG ALBA for file-based DPP compliance.

### MG ALBA Illustrative TV Content by Genre for 2021-22

Genre	MG ALBA Hours	
	2020-21	2021-22
News	-	-
Current Affairs	-	-
Children	61.0	58.7
Drama	2.5	4.3
Entertainment	15.4	2.0
Factual	98.8	88.4
Music & Arts	30.7	42.0
Sport	201.1	199.5
Comedy	1.5	2.0
Learning (SpeakGaelic)	-	10.0
Short-form (Digital Hub)	2.8	2.8
<b>TOTAL</b>	<b>414</b>	<b>410</b>

### TV Content 410 hours (PY: 414 hours)

In recognition of the highly competitive multiplatform environment in which BBC ALBA competes, and the imperative to ensure audiences *choose* BBC ALBA content, 2021-22 will see a greater focus on content impact. This will see a shift in the philosophy behind the multi-year deals, which will be renewed in 21-22. Rather than a lower cost per hour, high volume approach, there will be a greater emphasis on impact. In some genres, this will see tariffs increasing. It will also result in a slight reduction in the overall volume of content.

*Comedy* will be commissioned. Comedy is critical to younger viewers and some formats work well across platforms.

2021-22 will see the final series of Young Films' *Bannan* and its replacement is a key strategic priority.

SpeakGaelic will be launched. Its success is critical to the sustained take-up of Gaelic language learning.

To maximise the benefit of the BFI's Young Audiences Content Fund (YACF), existing projects will be consolidated and new projects identified. MG ALBA will also continue to invest in Children's Drama and Documentary through EBU "club collaboration" schemes.

Short-form output for social media will be commissioned from third parties. A BBC ALBA short form brand will be developed as the umbrella brand for such digital-only short form content.

## Content Platform Profile per Genre

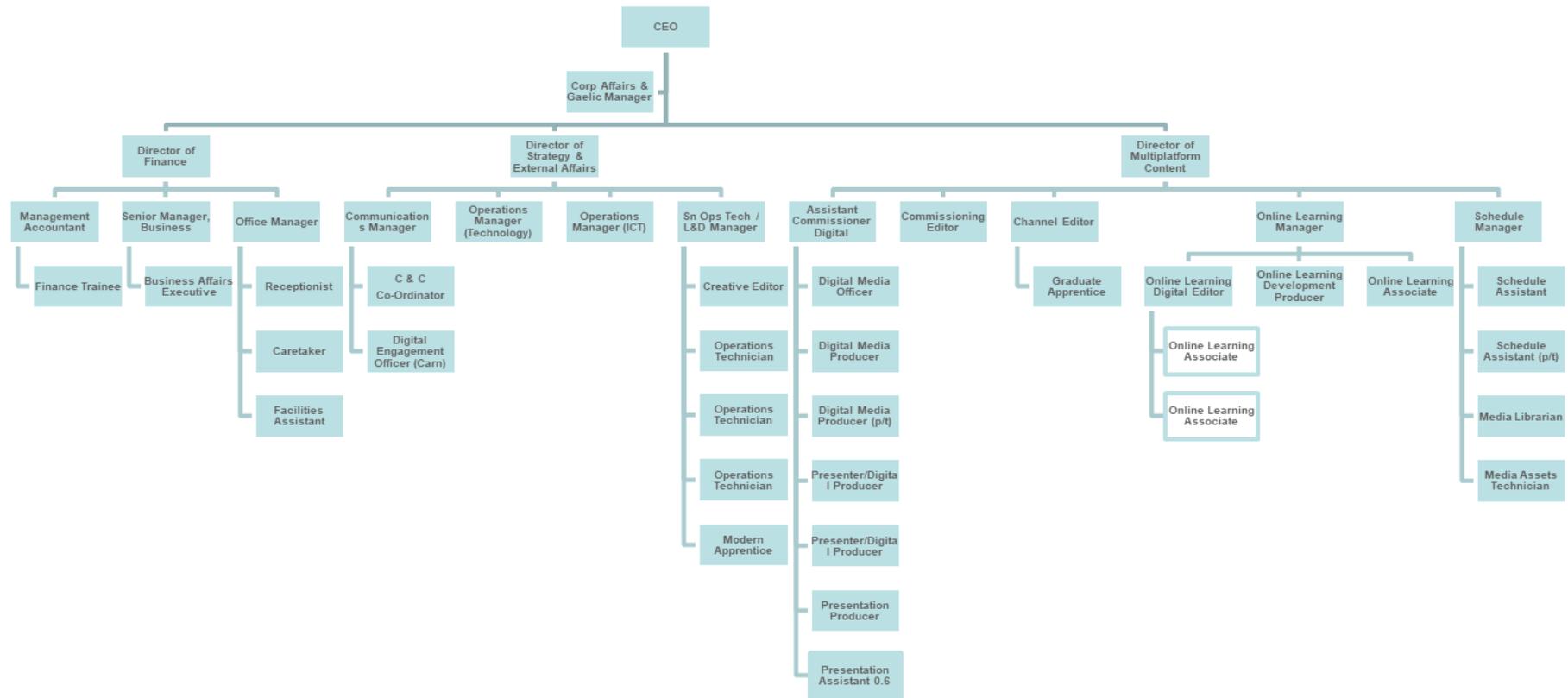
Genre	Priority				
Factual	i-Player	Linear channel	Social	Online	
Factual Entertainment	i-Player	Linear channel	YouTube	Social	Online
Light Entertainment	i-Player	Linear channel	Social	YouTube	Online
Current Affairs	i-Player	Linear channel	Social	Online	
Music & Events	Linear channel	i-Player	Social	YouTube	
Children <i>(a reir coraichean)</i>	i-Player / YouTube	Linear channel	Online	Social	
Religion	Linear channel	i-Player	Social		
Sport	Linear channel	i-Player	Social		
Sport (magazine)	YouTube	Online			
Drama (long form)	i-Player	Linear channel	Social		
Drama (short form) <i>tbc</i>	Social	YouTube	i-Player	Linear channel	Online
Comedy (long form)	i-Player	Linear channel	YouTube	Social	Online
Comedy (short form) <i>tbc</i>	i-Player / YouTube	Social	Linear channel	Online	
Learning	i-Player / Online / Audio	Linear channel	Social	YouTube	Online
Short-form Brand <i>tbc</i>	Social	YouTube	Online	iPlayer	

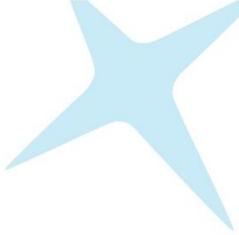
The above table sets out the platform approach for each genre in 2021-22 (some genres are funding tbc). The multiplatform strategy for BBC ALBA includes maximising impact across platforms, with content that works across several platforms. Note that the multiplatform strategy, while cognisant of the rapid move away from linear broadcasting, recognises that BBC ALBA's linear channel has a particular value in terms of the status of Gaelic as a minority language.



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# Staff structure





## MG ALBA Further Information for 2021-22



## Digital Transformation

### Ongoing transformation

Throughout 2021-22 MG ALBA will work to embed the attributes of a truly digital organisation:

- ✓ *Multi-platform, collaborative ethos*
- ✓ *Co-design with audiences for inspiration*
- ✓ *Spread decision-making across the organisation*
- ✓ *Act quickly following decisions*
- ✓ *Complete transparency, open accountability*
- ✓ *Clear plans and KPIs*
- ✓ *Fairness and equality of opportunity for all*
- ✓ *No blame – learn fast, work hard, celebrate success*
- ✓ *Open doors across organisations to create new opportunities*

### Organisation of work flows

We will plan, execute and report in workstreams each with their KPIs and development objectives:

- Content Investment
- Creation
- Channels
- Outreach & Training
- Technology
- Business & Assets

### Brand and Values

Our Investors in People staff group will lead on the implementation of our Values and our brand identity, seeking to embed the culture change and new organisational behaviours that will be required to meet the digital challenge.



## Projects

### Lèirsinn

We will publish our Lèirsinn in early 2021/22. This is the overarching Vision that MG ALBA seeks to achieve over the 5-year period 2021/22 to 2026/27, and outlines the direction of travel for the future.

This will run in parallel with our long-term performance framework and multi-year operational plan, which will support decision-making and give better context to the annual operational plan.

### Supply

In collaboration with partner agencies, producers and other members of the creative community, we will focus on supporting the content supply chain meet increasing audience demand for multiplatform content, and how we can best advance our shared desire for sustainability and growth in the sector. We will collaborate with partners to ensure Gaelic media plays its role in the green recovery and the stimulation of a truly digital economy. Our new multi-year supply contracts will create stability and an opportunity for development of business management capacity in our suppliers.

### Technology and innovation

With our partners, we will seek to find practical ways to address the challenges posed by changing consumer habits and take advantage of opportunities afforded by technology, particularly in the areas of content discovery, promotion, engagement and channel presentation. We will progress our work on a digital media archive partnership and review the potential of emerging technologies for voice retrieval, instantaneous translation, subtitling, interactive learning etc. And we will continue to seek HD broadcast of BBC ALBA by the BBC.

**In 2021-22 MG ALBA and the BBC will pursue funding for a variety of projects, some of which are part-funded, including the following:**

- 1. Learning.** SpeakGaelic, the comprehensive multi-platform language-learning initiative requires the balance of its funding to be identified to ensure complete coverage for learners up to level B2.
- 2. Drama.** MG ALBA will seek additional funding to augment its investment in Drama and seek to build excellence in Gaelic Drama.
- 3. Other unfunded content priorities** include increasing Current Affairs output.
- 4. Co-finance and co-productions** We will continue to develop our own and our sector's confidence in building high-value content projects. We have a specific co-production commissioning budget and this will be augmented in 2021-22 by a further £100k targeted to co-funded music projects (formerly this element was tied specifically to the Music & Events volume contract; this has been decoupled). Some strands within the multi-year deals which will start in 2021 are designed to encourage leveraging of co-funding from external sources. Screen Scotland, the BFI's Young Audiences Content Fund and Funds in other territories will be key to delivering on our ambitions.

MG ALBA, together with TG4, S4C and the ILBF, will continue to collaborate through the 'Celtic International Fund', encouraging internationalisation of productions originally conceived in our Celtic languages to enrich primetime programme schedules in our own territories and seek to reach audiences worldwide. Our sector interventions and partnerships with Xpo North, the Celtic Media Festival and others will continue to focus on this.

## How We Do Business

### Commissioning

The BBC ALBA Commissioning Code governs the commissioning of original programmes.

Some programming (principally Children's and Factual) are purchased and versioned into Gaelic. Re-versioning of established BBC ALBA pre-school and older children's animation together with new brands will remain, while developing new voice and writing talent. New programmes are also created by repackaging archive programming.

**Multi-annual deals** account for around 2/3<sup>rd</sup>s of MG ALBA content contribution to BBC ALBA. The Sports production contract was renewed in 2020 for a 3 year term. All other multi-annual volume deals expire in June 2021 and will be followed by new 3-year contracts which will be awarded in 2021 following a competitive process.

Competitively-tendered **commissioning rounds** and a small number of bespoke commissions (normally time-perishable or highly specific propositions) account for the remaining 1/3<sup>rd</sup> of MG ALBA's content. Commissioning rounds are held prior to the financial year, and – funding permitting – during the year, and also support international co-production and co-finance projects especially in the Music and Documentary genres.

### Production Terms of Trade

MG ALBA acquires rights in commissioned programmes through a Programme Purchase Agreement.

#### *100% funded programmes*

One-off programmes and series commissioned through commissioning rounds and bespoke commissioning are subject to terms of trade agreed with PACT (*note - MG ALBA is not formally obliged to agree terms*): a 5-year primary period licence for UK broadcast and 30-day windows for online distribution, with the producer being able to exploit the titles in other jurisdictions and require a 2.5% fee for secondary period UK licences, subject to paying a small percentage of net profits to MG ALBA.

Generally MG ALBA acquires all rights in programmes commissioned under multi-annual deals but carves out an option for the producer to exploit the assets in other jurisdictions for no cost and to retain all income up to £100k per asset in the first 12-month window.

#### *Co-funded programmes*

Generally MG ALBA and other broadcasters and funders will draw up bespoke terms based on the circumstances.

### Procurement

A published Procurement Policy and Scheme of Tenders guides the purchase of all other goods and services.

## Internal Groups

MG ALBA has 5 established working groups/teams each with its own remit in respect of the ongoing efficient, effective and secure operational running of the organisation. The memberships of the groups encompass the different disciplines within MG ALBA. The groups and their aspirations and aims for 2021-22 are as follows:-

### ***Investors in People Working Group***

Following a successful interim review of the Silver Standard by the external Investors in People Assessor in July 2020, the group continues to work on both maintaining the Silver Standard that we hold accreditation for and aim to achieve the Gold Standard by August 2021.

The key indicators that the consultative staff group are focusing on in the year 2021-22 are:

- Review and further development of a Leadership / Management Competency Framework linked to the refreshed company Values
- Working with Senior Management, continuing to review and plan for succession within the organisation
- Development of the Corporate Training Plan measuring and monitoring return on investment and CPD hours
- Continuing to invest in Sustainable Success through the management of change, and in particular in light of Covid-19 workplace adaptations and associated company policies

### ***Business Continuity Group***

Created in response to the recognition of potential threats and risks facing the organisation, with a view to ensuring that personnel, functions and processes are protected and able to function and recover in the event of a disaster. The team consists of staff members from all areas of the business, ensuring a comprehensive range of knowledge and skills are on hand in the event of a business continuity incident.

In 2020 the business continuity group implemented MG ALBA's response to the Covid crisis ensuring continuation of operations with limited impact. For 2021 the group will continue to focus on Covid-19 response and the emerging needs of the organisation to ensure resilience is maintained.

In line with our policy of performing regular business continuity exercises the coming year will incorporate a simulated exercise to test the team's ability to respond to a crisis by managing a hypothetical incident which will test their ability to implement a disaster recovery plan.

## Internal Groups (contd)



### **Corporate Risk Group**

The Corporate Risk Group meets monthly to discuss, feedback and report to the Senior Management Team on any risks and issues raised by its members from discussions with their respective teams.

The group works in a manner which closely aligns it with the Health & Safety group. This will allow a broader range of issues to be addressed with the CRG passing over matters which the H&S group have the authority to address.

### **Health & Safety Group**

The Health & Safety Group which consists of 4 staff members along with the Health & Safety Advisor has been formed to liaise with all staff and tenants in order to identify and mitigate against any potential Health & Safety hazards within the MG ALBA facility.

Given the current situation with Covid-19, and should Government guidelines allow, the group will also address any training needs within the organisation with the focus for 2021-22 being on First Aid and practical and on-line training for the relevant staff. A key remit of this group will be to communicate with staff and tenants, the Corporate Risk Group, the Investors in People Group and Senior Management.

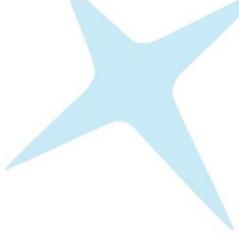
An internal audit on our Health & Safety management and recommendations from this audit will be considered and addressed as required in the coming year.

### **Environmental Group**

The Environmental Group, which represents different departments within MG ALBA, has been tasked with the mission of assisting the organisation in reducing its carbon emissions in all ways possible.

The group intends to inform, influence and assist all staff and tenants within the MG ALBA facility in reducing energy and water consumption by raising awareness of simple actions which can be taken and also encouraging behavioural change.

For 2020-21 the group had identified a number of areas for potential improvement with the review of existing waste management practices and the proposed improvements to increase the level of recycling being initial priorities. But due to Covid-19 and with the majority of staff and tenants working from home the intended proposals for the last year will now be carried forward to 2021-22. We will also take into account the possibility of some employees working from home on a more regular basis and the effect that will have on our carbon emissions.



# COMMITMENTS & PERFORMANCE MANAGEMENT 2021-22



## Content Investment

### Statement of intent

All content must create impact, irrespective of platform and a highly-focused, multiplatform approach will underpin content decision making in 2021-22. Non-linear short form content will be developed under a new BBC ALBA Short form brand. The successful launch and delivery of SpeakGaelic is a key priority. As well as ensuring integration of SpeakGaelic's complementary resources, LearnGaelic will focus on the on-going development of the Dictionary, Course Finder and other valued resources, with an emphasis on ensuring all developments are based on user-experience. Social first initiatives such as Learn a Gaelic Song will also be strengthened and expanded upon. Investment will be sought to ensure excellence in the drama commissioned to succeed Bannan. By re-platforming existing ugc in the #Càrn initiative we will seek to inspire further growth in Gaelic ugc.

### Key Outputs

- 407 hours long-form content, including SpeakGaelic
- 170 minutes of originated non-linear short form content, developed within BBC ALBA's new Short form brand
- 150 items of ugc content
- LearnGaelic enhanced content discovery and navigation
- SpeakGaelic website
- Commissioning aimed at increased 3rd party investment/collaboration
- High impact commissioning – creating potentially award winning content, including in partnership with other funders

### Outcomes

1. A more complete service for users of Gaelic
2. National audiences enjoy / access relevant Gaelic content
3. Relevant BBC ALBA content on relevant platforms for younger audiences.
4. Consistently bold, contemporary brand presence on these platforms.
5. Gaelic learners effectively supported by audio-visual and audio content
6. More confident Gaelic ugc culture

### KPIs

- Audience appreciation: Gaelic score 8/10, national score 7/10 weekly
- Time spent viewing: Gaelic audience 3 hours p/w on average
- LearnGaelic: dictionary usage +10%
- Funding: 3rd Party investment in content of £1m
- Increase in awards and nominations for BBC ALBA content

### Development targets

- 3rd party content funding £1.2m from Contestable Fund, Screen Unit and other schemes or collaborations
- Funding to augment drama budget sought
- Funding for unfunded elements of SpeakGaelic
- LearnGaelic UX and back end enhancements
- Library of template agreements for all types of content investment

### Skills acquisition priorities

- Project management
- “Cocktail funding” pitches, deals and projects (in-house and sector)
- Multiplatform skills including optimising reaching younger audiences and specific platform know-how such as YouTube
- Editing for different platforms (in-house and sector)
- Multi-platform learning content strategies and user metrics

### Budget

- £10.7m direct spend (inc £85k short-form)
- £0.98m staff and in-house resource
- £0.1m audience research

## Channels

### Statement of intent

#Càrn will aim at platforming and increasing the amount of spontaneously created Gaelic ugc. BBC ALBA content will be present on iPlayer, linear and social. Improved discoverability is a key imperative. Digital-first (cf digital-and) will be considered where appropriate by genre and brand, e.g. comedy. The BBC ALBA partnership, with MG ALBA resources, will strengthen BBC ALBA YouTube output – in addition to iPlayer, Facebook, Twitter and Instagram channels. The linear channel's content supply arrangements, business support, media management and quality processes will be developed to drive responsiveness and growth in use of the non-linear platforms. Work on subtitling options on the iPlayer will continue. SpeakGaelic, complemented by LearnGaelic, will create a change in the uptake of sustained Gaelic learning. Better cross promotion on BBC Scotland channel will be sought, to augment agency, in-house and partnership social media effort in promotion, as will the increasing use of the linear channel as a means to promote non-linear content e.g. iPlayer and YouTube.

### Key Outputs

- TV scheduling, listings and delivery, of which 410 first-run
- Delivery to BBC of 1,059 hours of broadcast-compliant media files
- iPlayer metadata provision
- Non-linear scheduling and multiplatform delivery (37 hours managed)
- Strengthen and build on YouTube presence

### Outcomes

1. Maintenance of appeal of BBC ALBA on linear platform
2. Overall increase in consumption of Gaelic media content (all platforms)
3. Increasing engagement with younger demographic
4. Moments of high social media impact with attribution to BBC ALBA
5. Bold, contemporary brand presence on all platforms.
6. Gaelic learners confident in, and highly aware of, SpeakGaelic and LearnGaelic brand

### KPIs

- TV weekly reach: 10% nationally and 60% Gaelic audience
- iPlayer views: 4m
- YouTube: 162,000 views
- LearnGaelic: +25% page views, +10% unique users
- SpeakGaelic: 500,000 page views, 50,000 unique users
- Engagement: +25% social media reach and engagement
- #Càrn 1,000 followers

### Development targets

- Clear strategies for future discoverability, inc. metadata and voice search
- Subtitles off option on iPlayer
- Schedule-appropriate live presentation on BBC ALBA, intertwined with social media messaging
- Successful strengthening of YouTube channels
- LearnGaelic UX enhancements
- MG ALBA website as a more effective engagement vehicle

### Skills acquisition priorities

- YouTube operationalisation
- Rights regimes, contracts and clearances for short-form and digital platforms
- Editing for short form for different digital media platforms
- LearnGaelic content production, strategic planning
- SpeakGaelic CMS training
- Training for backup web managers/admins

### Budget

- Programme Promotion and marketing: £45k

## Creation

### Statement of intent

A BBC ALBA short form brand will be developed and some short form content will be commissioned for non-linear use only. BBC ALBA's YouTube presence will be strengthened. SpeakGaelic's website will be established and populated. In addition, the LearnGaelic team will ensure user experience-led development of the LearnGaelic experience. The platform priority of genres will shift in line with BBC ALBA's multiplatform strategy. Children's and the weekly sports magazine will be digital first/only.

### Key Outputs

- 60 hours of junctions (including trails) for multiplatform
- 20 hours of archive clips for YouTube
- 450 minutes in-house creation
- 220 minutes original in-house content for LearnGaelic web & social media
- Litir/An Litir Bheag enhancements LearnGaelic
- SpeakGaelic website: repurposed and originated website and social content

### Outcomes

1. Year-long, cost-effective, content output to consistent, quality standards
2. Consistently bold, contemporary brand presence on all BBC ALBA platforms
3. Responsive digital content, adjusting to need and opportunity
4. LearnGaelic content enhanced to be discoverable by type of content, in addition to language level

### KPIs

- 100% delivery of planned TV junctions
- 100% compliance with TV quality assurance standards

### Development targets

### Skills acquisition priorities

- High end, short-form producer/editor skills
- Enhanced technician skills for broadcast and non-linear media management
- Train highly skilled staff to be trainers themselves

### Budget

- In-house content production
  - BBC ALBA content: £800k
  - LearnGaelic content: £110k
  - Facilities etc: £250k

## Outreach & Training

### Statement of intent

#Carn will be an important initiative to test the most effective way to platform and encourage spontaneous Gaelic ugc creation. FilmG will continue its role as the major talent initiative and catalyst for Gaelic content creation among young people. We will explore how best to facilitate creative skills that can further contribute to green recovery and digital entrepreneurialism. The number of apprentices working in Gaelic media will be increased through interventions such as Business Management Graduate Apprenticeships attached to the new multi-year contracts. Training investment priorities will continue to be informed by the *Buidheann Comhairleachaidh Trèanaidh*, with a focus on Gaelic language skills. Summer placements and industry placements will continue. We will support CnES', SMO's and Young Films Foundation's contributions to Gaelic media skills and talent development. Our key title sponsorships will building on our strategic TV commitments to women's football and to traditional music: the MG ALBA Scottish Womens' Football Annual Awards and the MG ALBA Scots Trad Music Awards. Our small Community Fund will align with those aims. Through SpeakGaelic we will seek to exercise a leadership role in fostering participation in, and learning of, Gaelic – this will be one of our main contributions to realisation of the Scottish Government's ambition for a "faster rate of progress" for Gaelic. We will organise several stakeholder events, including screenings, so that board and staff can engage with Gaelic media users.

### Key Outputs

- Sponsorships, MG ALBA events, stakeholder events participation
- Apprenticeships/student placements/industry placements
- FilmG
- Recruitment of new learners, learning "ambassadors" and other initiatives

### Outcomes

1. Cohorts of future media practitioners in evidence and inspiring optimism
2. Strategies for Gaelic media, and their implementation, informed by high quality feedback and engagement
3. Maintenance of high levels of awareness of, and support for, BBC ALBA
4. Increase in number of those who start to learn Gaelic as a result of Gaelic media
5. A thriving two-way Gaelic media ecology
6. Continuity of Gaelic media user experience across TV, online, devices and events

### KPIs

- 500 <18 contacts made
- 7 scholarships and apprenticeships directly supported
- 90+ FilmG entries
- Maintenance of Investors in Young People Gold status
- 15 number of stakeholder / sector / community events led by MG ALBA

### Development targets

- Strategic alignment with Screen Unit skills and talent development
- Consider an approach along the lines of a Gaelic media skills "academy"
- LearnGaelic partnership formalised and resourced for future needs

### Skills acquisition priorities

- Workshopping skills for relevant staff for school and community outreach
- In-house project management skills training to effectively fulfil such a diverse range of commitments
- In house social media training for wider staff and members involved in events, stakeholder engagement, outreach or training – photos, messaging, style etc
- High end social media training for specialised staff
- Staff and members communications skills

### Budget

- £314k (Training & Community outreach)
- £69k Communications & Sponsorship

## Business & Asset Management

### Statement of intent

MG ALBA is committed to the ongoing stewardship of the organisation's tangible and intangible assets and to the ongoing development of financial and business systems to enable the organisation to meet the needs of its content investment, delivery platforms, training and outreach activities. We will continue to work with our internal and external auditors to support our corporate governance procedures to ensure we meet the needs of our stakeholders and our corporate partners.

### Key Outputs

- Asset management and maintenance
- Digital storage of all new content (and older archive where relevant) both locally and by NLS
- Business continuity planning and testing
- Consideration and implementation of H&S and Environmental groups recommendations and H&S internal audit
- Assessment of Covid-19 adjustments to working practices
- Financial planning and timeous management/board reporting
- Cashflow management and production audits
- Co-finance agreements
- Corporate governance
- Continuous workflow efficiencies
- Internal and external audits

### Outcomes

1. Business continuity
2. Cost-effective tangible asset management, allowing maximisation of spend on content
3. Access by future generations to Gaelic media content
4. Efficiencies & VFM
5. Good corporate governance
6. Good H&S and environmental efficiency records

### KPIs

- Negligible downtime due to unavailability of assets
- Revenue from tenants and facilities hire
- Policy and budgetary compliance
- No H&S Issues and reduction in carbon emissions
- Cashflow management and timely finance reporting

### Skills acquisition priorities

- Ongoing facilities management training
- Business continuity exercises
- Ongoing finance, business, H&S and environmental training

### Development targets

- Utilise Resource Efficient Scotland and Zero Waste Scotland to improve environmental efficiencies
- Maintain relationships with producers through ongoing audits and progress reporting reviews

### Budget

- Staff salaries
- Internal & external audits
- External legal/professional support

## Technology

### Statement of intent

Over the 3-year period to 31<sup>st</sup> March 2022 the implementation of IP based technologies will ensure future interoperability for all of MG ALBA's content on traditional and emerging platforms. In the year to 31<sup>st</sup> March 2022 virtualised post production, communication, contribution and production models will be introduced to compliment our traditional infrastructure. We will continue to improve and expand our automated process to achieve further efficiencies allowing more effort to be directed towards content creation. Workflows will focus on multiplatform distribution, while research into A1 will identify areas which will be beneficial to MG ALBA. Media asset management systems will be evaluated to provide comprehensive access to all our content.

### Key Outputs

- Remote production design for smaller events
- Virtual post production platform
- Increased automation for repetitive tasks
- Converged SY, GW, mobile communication and voice production

### Outcomes

- Effort focussed directly on tasks which improve the audience experience
- Geographically diverse collaborative post production
- Reduction in human intervention required for processes and workflows
- Transparent access to systems and content regardless of location.

### KPIs

- Ability to produce remotely with minimum crew on location
- Distributed production and post production
- Less effort required for tasks which are not beneficial to our audience.
- Secure against cyber-attack.
- Compliance by staff and members with IT and social media policy

### Development targets

- AI technologies for translation subtitling, voice - face recognition etc
- Case for medium sized Outside Broadcast vehicle aimed at cost efficient production for smaller events (carried over)
- Cloud based distribution
- Replacement of ageing telephone system

### Skills acquisition priorities

- IP technologies for broadcast professionals
- High-end training for super-users of cloud-based systems and ongoing training and for staff on business systems

### Budget

- Project funding

# Activity Map: Outreach & Training

