

**THE BBC EXECUTIVE'S RESPONSE TO THE  
BBC TRUST'S PROVISIONAL CONCLUSIONS  
ON THE PUBLIC VALUE TEST OF THE  
PROPOSED GAELIC DIGITAL SERVICE**

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## 1 INTRODUCTION

The introduction of a Gaelic Digital Service (GDS) is regarded by Scotland's political parties – and by many of its cultural institutions – as crucial to the support and development of an intrinsic part of the country's cultural heritage. Support for Gaelic featured in the SNP, Labour, Liberal Democrat and Conservative party Scottish 2007 election manifestos: the newly-formed Scottish Broadcasting Commission has been charged with including it within its considerations on the future of broadcasting in Scotland; and since 2006/07 an additional £3 million per annum grant has been paid by the Scottish Executive (now the Scottish Government) to the Gaelic Media Service to support the GDS in anticipation of BBC financial support for it.

Although the size of the existing Gaelic audience within Scotland is small, the research evidence, such as that provided most recently by *Progressive*<sup>1</sup>, points to the potential of the service to reach out and attract new learners and to connect with those who most value Scotland's distinctive traditions and heritage.

*Progressive's* research clearly reveals the breadth of engagement in Gaelic language and culture, which the service will support. 12% of the population in Scotland declare that they have at least a few words of Gaelic; in the Highlands and Islands 46% have Gaelic-speaking relatives; across Scotland 19% are interested in learning more about the language, 27% are interested in the language, and 46% are interested in specific aspects of the culture. The research evidence indicates that this translates into 44% who claim they would try the Service once they were aware of it, suggesting fertile territory for the Service beyond heartland fluent speakers, and further connecting the BBC to its audience in Scotland through an engaging, culturally distinctive offering.

The Service will do more for language learners than any other BBC-licensed service, offering material for all ages and abilities, transforming opportunity and experience for adult learners in particular. All BBC Scotland's services will be actively involved alongside the GDS in supporting Gaelic language learning.

The appeal of the Service will be extended to non-speakers through Music, Sport, Leisure, Outdoor, History, Documentary, International Current Affairs, News, Weather, and Live Events of many kinds. This range, along with learning materials, could amount to more than half the originations on the Service. The Service may also schedule culturally appropriate content in other languages. BBC Scotland will actively cross-promote these accessible programmes on all its services.

Furthermore, the specific £2m additional investment in journalism will return considerable value through enhanced BBC news coverage of some of the remotest and least well represented regions in the UK.

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<sup>1</sup> 1001 interviews of the Scottish population carried out using Scottish Opinion's Omnibus 2007

We also believe that many people will be attracted to the fact that this is a channel dedicated to reflecting aspects of life in Scotland which will double the BBC's transmitted hours from Scotland and be scheduled when audience levels are highest, thereby enabling the service to build up a significant reach among non-speakers.

The proposed new service will demonstrate that the BBC supports those who wish to begin, renew or advance their connection with Gaelic language and culture. This in turn will contribute towards the BBC's purposes, especially those of promoting education and learning; stimulating creativity and cultural excellence; and representing the UK, its nations, regions and communities.

## 2 SUMMARY

This document is the BBC Executive's response to the BBC Trust's consultation on their provisional conclusions on the Gaelic Digital Service PVT. While acknowledging that the proposed service would add public value, the Trust suggested that the evidence then presented in the PVT was "not sufficient to justify the level of investment proposed". This document is the BBC Executive's considered response to the Trust's requests for further evidence with regard to the following issues:

- Attracting new speakers, in particular the Service's targeted educational strategy for learners of all ages and the potential for partnerships
- Creating wider appeal throughout Scotland, in particular the plan for drawing in non-speakers and non-confident speakers to increase service reach including through, for example, leveraging other BBC public services to improve the GDS (and vice versa)
- Commissioning, including a clearer genre strategy, independent production targets, and - as a joint service - a robust process to minimise risk in the case of editorial disagreements
- Ensuring the online user experience is high-quality, seamless and consistent
- Ensuring that distribution of the Service is the most cost efficient and effective possible
- Partnership and Governance, in particular a BBC Internal Audit of the Service's financial and management functions, which is being provided separately, and a BBC Fair Trading assessment that the proposal to fund training for independent production companies complies with the BBC's Fair Trading Guidelines.
- Confirmation that a Sky EPG listing can be achieved
- Confirmation that the proposal will comply with any applicable requirements set out in clause 75 of the Framework Agreement, including any required approval from the Secretary of State

## Education and Learning Strategy

The GDS across its services will aim to attract the widest possible audience. The content budget will be spent in support of the two broad aims of attracting a wide audience and supporting the education and learning strategy.

- A weekly commitment to broadcast in the region of 5 hours of non-news original content to deliver to the wider audience, of which no less than 2 hours of original content will support the learning strategy
- Language learning material scheduled prominently on television
- A varied range of language learning materials, for pre-school and school age learners, and adult learners from beginners to the relatively fluent
- Language learning materials will be scheduled prominently on television and will also have prominence online and on Radio nan Gàidheal
- A varied range of language learning materials and resources will be available, for pre-school and school age learners, adult learners from beginners to the relatively fluent

The GDS will take two distinct roles in relation to language learning. It will:

- be ***the destination for new learners***, acting as a major partner in campaigns designed to increase the numbers learning Gaelic and
- ***make learning resources available*** to all levels and ages - making the process of learning easier, more accessible and motivating, and improving opportunities to achieve fluency at every stage.

As a ***partner*** in campaigns to promote the language:

- the GDS will schedule learning materials to coincide with Bòrd na Gàidhlig campaigns, and work in close co-operation with them;
- BBC Scotland will point to the GDS as a varied source of language learning opportunities; and
- accessible Gaelic content of all kinds will be showcased on BBC Scotland after digital switchover and this content will be supported by messages and trails pointing to language learning via the GDS.

## Reaching a Wider Audience

The GDS will offer a better service to Gaelic audiences in a digital world and, by creating a unique content offering, attract new audiences and supporters both from the language community and the wider Scottish population.

Three elements, when taken together, will help the Service move towards the proposed weekly target reach of around 250,000 by attracting to the service non-speakers, learners and people who currently do not consume any Gaelic content:

- The educational and learning strategy (outlined above)
- The appeal of the proposed Service beyond speakers and learners
- Effective marketing

The potential audience for the GDS can be broken into two main groups:

- Bi-lingual (Gaelic/English) – this is a wide and varied audience demographically.
- Predominantly English speaking – access via English language subtitles and the cross-over appeal of some genres (music, sport, factual, news and weather for example) will offer regular opportunities for both speakers and non-speakers to use the Service.

In 2007 Research agency *Progressive* found that while 3%<sup>2</sup> claimed fluency in Gaelic, 5% had conversational Gaelic, with a total of 12% able to understand a few words. 19% are interested in learning more about the language, with 27% expressing an interest in the language – offering a basis for estimating informal learning or knowledge building potential around Gaelic. The largest proportion – 46% - are interested in specific aspects of Gaelic culture (such as music and history). This represents the basis for a crossover audience who could be drawn to sample and to consume the service occasionally.

For some of the audience in Scotland a channel dedicated to reflecting aspects of life in Scotland will be an attractive alternative media choice. The volume of hours reflecting Scotland will increase (doubling the BBC's transmitted hours from Scotland) and flexible scheduling will offer some of the most accessible programming when available audience levels are highest, enabling the service to build up a significant reach among non-speakers.

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<sup>2</sup> 1001 interviews of the Scottish population carried out using Scottish Opinion's Omnibus in 2007

There are five reasons to support this proposition:

1. Programmes will be accessible to non-speakers through the use of English subtitles
2. There is evidence of wider interest in Gaelic life, heritage and culture beyond its heartland of fluent speakers
3. Programmes will reflect specific regions of Scotland
4. Programmes will reflect particular interests
5. There is evidence of success from other minority language services

The GDS may collaborate with other BBC services and language broadcasters as well as European public service broadcasters to deliver programmes which have cultural resonances and align with the editorial strategy of the service. The Gaelic programming zones on BBC Two will also act as vital promotion for the GDS.

## **Marketing**

The Gaelic Digital Service will be marketed in accordance with the Marketing and Communications Plan to be agreed by the Joint Management Board. It will be a unique new public service delivering multimedia content in the Gaelic language.

The service will be marketed using a mix of communication tools:

- Press and publicity generating extensive word-of-mouth
- Cross promotion from BBC airwaves, including television, radio and online
- Promotion on STV (subject to the Secretary of State's approval)
- Advertising in Gaelic and English language media
- Advertising and publicity for its distinctive content strategy featuring news, music, sport, the environment, history and children's
- Online social networking sites
- Online advertising (eg banner advertising)
- Viral marketing

The GDS will liaise closely with other bodies working in this arena such as the national advertising campaign with Bòrd na Gàidhlig; Gaelic further education establishments, and other Gaelic and specialist organisations (for music, sport and leisure for example) across Scotland and further afield.

## **Commissioning**

All media content will be commissioned from a wide range of suppliers. All suppliers will have equality of access and opportunity. Content will be commissioned in accordance with the Content Protocol which is contained within the annual Project Plan as set out in the Collaboration Agreement. The Content Protocol will be reviewed annually and agreed with the Joint Management Board.

Together, GMS-funded and BBC-funded content will deliver at least 50% of the total newly commissioned (non-news) GDS TV hours from the independent sector from launch. The GMS also have a stated commitment to spend 50% of its content funding with the independent sector.

The **Head of Service** will be employed by the BBC, and will be responsible for the creative leadership and editorial management of GDS content across TV, online and radio.

The **Head of Content** will be employed and funded by the Gaelic Media Service, and will be responsible for the delivery of GMS funded content for the GDS and for the television commissioning and scheduling strategy. For all television-led commissioning, a single process will be followed regardless of funding, under their day to day direction. The Head of Content will be authorised to commit GMS funding. Prior to sign off on commissions of GMS funded material, the Head of Service will need to be satisfied that the

proposed content allows for fulfilment of the annual Statement of Programme Policy and the terms of the GDS's Service Licence.

The Head of Service will commit BBC funded material once the Head of Content has agreed that the proposed content meets the editorial criteria required to meet audience and scheduling demands

A management team supporting the Head of Service and the Head of Content will include the following roles drawn from appropriate staff from across the BBC and GMS:

- Executive production
- Business / Finance
- Planning, Scheduling & Compliance – cross platform, radio, TV and online
- Marketing, Communications and Audiences – cross platform
- Training and Development

The BBC's in-house Gaelic production will be separate from the BBC management of the GDS and will be led by an Executive Editor.

The GDS will adopt the best practice set out in the BBC's commissioning website <http://www.bbc.co.uk/commissioning/> including:

- An annual Project Plan and Statement of Programme Policy, setting out commissioning requirements and proposed funding
- GMS funded content being subject to GMS terms of trade
- BBC funded content being subject to the BBC's terms of trade

## **Online**

A single website to support the Service's content will be hosted on [bbc.co.uk](http://bbc.co.uk) and offer a mix of on-demand media, web content and opportunities to interact with other users and Gaelic-speakers.

The existing GMS website will link to and complement the Service site. In addition, it will offer information on other initiatives in the Gaelic-speaking world, development and commissioning guidelines and the GMS itself. GDS branding and sign-posting will be consistent on both sites to ensure a coherent and smooth user experience.

## **Distribution including SKY EPG**

The BBC Executive believes that to achieve the universality it seeks to ensure for all its services the Gaelic Digital Service should be available via digital satellite, digital cable, digital terrestrial television (DTT) and via broadband.

The inclusion of DTT distribution for the Gaelic Digital Service would enable the service to be viewed across the complete range of digital television platforms and was a major incentive for the Gaelic Media Service in joining with the BBC in the GDS.

The current Ofcom consultation on the reorganisation of the DTT platform presents a potential capacity challenge in relation to the carriage of the GDS on DTT. Ofcom's proposal is to clear the BBC's Multiplex B - on which the GDS service was to be made available - for HD television services. The BBC Executive believes that we should continue to seek capacity for the carriage of GDS programming on DTT in Scotland but, if capacity cannot be found before that date, the Executive agrees with the Trust's proposal DTT carriage should be reviewed by the Trust by 2010.

Until DTT carriage can be found, the existing BBC Two opt-out slots will continue but would not be an adequate compensation for DTT viewers in the longer term as they only allow for very limited content per week.

The BBC has secured a place on Sky's EPG listing launch grid for the Service. There is a 12 week notification period for the week-long actual technical launch window and the EPG slot must be taken up within this time and comply with all the other contractual provisions in the EPG services agreement.

We envisage that a slot for the launch of GDS on the Sky platform will become available on or before August 2008, but this date is beyond the control of either the BBC or GMS.

Securing a place on Sky's launch grid is not an absolute guarantee of an EPG slot for the GDS since Sky has informed all channel suppliers that memory capacity constraints on Digital Satellite set top boxes mean that Sky will not be able to launch our service if capacity is reached before the GDS' turn comes. But there is no suggestion currently that this will happen.

The Freesat platform is currently scheduled to launch in Spring 2008 and no problems are anticipated in securing a listing for the GDS within the Freesat EPG.

Negotiations are continuing with Virgin Media for the carriage of the service on Digital Cable in the months following initial launch on digital satellite.

## **Partnership and Governance Including Financial Controls**

There are clear arrangements for the management and governance of the partnership and detailed arrangements have been put in place to ensure the appropriate financial controls.

The GMS and BBC will provide the Joint Management Board with quarterly accounts showing the financial spend and results compared to budget together with a commentary and report provided by the Head of Service. This report will include a forecast for the full financial year together with any corrective actions.

It is agreed between the parties that a system of separate book-keeping is the most efficient and effective manner of dealing with transactions, in order to fulfil the accountability and reporting requirements of both organizations.

Transactions between the two companies are expected to be limited to operating costs charged by BBC to GMS and office rental charged by GMS to BBC, subject to agreement on actual costs, and both parties have agreed to run an “open book” policy. This principle entitles each party to inspect the accounting records of the other party to verify expenditures.

The BBC will recover its overhead through the overheads charged to programme offers and commissions. The Gaelic Media Service has withheld a portion of their overall annual budget to cover salaries and administrative expenses.

An annual Project Plan will be submitted to the Joint BBC/GMS Management Board (JMB). This will show the expected budgetary expenditure of each party. The JMB will be responsible for review of actual performance as compared to the forecast.

Where possible, expenditures will be controlled by means of dual (one authoriser from each of the GMS and BBC) to be designed and controlled electronically via email.

Regular phased forecasting referred to under Budgeting and Forecasting will highlight the potential for budget variances.

The Head of Service oversees the delivery of the strategy and programme planning and of the Gaelic Digital Service, working closely with the Head of Content. Regular updates will enable senior management to be aware of commissioning against target genres and funding remaining. Both parties will deliver quarterly finance updates to enable the tracking of commissioning against target genres and funds remaining.

## Alternative Finance

The programme and marketing support being provided by SMG of £1.2m (as compensation for a reduction in their Gaelic peak-time commitments) is subject to the approval of the Secretary of State. A letter has been sent from the BBC to the DCMS seeking such approval and DCMS officials have confirmed that the Department supports this funding in principle.

## Fair Trading – Training

It is proposed that the GMS will fully fund the training budget (initially set at [ ] per annum). (See the discussion on internal audit arrangements for a description of how the management structures and financial and accountability controls for the partnership will function).

The training will be wholly supplied by third party trainers.

The training fund within the GDS budget is provided for and controlled by the GMS and fulfils their remit to train the Gaelic sector. The BBC will not be involved in funding or providing the training. The Controller, Fair Trading has confirmed that these arrangements are satisfactory.

## Overall Cost of the Gaelic Digital Service

The full Gaelic Digital Service annual cost (including DTT distribution), has been published at £24.8m. This figure, however, includes £5.3m of existing spend on Gaelic services and £6.9m of distribution costs, the latter being a very provisional estimate (£4m of this figure relates to carriage on DTT which may cost less). The extra BBC content investment involved is limited to £2.5m pa primarily to finance the cost of a television News service.

The full annual cost of the service consists of the following items:

	£m
Existing BBC spend on Gaelic TV and Online	2.1
Existing BBC spend on Radio nan Gàidheal	<u>3.2</u>
Total BBC spend (excluding distribution)	5.3
GMS Contribution	<u>10.1</u>
Content Funding Excluding New BBC Investment	15.4
Allocated distribution costs (all platforms)	6.9
Total cost Before New BBC Cash Investment	22.3

<b>NEW BBC CASH INVESTMENT</b>	<b><u>2.5</u></b>
TOTAL COST OF GAELIC DIGITAL SERVICE	<u>24.8</u>

NB At launch, the equivalent full annual cost of the service will be £20.8m as there will be no DTT distribution at this stage.

### 3 EDUCATION AND LEARNING STRATEGY

The Trust asked for further evidence as to how the GDS' educational strategy will be delivered. The BBC Executive agrees with the Trust that this is a key part of the public value of the service.

The GDS across its services will aim to attract the widest possible audience. The content budget will be spent in support of the two broad aims of attracting a wide audience and supporting the education and learning strategy.

The Gaelic Digital Service will offer the same scale of opportunity to Gaelic language learning as it will offer to existing Gaelic speakers that is to improve dramatically the quantity and availability of learning material in Gaelic, to enhance the Gaelic learning experience, and so transform the potential for acquiring the language and gaining proficiency in it.

- Language learning materials will be scheduled prominently on television and will also have prominence online and on Radio nan Gàidheal
- A varied range of language learning materials and resources will be available, for pre-school and school age learners, adult learners from beginners to the relatively fluent

This will significantly enhance the outreach of the service to learners and those with an interest in the Gaelic language and culture.

The GDS will be unique among BBC-licensed services, with:

- Language learning material scheduled regularly and prominently on television
- A high proportion of broadcast output supporting language learning
- A varied range of language learning materials – for pre-school and school age learners, adult learners from beginners to the relatively fluent, including online and radio

The GDS will take two distinct roles in relation to language learning:

- It will be the destination for new learners, with campaigns designed to increase the numbers learning Gaelic
- It will make language learning materials readily available to all levels and ages who are already acquiring the language, making the process of learning easier, more accessible and motivating, thus improving opportunities to increase fluency at every stage

As a partner in campaigns to promote the language:

- The GDS will schedule appropriate learning materials prominently to coincide with Bòrd na Gàidhlig<sup>3</sup> campaigns, and work in close co-operation in those campaigns
- BBC Scotland will run additional campaigns, pointing to the GDS as a varied source of language learning opportunities
- Year round, accessible Gaelic content of all kinds will be showcased on BBC Scotland after digital switchover, and this content will be supported by messages and trails pointing to language learning via the GDS

The GDS will support parents, teachers and children so that the next generation acquires the language, with:

- TV and interactive resources in Gaelic for pre-school children, along with advice and support for parents and carers
- Regular broadcasts of the archive of Gaelic material for Primary pupils, video and interactive resources available online, supplemented by further online resources
- Secondary resources for language learners and those learning through the medium of Gaelic – again using existing resources , and versioning Bitesize into Gaelic

The GDS will transform the potential for adult language learning because it will be:

- An increased permanently available source of learning: featuring new materials and appropriate language learning archive
- A coherent cross-platform service linking video, audio and interactive learning, offering learners flexibility in how they learn
- A source of new and contemporary material versioned for learners, to make gaining fluency in the language relevant to life in today's Scotland
- An immersive language experience delivered across media, which will be a unique asset for the vast majority of learners studying in communities where English is the dominant everyday language

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<sup>3</sup> Bòrd na Gàidhlig is charged with the promotion of the language and specifically with doubling the numbers of Gaelic speakers by the census of 2021. Bòrd na Gàidhlig's National Plan for Gaelic is now policy across Scotland for the promotion and growth of the language.

## Partnerships

Both parties in the GDS have fostered productive relationships with key partners in the field of education and learning. GMS has been cooperating with Bòrd na Gàidhlig in two key ways:

- GMS was involved in the selection of advisers to Bòrd na Gàidhlig for a Gaelic research and advertising campaign. The research project established methodologies that were built upon by a subsequent research project undertaken by GMS, the results of which were shared with Bòrd na Gàidhlig. The outcomes are equally useful to all parties as they strive to understand levels of engagement with Gaelic and consumption of Gaelic media
- GMS sits on the newly inaugurated Education Steering Committee established by Bòrd na Gàidhlig to advise on policies and strategies for Gaelic education at all levels

The GDS will build on these relationships continuing to work closely with BBC Scotland's services, to develop its partnership with Bòrd na Gàidhlig and in consultation with Stòrlann<sup>4</sup>, Clì, Learning and Teaching Scotland, The Scottish Qualifications Authority, The Board of Celtic Studies, The UHI Millennium Institute, Comann nam Pàrant Nàiseanta and Gaelic teachers' associations, working in co-operation and sharing knowledge regarding matters of mutual interest. Bòrd na Gàidhlig is the author of Scotland's National Plan for Gaelic and strongly endorses this strategy as making a significant and substantial contribution to their aims and objectives.

The service's varied contributions to learning Gaelic are detailed as follows:

### Promoting language learning – Campaigns

The GDS will partner with other organisations in campaigns to increase the numbers learning Gaelic in order to maximise reach and impact across the whole population.

Working closely with Bòrd na Gàidhlig in their national campaigns to recruit Gaelic learners, which will use commercial media, direct marketing, and the web, GDS learning resources will feature in the promotional materials created for these campaigns. Appropriate introductory learning materials will be scheduled on the GDS to coincide with the period of the campaigns, as well as on the BBC and GMS websites. Comprehensive and reciprocal links will be established between the GDS, Bòrd na Gàidhlig and other agreed sites (e.g. Clì, the Gaelic Learners Association). On air trailing will be given priority on the GDS during the period of Bòrd na Gàidhlig campaigns, while on BBC One and BBC Two Scotland there will be promotion of the GDS as a learning resource.

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<sup>4</sup> A partnership body set up to oversee the production and co-ordination of Gaelic teaching materials for all sectors of Gaelic education.

The relationship with Bòrd na Gàidhlig is already well established:

- Bòrd na Gàidhlig nominate a representative to sit on the GMS board
- GMS is a member of Bòrd na Gàidhlig's National Gaelic Education Steering Group.
- The GDS has been offered a place on all relevant national working groups set up by Bòrd na Gàidhlig, (e.g. Gaelic Language Learning Working Group).
- The GDS and Bòrd na Gàidhlig will share and develop plans for promoting the language over the long term. In particular this will be an opportunity to explore and agree the co-funding of learning resources – along the lines already established with Bitesize for Gaelic learners and fluent speakers, and the Gaelic poetry resources jointly developed with Stòrlann.
- Research findings, segmentation, attitudinal data, and cluster analyses of the target audience have been, and will continue to be, shared between the organisations.

BBC Scotland will mount its own separate campaigns to promote Gaelic language learning, developed in co-operation with Bòrd na Gàidhlig and the members of their national working groups to deliver added reach and frequency to the messages encouraging people to learn the language.

The campaigns will exploit BBC TV, radio and online as appropriate to maximise their reach and impact. The campaigns will include, without being limited to:

- Colin & Cumberland<sup>5</sup> short films, scheduled across BBC One Scotland and BBC Two Scotland, and the linked online interactive language learning game
- Trails and pointers to the GDS and its language learning resources; along with interactive links online to Bòrd na Gàidhlig/Cli/ Sabhal Mòr Ostaig (the Gaelic College) and other UHI Millennium Institute Colleges' resources and information on where to learn
- The involvement of prominent BBC Scotland personalities in learning Gaelic, featuring their progress within regular English language output, or on targeted media as with RaW's recent literacy "mobisodes" using *River City* characters
- Promotion of Gaelic language learning opportunities for children of all ages, scheduled around programmes with broad family appeal

### **Promoting Language Learning - Resources**

The GDS will transform the availability of Gaelic learning materials. Uniquely, the GDS will prominently schedule content which will support language learning on television. Language learning material will form a larger

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<sup>5</sup> A series of short TV animations encouraging the audience to learn a single phrase – the animations are supported by an extensive website which supports the absolute beginner through the initial stages of language learning in a fun and irreverent environment <http://www.bbc.co.uk/scotland/colinandcumberland/>

proportion of the service than on any other BBC-licensed service, as it exploits archive from a variety of sources alongside new material. The range and variety of the material will be more extensive than on any other single service, spanning pre-school, school age, and adult learners from beginners to the relatively fluent.

The impact of the GDS will go beyond enhanced availability to transform the experience of Gaelic language learning. As a single cross-platform service, the GDS will coherently link video, audio, and interactive resources for learners at different levels of language acquisition. Regular scheduling on television, supported by video, audio, and textual content available via broadband, will provide an ever-increasing, permanently available source of learning materials: featuring new resources and all appropriate archive. This offers the flexibility for individuals to learn as suits them best, to revisit material to consolidate their understanding, and to progress smoothly to new material at their own rate, independent of term times, curricula or scheduling constraints.

There will be a close link between the core output of the channel and related learning resources – versioned output, subtitled material, clips with questions or exercises, scripts. This will ensure a constant source of new contemporary material made accessible for learners with the effect that gaining fluency in the language will be as relevant as possible to today’s Scotland, placing learning in a real and immediate context.

The GDS will offer learners an immersive language experience, delivered across TV, radio, interactive video, audio, and online text. This will be a unique asset for learners, the vast majority of whom will be learning in communities where English is the dominant language, and so immersion in the language is a challenge to achieve. GDS programming – news, documentaries, children’s, entertainment - will offer the learner a virtual Gaelic community and a means of supplementing formal learning with the informal learning that access to a linguistic community enables.

The varied learning materials on the GDS are considered below, distinguished between those for children, and those for adults of all language abilities – from a few words to fluency. In each case a “ladder” of resources, growing in sophistication in their use of language will be available to enable progression.

### **Children’s learning**

Parents are critical to decisions over young children’s learning – will their children be exposed to Gaelic at home? As a two or three year old will they be sent to a Gaelic playgroup or Gaelic nursery school? As a five year old will they be enrolled in a primary school where Gaelic is taught as a modern language, or will they be enrolled in a school which offers Gaelic Medium Education?

The GDS will offer resources to parents, carers, teachers and children to support each of these choices. The visibility of promotional communications –

via trails, pointers and announcements – will reinforce the credibility of the learning steps they are taking, giving adults confidence to support the children they are responsible for as they learn.

Pre-school animations in Gaelic are a long-established feature of the terrestrial BBC Two Scotland morning schedule (30 minutes per week day, year round as CBeebies Gàidhlig), and these will continue after digital switchover. They are the most accessible entry point for parents, carers and young children to build familiarity with the language through an attractive introduction to Gaelic via recognisable characters, settings and simple to follow action, through a diverse range of versioned animations (e.g. Charlie and Lola, Noddy, Thomas the Tank Engine). The GDS will schedule these animations as well as bespoke commissions for young children (e.g. Na Daoine Beaga, Dòtaman, Na Bonachain) throughout the year. This long-established pre-school provision will be cross-promoted from BBC Two Scotland.

As well as broadening reach, this material will also be accompanied by promotions, trails, announcements and pointers to appropriate Gaelic language learning broadcasts on the GDS and to games and other learning materials (e.g. Explore Some More, Fàilte gu Fuaimean) available online. Information about Gaelic in formal education, for parents and carers of these pre-school children, will also be made available online.

The BBC can bring a benefit to the GDS in that it acquires the Gaelic rights for children's animations with only the actual versioning cost to be borne by the service. The relationship between the GDS and CBeebies can also be explored, with promotion of the service to the young audience and their carers through CBeebies being potentially of great value.

These first steps towards acquiring the language will be supported by interactive materials online which will be promoted around the broadcast animations. A CBeebies-style website supporting the programmes and offering simple interactive games and learning resources will be developed (including BBC Scotland Learning's Explore Some More which is due to be available in Gaelic in 2008-09).

To support teachers, pupils (and their parents) in Gaelic Medium Education, and as support for Gaelic Learners in Primary (who learn Gaelic as a modern language in some Primary schools not offering GME), specific language learning resources will be broadcast every year, linked directly to the emerging 3-18 Scottish Curriculum For Excellence and supporting initiatives such as the recently introduced Gaelic-specific phonics scheme. There will be a regular broadcast presence for under primary pupils, complemented and supported by Gaelic learning permanently accessible online in clip form and in short segments.

BBC Scotland Learning will continue to produce its materials in close co-operation with the Gaelic service, in addition to Explore Some More, the

following strands from BBC Scotland Learning's 2008/09 content plan have potential for either Gaelic versioning or full collaborative production:

- 'Lingo-box' – an online, culture and citizenship-based language learning resource, supporting English, Gaelic, Mandarin, Urdu, Polish and other cultures
- China – cross-curricula television for Primary and Secondary school children with an accompanying website
- History – online materials supporting BBC Scotland's landmark History of Scotland series.

Gaelic learning resources for Primary school pupils (with support materials for teachers and parents) will also be available online. Interactive learning materials will be enhanced with video and audio, drawn not only from formal education programmes but also from regular cross genre children's programmes (e.g. *Dè a-nis?*) reinforcing language usage for pre-teens in different contexts, such as nature, science, fiction and, sport. Parents and teachers will see promotional trails, pointers and announcements explaining how the learning resources of the GDS will support their children's learning at home as well as at school.

The Trust is considering the reuse of BBC Jam materials quite separately and we await the outcome of that decision. The Gaelic Jam resources can be categorised broadly as:

- Resources to support learning Gaelic as a modern language within non-GME secondary schools. The availability of BBC Jam's Gaelic 11-14, specifically aimed at students starting to study Gaelic for the first time at S1, would provide a much needed boost to this sector and a corpus of material which could subsequently be extended and developed. At the moment the entire teaching resource for the sector consists of just 2 textbooks.
- Gaelic versioned BBC Jam content in a range of subjects – Maths, Science, History, and Geography - for GME across Primary and Secondary age groups. BBC Jam Science 11-14 in Gaelic would address one of the priorities identified by Stòrlann for S1 and S2. Other priorities for this age group are for versions of BBC English language History, Geography and Modern Studies materials and a range of existing BBC English language materials supporting these curricular areas could be versioned and made available on the GDS. Resourcing GME at S1 and S2 levels (11-14 years) is the new priority for formal learning materials in Gaelic.

Publishing BBC Jam content in Gaelic as an integral part of the GDS would be a major contribution to enhancing language acquisition by young people, and would be the biggest single in-kind – and separately accounted for - contribution by the BBC into content for the GDS after providing a daily journalism service.

Also for Secondary pupils, BBC Bitesize subjects will be versioned into Gaelic and made available on the GDS to build up support for secondary pupils in GME. Teenagers will also be able to exploit the learning support for adults – including subtitling – and will have a natural affinity with some of the most accessible Gaelic content (e.g. music, sport, outdoor leisure) around which language learning opportunities will be promoted and encouraged.

Detailed content plans for curricular materials will be co-ordinated with Bòrd na Gàidhlig's four Working Groups (Secondary Curriculum, Gaelic Language Learning, Gaelic Medium, Gaelic Language Awareness) as well as with Learn Teach Scotland, the Scottish Qualifications Authority and Stòrlann. BBC Alba has a close relationship with Stòrlann and works with it to avoid duplication and maximise value of new resources. For example in March 2008 Stòrlann will produce an anthology of Gaelic poetry for pupils in Secondary schools (the current anthology used in secondary schools was produced in 1918) and BBC Alba is producing a website to support the study of 20<sup>th</sup> century Gaelic poetry, which complements the new book. The existence of the GDS can only increase the potential for such collaborative working.

The Gaelic resources relevant to teachers will be promoted and publicised by working closely (as at present) with BBC Scotland Learning. Specifically teachers will learn of them at the Scottish Learning Festival, in targeted mailings to all schools that offer Gaelic in any form, in the regular online newsletter to teachers from BBC Scotland Learning, and online in the full description and listings of resources for schools. We will also work with external partners to promote the learning resources of the GDS; e.g. via joint events with Stòrlann (viz. proposed joint launch of Stòrlann's poetry anthology and BBC Alba's complementary poetry website in March 2008), and via teacher associations: Clas, the Secondary Teachers' Association, and A' Chuisle, the National Gaelic Teachers Conference. Bòrd na Gàidhlig will promote GDS learning resources in their targeted campaigns to teachers, parents and children, and via their network of links to Gaelic organisations involved in teaching the language.

Children are the future of the Gaelic language and the GDS is determined to support them, their parents and teachers at every stage to achieve fluency, whether through informal learning opportunities or more formal study.

The context for Gaelic learning in formal education is outlined in Appendix 1.

### **Adults' learning**

The impact of the GDS on adult learning of Gaelic will also be far-reaching with the GDS opening up new opportunities to support adults' informal learning much more effectively than at present.

1. More dedicated learning output available each year
2. Cross-media resources co-ordinated around a single service
3. General output versioned to aid learning
4. Each learning element actively and consistently promoted

5. Repeating learning content on a cyclical basis – updated as necessary – to capture students as they start their learning and move through the increasing levels of fluency

The GDS will schedule prominently language learning material throughout the year, and with a dedicated learning zone scheduled consistently. This will represent a greater proportional and absolute commitment to language learning than any other BBC-licensed service. It will move provision in Gaelic away from occasional language development series to the regular availability of: Speaking Our Language, Can Seo, Facal Air, Beul-chainnt, Colin & Cumberland. The book, audio and video resources which accompanied the Speaking our Language series from 1993 sold more than 75,000 units.

These resources will also be made available in short segments online via broadband, for repeated viewing and for use in specific learning exercises. In addition there are interactive resources for Colin & Cumberland and audio for Can Seo. An interactive “ladder” offering progression in the language will come from incorporating Beag air Bheag and potentially BBC Jam materials into the service. Radio nan Gàidheal’s broadcast and podcast Letter for Learners will be extended and integrated into the mix. So for the first time, TV, radio, online, video, audio and broadband will be able to be co-ordinated in a single long-running service offering high quality, consistent and progressive support for learners. The scale of availability should encourage publishers to re-issue books and other print to support the broadcasts.

Learning materials have a long shelf-life in the archive, but no content is eternal so every year the GDS will update, refresh or replace an element of its adult learning “ladder”.

Learning will not be confined to dedicated specialist programming. Experts in the teaching and learning of Gaelic strongly endorse the view that it is almost impossible for learners at present to immerse themselves in the language as they can with majority languages such as French, German or Spanish. In a classroom situation it is also very difficult to find ways of teaching ‘domestic’ or colloquial language, a vital component in building familiarity, confidence and fluency in any language. The GDS will therefore be a major addition to the learning process by offering learners, across media, an immersive experience of that kind. Being aware of the importance of this role, the service will in turn increase the accessibility for adult learners of a range of broad appeal general output, including news items, factual and leisure programmes each week.

To build vocabulary and familiarity with Gaelic, general content will be made available:

- with opt-in English subtitles – for new learners
- with opt-in Gaelic subtitles – for more advanced learners
- broadcast again in a learners’ zone at a convenient time (e.g. Sunday afternoon) with subtitles highlighting key words or constructions

- in clip form online, with a choice of subtitles and supporting text, for repeated viewing
- with scripts available online
- supported by an online glossary/tips on grammar/ highlighting colloquial usage

This extends the range of learning material and its direct relevance to learners' lives now. This is of particular importance to draw in lapsed speakers, semi-speakers or reluctant Gaelic speakers, to ensure that their learning is woven as seamlessly as possible into general media consumption.

Learning the language will be informally woven into the subject matter of entertainment series, documentaries, debates and radio magazine strands, to offer different prompts to certain sections of the audience to engage further with developing their knowledge and understanding of Gaelic.

## **Marketing**

Learning material will be given particular prominence at times of Gaelic learning campaigns with appropriate entry-level resources timed to coincide with the period of the campaigns. However, over and above specific campaigns it is vital that awareness of the variety of the available learning resource is high throughout the year. So every aspect of the learning proposition – dedicated series, subtitles, online games, glossary etc. – will have trails and pointers that will play frequently in interstitial airtime. Versions of these will also be used to cross-promote these same resources from BBC Scotland TV or Radio Scotland. In this way, language learning will be a prominent theme closely associated with the identity of the service itself.

Beyond GDS and BBC airtime, the learning resources will be promoted via Cì (the Gaelic learners' association) via their website, mailshots to members, weekend and other courses and their magazine Cothrom. Bòrd na Gàidhlig will promote GDS learning resources for adults via their promotional materials in a range of media, their regular communications to all Gaelic organisations will also be used to increase awareness of GDS learning opportunities, and there will be reciprocal interactive links between GDS and Bòrd na Gàidhlig's online sites. There will also be direct promotion of the GDS' learning materials to Further and Adult Education institutions across Scotland. See Section 4 Reaching a Wider Audience for further detail regarding the marketing of GDS learning resources.

It is not certain how an increase in provision will influence demand, but with the establishment of a Gaelic Medium Secondary school in Glasgow the related Primary intake has doubled, as parents increasingly recognise the potential for progression. The new Gaelic school in Inverness has had a similar effect on early years Gaelic Medium Education enrolment in that city. Many of the parents of new GME pupils do not come from Gaelic speaking households and these children are often the first bi-lingual members of their family which further encourages parents, carers and siblings to make some commitment to the language themselves in order to support their child.

Gaelic medium education is a major step for parents to take, much greater than learning a language as an adult, or reviving former language usage; we are confident that the scale and coherence of the GDS' offer to learners will attract "latent" learners and will be a transformational step in the survival of the language.

## 4 REACHING A WIDER AUDIENCE

There are three strands to driving wider appeal for the GDS throughout Scotland:

- The educational and learning strategy – outlined in the previous section
- The appeal of the proposed Service beyond speakers and learners
- Effective marketing

Taken together, these three elements will help the Service move towards the proposed weekly target reach of around 250,000 by attracting to the service non-speakers, learners and people who currently do not consume any Gaelic content.

- The GDS will across its services, aim to attract the widest possible audience for all its output and will allocate the majority of its annual (non-news) budget to genres which are most likely to deliver to the wider audience and which will support the education and learning strategy
- A weekly commitment to broadcast in the region of 5 hours of non-news original content to deliver to the wider audience of which no less than 2 hours of original content will support the learning strategy

### **Broader Content Appeal**

The content proposition of the GDS will appeal beyond speakers and learners of Gaelic to the significant proportion of the population of Scotland with an interest in the language and culture. In recent research (*Progressive*, Autumn 2007) among a representative sample of 1001 adults living in Scotland, 44% claimed they would try the service once they were aware of it.

At present, viewers in Scotland are offered services on BBC One and BBC Two where the vast majority of the hours are made outside Scotland, with proportions of virtually 100% on other BBC and commercial TV channels. For a section of the audience in Scotland, a channel dedicated to reflecting aspects of life in Scotland, available in the early and late shoulders of peak-time as well as in peak, will be an attractive alternative choice. The volume of hours – originated, narrative repeat and archive – reflecting Scotland will increase substantially versus current levels (more than doubling the transmitted hours from the BBC in Scotland). The scheduling of repeated blocks of output will offer some of the most accessible programming both when audience levels are highest, and separately when the options on more mainstream channels are less compelling. In this way the Service should build up a significant reach among non-speakers, for whom the GDS is an occasional choice and a valued addition to their portfolio of services in a multi-channel multi-media world.

There are five reasons to believe that this is more than a theoretical possibility:

- 1 Programmes will be accessible to non-speakers through the use of English subtitles
- 2 Evidence of wider interest in Gaelic life, heritage and culture beyond heartland of fluent speakers
- 3 Programmes reflecting specific regions of Scotland
- 4 Programmes reflecting particular interests
- 5 Evidence from other minority language services

## **1 Accessible to Non-speakers**

Programmes broadcast on the GDS will be available with English subtitles, as used on BBC Two Scotland, STV and S4C, to ensure that interested non-speakers can follow the output.

The most accessible output on the service will be trailed, announced and pointed to from BBC One Scotland, BBC Two Scotland, from within BBC TV programming where coverage continues on the GDS, from within appropriate Radio Scotland output e.g. specialist music, via /Scotland online, and the English language listings services in print in Scotland. The marketing approach will be to promote attractive content on its own merits that will draw an audience to the channel.

## **2 Wider Interest in Gaelic**

*Progressive's* research (see above) offers the clearest evidence yet that over 4 in 10 in Scotland have some interest or connection with Gaelic. Clearly it is up to creative programme makers and marketers to convert that interest into attention to their media, but this is fertile territory for their efforts.

The research does not suggest that there is a sharp divide between a small minority of speakers and everyone else, but rather that interest and connection with Gaelic infuses a broad cross-section of Scotland's population at different levels of intensity and commitment. This hinterland of interest is exactly where public service broadcasting can flourish, building knowledge and intensifying connections for those whose engagement is initially casual or modest in scope.

*Progressive* found that while 3% claimed fluency in Gaelic, 5% had at least conversational Gaelic, with a total of 12% able to understand at least a few words. Almost 1 in 5 (19%) are interested in learning more about the language, with over a quarter (27%) expressing an interest in the language – a basis for estimating informal learning or knowledge building potential around Gaelic. The largest proportion – 46% - are interested in specific aspects of Gaelic culture e.g. music, history. This represents the basis for the crossover audience who could be drawn to sample the service occasionally.

This research commissioned by GMS has been shared with Bòrd na Gàidhlig and builds on a cluster analysis which was developed for them. It is anticipated that this could form the basis for tracking research into usage and attitudes to Gaelic and to the GDS, which would in turn inform joint strategies for targeting different audience segments with campaigns (as detailed in section 3) and through scheduling and commissioning on the GDS, supported by cross-promotion on BBC Scotland's services. The exact nature of the plans and joint actions with Bòrd na Gàidhlig will be determined by the relative success achieved in engaging different sections of the wider population in Scotland.

### **3 Better Regional Coverage**

The GDS is a national service for the whole of Scotland. Nevertheless its centre of gravity in production and in the population distribution of its heaviest users will be more outside the Central Belt of Scotland than any other national media in the country. The Highlands, Islands and north of Scotland will be much more heavily represented on air than at present.

It is also the case that across the Highlands direct connections with Gaelic are the most prevalent: 46% of those in the Highlands, according to *Progressive* have Gaelic speaking relatives. Using BARB, the definition of the North of Scotland covers a population of 1.5m; using RAJAR, around 1m individuals are covered by Northsound, Moray and Radio Tay; a more detailed breakdown for potential Where I Live website coverage shows 300,000 people in the Highlands & Islands, over 400,000 in the North East, and a further 300,000 in Perth & Tayside. In all of these definitions of the North of Scotland there is an appetite for enhanced coverage and reflection of the realities of life in these communities.

The GDS will have particular resonance in these areas for English speakers through its news, weather, observational documentary and some sports coverage, all of which will be subtitled in English.

**News** - the creation of a news service specialising in the reporting of stories from across the Highlands and Islands area has the potential to attract a regular local non-Gaelic audience. The news will be scheduled in regular peak and shoulder slots, giving viewers multiple opportunities to catch up on local stories. Reporting staff numbers across the North of Scotland will be enhanced, delivering value to all BBC News services as well as the GDS, as all staff will be bi-lingual and able to file stories for all media.

**Weather** - A detailed weather service for the North of Scotland is integral to the GDS's programme proposition and will be scheduled with the news. This will have strong cross-over appeal in a region of the UK which experiences weather in the extreme and the people and economies of maritime communities in particular are keenly aware of its impact. This will offer added value to licence fee payers and complement the BBC's existing services.

**Observational Documentary** – The reflection of life in rural, island, coastal, fishing and farming communities will be relevant across Scotland, and will

feature more prominently in the mix of factual output for the GDS than for most other BBC Scotland's services. With appropriate promotion on air on BBC Scotland such series should gain an audience drawn from English and Gaelic speakers from across Scotland

**Sport: Local Teams** - Coverage of Shinty or of Inverness Caledonian Thistle soccer matches will maximise BBC Scotland's use of its rights packages, will provide valuable hourage to the GDS, and will draw in supporters irrespective of the language they speak. These aspects of sports coverage will be a valuable part of celebrating achievement and identity that can cross linguistic boundaries.

#### **4 Interest in Culture & Heritage**

2007 has borne witness through the year long celebration of Highland Culture that interest in all aspects of culture are vibrant and strong in Scotland – from music to outdoor pursuits, sport to Gaelic poetry. There is an opportunity for the GDS to capitalise on this in future years. In its regular output the cross-over appeal of some genres – music, sport and factual, for example – will offer entry points for non-speakers to use the service, exploiting BBC rights more fully as a result. In addition, a number of events that featured in 2007's Highland celebrations will continue and offer potential for shared coverage on the GDS and BBC Scotland. Strands and events that engage with audiences' leisure interests will be critical to reaching the broadest audience in Scotland. The GDS will have room to offer a broader range of programming than at present and improved flexibility around coverage of events.

**Music** – contemporary, folk and traditional Scottish music is under represented in mainstream media schedules, yet the music scene in Scotland across many genres is at its most vibrant for many years. The delivery of regular music programming and the coverage of festivals and events will deliver niche content to an underserved audience. The GDS will enable the BBC to show more output from events in Scotland – e.g. the Mod, T in the Park, Celtic Connections, and provide flexible, extended broadcast hours that enable the BBC to exploit its rights more effectively. Extended coverage will be promoted and announced via BBC Scotland's English language services.

Building on previous successful bi-lingual and cross-media concerts produced by Radio nan Gàidheal, Radio Scotland, the SSO and BBC Scotland TV in 2007, English language services on BBC TV and Radio will share coverage of appropriate key events with the GDS. This will allow bi-lingual presentation to be integrated into the productions, while extended coverage can be offered on the GDS.

**Events** – As well as music, cultural, sporting and other major national events (e.g. opening ceremonies) will all feature on the GDS. In addition to broadening reach, an explicit language learning opportunity will be highlighted to audiences by on air mentions and appropriately scheduled trails, announcements and pointers featuring the GDS and its language learning

resources. This approach to events will embrace Radio Scotland and our broadband coverage online as well as BBC Scotland TV.

**Sport & Leisure** – are strong genres for increasing reach, as evidenced by the TG4 experience in Ireland. In addition to attracting local partisan audiences (mentioned above), sport will draw in non-speakers in a number of ways:

- The GDS can offer live all day sporting coverage in a complementary relationship with BBC Scotland, when BBC Scotland may only be able to schedule highlights. As with events, cross-promotion with BBC Scotland will be integral to the combined coverage
- The GDS will have a flexible schedule and hence an ability to transmit live football or other sporting events with optional commentary feeds – Gaelic / English
- Specific sports which are currently a niche interest, such as curling or mountain biking, can attract a dedicated audience of English speakers for exclusive content
- Accessible outdoor and activity-focused material also has the potential to extend reach and attract a wider range of viewers to the GDS

**Factual & Arts** - the GDS will continue to create programming in Gaelic that covers areas of historical and cultural interest which do not readily find a home in the English language schedule, much of which can be attractive to non-speakers and helps to raise awareness of the language and its place in Scottish life. The contribution to reach from this output will benefit from a schedule with multiple chances to see new programmes.

## 5 Performance of Minority Services

There is reason to believe, based on the performance of existing channels and content, that the GDS can extend its reach beyond a core of fluent speakers. The speed at which this wider reach can be achieved will be strongly dependant on the number of platforms on which the service is available from launch and how distribution for the service further develops.

Multi-channel services that perform best in Scotland tend to be entertainment led or mixed genre channels available on all digital platforms.

### Digital TV Channels' weekly reach in Scotland (thousands)<sup>6</sup>:

ITV2	1,300 (33%)
BBC Three	1,200 (31%)
E4	1,000 (25%)
More4	880 (22%)

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<sup>6</sup> Source: BARB Oct 2007; % weekly reach among individuals in multi-channel homes

ITV4	850 (21%)	
Sky One	760 (19%)	DSat only
ITV3	740 (18%)	
Film4	690 (17%)	
Five US	600 (15%)	
BBC Four	580 (14%)	
Five Life	570 (14%)	

The GDS will offer some of the genre variety of a BBC Four for example, but will not be dominated by fiction in the way that the most popular commercial services are. More specialist channels offer another point of comparison:

#### **Niche Digital TV Channels' weekly reach in Scotland (thousands)<sup>7</sup>:**

UKTV History	430 (11%)	- all 3 platforms (0700-1800 only on Freeview)
The Hits (music)	350 (9%)	- all 3 platforms
Discovery	260 (6%)	- available on DSat & DCab only
History Channel	160, (4%)	- available on DSat & DCab only

The best evidence for an indigenous UK language TV service comes from S4C Digidol. This version of S4C plays on all digital platforms and consists only of Welsh language programmes. It contains all the Welsh language programmes simulcast from S4C analogue and additional Welsh language programmes that are either shown only on digital or are repeats. It broadcasts for 12 hours a day. This service's weekly reach is to 150,000 Welsh speakers plus another 170,000 non-Welsh speakers (c.8% of non-Welsh speakers), even though an analogue version exists containing English language as well as Welsh content.

There is no exact parallel for the proposed GDS but the multi-channel evidence suggests that, given the content mix outlined above, it is credible that the core language speaking audience can be more than doubled by non-speakers, reaching in excess of 5% of the available English language market.

The BARB panel in Scotland is representative of the English speaking audience on the mainland, but not of Gaelic speakers or of island communities. It can be used to look at the breadth of appeal of programmes made for the English language audience in Scotland. Measured across all homes the reach to **4 episodes** of series on BBC2 Scotland is as shown:

#### **English Language (4 episode reach, all homes) (thousands)**

History:	<i>The Highland Clans</i>	620 (13%)
Outdoor:	<i>Adventure Show</i>	340 (7%)
Rural:	<i>Landward</i>	330 (7%)
Music:	<i>Transatlantic Sessions</i>	280 (6%)

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<sup>7</sup> Source: BARB Oct 2007; % weekly reach among individuals in multi-channel homes

## **Gaelic** Language (4 episode reach, all homes) (thousands)

Current Affairs: *Eòrpa* 120 (2.5%)

None of the above 4 episode reach figures benefit from narrative repeats which would be available on the GDS. However if *Eòrpa* – the established GMS funded strand – can reach over 100,000 English speakers (NB BARB is not registering Gaelic viewing) across 4 outings in a uniform slot in a single genre, then once again it is plausible that a 7 day a week service offering multiple genres with audience appeal in English in excess of a quarter million each could yield reach among English speakers in Scotland well above that level enabling the GDS to work towards the proposed audience reach target.

Analysis of BBC Scotland TV reach also indicates the importance to it of distribution on all platforms. Reach to the English language series listed above typically drop to 30% of the levels shown for reach achieved via DSat only. It seems highly probable that DTT / Freeview distribution will be critical after digital switchover to maximise reach for the service in Scotland.

The maintenance of the BBC Two Gaelic zones during the switchover period can act as a vital prompt and marketing tool for the GDS but should not be regarded as a substitute for the Freeview viewer. Subsequently BBC Two slots will be used to schedule pre-school programmes and a selection of learning, children's, and accessible adult output. This content will be supported with trails and announcements pointing to Gaelic language learning online and broadcasts on the GDS – encouraging potential learners to take the next step.

### **Collaboration to Reach a Wider Audience**

As noted in Section 3 partnership will be central to the successful delivery of the learning and education strategy of the GDS. Similarly we will seek to use partnership, co-production and collaboration in order to contribute to and support our strategy to reach a wide audience across Scotland.

The GDS will collaborate with other BBC services – BBC Scotland, BBC Three, BBC Four and BBC Cymru as well as with other language broadcasters such as TG4, S4C and European public service broadcasters to schedule programmes which have cultural resonances and align with the editorial strategy of the service. Programme exchanges, co-productions and the sharing of resources for versioning to extend learning resources and to deliver wider appeal will be pursued. All of this activity will be in accordance with the terms of the Service Licence and the Content Protocol.

The addition of a new TV channel with regular quantities of daily output makes it more feasible to contribute to relevant events, campaigns, days and (reactively) to landmarks such as *Coast* or *Springwatch*. Pictures from GDS contributions can be shared with an English speaking audience in a way that existing Radio nan Gàidheal contributions cannot.

The GDS will receive benefits from the wider BBC portfolio as appropriate through:

- **News** – national and international stories can be reformatted or re-voiced and included in the new daily TV Gaelic news bulletins
- **Sports rights** – in general terms, where BBC Scotland holds sports rights, they include Gaelic language rights, allowing the GDS to cover and provide its own commentary
- **Children’s acquisitions** – the BBC acquires rights for pre-school and children’s programmes and animations which can be versioned into Gaelic in a cost effective manner
- **Learning resources** – collaboration with BBC Cymru and BBC Northern Ireland
- **Archive & acquired programmes** - the versioning of BBC created or acquired programmes has been a regular feature of Gaelic children’s output and provides a high volume / low cost enhancement to the content proposition
- **Events** - the BBC covers musical and cultural events, such as *Celtic Connections*, and as well as the rights to broadcast highlights also has, at no extra cost, the rights to show extended output in Gaelic
- **Campaigns** - the GDS will participate as appropriate in pan-BBC campaigns and activities (e.g. *Children in Need*, *Comic Relief*, and social action campaigns)

## MARKETING THE GDS

The Gaelic Digital Service will be marketed in accordance with the Marketing and Communications Plan to be agreed by the Joint Management Board. It will be a unique new public service delivering multimedia content in the Gaelic language for a Scottish audience, with a young, fresh, Scottish image.

The marketing plan discusses:

- The overall strategy for marketing the proposed Service
- How we plan to target audiences and in particular - the key audience segments we wish to target, the main messages to be relayed the specific tools we will use to market to them
- The proposed budget for the marketing plan

### **Broad strategy**

The service will be marketed using a mix of communication tools:

- Press and publicity generating extensive word-of-mouth
- Cross promotion from BBC airwaves, including television, radio and online
- Promotion on STV (subject to Secretary of State approval)
- Advertising in Gaelic and English language media
- Advertising and publicity for distinctive content strategy featuring news – new cross media service, music both contemporary and traditional – *Horo Gheallaidh* sessions recorded at the Celtic Connections festival; sport – *Rothair nam Beann* - coverage of the World Mountain Bike championships; the environment – *Tir is Teanga / Language and landscape*; children's - daily children's schedule, history – *Iompaireachd nan Gaidheal / Highland Empire* this history of the Scotland's fur-trading Canadian 'conglomerate', The North West Company (produced back-to-back in Gaelic and English. The English version drew an audience of 170,000 on BBC Two Scotland. The Gaelic version has not yet been transmitted).
- Communication channels within schools and Gaelic organisations
- Online social networking sites
- Online advertising e.g. banner advertising
- Viral marketing

The GDS will liaise closely with other bodies working in this arena such as the national advertising campaign with Bòrd na Gàidhlig; Gaelic further education establishments, and other Gaelic and specialist organisations (music, sport, leisure) across Scotland and further afield.

Because of the nature of mass-media marketing, and the fact that the Gaelic audience will almost without exception be exposed to English speaking media, marketing messages will overlap and reach several targets. So, the adult audience – whether Gaelic speakers or not – will be exposed to two sets

of promotion – that targeted at Gaelic speakers and that targeted at English speakers. The same can be said of the youth audience.

## **Audiences**

There are two primary audiences:

- **Bi-lingual Gaelic/ English speakers:**

Within this broad audience, there are many variations in level and aptitude of the language as well as interest in consuming Gaelic, hence the need for audience segmentation, clarified below. However, in the main, there will be little barrier to consumption of the service. The GDS needs to provide a service for them which fits their needs, and which they can easily find.

- **Predominantly English speakers:**

Despite having already highlighted the very clear wider interest in Gaelic amongst Scots, this group will have the biggest barriers of consumption to the service. For them, in the main, the thrust will come from the content of the service. Much of this audience are unaccustomed to regularly watching subtitled programming. The GDS will need to concentrate on providing visually rich content that transcends the language, and which they can only find on this service. In addition, the GDS would aim to promote both Gaelic language and culture to this group in the hope that some of them will improve and develop to become part of the bilingual Gaelic/English group.

## **Audience segmentation**

Within these two main audiences, however, there are many disparities and in order to market effectively, we need to segment further to achieve groups with common needs and who will respond to our marketing calls to action.

The target audience has been segmented into seven main groups<sup>8</sup>, whose needs, expectations and desires for the service differ. Consequently, we will deliver slightly different messages to all of them, highlighting elements which are more pertinent to them and addressing them through channels which are most appropriate for them. Whilst each segment will be targeted separately, all segments will be exposed to more than their specifically targeted messages, thus multiplying the effect of the communication for all.

## **1 English speakers**

This group is of utmost importance and one of the most difficult to target effectively with successful outcomes, as it is so broad.

The main thrust of any communication with them will centre around the distinctive programming on the service, not the fact that it is in Gaelic. The content needs to be of sufficient quality and interest that it transcends any barriers regarding the language.

This group divides into two parts. There are those people who may not have considered learning Gaelic as a language, but are enthusiastic about many aspects of Gaelic culture e.g. the music, the landscape, interest in the culture and heritage, sports such as shinty, curling, mountain biking etc. These people will be keen to try out the new service to see what it offers. Secondly, there are those who have no current interest in Gaelic at all. Even this latter section of the audience can find interest in the better regional coverage of both news and weather for the Highlands, Islands and north of Scotland, as well as being exposed to new factual and music programming that they may not have hitherto actively made an appointment to view.

Please see Section 3 Learning and Education for detail regarding the learning marketing strategy.

### **Key message to this group**

We need to tell this group that the service will provide them with top quality, interesting content on the topics that are of interest to them, and that the language/subtitling will enable access to these programmes. This is the message that will be seen by all our target audiences so we need to ensure that it is an all-encompassing one, which embraces those who speak Gaelic and attracts those who do not.

### **How will we reach them?**

- General press and publicity that surrounds the project
- Trailing in English around BBC programmes on television and radio on subjects such as music, sport, documentaries reflecting the natural world of Scotland, history and unique Gaelic programmes that cannot be found in mainstream media e.g. Eòrpa
- Trailing on STV
- Advertising in titles which cover these subjects whether that be national newspapers or specialist magazines
- Liaison (sponsorship or simply tie-ins, advertising or leaflet drops) with traditional music events' and sports organisations' promotions
- Online advertising
- Promoting individual high quality, interesting programmes regardless of their language. Targeting with occasional offerings which will have mass appeal across Scotland

## **2 Gaelic learners - adults**

The offering for Gaelic adult learners will include specific language learning resources online as well as programming on TV and radio. This segment is highly motivated to consume media content and so is a growth sector for us. See also Education and Learning, Section 3.

### **Key message to this segment**

The message for this group is not dissimilar to that for Gaelic speakers in that the main thrust is to direct them to the service and make it easy for them to find. We need to show them that the whole service is one which will provide a supportive and well resourced environment for learning, an environment which will aid and enhance their learning opportunities.

### **How will we reach them?**

- by communicating directly with places of further education who are offering classes in Gaelic e.g. with leaflets and flyers also through music clubs and venues, leisure and sports clubs and venues
- by using existing learning resources such as *Colin and Cumberland*, *Beag air Bheag* and the partnership resource *Air Splaoid, Litir do Luchd-ionnsachaidh* etc. to direct users to the new digital service
- by communicating directly with learning communities and societies (e.g. Clì Gàidhlig who have a magazine, website and mailing lists of members)
- promotion through Radio Scotland and Radio nan Gàidheal, as aptitude increases
- online advertising
- We also know that adult learners will also be exposed to the general promotional thrust and a certain amount of the activity targeted at the Gaelic speaking adult audience.

## **3 Gaelic learners – children (pre-school to 12 years)**

This segment includes both first-language Gaelic speaking children as well as those acquiring Gaelic through Gaelic medium education. These are one of the most easy to identify segments and are also easier to target.

See also Education and Learning, Section 3. At a later date, there will be a specific marketing plan concentrating on children and the type of service that is needed for them.

### **Key messages to this segment**

One message will be for parents/school teachers encouraging them to use the service to supplement the children's Gaelic language learning. The other message will be targeted at the children themselves demonstrating that the service is a fun service, building on the BBC's strong reputation in this area, where they can watch programmes and/or play games that are for them.

## How will we reach them?

### Pre-school children

- through their parents, promoting the service through channels that we know parents will see e.g. CBeebies
- communication through Comhairle nan Sgoiltean-Àraich (Gaelic Playgroups Council) and nurseries across Scotland.

### School-age children

- through their parents with communication via Comann nam Pàrant (support organisation for parents whose children are in Gaelic medium education)
- communications with Scottish schools directly
- trailing around existing Gaelic and English children's programming on BBC
- promotion on English and Gaelic sites aimed at this age group (eg Blast, Rapal, Sgleog etc).
- online resources, directing them from appropriate social networking and video sharing sites (YouTube, MySpace, Bebo) to the Gaelic Digital Service
- viral marketing for the older children

## 4 Adult Gaelic speakers

These people are currently consuming a mix of Gaelic programmes on BBC Two Scotland and STV, as well as TeleG<sup>9</sup> and Radio nan Gàidheal. We recognise that they are the most likely to consume the new channel in its televisual and radio form, and online.

### Key message to this segment

The message to this segment is that this service is their multi-media home. We will be concentrating on the diversity of the offering and the reasons for them to keep tuning in. However, from the research which tells us that this group is very keen to have a bespoke service, we simply need to tell them where to find it and how to access it.

## How will we reach them?

This group should be the easiest to target. By making use of the media they already consume, we will inform them of the channel details, content and launch date, as well as ongoing communication. This will include:

- trails and pointers within existing BBC and STV Gaelic television zones
- credit squeezes on Gaelic television programming

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<sup>9</sup> Tele-G is Freeview service offering an hour of Gaelic TV each day – programming is supplied by the BBC and GMS

- radio advertising through Radio nan Gàidheal
- press ads in Gaelic press
- online advertising
- an extensive word-of-mouth communication throughout this distinct segment
- Press and publicity activity

Promotion will be a mix of both Gaelic and English language, as appropriate to each medium. Any English promotion means an added chance to address learners or those new to Gaelic, who may not previously have expressed an interest, but may be attracted to trying out something new. For Gaelic speakers, it means that they will have double the opportunity to see any promotion.

## **5 Youth Gaelic speakers**

This group is one of the most difficult to target but is along with the children's audience, the most important for securing the future of the language. The GDS will have a particular focus on marketing to the young audience recognising the growth of GME education and in the numbers of young people speaking the language. This sector of the audience may have had Gaelic medium education for part, but not all, of their education. They do consume Gaelic media but that consumption is sporadic or occasional. They remain a powerful potential audience for us if they are provided with appropriate and engaging content. It is of vital importance that the content proposition and the marketing of the GDS reflects the needs and aspirations of this audience. The GDS as a service will have a fresh, vibrant and contemporary feel which will seek to engage the young Gaelic audience and will reflect their key role in the future of the language.<sup>10</sup>

### **Key message to this segment**

We will need to show this group that the service will have appealing designated programming for them, that it will not be an older person's service. The use of music, sport, entertainment and online content will help to attract this segment.

### **How will we reach them?**

This target audience is keen to interact and are open to new concepts of media viewing. We know that this segment consumes relatively little printed mass media that we can use, so editorial and press ads are unlikely to reach them. Most of them are online. We will target this group by using:

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<sup>10</sup> The delivery of a fresh, young image for Gaelic broadcasting is already taking place as many current TV series – Eòrpa, Ealtainn, Air Bhàrr nan Tonn, are presented by young Gaelic speakers who have come through GME and are now employed in the media.

- trails, pointers and credit squeezes around appropriate Gaelic programming, as well as around BBC (all relevant services) and STV television programmes which we know have a youth audience
- online resources, directing them from social networking and video sharing sites (like YouTube, MySpace, Facebook and Bebo) and also Gaelic youth sites (such as BBC Alba's music site Rapal) to the GDS. Through this approach many young people not interested in Gaelic will be exposed to the communication, but this will actually fulfil one of our later objectives in targeting non-speakers
- online advertising
- viral marketing, creating a piece of communication online that can be downloaded onto mobile phones or emailed that young people will find fun and cool and wish to share amongst their friends
- communication (probably in the form of flyers) to schools and colleges – although this must be treated carefully, as we do not wish to make the service seem too worthy
- targeting student social societies with an interest in Gaelic language or culture in universities, colleges and further education establishments
- press and publicity activity.

## **6 Adult Gaelic speakers not currently consuming Gaelic media**

This segment includes individuals both in Scotland and in the diaspora outside Scotland, who feel that the current Gaelic provision is not for them. We could consider them as “lapsed” Gaelic speakers but only because they feel that the current media offering is not good enough. We want to be able to coax them into trying what will be a much improved offering for them. However, we need to convince them that it is going to be better than before.

### **Key message to this segment**

The message to this segment is that the service is not simply a rehash of existing services, but something that will give them much more than previously on offer. We need to be able to coach this segment into trying what will be an excellent service for them and demonstrating why this new digital service far outweighs what they have experienced in the past.

### **How will we reach them?**

We will target this group through:

- trails, pointers and credit squeezes in appropriate BBC and STV junctions for an adult audience
- promotion through Radio Scotland (as we know that they are not listening to Radio nan Gàidheal)
- general editorial coverage from press and publicity
- activity surrounding the project
- online advertising

## The Marketing Budget

The annual cash marketing budget for the GDS is [ ]

Promotional airtime to the value of [ ] of airtime on STV is also available. The majority of this money will go on the creation of promotional content for on-air and off-air promotion, including internet. Other costs will include media space in newspapers and other titles. Social networking and viral marketing have no media cost.

The BBC will give promotional air time on BBC One and BBC Two Scotland and Radio Scotland, as well as contributing to the media planning of promotion, and press and publicity as well as advising regarding channel development i.e. branding, idents/interstitials etc.

The GMS has indicated a willingness to contribute a further [ ] towards the launch marketing budget.

The marketing budget spend will be targeted to support the service priorities of attracting new speakers through its learning strategy and creating a wider appeal across Scotland through a distinctive content proposition.

The following is a draft estimate of how the launch monies might be spread across the various channels of communication:

Press advertising	[	]
Mailings	[	]
Television/radio advertising	[	]
Website advertising	[	]
Publicity costs	[	]
Viral marketing	[	]
Social networking	[	]

See Appendix 2 for the draft marketing plan towards launch.

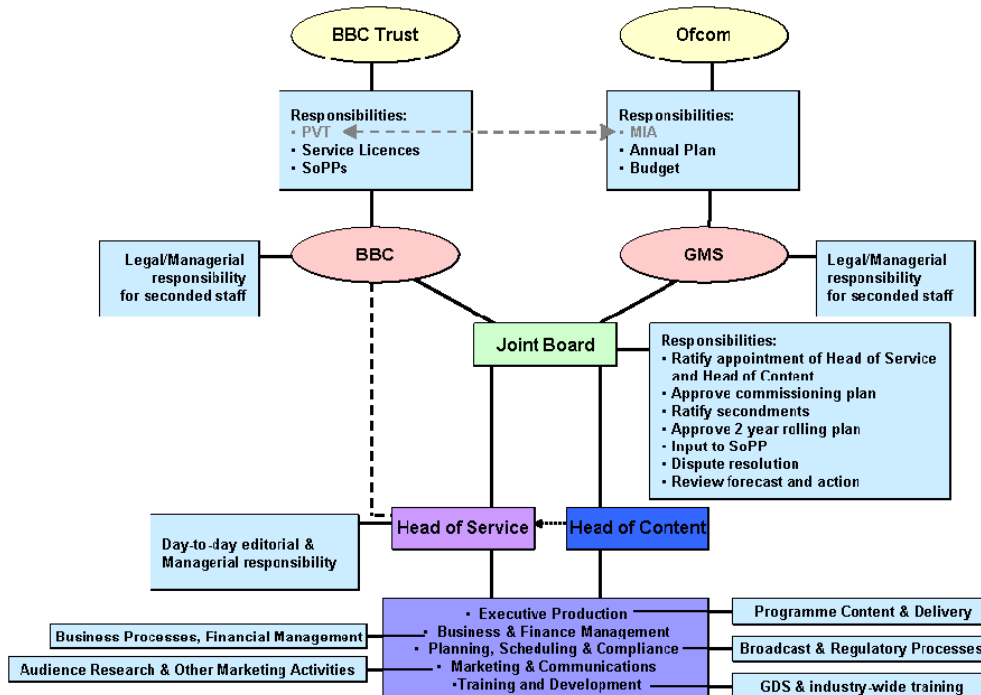
## 5 COMMISSIONING

The Trust's provisional conclusions asked how the commissioning strategy will minimise the partnership risk, meet any terms of trade with the independent sector and ensure transparency.

### Management

The GDS will be subject to a Service Licence for which BBC Scotland will be responsible and the Joint Management Overview Board ("the Board") of the GDS will formulate the policies, strategies and service priorities of the GDS on an annual basis and will draft an annual Statement of Programme Policy. The Board will be cognisant of the governance, regulatory and other obligations and aspirations of both parties, which are designed to minimise risk and disruption to the service's operations.

The following chart outlines the management and governance structure for the GDS.



Content will be commissioned in accordance with the Content Protocol which is contained within the Project Plan as set out in the Collaboration Agreement. The Content Protocol is reviewed annually and agreed with the Joint Management Board. Content will be funded by both GMS and the BBC as agreed in an annual Project Plan drawn together by the finance teams of both parties. The Project Plan will be subject to the approval of the Joint Board prior to the start of each year. The business year for GDS will run 1 April-31 March. Appendix 3 outlines the high level steps in this process.

## Commissioning Structure

The two key posts in the commissioning structure for the Gaelic Digital Service are:

- The **Head of Service**, who will be employed by the BBC, and will be responsible for the creative leadership and editorial management of GDS content across TV, online and radio. The Head of Service will report to the Board regarding the implementation of the policies, strategies and service priorities of the GDS and to BBC Scotland's Head of Programmes, through Controller Scotland to the DG in respect of the BBC's editorial standards and fulfilment of licence conditions; and
- The **Head of Content**, who will be employed by the Gaelic Media Service, and will be responsible for the delivery of GMS funded content for the GDS and for the television commissioning and scheduling strategy. The Head of Content will work to ensure the Head of Service is able to deliver the overall service remit and will report to the Board for delivery of the television elements of the service. The Head of Content will be the final arbiter in respect of the application of GMS funds.

There will be a management team supporting the Head of Service and the Head of Content which will include the following roles:

- Executive production
- Business / Finance
- Planning, Scheduling & Compliance – cross platform, radio, TV and online
- Marketing, Communications and Audiences – cross platform
- Training and Development

The Joint Management Board will approve the appointment of the Head of Service and Head of Content who will then detail the GDS management team. Any BBC support staff working to the GDS will be recovered from within the BBC's overhead charged to all GDS production.

The BBC's management staff working to the GDS and the BBC's in-house department will be quite separate. The BBC Head of Service will not have line management responsibility for BBC Gaelic production staff, this will be undertaken by a new BBC Executive Editor, Gaelic who will lead the creative process for the BBC's tri-media Gaelic production department. The BBC management staff working to the GDS will be sited within BBC premises but will not be located within any production team.

The GMS has indicated that it intends to have the following posts working to the GDS:

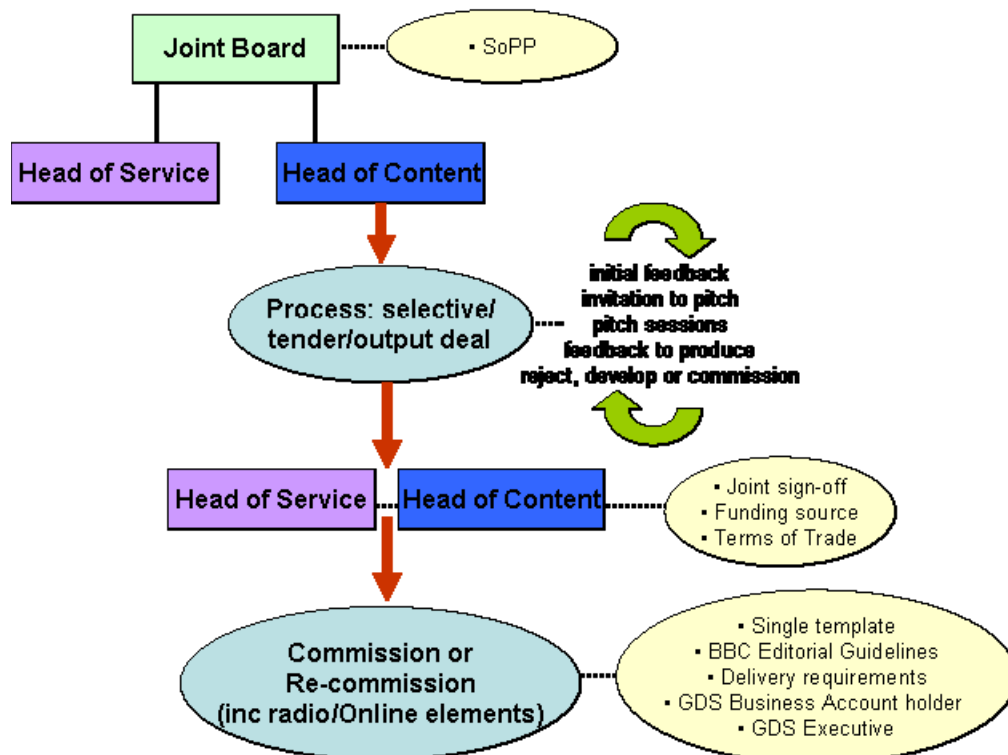
- Training and Development Manager

- Business Affairs Manager
- Marketing and Communications Officer (including audience engagement)
- Finance Support

Confirmation of the management roles supporting the Head of Service and Head of Content will be within the Project Plan for approval through the Joint Management Board. The Joint Management Board will meet in January 2008. The performance management of these staff will be the responsibility of the donor organisation. A BBC HR manager has been identified to work with GMS and the Joint Board to support and advise regarding matters of contractual consistency, performance management and disciplinary procedures for staff working to the GDS. HR Protocols will be drafted by representatives of both parties and agreed with the Joint Management Board.

Both parties are committed to a collaborative editorial process and agree that in the case of an editorial disagreement between the parties that the Head of Service's view will be final.

### TV Commissioning Process



All TV content across all qualifying genres, including non-news BBC in-house programming, will be commissioned through a single process led on a day-to-day basis by the Head of Content, agreed with, and signed off by, the BBC through the Head of Service.

Both parties will have the responsibility for commissioning all genre areas with the exception of news which will be the sole responsibility of the BBC.

Assessment criteria will be agreed in advance of the commissioning process and will be used for the pitching sessions. Final decisions and feedback will be informed by performance against those criteria.

There will be dual sign off for all TV commissions. The funding source and relevant Terms of Trade will be identified within a single document. BBC funded commissions will be signed off by the Head of Service with the Head of Content confirming their fit with the schedule and match with audience criteria. The Head of Content will sign off to commit GMS funds with the Head of Service signing to confirm alignment with the GDS' Statement of Programme Policy.

All content will have to meet the BBC's Editorial Policy Guidelines and producers and suppliers will be given packs outlining the Guidelines, GDS delivery requirements and all other relevant documentation. These documents will also be available online.

The news service will be led by a BBC appointed Editor who will report to the Head of Service. The annual news plan and budget will be approved by the Joint Board but the BBC will carry ultimate editorial responsibility for the delivery of the news service across all media.

Commissioning for Radio nan Gàidheal will be led by the BBC's Executive Editor Gaelic agreed with the Head of Service and in consultation with the Head of Content.

## **Content Supply**

Radio, television and online content will be commissioned from a wide range of suppliers. There will be equal access to commissioners for all suppliers.

The BBC's in-house Gaelic production unit will be one of these suppliers but will be separate from the BBC management of the GDS. STV Productions will also seek to be a content supplier to the GDS.

All suppliers will have equality of opportunity. The GDS will establish regular commissioning days providing open access for all content suppliers. It is anticipated that there will be at least two commissioning rounds for TV each year. The GDS will operate towards the fulfilment of targets set in its five year Service Licence.

BBC-funded content must comply with its content supply agreements with PACT. GMS funded content must comply with its content supply arrangements with PACT.

Together, GMS-funded content and BBC-funded content will deliver at least 50% of the total newly commissioned (non-news) GDS TV hourage from the independent sector from launch. The GMS also have a stated commitment to spend 50% of its content funding with the independent sector.

The GDS will commission its content by:

- re-commissioning successful strands according to key audience success criteria (in particular audience appreciation scores);
- entering into longer term contractual arrangements for the delivery of content in certain genres;
- carrying out competitive tender where appropriate; and
- selective commissioning based on track record and ability to deliver.

The mix of suppliers will also take into account the supplier's ability to carry out the production process through the medium of the Gaelic language, given the positive impact on quality arising from consistency of language from the genesis of an idea to its delivery in front of and behind the camera.

## **Funding**

In the period leading to completion of digital switchover in Scotland in 2012, there will be a requirement to deliver Gaelic TV programmes produced by in-house and independent suppliers to BBC Two Scotland (analogue) and to the new GDS.

The BBC's Gaelic content budget will be allocated in three distinct blocks:

- Radio nan Gàidheal: £3.4m
- TV and Online: £2.1m
- TV news: £2.0m<sup>11</sup>

## **Commissioning Protocols**

The annual Project Plan and SoPP will set out annual commissioning requirements. The Project Plan will also set out the proposed funding for the year, in line with the agreed Service Licence budget.

There will be at least two commissioning rounds per annum. The priorities within these rounds will be intimated to the production sector as follows:

- Information will be e-mailed to known suppliers and to PACT

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<sup>11</sup> The remaining £0.3m of BBC funding will support related broadcast requirements, EPG costs and non-programme equipment depreciation.

- Information will be posted on the BBC's commissioning website and on the GMS' website
- Commissioning briefing sessions will be held and all relevant information will be mailed to known suppliers and to PACT

The parties will assess the potential for using an e-commissioning process to support commissioning according to the access arrangements which are to be set up between the parties.

All ideas will be logged, acknowledged and feedback given within a stated timeframe – this will be clear within the commissioning brief documentation. All submitted ideas will be confidential to the relevant management staff of both parties.

For all television-led commissioning a single process will be followed under the day-to-day direction of the Head of Content.

The funding source and Terms of Trade for the commission will be made clear at point of commission. The funding source and relevant Terms of Trade will be identified within a single commissioning document. The legal representatives of GMS and BBC Contracts have begun to work towards an agreed set of documents.

As noted above, BBC funded commissions will be signed off by the Head of Service with the Head of Content signing regarding fit to schedule and match with audience criteria. The Head of Content will sign off to commit GMS funds with the Head of Service signing against alignment with the GDS' Statement of Programme Policy. There will be dual sign off for all TV commissions except for news which is the BBC's responsibility. The BBC will present the Joint Management Board with its annual news plan and budget.

The commissioning protocols for GDS funded Radio and online will be the same as for TV. A cross media approach will be taken with TV content commissioned with a view to identifying complementary resources for online and for material for radio broadcast.

Proposals will be considered and their status categorised as: "accepted" (subject to budget agreement), "rejected", or a request made for "further consultation / development."

Rejections will be accompanied by written feedback and a record kept.

The terms of further development will be agreed: editorial requirements, delivery and acceptance dates, funding. Subsequently, ideas should be formally accepted or rejected.

There will be a single set of tariffs or indicative prices for genres irrespective of the funding source.

As BBC Radio nan Gàidheal has its own service licence it will hold distinct commissioning rounds – usually once a year – this process will be led by the Executive Editor Gaelic with sign off from the Head of Service.

A formal process for the declaration of conflict of interest will be undertaken for each commission. BBC HR will advise both parties about the implementation of this protocol.

GMS-funded content will be subject to GMS terms of trade; BBC-funded content will be subject to BBC terms of trade. Both terms of trade are already very similar.

The GDS will adopt the best practice set out in the BBC's commissioning website <http://www.bbc.co.uk/commissioning/> All appropriate documentation and contact information will be made available online on the BBC's site with links to and from the GMS site.

Guidelines will set out deadlines for the submission of proposals and a timetable for decision-making and response.

Guidelines will detail the format for submissions.

A written Editorial Specification is required.

Once an idea is commissioned and funding agreed a letter of intent should be issued including the following:

- Editorial Specification: to be completed by the producer and signed-off by the commissioners
- Planning information (episodes x duration etc.)
- Delivery details
- Funding
- Terms of Trade under which it is commissioned (BBC or GMS)
- Approvals required
- Rights required
- Key personnel such as Executive Producer and Business / Finance contact

A Project Debrief will be incorporated into standard delivery requirements.

Changes to the Editorial Specification will be confirmed in writing together with any delivery or funding implications.

## **Commissioning Strategy**

The commissioning strategy will have the audience's needs and aspirations at its heart, as informed by qualitative and quantitative research.

A 360 degree approach will be preferred, where possible, and television content will be commissioned with a view to creating complementary material on radio or new media, depending on the target audience sector and genre.

Online and audio resources will aim to facilitate access for non-speakers and learners in genres where informal learning opportunities can be leveraged from minimal additional investment. Significant multimedia projects may involve additional commissioning for online interactive content.

As a minority language service the GDS must use both sector-wide and language-specific models to understand and target the audience. In generic terms key audience groupings will be: pre-school, children's, 12-16s, young adults, 30–55s, and the over 55s.

Across these bands, the key audience groups for the GDS will be:

- The bi-lingual audience - the language community, learners and supporters
- The predominantly English speaking audience - non-speakers drawn to content propositions which are appealing and relevant to them and non speakers not naturally inclined to the service but who may be attracted through the marketing of particular content propositions from time to time

For a fuller description of the GDS' target audiences and how we propose to reach them see Section 4.

## 6 ONLINE

### Websites

Post-launch, the BBC and GMS will each have their own discrete websites:

- BBC: there will be **a single website to support GDS content**. It will sit on [bbc.co.uk](http://bbc.co.uk) and will offer a mix of on-demand media, bespoke web content and opportunities to interact with other users and Gaelic-speakers (see attached image grab).
- GMS: the existing GMS website will link to the BBC's site. In addition it will offer information on other initiatives in the Gaelic-speaking world, development and commissioning guidelines and the GMS itself.

These sites are designed to be complementary. GDS branding and sign-posting will be consistent on both sites to ensure a smooth user experience. The BBC and GMS will ensure that both sites offer a consistent user experience. Work on the each of the sites' design and architecture will begin post approval.

The following principles provide a framework for the GDS site on [bbc.co.uk](http://bbc.co.uk):

1. The GDS content site will have the needs of its audience and easy usability at its heart
2. The GDS site will link to other sites which will complement and support its resources
3. Resources and content on the GDS site will be cognisant of the wide range of users needs and abilities
4. Consistent design and navigation within and between the GDS site and the GMS site will deliver a consistent user experience
5. The GDS site will be the home for Gaelic content on the web

### iPlayer/on-demand

The iPlayer launches in mid December and will offer both downloadable and streamed content. BBC Nations and Regions has a weekly allocation of 40 hours, which includes Gaelic output on BBC Scotland.

The iPlayer will offer full programmes. At the time of writing, however, there is no pan-BBC approach towards 'off-schedule' content (clips, catch-ups, exclusives, etc). For the moment, both Gaelic and English clips are offered within [bbc.co.uk/Scotland](http://bbc.co.uk/Scotland) using BBC Scotland's own media player. The GDS will use the Scotland Player to deliver these services until a more universal solution is delivered.

## **Compliance**

The existing /alba site complies with all BBC web standards, such as download size, useability, editorial values. Future iterations of this service, aligned to the new GDS will follow the same high levels of web design, technology and editorial compliance.

It will also ensure that external links to other Gaelic content around the web are offered prominently, making the service site the 'home on the web' for Gaelic speakers worldwide.

## **Commissioning and Rights**

As the BBC develops its multi-platform commissioning process, it is expected that the GDS will follow the same protocols as BBC Vision and BBC Scotland in this area. This would mean that multi-platform content for any TV offering would be evaluated at point of commission and funded 'in the round' at that point, as opposed to later on in the production process. See 'Commissioning' section for further information.

The BBC and PACT have recently agreed an overall framework for stand-alone new media commissions which recognises that interactive content producers should be able to own the rights in their own content proposals, with a share of any commercial exploitation going back to the BBC.

Online use of programme content is subject to very similar criteria irrespective of whether the content was commissioned by the GMS, the BBC via an independent supplier or from in-house BBC production. The BBC will approach online commissioning from independents in accordance with Section 4.1 of the Code of Practice for Dealing with Independent Producers.

All BBC in-house and independently commissioned content can be made available in the commercial online sector. The funding of online commissions will be identified at point of commission.

The GMS are currently negotiating new media rights with PACT.

A draft mock-up of the homepage for the GDS is included for reference. The language in this mock-up is predominantly English to enable the Trust to understand the core constituent elements. The actual site will be Gaelic led but also using English. The use of language will be driven by the target user audience for the particular resource online (eg. the learning pages will be graded according to the level of language ability supported by the resource).

BBC - Scotland - GDS

http://www.bbc.co.uk/gds

bbc.co.uk Home TV Radio Talk Where I Live A-Z Index Search

Monday 15th October 2007

View in Gaelic View in English

Make this my homepage  
Accessibility help  
version: text-only | print

GDS News Sports Television Radio Nan Gaidheal Learning Music Kids Fun Stuff A-U

**Colin and Cumberland**  
Come and learn Gaelic with Colin and his dog, Cumberland. They have fun and games galore waiting for you!

**Na Srathan**  
Join Essie Stewart as she retraces a five hundred mile journey which she frequently travelled in her youth, along the spectacular coastlines of Sutherland.  
Radio nan Gaidheal

**Audio / Video**  
Coming up  
2100 - Prògram Choinnich  
1900 - Rapal  
1730 - Air Mhuinntearas  
1700 - Aithris an Fheasgair  
1600 - Eòrpa

**Live: Gaelic TV**  
1400 - Mòd 2007

**Live: Radio Nan Gaidheal**  
1400 - Caitheam Ciùil

**News**  
A package of government measures aimed giving protection against flooding are announced.  
Coastguard search on city river  
Offensive weapons seized in north  
Scottish Politics | Radio Nan Gaidheal

**Sport**  
A mountain bike event which will see half the event take place in the dark is to be staged in Lochaber.  
Footballer admits cocaine charge  
Shinty Cup Final  
Sportsound | Sportscene

**Local Weather**  
Change location  
Today min 11°C max 17°C  
Tomorrow min 11°C max 15°C  
Extended forecast

**Island Blogging**  
Tell your own story, share your photos, report your news.  
Featured Blog: Scallowawife  
Viking Unst or Rain Rain Rain  
Tuesday, 31 July 2007 at 13:23  
Face from the War Memorial  
Posted to Amish Lighthouse on Tuesday, 31 July 2007 at 12:13  
Colonsay and genealogy  
Posted to I.B.H.Q. on Tuesday, 31 July 2007 at 10:57

**Watch / Listen again**  
1130 - Leugh an Leabhar  
1000 - A' Mire ri Mòir  
0900 - Prògram Choinnich  
0845 - Dòtaman  
0830 - Rathad an Sutha  
0730 - Aithris na Maidne  
More

**Audio / Video Archive**  
Enter your search below:  
Search  
Most searched items:  
News Sports Learning Music Kids  
Rathad an Sutha  
Leugh an Leabhar  
A' Mire ri Mòir  
Prògram Choinnich  
Dòtaman  
Rathad an Sutha  
Aithris na Maidne  
Leugh an Leabhar  
A' Mire ri Mòir  
Prògram Choinnich  
Dòtaman  
Rathad an Sutha

More from bbc.co.uk/gds  
EORPA ealbainn  
Aig Cridhe ar Ciùil De a-nis SNASAIL  
Strì gu Sìth: 1939 - 1945 Colin and Cumberland

## **7 PARTNERSHIP AND GOVERNANCE INCLUDING FINANCIAL CONTROLS**

### **Guiding Principles**

The BBC and Gaelic Media Service (GMS) have entered into a Collaboration Agreement to launch the Gaelic Digital Service (GDS), subject to the approval of the BBC Trust. The GDS is a multi media proposition aimed at serving the Gaelic and extended community. The new element of the service, requiring BBC Trust approval to launch, is a dedicated TV channel and on-line service.

### **FINANCIAL CONTROLS**

Following discussions between the parties, it has been agreed that a system of separate book-keeping is the most efficient and effective manner of dealing with transactions in order to fulfil the accountability and reporting requirements of both organizations.

Following the terms of the Collaboration Agreement, the costs pertaining to each party are readily identifiable. Transactions between the two companies are expected to be limited to operating costs charged by BBC to GMS and office rental charged by GMS to BBC, both invoiced on a monthly basis.

Both parties have agreed to run an “open book” policy and this is embedded in the Collaboration Agreement. This principle entitles each party to inspect the accounting records of the other party to verify expenditures and both sides expect this will happen in the early years of the service.

In general terms the BBC will recover its overhead through the overheads charged to programme offers and commissions. The Gaelic Media Service has withheld a portion of their overall annual budget to cover salaries and administrative expenses.

### **Budgeting and Forecasting**

An annual Project Plan will be submitted to the Joint BBC / GMS Management Board (JMB) for approval in accordance with the Collaboration Agreement. This will take the form of a monthly spend forecast and will show the expected budgetary expenditure of each party (e.g industry training costs will be allocated to GMS). The budget will be updated for each ordinary JMB meeting on a rolling forecast principle. The JMB will be responsible for review of actual performance as compared to the forecast.

The JMB reports will be a summary of the more detailed internal reporting between the parties. Both parties will, within 15 days of each month end, provide each other with a monthly “actual” summary of the financial position reflected in their books, together with a full year forecast. Month end will tie in with the accounting periods of the BBC.

## **Operating Principles**

The BBC, subject to Trust approval, has agreed to inject a further £2.5m of cash expenditure into the GDS. This is intended to fund a television News and Weather Service for the GDS. Remaining funds have been allocated to covering the afternoon gap in Radio nan Gaidheal, access services and sundry EPG, depreciation costs etc. The majority of the channel operating and support costs are allocated to the GMS as indicated in Appendix 5, which was submitted to the Trust Unit in October 2007.

The parties have agreed that there is thus no need for a separate bank account for the GDS. This is intended to reduce administration, maintain clarity in accounting records and reporting and to avoid incremental IT processes within the BBC which would require further staffing and support.

The GMS will investigate a VAT efficient structure to enable full recovery of VAT from operational expenditure

## **Operations**

Since the service is currently intended to be played out from Pacific Quay, and since most of the data capture will also be driven by the BBC licensed service status, a large part of the operating costs will be driven from Pacific Quay and the Highlands & Islands. The BBC will recharge the operating costs relating to the GDS on a monthly basis, together with any cash expenditures it is incurring on the service's behalf which have been budgeted and agreed to be borne by the GMS. If cash costs are involved, the parties will seek to ensure that the final bearer of the cost will pay the invoice in order to minimise administration.

In the event that either party refuses to pay an invoice charge, they will inform the other party and both parties will use their best endeavours to resolve the position.

## **Purchase Orders**

The GMS and BBC have agreed that, where possible, expenditures will be controlled by means of dual (one authoriser from each of the GMS and BBC) authorised Purchase Orders to be designed and controlled electronically via email. A list of individuals authorised to approve such orders will be submitted for approval to the JMB. Should a Purchase Order be rejected by an authoriser, adequate rationale for the rejection will be provided within the time limits set out for authorisation. When this happens, the parties will seek to resolve the issue amicably; ultimately the issue can be taken to the JMB for resolution.

Purchase Orders will be approved or rejected within 3 working days of submission by the other party.

Where relevant, the GMS will place the order and pay in accordance with the Operating Principles above.

### **Emergency Purchases**

Both parties have agreed that, the BBC will be authorised to make any emergency purchases to keep the service on air (eg a part for the play out desk), but this is unlikely to occur as there will be a sufficient level of replacement stock held at a BBC Scotland operational level to cover for these eventualities. Should the BBC or GMS be in a position where they have to exercise the emergency spend procedure, the spending party will inform the other party, by email or letter, within 3 working days of incurring said expenditures.

### **The BBC and GMS Cost Centres**

BBC Scotland has created a cost centre for the GDS within its nominal ledger held on SAP. This cost centre will be used to capture all relevant costs on behalf of the service. Regular reconciliations to budget will enable the BBC to recover and recharge relevant GDS expenditures to the GMS. At the end of a financial year, the total of the cost centre should equate to the £2.5million of incremental expenditure on the service – other Gaelic expenditures will remain in their predetermined cost centres. Distribution costs will be accounted for separately in the BBC's Annual Report and Accounts.

The GMS will set up appropriate cost centres in its books and records to enable its commitments to the GDS to be clearly accounted for.

Both parties will reconcile their charges to the Service to their books of account and provide such reconciliations on the request of the other party.

### **Overspends / Underspends**

The regular phased forecasting referred to under Budgeting and Forecasting will highlight the potential for budget variances. If it would appear the service is heading for overspend, it will utilise normal balancing systems by seeking to defer expenditure into the following year, where relevant. In practice, this is likely to take the form of deferring programme transmissions, unless this would result in a breach of any commitments in terms of hours and other measures.

Forecast underspends create the opportunity to potentially transmit more material than would otherwise be the case. This is a normal planning procedure.

## **Maintenance Of Records Of Programme Budget Spend**

The Head of Service oversees the delivery of the strategy and programme planning and of the Gaelic Digital Service, working closely with the Head of Content of the Gaelic Media Service, amongst others.

As the commissioning for the service takes place, a detailed work record will be made of the commissions agreed and as they are allocated to each parties funds. The programming will be allocated against transmission years, and record the full contracted expenditures. Commissioning records will be available for inspection by either party at any time, though their content will already be known. There will be a regular update to enable senior management to be aware of commissioning against target genres and funding remaining. Each party will manage its own funding arrangements.

## **GENERAL GOVERNANCE**

The BBC proposes to manage the service jointly with the GMS and to contribute content to the service, which will be broadcast and distributed by the BBC.

The GDS will be operated under a service licence issued by the BBC Trust, as one of the BBC's public services. As such it must comply with all relevant requirements of the BBC's Charter and Agreement, and the BBC will in law be ultimately responsible and accountable for how editorial control of the service is maintained and operated.

The GDS will therefore be required to follow standard governance practice for BBC services. However, the operation and oversight of the service will also incorporate additional measures and safeguards to reflect the contribution made to the service by the GMS, as majority content funder, such as a Joint Board, and it is intended that the detail of such measures would be set out in the legal agreement between the BBC and the GMS. Ofcom retains right of approval for the GMS's Annual Corporate Plan.

## **Joint Management Board**

The service's Joint Board will be the formal manifestation of the relationship between the BBC and GMS and the forum in which the contribution and responsibilities of each body will be coordinated in the public interest. The establishment of a Joint Board - comprising two senior management representatives each from the BBC and GMS - recognises the equal and complementary roles of the BBC and the GMS and is intended to reflect and meet the needs of the service within the spirit of both partners.

Any Representative will be a senior employee or board member of the relevant Party. Either party may, by notice in writing to the other, at any time, nominate a temporary substitute Representative or a permanent replacement Representative. The Board may invite third parties (including any employee of a party) to attend any meeting of the Board to provide comment or advice,

providing there is unanimous approval by the Representatives. Any such third party attendee will not be entitled to vote at any such meeting.

Members of the Joint Board will have an equal and balancing obligation to reasonably reach agreement, and each party will make all efforts to do so. In any case of non-agreement, dispute resolution procedures such as mediation will be agreed and are included in the legal agreement between the parties and will be conducted in accordance with the Mediation Guide of *Core* Mediation, Rutland House, Edinburgh. The mediator will be selected by agreement between the parties in discussion with *Core*. Failing such agreement, within 15 days of one party requesting the appointment of a mediator, the mediator will be appointed by *Core*. Unless they agree otherwise, the parties will share equally the fees, costs and expenses relating to the mediation and each party will pay its own expenses of preparation for, and participation and representation in, the mediation. Such mediation will not be binding on the parties unless otherwise agreed in writing.

The Joint Board will exercise no executive duties, but agree arrangements for the day to day operation of the service within the overall framework of the Service Licence.

A GMS Representative will be appointed by GMS as chair of the Board. The chair will not have a casting vote. In the event that the appointed chair is unable to attend a Board meeting, another GMS Representative will act as chair for that Board meeting.

### **Meetings of the Board**

The Board will meet no less than 4 times per year during the term of this Agreement (on such specific dates and at such venue as the parties may determine) and otherwise as either party may request after 7 working days' written notice to the other party.

Each party has the right to notify the other of matters for inclusion on the agenda for meetings provided that they give the other 7 days' notice in writing.

### **Quorum for meetings of the Board**

Any meeting of the Board will be validly convened where there are two representatives, one from each Party in attendance. All meetings will be in person. Representatives will make all reasonable effort to attend all Board meetings.

Where a meeting of the Board is inquorate, the parties will reconvene at a date no later than 1 week from the date of the original meeting (and no earlier than the same day in the following week).

## **Voting at meetings of the Board**

Each party will be entitled to one vote only in relation to any resolution put to the Board. Voting will be by simple majority. In any case of non-agreement, mediation will be invoked in accordance with Clause 20 of the Collaboration Agreement.

## **Minutes of meetings of the Board**

The chair will prepare and forward the minutes of each meeting to each representative attending the meeting. The minutes will be deemed to have been accepted where no representative intimates in writing to the chair that the minutes do not properly reflect the discussions and decisions of the relevant meeting within 15 working days of their despatch by the chair. Where either party does so intimate, the chair will have a further seven days within which to issue amended minutes, or to respond to such party explaining his/her refusal to do so. The chair will promptly forward a copy of the minutes to each party.

## **Matters for Board consideration**

The Board will agree arrangements for the day-to-day operation of the GDS within the overall framework of the Service Licence (such as approval of a commissioning strategy and the Project Plan, both of which will feed into the preparation of annual SoPPs for approval by the Board and the BBC Trust). The Head of Service and/or the Head of Content will consult the Board on other matters as appropriate.

The Board's responsibilities will include:

- taking all necessary decisions with regard to its responsibilities without undue delay and in the best interests of the Project
- monitoring compliance with the terms of the GDS Agreement
- formulating the policies, strategies and service priorities of the GDS on an annual basis
- approving an annual Statement of Programme Policy
- appointing a Head of Service and Head of Content and, if necessary, terminating such appointments
- appraising the performance of the Head of Service and Head of Content
- agreeing press releases with regard to the Project in accordance with the Marketing and Communications Plan
- agreeing adequate management and operational procedures, including Project Staff authority levels, and standards for the Project
- deciding upon audit procedures to ensure the effective day-to-day co-ordination and monitoring of the progress of the Project
- without limitation to any of the foregoing responsibilities, proper management and administration of the Project and implementation of the provisions contained in this Agreement
- consideration of, review and approval of the exit plan
- the appointment of any person to be wholly or substantially deployed in the GDS

- authorising the admission of any additional party or parties into the Project
- approving the News budget for each Project Year which will be put forward by the BBC
- deciding upon each Project Plan and
- deciding upon the allocation of the Budget

A Head of Service (HOS) will be appointed on the unanimous recommendation of the Joint Board. The HOS will be employed by the BBC, and will have managerial and editorial responsibility for delivering the service within its governance framework. As an employee of the BBC, the HOS will be ultimately accountable to the Director General in his role as Editor-in-Chief. He/she will be responsible for ensuring that all relevant editorial guidelines (both BBC and Ofcom) are adhered to and will be accountable to the BBC Executive and the BBC Trust for compliance. In law, ultimate editorial control rests with the BBC as broadcaster, within the Charter and Communications Act 2003 frameworks.

The HOS will be responsible for the creative leadership and editorial management of GDS content across TV, online and the integration of radio. The HOS will report to BBC Scotland's Head of Programmes, through Controller, BBC Scotland to the DG and will also be accountable to the GDS Joint Management Board.

The work of the HOS will be supported by that of a Head of Content (HOC) – employed by the Gaelic Media Service and responsible for the delivery of GMS funded content and the TV commissioning and scheduling strategy for the GDS. BBC and GMS have agreed that the HOC will report to the Head of Service and the GDS Management Board.

A senior Management and Operational Team will be established, comprising staff nominated by both the BBC and GMS. The roles undertaken by these staff will encompass but not be restricted to: Executive Production, finance and business support, audience research, scheduling and planning, development, marketing and communications. Legal and managerial responsibility for these staff will rest with the donor organisation. Day-to-day management will rest with the HOS. All appointments to the Management and Operational Team will be subject to approval by the Joint Board, in consultation with the HOS. Terms and conditions will be agreed at time of appointment. A BBC HR manager has been allocated to advise and support this process.

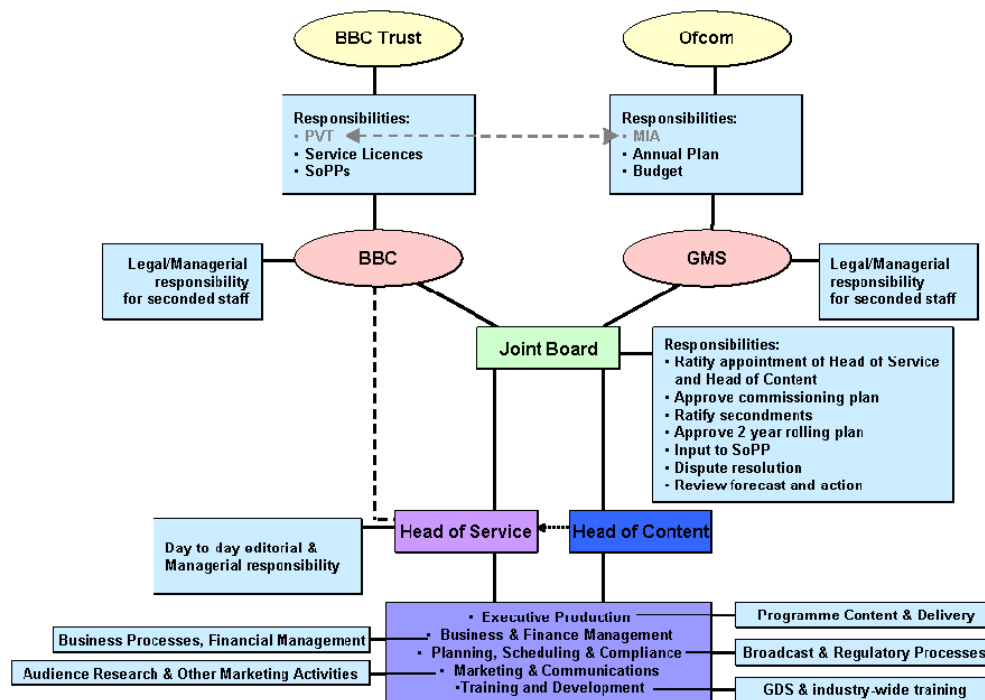
GMS and BBC will each allocate duties in these areas to individuals within those organisations to ensure each party fully complies with its own fiscal requirements, in relation to their own funding and the overall compliance of the service.

The BBC will appoint an Executive Editor, Gaelic who will lead the creative process for the BBC's tri-media Gaelic production department and who will interface with the HOC & HOS on a regular basis with regard to Radio nan Gàidheal.

Ultimate responsibility for the governance of the GDS will lie with the BBC Trust, under the terms of a Service Licence issued following the PVT. An annual Statement of Programme Policy will be issued in line with the Service Licence commitments and in a format consistent with other BBC service SoPPs. Existing BBC procedures and practices, as they apply, will not be compromised.

Representing the full BBC Trust, the National Trustee for Scotland will meet with the Chairman and Board of the GMS at least annually to review the operation of the partnership around the GDS.

The management structure of the Service will be as follows:



## **RISK MANAGEMENT**

The BBC and GMS will prepare and maintain a risk register for the GDS. The register will seek to cover all sorts of business risk including, but not limited to, financial, reputational, business, stakeholder risks etc.

The Register will be maintained updated and reviewed on at least a quarterly basis by management personnel working for the GDS. It will also be submitted to the Joint Management Board on a six monthly basis and to the Management Group of BBC Scotland on an annual basis. Business objectives, targets and sundry issues will be included and monitored.

The register will deal with the minimum of:

- The business objective, target or issue
- The risk to achievement
- Controls on that risk
- Measurements and assessments of the likelihood of the risk occurring
- The severity of impact should the risk occur
- The actions agreed to mitigate the risk
- The assigned risk owner / manager
- Target date for completion of risk mitigation actions

## **8 DISTRIBUTION INCLUDING SKY EPG**

The Trust's provisional conclusions asked whether the service was being distributed in the most effective and efficient way possible. They also sought confirmation of the service's ability to launch on Digital Satellite prior to approval for the service being granted.

The BBC Executive believes that to achieve the universality which it seeks to deliver for all its services the Gaelic Digital Service should be available via digital satellite, digital cable, digital terrestrial television (DTT) platforms and via broadband complementing our existing Gaelic Radio service, Radio nan Gàidheal.

### **Linear television and broadband**

Linear television has universal penetration in Scotland (as opposed to broadband, which is at 42% uptake) and in countries such as Wales, Ireland and Finland the impact of a dedicated channel has proved beneficial from a language and cultural perspective, normalising other language content within mainstream media.

The GDS will of course operate in competition with other mainstream content as does Gaelic content within BBC Two Scotland. However, the proposed GDS marketing strategy will ensure that certain key genres of interest to a wider Scottish audience will be promoted. The unique and distinctive content proposition for the service will attract the primary, bi-lingual audience including learners, and the wider Scottish audience, will get clear messages about the availability of content of interest to them and the opportunity to access it at times convenient to them.

Radio and online, including broadband, are valuable media, which will complement the linear service, but they are more often consumed alone, making them less effective without television in generating social currency and to trigger interest in and discussion of the service itself. A TV channel can create prominence and impact which the other platforms are unable to emulate. It can offer the family opportunities to consume Gaelic programmes together, working most effectively with the next generation of speakers so that they feel the language is a natural part of their daily lives, a view shared by all GDS stakeholders, including Bòrd na Gàidhlig.

We therefore believe that, while broadband and radio will continue to have a vital role as part of our Gaelic services, it is the television element of the GDS proposal that will make the biggest audience impact. It is also the best tool that the BBC-GMS collaboration will have to draw in new or returning audiences and to encourage them and existing audiences to online and radio Gaelic content.

The online and broadband elements of GDS are expected to grow over time, and can benefit and add value to the combined service offer through additional access to on-demand TV and radio content as well as offering

bespoke resources particularly in the area of learning. The launch of the GDS will be a significant boost to the existing Gaelic online offering, which is limited in its present scale and scope. Audiences on the website – English or Gaelic-speaking – currently tend to interact online in short, sharp, focussed ways, consuming a few pages or video clips per visit. The television channel will therefore enrich the online user experience and provide more reasons for users to stay longer, use on-demand functions and bespoke resources more fully, and to return.

## **DTT**

The inclusion of DTT distribution for the Gaelic Digital Service would enable the service to be viewed across the complete range of digital television platforms. The inclusion of the Gaelic Digital Service on the DTT platform was a major incentive for the Gaelic Media Service in joining with the BBC in the GDS.

However, the current Ofcom consultation on the reorganisation of the DTT platform presents a potential capacity challenge in relation to the carriage of the GDS on DTT. Ofcom's proposal is to clear the BBC's Multiplex B - on which the GDS service was to be made available - for HD television services. The BBC Executive believes that we should continue to seek capacity for the carriage of GDS programming on DTT in Scotland but, if capacity cannot be found before that date, the Executive agrees with the Trust's proposal that launch on DTT should await a review by the Trust by 2010.

In the meantime the regular BBC Two opt out slots will continue but will be removed once DTT capacity has been found. These slots would not be an adequate compensation to DTT viewers in the long term as this allows for a very limited coverage per week and does not allow, for example, for the commissioning or scheduling of content which is post-watershed in nature. Moreover, the blocks are not infrequently reprioritised due to the scheduling of sporting and other national events.

## **Sky**

The BBC has already secured a place on Sky's EPG listing launch grid for the proposed Gaelic Digital Service (GDS). There is a proposed 12 week notification period for the week-long actual technical launch window, the EPG slot must be taken up within this time, and the GDS will comply with all the other contractual provisions in the new EPG Services agreement. In line with the 12 week notification period, launch dates have now been allocated up to the end of February and as a result GDS is now number 42 in the queue. (In calculating the position in the queue, Sky does not count any service which has already been allocated a launch date). As services are being launched roughly at the rate of 2 a week, we envisage that a slot for the satellite launch of GDS will become available on or before August 2008, although this date is beyond the control of either the BBC or GMS.

At present Sky have declined to provide the detail of the services in the queue to launch, so we do not yet know how many of the queue items are full services or part of a multiple application, how many will be dropped or how many are amendments to existing services.

Securing a place on Sky's launch grid is not however an absolute guarantee of an EPG slot since we understand that there are memory capacity issues on Digital Satellite set top boxes which means that Sky could not launch our service if capacity was reached before the GDS' turn came. But we have no reason currently to expect that that will happen.

[ ]

### **Freesat**

On Freesat, the GDS is currently scheduled to launch in Spring 2008. An application has already been submitted for a listing within the Freesat EPG and allocation of a slot on this particular platform is not expected to cause problems. As satellite will be the first platform for the television service, the BBC Executive would seek to launch on Freesat at the same point as the GDS launches on Sky.

### **Cable**

[ ]

## 9 ALTERNATIVE FINANCE

The Trust asked for an assurance that the GDS will comply with section 75 of the Framework Agreement.

Clause 75 of the Framework Agreement between the BBC and the Secretary of State provides that the licence fee cannot be used to fund programmes partly funded by "*alternative means of finance*" without Secretary of State prior written approval, except for certain exceptions. Those exceptions are set out in 75(5)(a) to (f). One of them 75(5)(b) relates to co-funding by non-commercial bodies for output in minority languages and other limited circumstances, but only where compatible with a statement of policy approved by the Trust and the Secretary of State. The funding GDS will receive from GMS, the Scottish Executive and DCMS itself would fall under this exception.

Editorial Policy, Regulatory Legal and the Trust Unit have been negotiating with DCMS on the drafting of a statement of policy in relation to this exception and others unrelated to GDS (under 75(5)(f)) for some months and we are in the final stages of an approved draft which will be submitted to the Trust and then DCMS for approval.

GDS will also benefit from a £1.2m contribution from SMG, made up of programming and airtime (ie advertising of GDS on SMG's commercial channels). This contribution is as a result of an arrangement reached between Ofcom, SMG and the Gaelic Media Service in relation to a reduction in SMG's licence commitments for Gaelic output. The BBC had no part in this arrangement.

The SMG contribution will not fall within any of the exceptions (a) to (f) and therefore needs Secretary of State prior written approval under clause 75(2)(b). We do not anticipate problems in obtaining this consent as the arrangement is strongly supported in principle by the DCMS, as officials have confirmed.

Please see Appendix 6 for letter from BBC to DCMS requesting an assurance that the Secretary of State will approve the acceptance by the BBC of a one-off contribution from SMG of programming and marketing support to the value of £1.2m should the BBC Trust take the decision to approve the proposed service.

NOTE - this confirmation is necessitated by an arrangement reached between Ofcom, SMG and the Gaelic Media Service in relation to the reduction of SMG's licence commitments to Gaelic. As a quid pro quo for reducing SMG's peak time Gaelic output commitments from 26 hrs to 6.5 hrs per annum, SMG would contribute £1.2m to a new Gaelic service. This was further agreed as [ ] of programming and [ ] of marketing support for any new service across a period between 2006 and 2008. It is believed SMG wish to satisfy the marketing support commitment by use of advertising the new Gaelic services on their airwaves - thus a BBC licensed service could end up being marketed by SMG. Please note this arrangement was not negotiated by the BBC.

## **10 FAIR TRADING – TRAINING**

The Trust asked that the BBC Executive's Controller, Fair Trading should confirm that the proposals for training of independent production companies satisfy the BBC's fair trading guidelines.

It is proposed that the GMS will fully fund the training budget (initially set at £400k per annum). (See the discussion on internal audit arrangements for a description of how the management structures and financial and accountability controls for the partnership will function).

The training will be wholly supplied by third party trainers, including Sabhal Mòr Ostaig.

The GMS will administer a training application scheme, which will be open to all relevant Gaelic independent production companies and Gaelic speaking production and craft personnel, who apply as individuals. Records will be maintained of all applications, interviews and reasons for approving and rejecting such training, including the need for certain skill bases not deemed to be adequately supplied. The basic principle will be openness to all and equity.

The training fund within the GDS budget is provided for and controlled by the GMS and fulfils their remit to train the Gaelic sector. The BBC will not be involved in funding or providing the training. The Controller, Fair Trading has confirmed that this is a satisfactory position for the BBC. BBC Scotland acknowledge that if it were ever proposed to use licence fee funds for this purpose in the future this would require the explicit approval of the Controller of BBC Scotland and of the Controller, Fair Trading.

## 11 APPENDICES

### Appendix 1

#### **The Context for Gaelic Learning in Formal Education**

Bòrd na Gàidhlig acknowledges the lead role that education must play in securing the future of the language<sup>12</sup>.

The Standards in Scotland's Schools Act 2000 empowered the Minister for Education to give strategic direction to the educational system by publishing national priorities and measures of performance for education in Scotland. Gaelic education is one of the national priorities identified.

Gaelic features in two very different ways in the Scottish curriculum:

- 1 Gaelic Medium Education [GME]
- 2 Gaelic as a Modern Language

#### **GME**

Education through the medium of Gaelic is available at each level of the 3-18 school curriculum.

GME has been one of the most rapidly developing sectors of Scottish education since 1985. It addresses **100%** of the same curriculum as its English medium counterpart, alongside an additional language development dimension – as the Guidelines specify that GME should aim to bring pupils to the stage of broadly equal competence in Gaelic and English, in all skills, by the end of Primary 7.

#### **Pre-school (under 4)**

Formal provision is available through around 180 playgroups and nurseries, divided as follows.

Local authority-run nursery provision is normally attached to a school which offers Gaelic Medium primary provision. There are approximately 60 Gaelic Medium pre-school establishments in Scotland. In addition to this, there are also Pàrant agus Pàiste (parent and toddler groups) and Cròileagain (Gaelic play-groups). These pre-school groups are organised and funded by an independent charitable organisation, Còmhairle nan Sgoiltean Àraich (CNSA). CNSA was established in 1982 with four play-groups and currently supports 120 pre-school groups.

#### **Primary (age 3-11)**

Gaelic Medium education involves the use of the Gaelic language for all learning and teaching, across all subject areas in the curriculum starting with total immersion. As pupils gain competence and increased fluency and literacy in Gaelic, a small percentage of instruction in English is introduced. This ratio changes as pupils work towards the aspiration of equal attainment

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<sup>12</sup> See attached letter at the end of this Appendix

in both Gaelic and English. The curriculum delivered in Gaelic mirrors the learning and teaching delivered by English medium teaching.

Almost half the Local Authorities in Scotland offer Gaelic Medium Education at primary level. The number of schools offering GME at primary school level has risen from 2 in 1985 to 63 schools in 2007, mostly located in the Highlands and Islands, with others in cities and towns across Scotland. Gaelic Medium education is open to anyone. The demand is growing year on year and a high proportion of pupils enrolling for GME in urban areas come from non Gaelic-speaking homes.

### **Secondary (age 12-18)**

GME is only beginning to impact on the Secondary sector with approximately 40 teachers now teaching subjects such as Science, Maths, History, Geography and Social Subjects through the medium of Gaelic. However the demand for Secondary GME is expected to increase as pupils progress from Primary to Secondary education. Scotland's first school offering Gaelic Medium education from ages 3-18 opened in Glasgow 18 months ago.

### **Gaelic as a Modern Language**

A growing number of schools across Scotland are offering Gaelic as a modern language.

### **Primary (age 3-11)**

The Gaelic Language in the Primary School (GLPS) course offers an introduction to Gaelic for children not being educated through the medium of Gaelic. It is intended to raise awareness of and interest in Gaelic. To date 90 primary school teachers with no prior knowledge of Gaelic have been trained to deliver GLPS to pupils in their respective schools through the GLPS initiative. There are approximately 5, 500 primary school pupils learning Gaelic through GLPS.

### **Secondary (age 12-18)**

Gaelic language and literature can be studied at two different levels in the secondary school –there are courses for fluent or first-language speakers and courses for learners of the language. There are 2,696 Secondary school pupils being taught Gaelic (learners). There are 945 Secondary school pupils being taught Gàidhlig (fluent speakers) in 37 schools across Scotland. There are 62 teachers currently teaching Gaelic as a subject at secondary level, with 37 secondary teachers currently teaching other subjects through the medium of Gaelic.

### **Resources for Gaelic Education**

A recent report by Her Majesty's Inspectorate (HMIE) *Improving Achievement in Gaelic* identified significant shortages of resources, in both print and electronic media in the Gaelic-medium curriculum. This report also suggested that most teachers were very hopeful about the development of the BBC's digital curriculum.

There is under-provision of teaching resources at primary, secondary and tertiary levels. It is fair to say that BBC Alba is now regarded as a key provider of resources and that the success of recent educational resources created by BBC Alba has worked to meet audience expectations with regard to both quality and quantity of BBC Gaelic education resources.

Teachers, parents and pupils in GME do not have access to the rich diet of broadcast and multi-media resources available to their English medium counterparts. The main resource providers supporting Gaelic Education are BBC Alba, Stòrlann (the National Gaelic Resource Agency), and Learning and Teaching Scotland.

### **BBC Jam**

The following BBC Jam resources versioned into Gaelic aimed to support this sector:

- Maths for all Primary Stages
- Science for all Primary Stages
- History for all Primary Stages
- Geography for Primary Stages 2a and b

At Secondary:

- Science for 12-14 year olds
- Gaelic as a modern language for 12-14 year olds starting to learn the language

### **Stòrlann**

Stòrlann Nàiseanta na Gàidhlig was set up in July 1999 to provide a service to all sectors of Gaelic education and especially to co-ordinate the production and distribution of teaching materials in Gaelic. Stòrlann works in partnership with the Scottish Government, Local Education Authorities and a range of professional associations, to improve Gaelic learning and teaching.

Stòrlann is funded through Bòrd na Gàidhlig, Local Authorities and the Scottish Government.

### **Learning and Teaching Scotland**

Learning and Teaching Scotland (LTS) is a Non-Departmental Government Public Body sponsored by the Scottish Government.

LTS is the main organisation responsible for the development and support of the Scottish curriculum. Their role is to provide advice, support, resources and staff development to enhance the quality of learning and teaching in Scotland, combining expertise in the curriculum with advice on the use of ICT in education.

In partnership, Stòrlann and LTS have created and maintain *Gàidhlig Air Lòidhne*, a web-site to support Gaelic teachers.

BBC Alba regularly consults LTS on matters relating to the curriculum.

## Appendix 2

### Overview of draft marketing plan for 2008 LAUNCH

Stage	Strategy	Specific marketing objectives	Broad Tactics
Prep	This stage of the communication plan is largely about informing those who are awaiting details of the service and sowing the seed in the minds of those who are not aware of its potential existence.	<ul style="list-style-type: none"> <li>• Raise awareness of the service's existence and what it will bring to audiences</li> <li>• Get the EPG known to all</li> <li>• Establish a feeling of connection with Gaelic audiences – letting them be the “first to know”</li> </ul>	<ul style="list-style-type: none"> <li>• Communication with Gaelic schools and further education establishments</li> <li>• Communication with Gaelic societies</li> <li>• Publicity in Gaelic media</li> <li>• Social networking with Gaelic groups</li> <li>• Editorial in Radio nan Gaidheal</li> </ul>
Pre-launch	This stage is about creating a sense of event, about letting people know the channel is a reality, what it will provide and managing expectations	<ul style="list-style-type: none"> <li>• Build sense of “event” of new channel arriving with potential audiences</li> <li>• Whet the appetite about what it will provide</li> </ul>	<ul style="list-style-type: none"> <li>• Press activity</li> <li>• Editorial in appropriate spaces, both on-air and off-air</li> </ul>
Pre-launch	We would start promoting the service 4 – 6 weeks before its actual start date. We want to ensure that come the actual day, people know where to find it, how it looks and feels	<ul style="list-style-type: none"> <li>• Create as much awareness as possible for the service and its content/programmes with audiences</li> <li>• Create awareness and inform journalists of the channel</li> </ul>	<ul style="list-style-type: none"> <li>• Press launch</li> <li>• Press ads</li> <li>• Social networking with all groups</li> <li>• Advertising on websites</li> </ul>
launch	Make as much of a splash as possible	<ul style="list-style-type: none"> <li>• Get as many people as possible to try the channel</li> <li>• Minimise the “effort” they need to find it</li> </ul>	<ul style="list-style-type: none"> <li>• Credit squeezes on Gaelic and English programming and other useful on-air links</li> <li>• Trails on television and radio</li> <li>• Press ads</li> </ul>

			<ul style="list-style-type: none"> <li>• Publicity and editorial</li> </ul>
Post launch	Maintain awareness	<ul style="list-style-type: none"> <li>• Once the channel is launched, it is important to keep up momentum and be in a position to be able to punt stories and features.</li> </ul>	<ul style="list-style-type: none"> <li>• Publicity and editorial</li> <li>• Trailing in television and radio</li> <li>• ATV ads in English</li> </ul>
Settle in	This stage should maintain the front-of-mind awareness that the launch campaign has created.	<ul style="list-style-type: none"> <li>• We would want to keep a presence at the point of decision ie with some appointment to view trails and ads in appropriate TV listings, if any, in main papers on the days of transmission.</li> </ul>	<ul style="list-style-type: none"> <li>• Trails/pointers</li> <li>• ATV ads in English</li> <li>• On going press and publicity</li> </ul>

## Appendix 3

### GDS Planning Process (In accordance with the Collaboration Agreement)

- |           |  |
|-----------|--|
| August    | <ul style="list-style-type: none"><li>• GMS agrees financial parameters for following year with the Scottish Government</li><li>• BBC outlines financial commitment to following year</li></ul>  |
| September | <ul style="list-style-type: none"><li>• GDS meets with key stakeholders and partners to consider research and assess needs and proposed contributions/collaborations</li><li>• GDS creates Project Plan for following year and makes outline resource allocations.</li><li>• Project Plan and proposed Statement of Programme Policy are submitted to the GDS Board</li></ul>  |
| November  | <ul style="list-style-type: none"><li>• The GDS Board will consider the Project Plan and Statement of Programme Policy</li></ul>   |
| December  | <ul style="list-style-type: none"><li>• GMS will finalise its Operational Plan for the following year and submit to Ofcom for approval, as envisaged by statute</li></ul>  |
| February  | <ul style="list-style-type: none"><li>• GMS and BBC Management will advise the GDS of any necessary amendments proposed to their respective operational or business plans for the following year, and such amendments will be incorporated in an amended Project Plan and/or Statement of Programme Policy as appropriate. [NB Failure of parties to reach agreement subject to dispute resolution processes set out in the Collaboration Agreement]</li></ul> |

## Appendix 4

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## Appendix 5 Income and Expenditure Statement (per Public Value Test application excluding distribution)

SERVICE INCOME	£000		COSTS	£000
GMS Gross Funding	[ ]		TV News Service (excl depreciation)	[ ]
Less GMS costs	[ ]		Other TV Genre Originations and RnG	[ ]
Net GMS Contribution	10,100		Repeats	[ ]
BBC New Funding	2,500		Broadband Operational Costs	[ ]
BBC Existing TV Funding	2,100		Online Services enhancements	[ ]
BBC RnG Existing Funding	3,200		Development	[ ]
			Access Services	[ ]
			Recruitment and Training	[ ]
			Archive	[ ]
			Marketing	[ ]
			Depreciation (Excl TV News)	[ ]
			Depreciation (TV News)	[ ]
			Continuity / Edit	[ ]
			EPG	[ ]
			Payout Operations	[ ]
			Other Costs / Contingency	[ ]
<b>TOTAL INCOME</b>	<b>17,900</b>		<b>TOTAL SPEND</b>	<b>17,900</b>

### NOTES

- Some elements of the budget are still being negotiated with the GMS. No material adjustments are expected.
- Pre-launch expenditures of 800k are written off in the BBC's books in 2007/08.
- BBC New Funding figure of £2.5m includes [ ].
- Third party Marketing expenditures for idents, press advertising etc, which may be committed in 2007/08 are presumed to be funded by the GMS.
- Annual Scottish circuit operations costs contained within News budgets.
- Distribution costs are contained within the books of BBC Distribution and are not re-charged to the service.
- If the service launches in March 2008, there is likely to be a significant completed programme stock held by the GMS to provide as an additional contribution to the service – [ ] – and primarily financed by additional Scottish Executive funding of £6m provided to the GMS over two years (2006/7 and 2007/8). The final available hourage/value is dependent on the level of GMS-funded output transmitted on the BBC and SMG before March 2008. This stock will ease pressures on the early period of the service – as long as no downward adjustment is made.
- SMG are contributing - via GMS – a total supply of programmes and promotions to the value of £1.2m, due for completion at end December 2008 and in exchange for a reduction in SMG's Gaelic license commitments. The BBC is not involved in the arrangement, which has been excluded from the standard I&E stated above.
- The DCMS are also providing a one-off infrastructure contribution of £250k to the GMS for use in the service. The BBC have requested a [ ] GMS contribution towards the cost of the payout equipment. If the service ceases within five years of launch, compensation would be payable to the GMS if the equipment is retained by the BBC.
- The BBC and GMS are negotiating the service's independent production target (likely to be in the region of 50%). Funding sources for output may render a high degree of the programming 'non qualifying'. This will be kept under close review and 'buy-in' obtained before targets are formalised.
- As noted in 7.2.2, the BBC has computed a capital expenditure requirement of [ ] (net of GMS contributions) and this incremental cash requirement should be expended in 2007/08. If all the capital is delivered for that sum, the annual additional cash requirement for the service would be [ ] (given an annual depreciation charge of [ ] allocated against the £2.5m of programme and service funding). Overall Service capital expenditure will amount to [ ].
- [ ]
- [ ] Both parties will work to achieve the most effective result.
- The Gaelic content re-sale market is limited, and a proportion of any re-sale income will be returned to the GMS for re-investment.

## Appendix 6

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