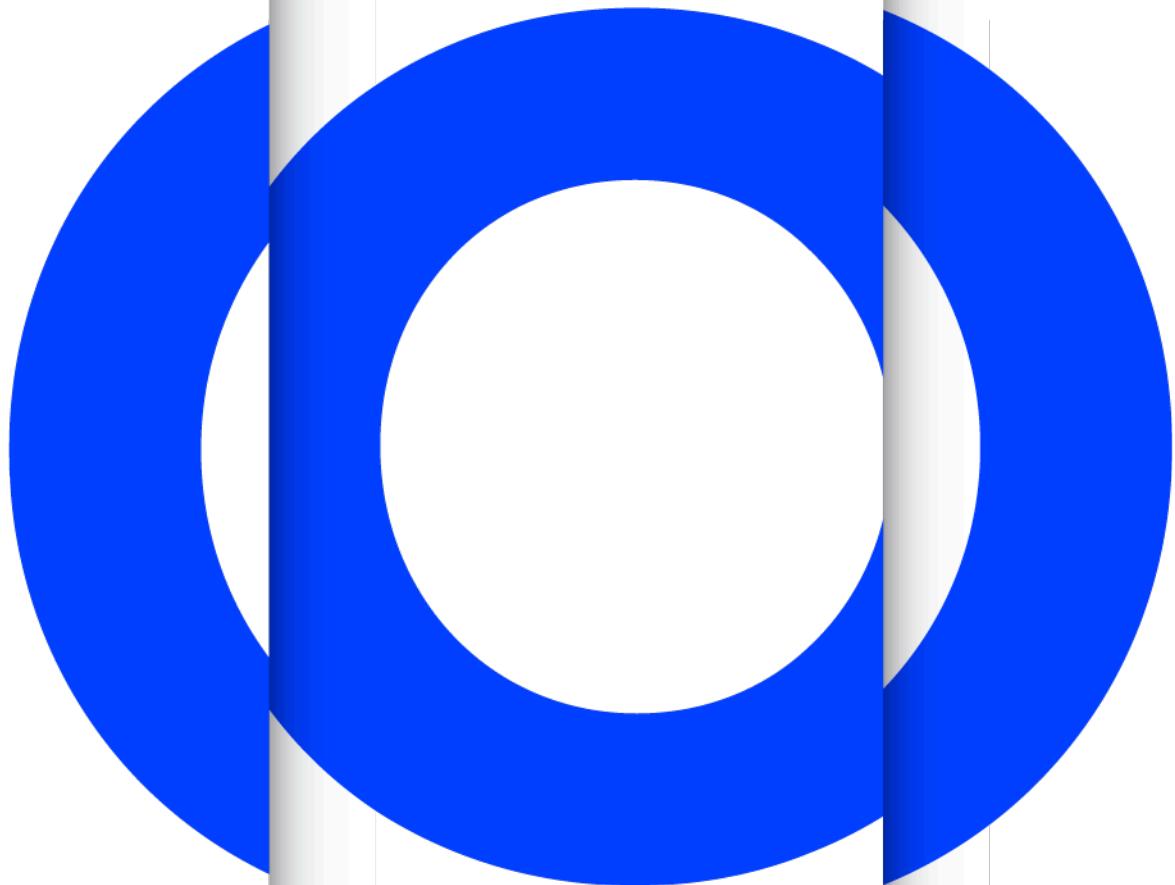


# EBU

OPERATING EUROVISION AND EURORADIO



# WORKSHOP ON PLURALITY OF OPINIONS IN THE MEDIA

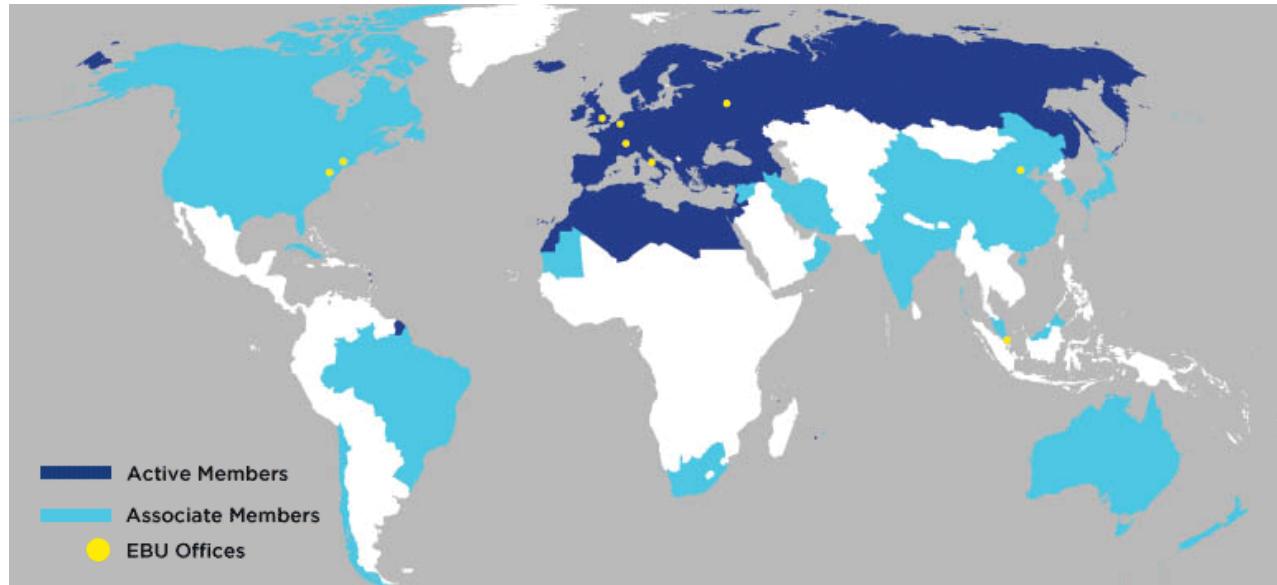
## PUBLIC SERVICE MEDIA (PSM) - CORE VALUES AND BEST PRACTICES IN EUROPE

Dr Michael Wagner  
Berlin, 30 June 2014

# CONTENT

- 1 CORE PSM VALUES
- 2 PSM AND PLURALISM
- 3 BEST PRACTICE EXAMPLES
  - PSM ROLE AND REMIT
  - PSM GOVERNANCE

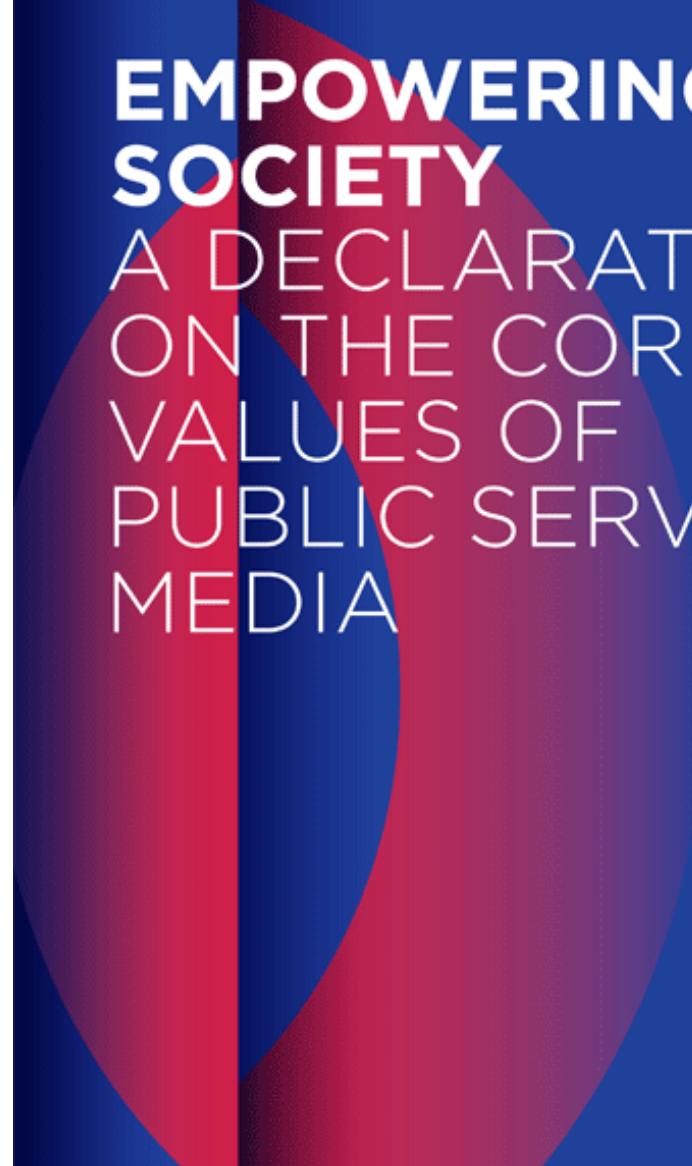
# THE EBU - THE WORLD'S FOREMOST ALLIANCE OF PUBLIC SERVICE MEDIA



- 72 Active Members in 56 countries in Europe & beyond
- 36 Associate Members in 21 countries

Universality  
Independence  
Excellence  
Diversity  
Accountability  
Innovation

Declaration adopted by the EBU  
General Assembly, June 2012



**EMPOWERING  
SOCIETY**  
A DECLARATION  
ON THE CORE  
VALUES OF  
PUBLIC SERVICE  
MEDIA

# FROM CORE PSM VALUES TO EDITORIAL PRINCIPLES



## A model for EBU Members

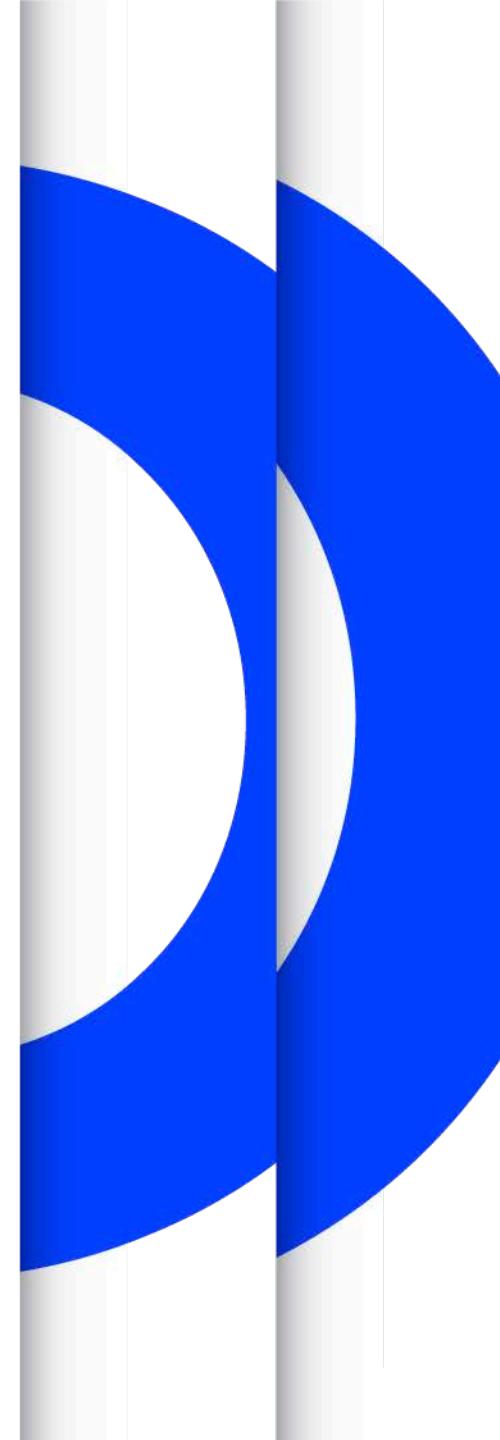
### **PSM should be:**

- Impartial and independent
- Fair and respectful
- Accurate and relevant
- Connected and accountable

# PSM AND MEDIA PLURALISM

## PUBLIC SERVICE MEDIA:

- CONTRIBUTE TO EXTERNAL PLURALISM
- ENSURE PLURALISM INTERNALLY
- REFLECT AND INTEGRATE DIVERSITY
- ARE AN INSTITUTIONALISED GUARANTEE FOR MEDIA PLURALISM



# PSM AND MEDIA PLURALISM

## According to UNESCO standards:

- Each Party may adopt ... measures aimed at enhancing diversity of the media, including through public service broadcasting.

(2005 UNESCO Convention on the Protection and Promotion of the Diversity of Cultural Expressions Art. 6)

# PSM AND MEDIA PLURALISM

**According to EUROPEAN UNION standards:**

- **The system of public broadcasting in the Member States is directly related to ... the need to preserve media pluralism.**

**(1997 Amsterdam Protocol, annexed to the 2007 Lisbon Treaties)**

# PSM AND MEDIA PLURALISM

According to **COUNCIL OF EUROPE** standards:

- **PSM should serve the public in all its diversity,**
- **promote the values of democracy and diversity within and through their content and services,**
- **serve as a a forum for pluralistic public discussion and a means of promoting broader democratic participation of individuals**

(Committee of Ministers Recommendations/Declarations on Public Service Media governance (2012), the remit of public service media (2007) and the guarantee of independence (2006))

# PSM AND MEDIA PLURALISM

## According to the **EUROPEAN CONVENTION ON HUMAN RIGHTS:**

- **Domestic law and practice must guarantee that the public broadcasting system provides a pluralistic service**

(European Court of Human Rights, judgment of 17 September 2009 in case of Manole and others v. Moldova)

# BEST PRACTICE EXAMPLES – PSM ROLE AND REMIT

## KEY GOALS:

- MIRROR OF SOCIETY
- BE CONNECTED
- SERVE A CONNECTED SOCIETY
- UNDERPIN THE AUDIOVISUAL  
ECOSYSTEM

# MIRROR OF SOCIETY - CBC



[Home](#) | [About Us](#) | [Our Funded Partners](#) | [Media](#) | [Contact Us](#)

## “Metro Morning”

Top-rated weekday morning radio show in the city of Toronto. New format which made remarkable progress in reflecting local diversity.

[Training & Networking](#)

[Training & Networking](#)

[Five Good Ideas](#)

[German Exchange](#)

[About](#)

[Index of Practices](#)

[Report from the Road](#)

[Maytree Conferences](#)

[PARTNERS](#)



In cooperation with



[Integration & Diversity Programs](#)

[Policy Insights](#)

[Grants & Scholarships](#)

[Blog](#)

## CBC Toronto’s Metro Morning – Building a Case for Diversity and Delivering Results

Metro Morning is Toronto – its face, places, voices, stories and music: connecting people, neighbourhoods, communities, diverse pockets and populations. The program expresses the realities of life and experience in Canada’s largest city through a weave of news, current affairs and the information you need to start your day, including consistent and predictable weather and traffic.

Today, Metro Morning is *the* top-rated weekday morning radio show in the city. Many in Toronto consider it essential listening: “If you want be in the know, you have to listen to the show.” To achieve this level of success, Metro Morning had to undergo a major transformation.

In 2001, CBC Toronto took a hard and critical look at its shows, even with strong audience numbers. Its typical morning listener was older and not diverse. New listeners were not tuning in, and feedback was that the CBC was “for old, white males.” CBC knew that the face of the city had dramatically changed – and if it was going to remain relevant to Toronto residents, it would need to look and sound more like the city. Metro Morning set itself this goal: “do we look and sound like Toronto today?” It had to undergo significant changes – and set about this path by taking a number of steps.

First, Metro Morning built the case for why it needed to change – the demographics and the audience research provided the evidence. The research identified and statistics showed that nearly half the city was made up of diverse communities including large communities of South Asian, Filipino, Chinese, Caribbean/African, and Hispanic residents. The next step was to do a gap analysis – which led to editorial choices that needed to be made to reflect these communities. To achieve this, a key element was to build a team that could better reflect Toronto. With

strategic hiring and increased diversity, the content and the programming were strengthened. Metro Morning was determined to change the ideas at the story meeting table, by expanding the range of perspectives in the room. Stories were told through an abundance of perspectives including many communities, but always tied back to universal human experiences. Inclusion became a key value for Metro Morning and CBC Toronto.



Canadian  
Broadcasting  
Corporation

CBC/Radio-Canada is Canada’s national public broadcaster and one of this country’s largest cultural institutions. Through the delivery of a comprehensive range of radio, television, Internet, and satellite-based services, CBC-Radio/Canada is available how, where, and when Canadians want it.

[www.cbc.ca](http://www.cbc.ca)

Contact Information

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[susan.marjetti@cbc.ca](mailto:susan.marjetti@cbc.ca)  
**Tom McLean**, Executive

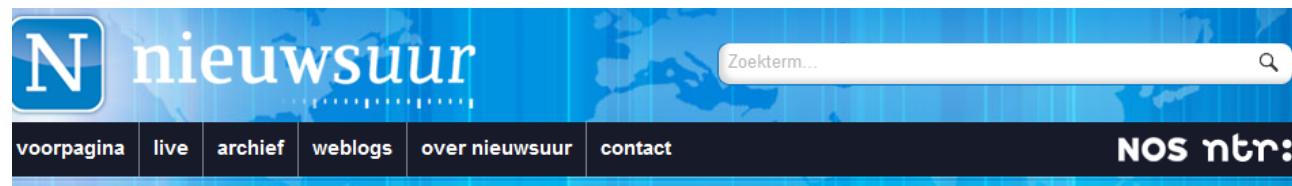
# MIRROR OF SOCIETY - NPO

## “Nieuwsuur Academy”

Daily late night TV news programme, enhancing diversity on and off screen. Students of the Academy work with Nieuwsuur journalists. Introducing stories for both mainstream viewers and viewers from minorities.



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The header of the Nieuwsuur website features a large blue 'N' logo followed by the word 'nieuwsuur' in a lowercase sans-serif font. Below the logo is a navigation bar with links: voorpagina, live, archief, weblogs, over nieuwsuur, and contact. To the right is a search bar with the placeholder 'Zoekterm...' and a magnifying glass icon. The NOS ntr: logo is in the top right corner.

### Over de Nieuwsacademie



Nieuwsacademie: de hele groep  
Nieuwsuur

in een slideshow.

Vrijdag 2 december maakten de geselecteerde deelnemers en de redacties van Nieuwsuur en het Journaal voor het eerst kennis met elkaar.

#### Over de Nieuwsacademie

De Nieuwsacademie, een initiatief van Nieuwsuur en de NOS, geeft 12 werkende jongeren of studenten tussen de 20 en 30 jaar een unieke kans om kennis te maken met de televisiejournalistiek.

#### Les

De redacties van Nieuwsuur en het NOS-Journaal laten jonge mensen kennis maken met alle aspecten van het tv-vak. Na een intensieve selectie krijgt de groep van 12 studenten een jaar lang een dag per maand les van ervaren Nieuwsuur- en Journaalcollega's. Studenten aan de Nieuwsacademie leren interviewen, presentatieteksten schrijven en monteren. Als je les krijgt bij de Nieuwsacademie loop je ook een (mini-)stage bij het NOS-journaal, Nieuwsuur of een ander programma van de NTR.

De Nieuwsacademie biedt zo getalenteerde jongeren een unieke kans om kennis te maken met televisiejournalistiek.

De belangrijkste voorwaarde was: de kandidaten hebben geen opleiding genoten in de journalistiek en zijn ook niet werkzaam of werkzaam geweest in de journalistiek.

Vragen en/of opmerkingen? Mail naar [Nieuwsacademie@Nieuwsuur.nl](mailto:Nieuwsacademie@Nieuwsuur.nl).

Trefwoorden televisie, journalistiek, oproep, Nieuwsacademie

### Dit onderwerp is onderdeel van...

Uitzending: vrijdag 9 december 2011

#### Fotoserie De kandidaten



1/13

U bent bij  
de eerste  
foto

Eerder dan dat je Jan Reiff ziet, hoor je zijn opmerkelijke stem. Al spreekt hij over Bert en Ernie, je bloedvaten vernauwen. Er staat iets groots te gebeuren.



#### LINKS

 [De Nieuwsacademie: even een tussenstand \(2\)](#)  
(Jeroen Overbeek)

 [Nieuwsacademie op Twitter](#)

 [Nieuwsacademie op Facebook](#)

#### MEEST BEKEKEN VIDEO'S



'Keylogger' gebruikt in zaak  
internetstalker

Morgen staat een man voor de rechter die onder anderen Amanda Todd zou hebben

# MIRROR OF SOCIETY - SVT

## “Diversity tool”

Internal tool to raise awareness among staff about diversity: comparing opinions, convictions and prejudices among editorial staff with those of the general Swedish audience.



## SVT:s jämställdhets- och mångfaldspolicy

Sveriges Television betraktar jämställdhet mellan kvinnor och män som en tillgång i arbetet och en förutsättning för public serviceuppdraget. Vi värnar dessutom principen om alla människors lika värde.

DELA VIA E-MAIL  
SKRIV UT

[Mångfaldspolicy](#)  
[Jämställdhetspolicy](#)

# BE CONNECTED – ORF/MUSEUMS

## “Lange Nacht der Museen”

Yearly event with hundreds of Austrian museums and galleries participating.

Attracting over 400000 visitors (2013).



# BE CONNECTED - TVP/THEATRES/SCHOOLS

TVP.pl      Informacje      Sport      Kultura      Rozrywka      VOD      Serwisy tvp.pl      Program telewizyjny



## Internetowy Teatr TVP dla szkół

[start](#)   [o projekcie](#)   [wideo](#)   [foto](#)   [kulisy](#)

 NARODOWY  
INSTYTUT  
AUDIOWIZUALNY

Koproducent Internetowego Teatru TVP dla szkół



„Tymoteusz wśród ptaków” z Teatru im. H.Ch. Andersena w Lul  
29. listopada kolejna premiera w Internetowym Teatrze TVP dla szkół. Lokalni koordynatorzy w Oddziałach Terenowych TVP przyjmują zgłoszenia szkół, które chciałby zobaczyć ten spektakl.



Internetowy Przegląd Szkolnych Zespołów Teatralnych - aktualności i rozmowa z OTV Kielce 13.11.2013



Antygora - aktualności z OTV Kraków 08.11.2013



Antygora - aktualności z OTV Katowice 08.11.2013



Antygora - aktualności z OTV Bydgoszcz 08.11.2013

### kulisy

„Zamknięci” z Tumilna podbijają Polskę  
Wielki sukces.

„Antygora” kolejną propozycją Internetowego Teatru TVP dla szkół  
„Antygora” Sofoklesa to kolejna propozycja

# SERVE A CONNECTED SOCIETY - NRK

Mine favoritter Min side Select Language ▾

NRK DØV NORSK • TURSTØRSTØR

Gå til turkart >

#utno på Instagram

★ Mine favoritter

Prøv vår app!

# UT.no

Friluftsliv for alle  
Hele Norges turplanlegger

Hvor vil du på tur?  Søk

Skriv inn stedsnavn, f.eks. Jotunheimen, Besseggen eller Tromsø

**Områder**

- Jotunheimen
- Sunnmørsalpane
- Oslofjorden
- Alle områder

**Hytter**

- Utsira
- Lønsstua
- Dyranut
- Alle hytter

**Turforslag**

- Skålåtåret
- Aurlandsdalen
- Knivskjellodden
- Alle turforslag



## Endret livsstil og dro på ekspedisjon

De var syklig overvektige, men nå har de vært på et tøft eventyr med Cecilie Skog og Aleksander Gamme.  
[Les saken](#)



**Sjekk hva Vilhelm fikk på kroken**  
– Fisken er trolig minst 500 år gammel.  
[Les saken](#)

**Vi sender LIVE fra hummerens hjem**  
Følg hummerens daglige gjøremål på 15 meters dyp i Oslofjorden.  
[Les saken](#)

**Tristan (2) på langtur i «ville vesten»**  
Han har vært på toppturer i mange land. Nå skal Tristan og lillebrøren ut på en ny ekspedisjon.

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# UNDERPIN THE AUDIOVISUAL ECOSYSTEM - YLE

The collage consists of four main sections:

- YLE Teevee:** Shows a navigation menu with links to Etusivu, Hae, Kategoriat, Ohjelmaopas, and Oma Teevee. The background image is a modern building with a curved glass facade.
- YLE Areena:** A news article titled "MOT Kasinopeliä säätiön rahoilla" (MOT Casino games with foundation money). It discusses a proposal to ban certain gambling games and mentions a new law. Below the text is a video player for "NÄYTÄ KAIKKI JAKSOT >" (Show all parts).
- Ruutu:** A social media-style feed with various posts:
  - Arto Nyberg special - Helvetin enkelit:** A video thumbnail featuring two men.
  - KATSOMO:** A video thumbnail featuring a woman.
  - Salatut elämät:** A video thumbnail featuring a woman.
  - Nelosen sää:** A video thumbnail featuring a woman holding a baby.
  - Uusi päivä:** A video thumbnail featuring a woman.
  - KATSOMO:** A video thumbnail featuring a woman.
  - YLE AREENA:** A video thumbnail featuring a woman.
  - Muodin hu:** A video thumbnail featuring a woman.
  - Sisustuska:** A video thumbnail featuring a woman.
  - YLE AREENA:** A video thumbnail featuring a woman.

# BEST PRACTICE EXAMPLES – PSM GOVERNANCE

## KEY GOALS:

- ENSURE INDEPENDENCE
- ENHANCE OPENNESS

# PSM GOVERNANCE PRINCIPLES

## INDEPENDENCE

Editorial Autonomy  
Appointments  
Funding

## EFFECTIVE MANAGEMENT

Organisation and Staffing  
Resource Allocation  
Innovation and Efficiency

## OPENNESS

Share Information  
Meet Audiences  
Develop Partnerships

## RESPONSIVENESS

Seek Feedback  
Respond and Engage  
Editorial Codes

## ACCOUNTABILITY

Clear Framework on Criteria,  
Bodies and Procedures

# PSM INDEPENDENCE

## EDITORIAL FREEDOM

No outside interference in editorial matters  
No ex ante control of programmes  
by supervisory bodies

## IMPARTIALITY

Impartial news and current affairs  
Balanced programming  
Published editorial guidelines

## INSTITUTIONAL AUTONOMY

Management entirely in charge of  
day-to-day operations

## INDEPENDENT SUPERVISION

Independent supervisory bodies:  
in between PSM and Government/Parliament  
appointed in open and pluralistic manner  
not controlled by politicians

## INDEPENDENT FUNDING

Stable and secure funding framework which  
protects against undue political influence

# ENSURE INDEPENDENCE - SWEDEN

## The Administrative Foundation

All parliamentary parties are represented – chairman + 12 board members

Board

Board

Board

SR

SVT

UR

Parliament

Government

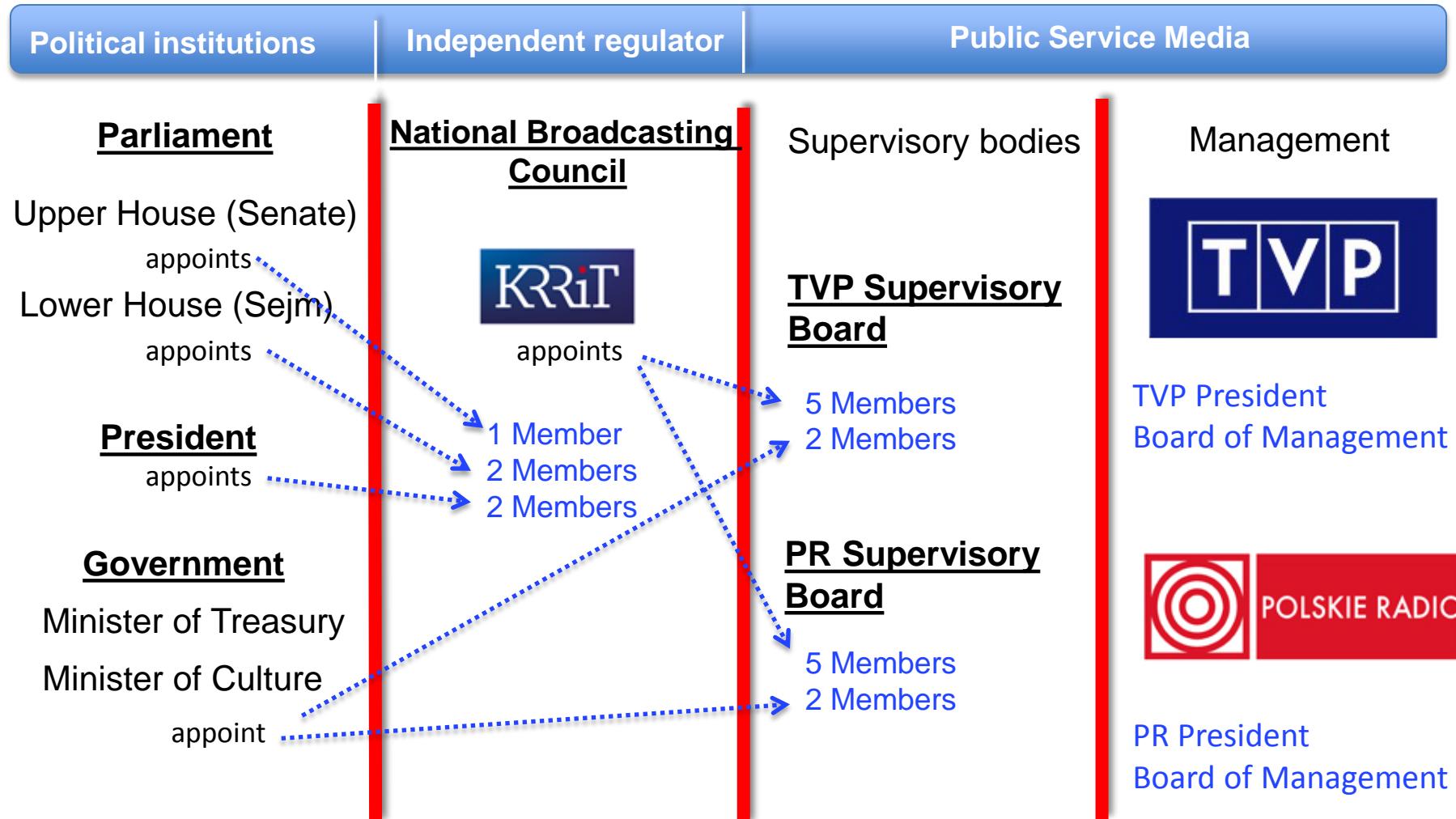
Decides on the overall mission

The Government grants permission for broadcasting

The Swedish Broadcasting Commission

Makes general statements about the programming and suggests changes and improvements. "Professionalised" commission.

# ENSURE INDEPENDENCE - POLAND



# ENHANCE OPENNESS

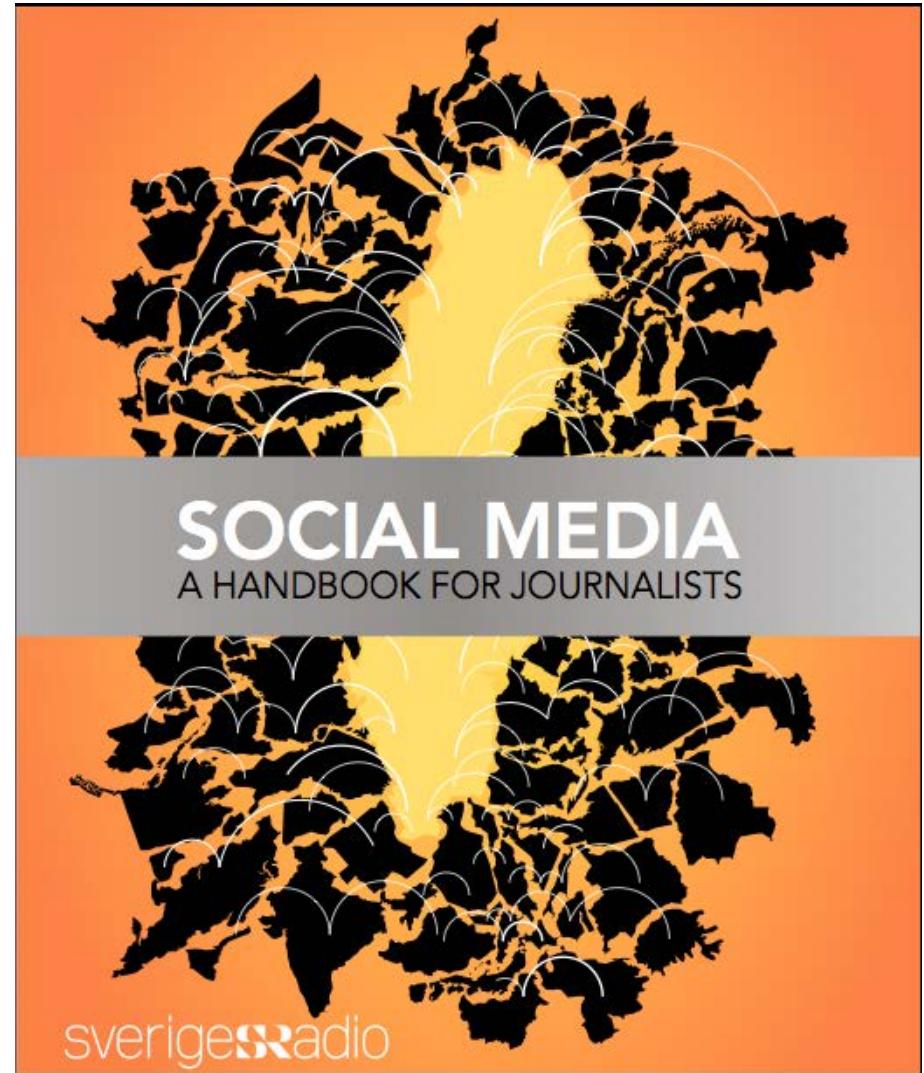


# ENHANCE OPENNESS - SR

## **“Social Media Handbook”**

Developing social media as a tool for communicating with the audience

“It’s about starting to build a network that will eventually contribute to more people seeing your work, giving you further perspectives, a greater inflow of ideas and making your journalism more relevant for your listeners and readers.”



# ENHANCE OPENNESS //ZUKUNFT.ORF.AT

ORF PUBLIC VALUE

Home

E-Mail

Backstage

Suche/search



Public Value Report

TEXTE

Dialogforum

Statements

Unternehmen



## Why Public Service Media?

*35 scientists from all over Europe debate.*

**Public Value bedeutet für den ORF:** Wie erfüllt er seinen öffentlich-rechtlichen Auftrag? Worin besteht seine originäre und unterscheidbare Medienqualität? Was leistet er für den/die Einzelne/n? Welchen Nutzen erbringt der ORF für die Gesellschaft, für Österreich? Welchen Beitrag erbringt er zum Verständnis der immer komplexer werdenden Lebenswelten, im Alltag, als Brücke zur Welt, im Zusammenhang mit der Integration Europas? Wie kann der ORF als „Medium der Gesellschaft“ wirtschaftliche Effizienz, Berechenbarkeit, Transparenz und Innovation garantieren?

Fünf Qualitätsdimensionen und insgesamt 18 Leistungskategorien definieren ORF Public Value: abgeleitet aus dem ORF-Gesetz, den ORF-Programmrichtlinien, den ORF-I-Erläuterungen sowie

Der Public-Value-Bericht dokumentiert, wie der ORF seinen öffentlich-rechtlichen Auftrag erfüllt. Im Mittelpunkt stehen dabei relevante öffentliche Werte, die wesentlich für den demokratischen, sozialen und kulturellen Zusammenhalt der Gesellschaft sind. Diese Gemeinwohlorientierung gehört zu den entscheidenden Bestimmungsmerkmalen öffentlich-rechtlicher Medien.

Insgesamt umfasst der Public-Value-Bericht des ORF eine Darstellung des Leistungsumfangs der ORF-Medienproduktion, zahlreiche Stellungnahmen von ORF-Mitarbeiterinnen und Mitarbeitern über ihr persönliches (Medien-)Qualitätsverständnis, Zahlen, Daten und Fakten zur jährlichen Medienproduktion sowie Beiträge namhafter internationaler und österreichischer Wissenschaftler/innen.



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Thank you!  
[wagner@ebu.ch](mailto:wagner@ebu.ch)