ESF Exploratory Workshop on

PUBLIC SERVICE MEDIA MANAGEMENT – IN SEARCH FOR NEW MODELS OF PUBLIC SERVICE MEDIA IN THE ERA OF SOCIAL CHANGE AND NEW TECHNOLOGIES

Warsaw (Poland), 12-14 May 2013

Convened by:
**Michał Głowacki (University of Warsaw, Poland)
and Lizzie Jackson (Ravensbourne, UK)**

SCIENTIFIC REPORT

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1. Executive summary

Policy makers, media practitioners and scholars gathered together in the city of Warsaw, Poland (12-14 May, 2013) to discuss the challenges faced by public service media (PSM) leaders and managers as the media and communication technologies evolve. The Exploratory Workshop, entitled "Public Service Media Management – In Search for New Models for Public Service Media in the Era of Social Change and New Technologies" was funded by the European Science Foundation to support the evolution of public service media management.

Previous research identified strategies in other industries which might be transferrable to PSM in order to assist their evolution into organisational structures oriented towards semi-converged digital media and more open production practices. The overall goal of the two days of discussions with selected experts in the field from across Europe was to plan how to offer ongoing pan-European support from academia and industry. This support, it was suggested, would foreground interdisciplinary approaches that aggregate discussions on new notions of media and the creative governance and management of media practitioners, content, processes, with research on creative and interactive audiences.

Over the two days a multistakeholder approach to change was suggested which would enable PSMs to ensure they are fit for purpose from a range of perspectives, with particular emphasis on the socio-cultural functions of PSM for both mature and emerging democratic systems within Europe. Multi-stakeholders in the public media enterprise were identified as being all relevant governance bodies, leaders, managers, producers (public and private), new media outlets, other providers of supporting services (distribution companies for example), and the public.

Using stakeholder analysis models, strategies, alternative approaches, managerial theories as well as future scenarios could be more easily identified, in addition to exploring how present services might be augmented or enmeshed with emerging genres of content and services. In line with this, the workshop was organised to deconstruct the range of managerial tasks related to creativity, innovation and relations between 'professional' and 'non-professional' content creators. The workshop participants were able to consider how to encourage support for the development of the public service enterprise from a wider support base; evolving towards a more open, transparent, and responsive organisational structure (or cluster of linked structures). This, it was identified, would require examination of internal command and control mechanisms. The challenge of adapting in response to external disruptions to existing industrial processes via – for example - social media, search engines, and other media-like services was also addressed. Media-like services can be defined as new forms of media and communications which may use televisual media, sound, storytelling, and other illustrative material. Such

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services may be constructed to inform, educate, entertain, and connect audiences; they may also enable interactivity or creativity for prosumers. Overall the workshop participants agreed to encourage interdisciplinary research to examine the development and redefinition of more public-centered approaches in contemporary media studies. The European Communication Research and Education Association (ECREA) offered to house future sessions of the group, and any associated activity, which is planned for the future.

From a practical perspective, the workshop programme was organised in line with the key topics identified by the Council of Europe's recent Recommendation CM/Rec(2012)1 of the Committee of Ministers to member States on public service media governance[1]. These topics were outlined in the opening Keynote Speech by Jan Malinowski – Head of Information Society Department at the Council of Europe. Taking into account, therefore, the Council of Europe's work on governance approaches toward the PSM workshop participants focused on internal PSM structures and modalities for public service delivery. Specifically of interest were those that might preserve the public service media ethos in the changing mediascape. The questions considered:

1) Does the current PSM structure fit the emerging media ecology?
2) How to create the right climate for cultural change and managerial support for 'bottom-up' approaches initiatied by publics/citizens?
3) Do a proportion of the public really want to get involved in processes of governance, consumption and production?

Through discussion of these central research questions workshop participants were able to deconstruct the complexity of challenges facing managers of public service media firms which included:
- Moving from existing to emerging management practices,
- How to evolve policies to support innovative management structures,
- The challenge of managing participatory and 'open' public service provision; social media and participatory platforms (such as game-worlds, interactive dramas and so on),
- The identification of management structures which specifically support blends of 'professional' and 'non-professional' news gathering,
- Analysis of management structures which are likely to enable the evolution of new forms of media for the public good.

Over the two days of presentations each session concluded with 30 minutes of open discussion, where all participants were encouraged to

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[1] *Recommendation CM/Rec(2012)1 of the Committee of Ministers to member States on public service media governance.* Adopted by the Committee of Ministers on 15 February 2012 at the 1134th meeting of the Ministers' Deputies. *Available at* https://wcd.coe.int/ViewDoc.jsp?id=1908265

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challenge, raise questions, make comments and offer ideas. These were documented by the organisers in order to build towards an overall conclusion.

The topic of the closing session was how to engage public service media governors, leaders and managers in future sessions which might result in concrete actions. It was agreed that this would be of high value in order to support evolution of public media management in different European countries. As the participants of the group included practitioners and consultants alongside academics (in line with our stakeholder approach), the group is well-placed to draw together PSMs and any associated media outlets or suppliers.

2. The scientific content of the event

Monday, 13 May 2013

Opening session

The meeting opened with a welcome by **Janusz Adamowski** – Dean of Faculty of Journalism and Political Science at the University of Warsaw and a presentation from the Convenors: **Lizzie Jackson** (Ravensbourne, UK) and **Michał Głowacki** (University of Warsaw, Poland), underlining the background, rationale and scope of the workshop. The aim was to underline the need for the redefinition of public service media (PSM) due to the development of new media and technologies, changes in the distribution and consumption of media and communications, and changes to the overall processes of content production. Lizzie Jackson suggested that public service media is currently an entity existing between two models:

- *The industrial paradigm* typified by mass production, the mechanisation of production, and management structures that are based on verticle and hierarchical structures, and the pyramid of power;
- *The network/post-industrial paradigm* typified by interation, disruptive technologies, the increasing re-distribution of power with a 'blending' of professional production and some prosumer activity (user-generated content and crowdsourcing), as well as fragmentation and individualisation.

Lizzie argued that many public service media companies in Europe are not completely prepared for the network/post-industrial paradigm. One of the reasons for this are the existing structures of PSM management, which

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„often foreground discipline silos (broadcasting and new media) – and which are not suitable for transmedia, networked media, and communication systems." Lizzie suggested the list of challenges for public service media management, including:

- New monitoring systems which assess quality,
- New internal and external communication systems,
- Agile financial structures and innovative revenue streams,
- Stakeholder relationship management processes (a wider production base which is likely to extend to a range of suppliers),
- New systems which include the public in production and co-concepting, and also encourage ownership in the public media enterprise,
- The development of an international network of PSM firms who share innovation and research and development (including sharing the cost of innovation),
- Encouraging a level of experimentation and stimulating a willingness to evolve,
- Modelling organisational structures which embed agility and responsiveness into systems,
- Exploring the value of networked organisational structures.

Lizzie offered useful sources of further information as being the Management Innovation eXchange (an online community of practice based in the United States of America), the development of the Public Radio Exchange (USA), as well as findings from an American report on the future of public service media from the Center for Social Media at The American University in Washington DC. Taking the European perspective Jackson recalled the work of the Ad hoc Advisory Group on Public Service Media Governance (MC-S-PG) at the Council of Europe (2009-2011), that resulted in 2012 with the adoption of two important documents:

- *The Declaration of the Committee of Ministers on public service media governance* which frees PSM to extend and develop on any platform,
- *The Recommendation CM/Rec(2012)1 of the Committee of Ministers to member States on public service media governance*, which provides guidance for managers of PSM on governance standards and which underlines the importance of fostering a modern management culture.

Michał Głowacki then offered an overview of the aims of the two-day workshop in order to orientate participants. As a provocation he outlined and introduced the key research questions (see the Executive Summary). Michał also underlined the importance of the multistakeholder approach, reflected in the composition of the workshop participants, representing different orientations towards PSM; from policy makers, industry practitioners, and academia. This is of high potential value as the development of an eco-system or network potentially capable of amplify

and sustaining the exchange of knowledge between stakeholders would be both beneficial and act as an internal regulator or method of triangulation.

At the end of the opening presentation the Convenors, in memorium, gave credit to the work of the Polish media expert and scholar Karol Jakubowicz, who died two weeks before the workshop. Jakubowicz's work had led directly to the formation of the group and was also the vector for applying for funding from the European Science Foundation to draw together experts in this way. It was acknowledged that Jakubowicz was a true public servant and leading advocate of the evolution of public service. He had a particular wish to ensure the future of PSM within the evolving media and communications ecology, and a deep understanding of how PSM provides the underpnning for democracy. The Convenors also raised the attention of the group to the forthcoming collection "Public Media Management for the Twenty-First Century: Creativity, Innovation, and Interaction" (edited by Michał Głowacki and Lizzie Jackson), published by Routledge in September 2013.

An overview of the work of the European Science Foundation was given by **Nina Kancewicz-Hoffman** (ESF, Scientific Review Group for the Social Sciences). **Claudia Alvares** (Lusofona University, Portugal; President of the European Communication Research and Education Association ECREA) then presented findings from the ESF Forward Look Report "Media and Communication in Europe: Critical Questions for Research and Policy." This included discussion on future research directions in media and communication, specifically in connection with political participation, digital divides, content creation and creative industries, and the formation of identity.

Keynote speech

The keynote speech on challenges and opportunities for public media management in the new mediasphere was delivered by **Jan Malinowski** - Head of Information Society Department - Media, Information Society, Internet Governance, Data Protection and Cybercrime - Directorate General of Human Rights and Rule of Law – DGI at the Council of Europe. Malinowski firstly recalled that the Council of Europe attaches great importance to the implementation of the standards dedicated to public service media and thanked the European Science Foundation for making the ESF Exploratory Workshop on public media management happen.

Malinowski underlined that the Council of Europe's approach to Public Service Media (PSM) can be described as three corners of a triangle. In one of the corners stand the texts that were adopted up to 2007, which focus mostly on the maintance of independence and the overall mission of public service broadcasting, expanding its remit at the end of that period to consider the information society. In the second corner of the triangle is the Committee of Ministers' new notion of media which serves to interpret the PSM remit beyond previous assumptions. In

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the third corner the 2012 Recommendation on Public Service Media
governance providing guidance on the governance, leadership and
management of public service media in the emerging media and
communications landscape.

Jan emphasised the importance of freedom of speech as well as the
overall role of public service media when serving democracy: "Public
service media is, or should be, the tool or the means for the exercise of
the collective choice of public expression." Recalling the words of Andris
Mellakauls, Chairperson of the Council of Europe's Steering Committee on
the Media and Information Society (CDMSI), he emphasised that public
service media is a barometer which indicates the health of a democracy.
Jan outlined that the problems with European public media companies are
often related to their governance structures understood "as the wide
range of inputs, information and sources that should inspire decision
making," and called on public media governance bodies to be ready and
prepared to change "so that it can surf the wave of the next Internet
revolutions rather than be rolled around by them." Posing the
question "where is public service media governance now and where should
it be?" Malinowski placed emphasis on perceivable changing patterns to
culture, education, politics, participation and democracy. He further raised
the idea of an "Occupy Public Service Media" movement, whose "aim
would be to occupy public service media, give it to the people, 'open the
doors' so this can be appropriate to people. There is going to be [a]
production revolution in the future based on the content created by
people." To this end, Jan emphasised that the ESF meeting might be seen
as a 'follow-up' and implementation of the Council of Europe's standard-
setting and policy making initiatives through the Declaration and the
Recommendation of 2012.

Session 1: Public Service Media Management - Identifying Old and New Management Practices

The first session of the workshop entitled "Public Service Media
Management – Identifying Old and New Management Practices," began
with a presentation from **Nuno Conde** (Portuguese Catholic University,
Portugal). Conde analysed the role of the state and media-political
relations in Portugal, where the government has recently decided to
restructure rather than privatise PSM, the plan they had previously
announced in 2011. The presentation focused on market trends within the
public media sector and a deconstruction of the governance model of PSM
in Portugal with reference to the PSM principles of independence,
accountability, transparency, openness, responsiveness and responsibility.
In conclusion Nuno identified one of the most important challenges for
PSM managers in Portugal, which is to regain audience market share "with
less public funding in a context of huge economic crisis and strong
commercial competition."

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Christian S. Nissen (Copenhagen Business School, Denmark) analysed a number of evolving models of public service media management. He began by defining management and leadership as "closing the gap between plans, actions, and results," Nissen noted a disconnect between the cultures of senior management and content makers. A detailed analysis of the traditional models of PSM management in the era of public media monopoly (1920-1980) and the era of market competition (from 1980) provided useful background for subsequent discussions between the workshop participants. Moving on to look at the current changes in mediascape Christian proposed a third model, which might be suitable for "the era of non-linear delivery and usage." Nissen noted that in the third era PSM organisations might be configured less like corporations and more like groups of small workshops. There may be less need for central control and the focus could well be more on content, quality, and users. This would alter the relationship between internal producers and external producers, creating networks or eco-systems of producers. According to Christian the proposed new model for PSM management would be in line with "more the "software" of motivating leadership – setting the creative culture free."

Existing and new challenges for public service media management were presented for subsequent debate by **Charles Brown** (Westminster University, UK) in "Creating Tomorrow's Cultural Choreographers." Brown noted the existing public media governance systems were created for a time when PSM was used to controlling the production process. These structures are becoming outmoded in a media and communications landscape where PSM has been in retreat for some time in the face of marketisation. Brown further argued that in the era of social media the aim is to manage users conversations and media-making through new tools and processes, such as the offering of a variety of feedback chains, voting, and social media spaces, which all enable the facilitation, collaboration and curation of content. Brown therefore proposed a networked, less hierarchical, and more user-centric model for PSM management, which "requires a new kind of choreography and choreographers with new kinds of competence." The role for new cultural choreographers was defined in line with re-embedding public service values within 'the network of networks,' by engaging with all parties committed to public service values, as well as inspiring and learning from the public.

Session 2: Public Service Media Meets New Media - Evolving Policies to Support Innovative Management Structures

Session two, "Public Service Media Meets New Media - Evolving Policies to Support Innovative Management Structures," began with a short presentation by **Michael Wagner** (Head of Media and Communication Law, European Broadcasting Union - EBU) on the objectives and aims of

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the EBU's project "Vision2020." The project was launched by the EBU in October 2012 and it aims to investigate the future role of public service media in European society. Overall, the initiative investigates how audiences can recognize PSM content among a deluge of media offerings, and how PSM can engage in productive and meaningful conversations with the public.

Roberto Suárez Candel (Head of Media Intelligence Service, European Broadcasting Union) spoke next on the delivery of PSM content to multiple screens (computers, televisions, tablets and mobile phones). Suárez Candel underlined the characteristics of universality, independence, excellence, diversity, and accountability as being inherent in the public service mission. Analysis of a range of funding models and approaches which might support innovation was supplemented by the notion that the aim of PSMs in a multiscreen world is likely to be to provide a coherent and seemless experience, available on the relevant screen at any moment in time. In order to achieve this public service media producers need to understand their different audiences by listening, involving, and encouraging them to participate in the enterprise.

Tim Suter (Perspective Associates, UK) emphasised that managing participatory and 'open' public service provision requires an institutional change, which is perhaps the greatest challenge for PSM enterprise. His presentation entitled "Opening up Public Service Media: A Strategy for Institutional Challenge - And Renewal" argued that institutional change is unavoidable due to changes in audience behaviour, the fragmentation of consumption, and the need for responsiveness. Suter proposed six indicators for measuring successful PSM operations:

1) The ability to demonstrate actively shifting money from where it used to be to where they have to be (budget lines);
2) Involving the audience as a part of any strategic planning;
3) Having internal plurality, presenting different viewpoints;
4) The seriousness with which organisations demonstrate their focus on quality and distinctiveness;
5) Effective recruitment of skilled staff;
6) The development of different types of partnerships; networking and diversification.

Session 3: Managing Participatory and 'Open' Public Service Provision

The afternoon session on Monday 13 May started with a presentation by **Lizzie Jackson** (Ravensbourne, UK) who raised the idea of a public service search engine, which might be created by a pan-European consortium. The imperative for this is the growing economic and cultural dominance of Google and other such search-led services. Search as a distribution paradigm foregrounds predictive suggestion (« you liked this, so you'll like that »), something which may narrow rather than extend

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audience/user perspectives. In addition Jackson argued that there is an opportunity to embed PSM ethics and European cultural values within a European alternative. Finally, she argued that a European public service search engine would provide an opportunity to ensure any economic systems associated with such delivery were open and transparent.

Andra Leurdijk (independent media consultant, The Netherlands), in the presentation entitled "Future Strategies : Dillemmas for Public Service Media" continued to analyse the changing relationships between the PSM and the public. By referring to the EBU "Vision2020" project, mentioned earlier, Andra mapped the challenges facing public service media managers, including audience fragmentation, erosion of solidarity, deregulation of media markets, deconstruction of welfare states and the 'Foxification' of news. By analysing different PSM strategies, including the BBCiPlayer, the presence of NRK (Norwegian Broadcasting Corporation) on Spotify and Stievie – a collaboration between public and private TV in Belgium Leurdijk identified the characteristics of 'Open PSM.' Specifically Open PSM can be defined as structures which have less control over what happens with PSM content, a greater number of open partnerships (including those with competitors), which offer better access to users' data, and constant conversations with the public.

Ren Reynolds (Virtual Policy Network, UK) asked "What we can Learn from Warcraft, Wikipedia and Word-play?" in order to find alternate models for PSM. Reynolds focused on the history of virtual worlds and the online game industries, mapping the most successful companies and platforms. Overall Ren defined specific characterise participatory platforms, rules, fan culture and collaboration between active users, engagers, players. He then pointed out the implications of this for leaders and managers of PSM firms.

Tuesday, 14 May 2013

Summary of Discussions (I)

The second day of the meeting was launched with a summary of the previous day's discussions presented by **Bissera Zankova** (Consultant at Ministry of Transport, IT and Communications, Bulgaria). The idea was to identify specific subjects for future research (see point 3 of the Scientific Report).

Session 4: Round Table on Journalism – Management Structures which Support Blends of 'Professional' and 'Non-professional' News Gathering

The morning of Tuesday 14 May was dedicated to the analysis of changing patterns of journalism, beginning with a presentation from **Michał**

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Głowacki (University of Warsaw, Poland). Głowacki examined the idea of accountability within the changing media and communications landscape, with particular emphasis on public service media. He referenced the findings from an international empirical study 'Media Accountability and Transparency in Europe (MediaAcT, 2013).' The project aimed to map the similarities and differences between public and private media professionals' attitudes towards media accountability in selected European countries (Austria, Estonia, Finland, France, Germany, Italy, The Netherlands, Poland, Romania, Spain, Switzerland and United Kingdom). Michał offered the survey results in relation to public service media professionals' commitment to high journalistic standards and values. The findings also demonstrated journalistic attitudes towards media stakeholders and the notion of responsiveness. This stimulated a valuable discussion on the need for media literacy, and education about the media, given the public at present largely don't necessarily believe they are able to demand accountability from a PSM enterprise.

The problem of accountability in relation to PSMs was also discussed by **Miša Molk** - Ombudsman for Viewers' and Listeners' Rights at RTV Slovenija (Slovenia). Miša emphasised, from an industry-oriented perspective, the role of the Ombudsperson institution and its connection with accountability. Molk referred to her daily work, offering practical examples of engagement with audiences of the Slovenian PSM. Molk suggests the Ombudsperson is 'not a censor but a perceiver of what the public perceives'. She offered an overview of the subjects people usually bring forward as complaints, for example, evidence of bias in programming, the orientation of religious programs, commercialisation, audibility, technical problems, and so on.

Marcin Dąbrowski (Polish Television TVP – Division of New Technologies) offered further perspectives from managers and producers in Poland, namely the adaptation of existing practices and tools to accommodate multiplatform programming. Marcin demonstrated the issues he has faced when developing a hybrid TV/IPTV platform capable of delivering additional content (video, clips, text, etc.) around existing broadcast content. Dąbrowski stressed that the Polish PSM have all the tools and a platform but there is a problem with obtaining a sufficient supply of content. His own experience underlined that the problem of fostering innovation might be connected to the division between editorial and technical staff in PSM.

Session 5: Management Structures which Enable Evolution of New Forms of Media for the Public Good

The final presentation of the two-day workshop was delivered by **Bissera Zankova** (Consultant at the Ministry of Transport, IT and Communications, Bulgaria). Zankova aimed to define a number of overall principles for good governance and the advantages and disadvantages of different performance evaluation indicators. Assessment of public service

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media performance might include a service contract between the PSM and public, a clearly defined mission statement to fit the current media and communications landscape, an annual report, feedback, consultations and forums. She argued the "introduction of performance indicators is contingent on careful consideration of all factors, pros and cons." Zankova suggested PSMs might formulate the range of suitable performance indicators according to their national traditions and practices, involving the public in the process. Overall she stressed "the elaboration of performance indicators can be part and parcel of governance reforms within PSM."

Summary of Discussions (II)

The meeting ended with a summary of dicussions chaired by **Tim Suter** (Perspective Associates, UK). The session was designed to identify specific projects for media practitioners and researchers to undertake, as well as future steps and ideas for further collaboration (see point 3 of the Scientific Report).

3. Assessment of the results, contribution to the future direction of the field, and other outcomes

Overall, the workshop hoped to define topics for future research, but also to foster collaboration between stakeholder groups across Europe, and to discuss follow-up activities. All the elements were widely discussed through the discussions which concluded each section of both days. Meta themes and ideas were mapped for debate during the concluding segment of the event.

Indentifying Subjects for Future Research

We began our discussions using the key topics emphasised in the Council of Europe's Recommendation CM/Rec(2012)1 of the Committee of Ministers to member States on public service media governance for the identification of gaps in our understanding of PSM governance, leadership, and management. The debates established the need for new systems and a multistakeholder approach in order to evolve practices to suit the emerging multi-platform, multi-screen mediascape where prosumers and audiences are able to consume and engage with content anywhere, any time, anyhow.

Providing a first summary of the workshop for participants **Bissera Zankova** (Consultant at Ministry of Transport, IT and Communications, Bulgaria) emphasised the need for future research on how PSM firms can assist plurality, argueing "public service media is the only balancing tool for the public sphere." Bissera further called for the development of pan-European initiatives to support iterative innovation for the public media enterprise, and the use of emerging communication systems to achieve

greater accountability. Zankova noted the need – expressed by delegates – for the exploration of distributed forms of public service in line with Nissen's hypothesis that eco-systems of smaller producers may aggregate around larger PSM firms, in the future. A number of attendees had also stressed the importance of analysing any instances (which may exist in the private or commercial media) of management practices which enable the maintenance of participatory platforms through co-facilitation and shared development, working with the public. It had also been noted that all such services should maintain the existing standards set for PSM in the case of journalism.

Tim Suter invited each participant to add a topic or activity to the list of priorities for researchers and practitioners, but also for other stakeholder groups who might offer assistance, going forward questions included:

- How to involve a creative public in the PSM enterprise?
- How to create a 'bank of knowledge' on the leadership and management of public service media?
- How to facilitate content of PSM in the new mediasphere?
- How to encourage the public to get involved in public media accountability processes?
- With reference to the debate on existing and emerging corporate structures, what are the various advantages and disadvantages of 'centralised' vs. 'distributed' production and managerial paradigms?
- And last, but not least, how to encourage PSMs to adopt a multistakeholder approach as a methodology for the identification of potential solutions?

Bringing together policy-makers, media practitioners and scholars as the line for future activities

The potential value and impact of bringing together applied researchers and theorists, policy-makers, media managers, and consultants emerged during one of the first discussions of the meeting. A significant number of participants noted the gap between researchers and PSM management, emphasising that "academia sits within its own bubble," or researchers mostly "operate in a vaccum." This was not, however, the case at the workshop, which therefore, directly explored – in minature – the value of drawing together interested and sufficiently motivated and interested parties around the PSM enterprise. The success of the workshop indicated, similar multistakeholder approaches might be repeated, particularly to deconstruct case studies.

Getting involved in existing and future projects, institutions and initiatives

Over the two days of workshops several opportunities to continue this

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work in the future were mentioned. Firstly, in the keynote speech **Jan Malinowski** noted that the European Science Foundation workshop, and any initiatives emerging from that, might be seen as a follow-up to the recent policy discussions on public service media governance organised by the Council of Europe. Malinowski argued that this might be a suitable site for direct discussion and subsequent implementation of new models of public service media. He also welcomed the idea of embedding researchers in specific public service media firms to aggregate reports from investigations in selected countries. In this way pan-European or cross-European initiatives might develop. Jan noted a current plan to launch a Council of Europe project to support the of public service media in the Ukraine. He believes this activity might additionally be supported by the embedding of a researcher in the Ukrainian public service media who could observe its everyday practices and subsequently define ways to support public service media reform.

Secondly, workshop participants widely discussed opportunities for getting involved in the discussions of the project "Vision2020," conducted by the European Broadcasting Union. As noted by **Lizzie Jackson** (Ravensbourne, UK) in her opening speech, the international Re-visionary Interpretations of the Public Enterprise (RIPE) Network would be essential collaborators in any enterprise, as a network for dissemination, review, and knowledge exchange. The RIPE network meets every second year at a conference which draws together scholars and a small number of Regulators and leaders of PSM.

Thirdly, **Claudia Alvares** – President of European Communication Research and Education Association (ECREA) – discussed opportunities for the group to become either affiliated or housed within the ECREA network. Claudia noted that although ECREA does not sponsor research projects it might offer "networking possibilities, facilitating contacts between researchers of different regional areas and common interests." Alvarez suggested the formation of a Temporary Working Group or taskforce enabled through the fabric of ECREA dedicated to fostering multistakeholder debates, and possibly nested within ECREA's Communication, Law and Policy Section. ECREA could also offer the opportunity to organize a session on the topic of the evolution of management and leadership practices in PSM at the next European Communication Conference in Lisbon (2014). To this end, she additionally mentioned the European Science Foundation's *Media Forward Look* Report, which might be used to foster participation of multi-stakeholders on the issues we are concerned with here.

The future of the group

"What is the future of the group?" was one of the first questions asked by **Tim Suter** who chaired the final discussions. Amongst the proposed actions were to establish and coordinate a network and/or consortium, which could organise regular meetings in the future. It will be of high

importance to focus on the governance, leadership and management of public service media, and to work in collaboration with other international academic or industry bodies who are also seeking to support the evolution of the PSM enterprise. However our focus is to explore the European characteristic of PSM, and to underpin and strengthen its evolution for the public good in Europe and across Europe. **Lizzie Jackson** is exploring the potential of the forthcoming EU's Horizon 2020 project, launching in November, 2013. This would offer opportunities for pan-European or cross-European development of large prototypes, such as participatory platforms or search engines, which would be impossible for PSM firms to develop without such collaboration. The increasing availability of machine translation might also assist reversioning of complex platforms for national or regional audiences and users.

Dissemination

A panel will be submitted to the forthcoming European Communication Conference in Lisbon (2014), and an abstract submitted to the next RIPE conference in Tokyo (2014).

4. Final programme

Sunday, 12 May 2013

Afternoon	*Arrival*
19:00-21:00	*Dinner*

Monday, 13 May 2013

9:00-9:30	**Welcome by Dean of Faculty of Journalism and Polical Science at the University of Warsaw**
	Janusz Adamowski (University of Warsaw, Poland)
	Welcome by Convenors: Workshop Objectives and Agenda
	Lizzie Jackson (Ravensbourne, United Kingdom)
	Michał Głowacki (University of Warsaw, Poland)
9:30-9:45	**Presentation of the European Science Foundation** **Nina Kancewicz-Hoffman** (Scientific Review Group for the Social Sciences, European Science Foundation)
9:45-10:15	**Presentation of the ESF Forward Look Report "Media and Communication in Europe: Critical Questions for Research and Policy"**

Claudia Alvares (Lusofona University, Portugal)

10:15-11:00	**Keynote Speech: The Council of Europe's Approach to Public Service Media – Recommendation CM/Rec (2012)1 of the Committee of Ministers to Member States on Public Service Media Governance**

Jan Malinowski (Head of The Information Society Department, Media, Information Society, Internet Governance, Data Protection and Cybercrime, Directorate General of Human Rights and Rule of Law – DGI, Council of Europe)

Discussion

Chair: **Lizzie Jackson** (Ravensbourne, United Kingdom)

11:00-11:30	*Coffee break*
11:30-13:00	**Session 1: Public Service Media Management - Identifying Old and New Management Practices**

Chair: **Bugusława Dobek-Ostrowska** (University of Wrocław, Poland)

11:30-11:50	**How Political Power Interacts with Public Service Media Management: The Portuguese Case**

Nuno Conde (Portuguese Catholic University, Portugal)

11:50-12:10	**Managing Public Service Media: Understanding the Past, Imagining the Future** **Christian S. Nissen** (Copenhagen Business School, Denmark)
12:10-12:30	**Creating Tomorrow's "Cultural Choreographers"** **Charles Brown** (University of Westminster, United Kingdom)
12:30-13:00	**Discussion**
13:00-14:00	*Lunch*
14:00-15:30	**Session 2: Public Service Media Meets New Media - Evolving Policies to Support Innovative Management Structures**

Chair: **Michael Wagner** (Head of Media and Communication Law, European Broadcasting Union)

14:20-14:40	**Deploying Public Service in Multiple Screens: a Key Step to Reach the Citizens**

ESF Exploratory Workshop:
Public Service Media Management – In Search for New Models for
Public Service Media in the Era of Social Change and New Technologies
Warsaw (Poland), 12-14 May 2013

	Roberto Suárez Candel (Head of Media Intelligence Service, European Broadcasting Union)
14:40-15:00	**Opening up Public Service Media: A Strategy for Institutional Challenge - And Renewal** **Tim Suter** (Perspective Associates, United Kingdom)
15:00-15:30	**Discussion**
15:30-16:00	*Coffee break*
16:00-17:30	**Session 3: Managing Participatory and 'Open' Public Service Provision** Chair: **Janusz Adamowski** (University of Warsaw, Poland)
16:00-16:20	**A Public Service Search Engine?** **Lizzie Jackson** (Ravensbourne, United Kingdom)
16:20-16:40	**Future Strategies: Dilemmas for Public Service Media** **Andra Leurdijk** (Independent media consultant, The Netherlands)
16:40-17:00	**What we can Learn from Warcraft, Wikipedia and Word-play** **Ren Reynolds** (Virtual Policy Network, United Kingdom)
17:00-17:30	**Discussion**
17:30-17:45	**Preparation of the summary of the day**
18:00-19:30	*Dinner*

Monday, 14 May 2013

9:00-9:30	**Summary of discussions (I): Identification of Subjects for Future Research** Chair: **Bissera Zankova** (Consultant at Ministry of Transport, IT and Communications, Bulgaria)
9:30-11:00	**Session 4: Round Table on Journalism – Management Structures which Support Blends of 'Professional' and 'Non-professional' News Gathering** Chair: **Christian S. Nissen** (Denmark)
9:30-9:50	**Public Media Accountability – A Comparative Study on Managerial Attitudes Towards the Public** **Michał Głowacki** (University of Warsaw, Poland)

9:50-10:10	**The Role of Ombudsman in Public Service Media** **Miša Molk** (Ombudsman for Viewers' and Listeners' Rights at RTV Slovenija, Slovenia)
10:10-10:30	**Public Service Media in Poland** **Marcin Dąbrowski** (TVP Technologie, Poland)
10:30-11:00	**Discussion**
11:00-11:30	*Coffee break*
11.30-12:00	**Session 5: Management Structures which Enable Evolution of New Forms of Media for the Public Good**
11:30-11:50	**Public Service Media Reforms - Performance Indicators and Good Governance** **Bissera Zankova** (Consultant at Ministry of Transport, IT and Communications, Bulgaria)
11:50-12:00	**Discussion**
12:00-13:00	**Summary of Discussions (II): The Identification of Specific Projects for Media Practitioners and Researchers, Future Steps and Collaboration** Chair: **Tim Suter** (Perspective Associates, United Kingdom)
13:00-14:00	*Lunch*
14:00	*End of Workshop and departure*

5. Final list of participants

Convenors:

Michał Głowacki
University of Warsaw
Poland

Lizzie Jackson
Academic Development Manager
Ravensbourne
United Kingdom

ESF Representative:

Nina Kancewicz-Hoffman
Senior Science Officer
European Science Foundation

ESF Media Studies Representative:

Claudia Alvares
President of the European Communication Research and Education Association (ECREA)
Lusofona University
Portugal

Participants:

Janusz Adamowski
Dean of Faculty of Journalism and Political Science
University of Warsaw
Poland

Charles Brown
Course Leader
School of Media, Arts and Design, University of Westminster
United Kingdom

Nuno Conde
Legal Adviser
Portuguese Catholic University
Portugal

Marcin Dąbrowski
TVP Technologie
Poland

Bogusława Dobek-Ostrowska
President of the Polish Communication Association
University of Wrocław
Poland

Tomasz Gackowski
University of Warsaw
Poland

Andra Leurdijk
Consultant
forALLmedia, Research & Consultancy
The Netherlands

Jan Malinowski
Head of Information Society Department; Media, Information Society, Internet Governance, Data Protection and Cybercrime; Directorate General of Human Rights and Role of Law - DGI
Council of Europe

Miša Molk
Ombudsman for Viewers' and Listeners' Rights at RTV Slovenija
Slovenia

Christian S. Nissen
Independent Advisor, Adjunct Professor at Copenhagen Business School
Denmark

Ren Reynolds
Consultant and Founder of The Virtual Policy Network

United Kingdom

Roberto Suarez Candel
Head of the Media Intelligence Service
European Broadcasting Union

Tim Suter
Managing Director
Perspective Associates
United Kingdom

Michael Wagner
Head of Media and Communication Law
European Broadcasting Union

Bissera Zankova
Member of the Bureau of the Steering Committee on the Media and Information Society (CDMSI) at the Council of Europe
Consultant at the Ministry of Transport, IT and Communications in Bulgaria

6. Statistical information on participants*

Geographical distribution: 9 countries, 19 participants (including ESF representatives):

- Bulgaria (1)
- Denmark (1)
- France (2)
- The Netherlands (1)
- Poland (5)
- Portugal (2)
- Slovenia (1)
- Switzerland (2)
- United Kingdom (4)

Gender distribution: 7 female (37 %), 12 male (63%)

*Please note: two commited participants – Natascha Just (University of Zurich, Switzerland) and Daniela Kraus (Managing Director at Fjum – Forum Journalismus und Medien Wien, Austria) were unable to attend the workshop on short notice.