

# **APPENDICES**

**Committee on Review of Public Service Broadcasting**

**Terms of Reference**

1. To examine the role of, and justifications and public purposes for, public service broadcasting (PSB) in the development of Hong Kong's broadcasting market, against the public financial and other resources required for such broadcasting.
2. To identify issues concerning public accountability for PSB in matters of editorial impartiality, programming policy and good governance.
3. To identify measures for the Administration to evaluate the effectiveness of PSB and arrangements through which the public can participate in such a process.
4. To recommend, in the light of the above, an appropriate arrangement for the provision of PSB in Hong Kong.
5. To recommend implementation plans for the short, medium and long terms.

**Membership**

Mr. Raymond Roy WONG (Chairman)

Mr. CHAN King Cheung

Ms May FUNG May Gay

Professor LEUNG Tin Wai

Mr. PAO Wan Lung

Professor Judy TSUI

Mr. Mathias WOO

END

**List of Organisations and Individuals  
Invited to Submit Views on the Review of Public Service Broadcasting<sup>1</sup>**  
**被邀就公共廣播服務檢討提交意見書的機構及人士名錄<sup>1</sup>**

**Legislative Council / 立法會**

1. Information Technology and Broadcasting Panel  
資訊科技及廣播事務委員會

**Academics and Commentators / 學者及評論員**

2. Chan Wo Shun, Alex  
陳和順
3. Cheung Chor Yung  
張楚勇
4. Chow Chuen Ho, Larry  
周全浩
5. Choy Chi Keung, Ivan  
蔡子強
6. Fung Ying Him, Anthony  
馮應謙
7. Leung Wai Yin, Kenneth  
梁偉賢
8. Sung Lap Kung, James  
宋立功
9. To Yiu Ming  
杜耀明
10. Wong Sai Chak, Martin  
黃世澤

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<sup>1</sup> The list is arranged in alphabetical order of the English name of the organisations and individuals in each category. Some of the names do not have a confirmed translation, and are listed only in the name provided in the written submissions. Those that only appear in Chinese are arranged according to the number of strokes in the first Chinese character.  
此名錄包括不同界別的機構及人士，按照其英文名稱的字母順序排列。部分機構及人士的譯名未能確認，故僅以意見書所載的名稱收錄。只具中文名稱者按筆劃排列。

## Cultural Sector / 文化界

11. Academy Alumni Association  
香港演藝學院校友會
12. Actors' Family Ltd.  
演戲家族有限公司
13. Alliance Francaise de Hong Kong  
香港法國文化協會
14. Artiste Training Alumni Association  
藝進同學會
15. Asia Vigour Productions Ltd.  
恒藝亞洲綜合製作有限公司
16. Asian Cultural Council  
亞洲文化協會
17. The Association of Chinese Culture of Hong Kong  
香港中華文化總會
18. Association of Hong Kong Dance Organizations  
香港舞蹈團體聯會
19. Association of Managers, Cultural Services  
文化工作經理協會
20. B & W Far East Publicity Ltd.  
日港遠東宣傳有限公司
21. Big Honour Entertainment Ltd.  
大名娛樂有限公司
22. British Council  
英國文化協會
23. Cantonese Opera Advisory Committee  
粵劇發展諮詢委員會
24. Celestial Pictures Ltd.  
天映娛樂有限公司
25. Centro Digital Pictures Ltd.  
先濤數碼企劃有限公司
26. Chan Fruit  
陳果
27. Chan Ho San, Peter  
陳可辛
28. China Star Entertainment Ltd.  
中國星集團有限公司
29. Chow Fan Fu  
周凡夫

30. Chung Ying Theatre Company  
中英劇團
31. City Chamber Orchestra of Hong Kong  
香港城市室樂團
32. City Contemporary Dance Company  
城市當代舞蹈團
33. City Entertainment  
電影雙週刊
34. Class 7A Drama Group Ltd.  
7A 班戲劇組
35. Committee on Libraries  
圖書館委員會
36. Committee on Museums  
博物館委員會
37. Committee on Performing Arts  
表演藝術委員會
38. Composers and Authors Society of Hong Kong Ltd.  
香港作曲家及作詞家協會
39. Dance Art Hong Kong Ltd.  
動藝有限公司
40. East Asia Entertainment Ltd.  
東亞娛樂有限公司
41. Edko Films Ltd.  
安樂影片有限公司
42. Edward Lam Dance Theatre Ltd.  
非常林奕華有限公司
43. Emperor Entertainment (Hong Kong) Ltd.  
英皇娛樂(香港)有限公司
44. Emperor Motion Pictures  
英皇電影
45. Far-Sun Film Co. Ltd.  
花生映社
46. Federation of Hong Kong Filmmakers  
香港電影工作者總會
47. Film Development Committee  
電影發展委員會
48. Film Workshop Co. Ltd.  
電影工作室有限公司
49. Filmko Films Distribution (Hong Kong) Ltd.  
星皓影片發行(香港)有限公司

50. First Distributors (H.K.) Ltd.  
香港第一發行有限公司
51. Fringe Club  
藝穗會
52. Fun Entertainment Co. Ltd.
53. Fung Mei Wah, May  
馮美華
54. Galaxy Production Ltd.  
嘉歷仕製作公司
55. The Goethe-Institut Hong Kong  
香港歌德學院
56. Gold Label Entertainment Ltd.  
金牌娛樂事業有限公司
57. Golden Harvest Entertainment Co. Ltd.  
嘉禾娛樂事業有限公司
58. Heung Shu Fai  
香樹輝
59. HK United Arts Entertainment Co. Ltd.  
香港聯藝機構有限公司
60. Hong Kong & Macau Cinema and Theatrical Enterprise Association  
港澳電影戲劇總會
61. The Hong Kong Academy for Performing Arts  
香港演藝學院
62. Hong Kong Arts Administrators Association  
香港藝術行政人員協會
63. Hong Kong Arts Centre  
香港藝術中心
64. Hong Kong Arts Development Council  
香港藝術發展局
65. Hong Kong Arts Festival Society Ltd.  
香港藝術節協會有限公司
66. Hong Kong Ballet  
香港芭蕾舞團
67. Hong Kong Chinese Orchestra  
香港中樂團
68. Hong Kong Culture and Arts Foundation  
香港文化藝術基金會
69. Hong Kong Culture Association  
香港各界文化促進會
70. Hong Kong Dance Company  
香港舞蹈團

71. The Hong Kong Dance Federation  
香港舞蹈總會
72. Hong Kong Film Arts Association  
香港電影美術學會
73. Hong Kong Film Awards Association  
香港電影金像獎協會
74. Hong Kong Film Critics Association  
香港影評人協會
75. Hong Kong Film Critics Society  
香港電影評論學會
76. Hong Kong Film Directors' Guild  
香港電影導演會
77. The Hong Kong Institute for Promotion of Chinese Culture  
香港中華文化促進中心
78. Hong Kong Institute of Contemporary Culture  
香港當代文化中心
79. The Hong Kong International Film Festival Society Ltd.  
香港國際電影節協會有限公司
80. Hong Kong Kowloon and New Territories Motion Picture Industry  
Association Ltd.  
香港影業協會有限公司
81. Hong Kong Movie Production Executives Association  
香港電影製作行政人員協會
82. Hong Kong Performing Artistes Guild  
香港演藝人協會
83. Hong Kong Philharmonic Orchestra  
香港管弦樂團
84. Hong Kong Repertory Theatre  
香港話劇團
85. Hong Kong Screenwriters' Guild  
香港電影編劇家協會
86. Hong Kong Sinfonietta Ltd.  
香港小交響樂團有限公司
87. Hong Kong Theatres Association  
香港戲院商會
88. Hong Kong Video Industry Association/The Federation of Motion Film  
Producers of Hong Kong  
香港錄影業協會/香港電影製片家協會
89. Impact Entertainment (Int.) Ltd.  
藝能娛樂(國際)有限公司

90. InD Blue  
藍空間
91. International Association of Theatre Critics (Hong Kong)  
國際演藝評論家協會(香港分會)
92. International Federation of the Phonographic Industry (Hong Kong Group) Ltd.  
國際唱片業協會(香港會)有限公司
93. International Management Group (Overseas) Inc.  
國際管理集團
94. Jet Tone Films Ltd.  
澤東電影有限公司
95. Jingkun Theatre Ltd.  
京崑劇場
96. Jumbo Kids Theatre Co. Ltd.  
大細路劇團有限公司
97. Kim Sum Cantonese Opera Association  
劍心粵劇團
98. K's Productions Co Ltd.
99. Kwang Hwa Information and Culture Center  
光華新聞文化中心
100. Lam Yuk Wah, Peter  
林旭華
101. Ma Ka Fai  
馬家輝
102. Media Asia Group  
寰亞綜藝集團
103. Mei Ah Entertainment Group Co. Ltd.  
美亞娛樂資訊集團有限公司
104. Ming Ri Institute for Arts Education  
明日藝術教育機構
105. Movie Producers and Distributors Association of Hong Kong  
香港電影製作發行協會
106. Ngau Pang Sue Yuen  
牛棚書院
107. On & On Theatre Workshop Co. Ltd.  
前進進戲劇工作坊有限公司
108. Opera Hong Kong Ltd.  
香港歌劇協會有限公司
109. Prospects Theatre Co. Ltd.  
新域劇團有限公司
110. Puffin Music Management & Event Co. Ltd.

111. Shaw Brothers (Hong Kong) Ltd.  
邵氏兄弟(香港)有限公司
112. South China Film Industry Workers Union  
華南電影工作者聯合會
113. Southern Film Co. Ltd.  
南方影業有限公司
114. Sze, Stephen  
史文鴻
115. Theatre Du Pif Ltd.  
進劇場有限公司
116. Theatre Ensemble Ltd.  
劇場組合
117. Theatre Space Foundation Ltd.  
劇場空間基金有限公司
118. Tomson (Hong Kong) Films Co. Ltd.  
湯臣(香港)電影有限公司
119. Topman Global Ltd.  
亨泰環宇有限公司
120. Tsui W.S., Bernadette  
徐詠璇
121. Universe Film Distribution Co. Ltd.  
寰宇影片發行有限公司
122. Video Power  
錄影力量
123. Videotage  
錄影太奇
124. Visible Record Ltd.  
采風電影有限公司
125. Yau Ching Yuen  
游清源
126. Ying E Chi Ltd.  
影意志有限公司
127. Yiu Wing Entertainment Co. Ltd.  
耀榮娛樂有限公司
128. Zuni Icosahedron  
進念二十面體
129. 江素惠
130. 李照興
131. 紀文鳳
132. 馬國明
133. 張偉雄

- 134. 國際舞聯有限公司
- 135. 劉健威
- 136. 黎鍵

### **Education Sector / 教育界**

- 137. Committee on Home-School Co-operation  
家庭與學校合作事宜委員會
- 138. The English Schools Foundation  
英基學校協會
- 139. Grant Schools Council  
補助學校議會
- 140. HK Aided Primary School Heads Association  
香港資助小學校長會
- 141. Hong Kong Association of Heads of Secondary Schools  
香港中學校長會
- 142. Hong Kong Direct Subsidy Scheme Schools Council  
香港直接資助學校議會
- 143. Hong Kong Federation of Education Workers  
香港教育工作者聯會
- 144. Hong Kong Professional Teachers' Union  
香港教育專業人員協會
- 145. Hong Kong Special Schools Council  
香港特殊學校議會
- 146. Hong Kong Subsidized Secondary Schools Council  
香港津貼中學議會
- 147. Subsidized Primary Schools Council  
津貼小學議會

## Human Rights Forum<sup>2</sup> Participants / 人權論壇<sup>2</sup>參與者

148. Alliance of Civic Education  
公民教育聯席
149. Amnesty International Hong Kong Section  
國際特赦組織香港分會
150. Association for the Advancement of Feminism  
新婦女協進會
151. The Balance of Human Rights Watch
152. Broad Alliance for Rescuing Dr. Wang Bingzhang  
各地營救王炳章大聯盟
153. Civil Human Rights Front  
民間人權陣線
154. Civil Rights for Sexual Diversities  
性權會
155. Equal Opportunities Commission  
平等機會委員會
156. Hong Kong Christian Institute  
香港基督徒學會
157. The Hong Kong Council of Social Service  
香港社會服務聯會
158. Hong Kong Human Rights Commission  
香港人權聯委會
159. Hong Kong Human Rights Monitor  
香港人權監察
160. Hong Kong Informal Education Research Centre
161. Hong Kong Institute of Education  
香港教育學院
162. Hong Kong Sex Culture Society  
香港性文化會
163. Human Rights Council of Hong Kong
164. Justice
165. Justice and Peace Commission of the Hong Kong Catholic Diocese  
香港天主教正義和平委員會

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<sup>2</sup> Established by the Home Affairs Bureau in October 2003, the Human Rights Forum provides a regular platform of communication between the Government and human rights groups on issues related to human rights. It meets quarterly and does not have a fixed membership. Any human rights non-governmental organisations or other groups that indicate their interest in joining the Forum are welcome to do so. As of July 2006, there are 30 organisations on the list of invitees to the Forum.

民政事務局於2003年10月設立人權論壇，為政府及人權關注團體提供定期溝通渠道，討論與人權有關的課題。論壇每季開會一次，並無固定會員，任何關注人權的非政府機構或其他團體如有興趣均歡迎加入。截至2006年7月，共有三十個機構在人權論壇的邀請之列。

- 166. Office of Emily Lau, Legislative Councillor  
劉慧卿議員辦事處
- 167. Office of Fernando Cheung, Legislative Councillor  
張超雄議員辦事處
- 168. Oxfam Hong Kong  
樂施會
- 169. Rainbow Action  
彩虹行動
- 170. Sham Shui Po Community Association Ltd.  
深水埗社區協會有限公司
- 171. Society for Community Organization  
香港社區組織協會
- 172. The Society for Truth and Light  
明光社
- 173. Tongzhi Community Joint Meeting  
同志社區聯席
- 174. Unison Hong Kong  
港融樂會

**Media Related Organisations / 傳媒相關組織**

- 175. The Foreign Correspondents' Club  
香港外國記者會
- 176. Hong Kong Federation of Journalists  
香港新聞工作者聯會
- 177. Hong Kong Journalists Association  
香港記者協會
- 178. Hong Kong News Executives' Association  
香港新聞行政人員協會
- 179. Hong Kong Press Council  
香港報業評議會
- 180. Hong Kong Press Photographers Association  
香港攝影記者協會
- 181. The Newspaper Society of Hong Kong  
香港報業公會

## **Political Groups / 政治團體**

182. The Alliance  
泛聯盟
183. Article 45 Concern Group (now Civic Party)  
四十五條關注組 (現為公民黨)
184. Citizens Party  
民權黨
185. Democratic Alliance for the Betterment and Progress of Hong Kong  
民主建港協進聯盟
186. Democratic Party  
民主黨
187. The Federation of Hong Kong and Kowloon Labour Unions  
港九勞工社團聯會
188. The Frontier<sup>3</sup>  
前綫
189. Hong Kong Association for Democracy and People's Livelihood  
香港民主民生協進會
190. Hong Kong Confederation of Trade Unions  
香港職工會聯盟
191. The Hong Kong Federation of Trade Unions  
香港工會聯合會
192. Liberal Party  
自由黨
193. Neighbourhood & Worker's Service Centre  
街坊工友服務處

## **Professional Organisations / 專業組織**

194. Hong Kong Bar Association<sup>3</sup>  
香港大律師公會
195. Hong Kong Dental Association  
香港牙醫學會
196. The Hong Kong Institute of Architects  
香港建築師學會
197. Hong Kong Institute of Certified Public Accountants  
香港會計師公會

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<sup>3</sup> The Frontier, Hong Kong Bar Association and Law Society of Hong Kong are participants in the Human Rights Forum. They have been invited separately to also submit views in that capacity. 前綫、香港大律師公會及香港律師會是人權論壇的參與者，因此曾另行獲邀以該身分提交意見。

198. The Hong Kong Institute of Landscape Architects  
香港園境師學會
199. Hong Kong Institute of Planners  
香港規劃師學會
200. The Hong Kong Institute of Surveyors  
香港測量師學會
201. The Hong Kong Institution of Engineers  
香港工程師學會
202. Hong Kong Internet Service Providers Association  
香港互聯網供應商協會
203. The Hong Kong Medical Association  
香港醫學會
204. Internet & Telecom Association of Hong Kong  
香港互聯網暨通訊業聯會
205. Internet Professional Association  
互聯網專業協會
206. The Law Society of Hong Kong<sup>3</sup>  
香港律師會

### **Religious Organisations / 宗教組織**

207. Catholic Diocese of Hong Kong  
天主教香港教區
208. Chinese Muslim Cultural and Fraternal Association  
中華回教博愛社
209. The Confucius Academy  
孔教學院
210. The Hong Kong Buddhist Association  
香港佛教聯合會
211. Hong Kong Christian Council  
香港基督教協進會
212. The Hong Kong Taoist Association  
香港道教聯合會

### **Social Services Sector / 社會服務界**

213. Aberdeen Kaifong Welfare Association  
香港仔街坊福利會

214. The ABM Hong Kong Swatow Baptist Church Community Service Association Ltd.  
美差會潮浸服務聯會有限公司
215. Adventure-Ship Ltd.  
乘風航
216. Against Child Abuse Ltd.  
防止虐待兒童會
217. Agency for Volunteer Service  
義務工作發展局
218. Alliance of Hong Kong Youth Groups  
香港青年社團聯盟
219. Alternatives to Violence Project/HK Foundation Ltd.  
香港愛和平基金會
220. Arts with the Disabled Association Hong Kong  
香港展能藝術會
221. Asbury Methodist Social Service  
循道衛理亞斯理社會服務處
222. Asian Outreach Hong Kong Ltd.  
香港亞洲歸主協會
223. Association for the Rights of the Elderly  
老人權益促進會
224. Association of Baptists for World Evangelism (Hong Kong) Ltd.  
萬國宣道浸信會有限公司
225. The Association of Evangelical Free Churches of Hong Kong  
香港基督教播道會聯會
226. Baptist Oi Kwan Social Service  
浸會愛群社會服務處
227. Barnabas Charitable Service Association Ltd.  
基督教巴拿巴愛心服務團有限公司
228. Bonaventure Integrated Children and Youth Centre  
聖文德堂轄下文德青少年綜合服務中心
229. The Boys' & Girls' Club Association of Hong Kong  
香港小童群益會
230. The Boys' Brigade, Hong Kong  
香港基督少年軍
231. Breakthrough Ltd.  
突破有限公司
232. The Cadet Region of Hong Kong St. John Ambulance Brigade  
香港聖約翰救傷隊見習隊
233. Care the Visually Impaired  
香港視障視全人士協會

234. Caritas – Hong Kong  
香港明愛
235. Centre for Restoration of Human Relationships  
復和綜合服務中心
236. Chai Wan Baptist Church Social Service  
柴灣浸信會社會服務處
237. Chain of Charity Movement  
愛德循環運動
238. Cheung Chau Rural Committee Integrated Youth Centre  
長洲鄉事委員會青年綜合服務中心
239. Chinese Evangelical Zion Church Ltd., Social Service Division  
中華錫安傳道會社會服務部
240. The Chinese History & Culture Educational Foundation for Youth  
中華青少年歷史文化教育基金
241. The Chinese Rhenish Church  
中華基督教禮賢會
242. Chinese YMCA of Hong Kong  
香港中華基督教青年會
243. Choi F.M., Jonathan  
蔡暉明
244. Christian & Missionary Alliance Church Union Hong Kong Ltd.  
基督教宣道會香港區聯會有限公司
245. Christian Action  
基督教勵行會
246. Christian Family Services Centre  
基督教家庭服務中心
247. Christian Fellowship of Pastoral Care for Youth Ltd.  
基督教青少年牧養團契
248. The Church of United Brethren in Christ  
基督教協基會
249. The Dragon Foundation  
龍傳基金
250. East Kowloon Youth Society  
東九龍青年社
251. Ebenezer School & Home for the Visually Impaired  
心光盲人院暨學校
252. Elderly Commission  
安老事務委員會
253. Evangelical Free Church of China  
中國基督教播道會

254. The Evangelical Lutheran Church of Hong Kong  
基督教香港信義會
255. Ever Concern Action  
樂天關懷行動
256. Federation of New Territories Youth  
新界青年聯會
257. Fu Hong Society  
扶康會
258. The Girls' Brigade Hong Kong  
香港基督女少年軍
259. Hans Anderson Club  
安徒生會
260. Haven of Hope Christian Service  
基督教靈實協會
261. Hok Yau Club  
學友社
262. Home Care for Girls Ltd.  
關愛之家有限公司
263. Hong Kong & Macau Lutheran Church Ltd.  
港澳信義會有限公司
264. Hong Kong Adventure Corps  
香港少年領袖團
265. Hong Kong Air Cadet Corps  
香港航空青年團
266. Hong Kong Association of Gerontology  
香港老年學會
267. The Hong Kong Association of Senior Citizens  
香港長者協會
268. Hong Kong Association of the Deaf  
香港聾人協進會
269. The Hong Kong Award for Young People  
香港青年獎勵計劃
270. Hong Kong Baptist Hospital Au Shue Hung Health Centre  
香港浸信會醫院區樹洪健康中心
271. The Hong Kong Catholic Marriage Advisory Council  
香港公教婚姻輔導會
272. Hong Kong Children & Youths Services  
香港青少年服務處
273. Hong Kong Chinese Women's Club  
香港中國婦女會

274. Hong Kong Ching Fai Association  
香港青暉社
275. Hong Kong Christian Service  
香港基督教服務處
276. The Hong Kong Committee on Children's Rights  
香港兒童權利委員會
277. Hong Kong Council of Early Childhood Education and Services  
香港幼兒教育及服務聯會
278. The Hong Kong Council of the Church of Christ in China  
中華基督教會香港區會
279. Hong Kong Employment Development Service  
香港職業發展服務
280. Hong Kong Family Planning Association  
香港家庭計劃指導會
281. Hong Kong Family Welfare Society  
香港家庭福利會
282. Hong Kong Federation of Handicapped Youth  
香港傷健青年協會
283. The Hong Kong Federation of Youth Groups  
香港青年協會
284. Hong Kong Free Methodist Church  
香港循理會
285. The Hong Kong Girl Guides Association  
香港女童軍總會
286. The Hong Kong Joint Council of Parents of the Mentally Handicapped  
香港弱智人士家長聯會
287. Hong Kong Juvenile Care Centre  
香港青少年培育會
288. Hong Kong Lutheran Social Service  
香港路德會社會服務處
289. Hong Kong New Generation Cultural Association  
香港新一代文化協會
290. Hong Kong Outstanding Students' Association  
香港傑出學生協會
291. Hong Kong Outstanding Tertiary Students' Services Association  
香港傑出專上學生服務協會
292. Hong Kong Physically Handicapped and Able-Bodied Association  
香港傷健協會
293. Hong Kong Playground Association  
香港遊樂場協會

294. Hong Kong Red Cross  
香港紅十字會
295. Hong Kong Sea Cadet Corps  
香港海事青年團
296. Hong Kong Sheng Kung Hui Welfare Council  
香港聖公會福利協會
297. Hong Kong Social Workers Association Ltd.  
香港社會工作人員協會有限公司
298. The Hong Kong Society for the Deaf  
香港聾人福利促進會
299. Hong Kong Society for the Protection of Children  
香港保護兒童會
300. Hong Kong Student Aid Society  
香港學生輔助會
301. Hong Kong Union for Young Leader  
香港青年領袖同盟
302. Hong Kong United Youth Association  
香港青年聯會
303. Hong Kong Women Development Association  
香港婦女發展聯會
304. Hong Kong Young Women's Christian Association  
香港基督教女青年會
305. Hong Kong Youth Association  
香港青年會
306. Hong Kong Youth Development Council  
香港青年發展議會
307. Hong Kong Youth Institute  
香港青年學院
308. Hong Kong Youth Institute of Law  
香港青少年法律學會
309. Hong Kong Youth Unified Association  
香港青年協進會
310. Hong Kong-Macao Conference of Seventh-Day Adventists  
基督復臨安息日會港澳區會社會服務部
311. HOPE Worldwide  
寰宇希望
312. I.B.P.S. (HK) Ltd.  
佛香講堂
313. Idea-For-Hong-Kong  
城市智庫

314. Industrial Evangelistic Fellowship  
工業福音團契
315. International Social Service Hong Kong Branch  
香港國際社會服務社
316. Joint School Campus TV Association  
聯校電視台
317. Junior Achievement  
國際成就計劃
318. Junior Chamber International Hong Kong  
國際青年商會香港總會
319. Kely Support Group  
啟勵扶青會
320. Keswick Foundation Ltd.  
凱瑟克基金
321. Kowloon Women's Welfare Club  
九龍婦女福利會
322. Kwun Tong Methodist Social Service  
循道衛理觀塘社會服務處
323. Kwun Tong Resident Association (Youth Department)  
觀塘民聯會(青年部)
324. Life Education Activity Programme  
生活教育活動計劃
325. Lions Clubs International Hong Kong & Macau 303 District  
國際獅子總會港澳 303 區
326. Make-A-Wish Foundation of Hong Kong  
願望成真基金
327. Methodist Centre  
循道衛理中心
328. Methodist Epworth Village Community Centre  
循道愛華村服務中心
329. The Mission Covenant Church  
基督教聖約教會
330. Mission to New Arrivals Ltd.  
新福事工協會有限公司
331. Mongkok Kaifong Association Ltd. Chan Hing Social Service Centre  
旺角街坊會陳慶社會服務中心
332. Monitoring Alliance on Elderly Policies  
長者政策監察聯席
333. Mother's Choice  
母親的抉擇

334. The Neighbourhood Advice-Action Council  
鄰舍輔導會
335. New Territories Women and Juveniles Welfare Association  
新界婦孺福利會有限公司
336. New Youth Forum  
新青年論壇
337. The Outstanding Young Persons' Association  
傑出青年協會
338. Pentecostal Church of Hong Kong  
竹園區神召會
339. Playright Children's Play Association  
智樂兒童遊樂協會
340. Po Leung Kuk  
保良局
341. Pok Oi Hospital (Social Service Division)  
博愛醫院社會服務處
342. Produce Green Foundation  
綠田園基金
343. Rehabaid Society  
復康資源協會
344. Richmond Fellowship of Hong Kong  
利民會
345. Rotary International District 3450 (Hong Kong, Macau & Mongolia)  
國際扶輪 3450 區 (香港、澳門、蒙古)
346. The Salvation Army  
救世軍
347. The Samaritans  
撒瑪利亞會
348. Save the Children Hong Kong  
香港救助兒童會
349. Scout Association of Hong Kong  
香港童軍總會
350. Shamching Youth Association  
深青社
351. Sik Sik Yuen  
嗇色園
352. The Sisters of the Good Shepherd  
善牧會
353. Sisters of the Precious Blood – Precious Blood Children Village  
寶血女修會寶血兒童村

354. SKH Carpenter Church  
聖公會聖匠堂
355. SKH Lady MacLehose Centre  
聖公會麥理浩夫人中心
356. SKH St. Christopher's Home  
香港聖公會聖基道兒童院
357. Social Services of the Hong Kong College of Technology  
香港專業進修學校社會服務
358. Society of Boys' Centres  
香港扶幼會
359. The Society of Rehabilitation and Crime Prevention, Hong Kong  
香港善導會
360. Society of St. Vincent De Paul Central Council Hong Kong  
聖雲先會香港中央分會
361. Specialized Committee on Elderly Service, The Hong Kong Council of Social Service  
香港社會服務聯會長者服務專責委員會
362. St. Stephen's Society  
聖士提反會
363. St. James' Settlement  
聖雅各福群會
364. Stewards Ltd.  
香港神託會
365. Summerbridge Hong Kong Ltd.  
夏橋有限公司
366. Tai Po Baptist Church  
大埔浸信會
367. TREAT  
親切
368. Tsung Tsin Mission of Hong Kong  
基督教香港崇真會
369. Tung Wah Group of Hospitals  
東華三院
370. United Christian Nethersole Community Health Service  
基督教聯合那打素社康服務
371. Victoria Park School for the Deaf  
啟聲學校
372. The Warehouse Teenage Club Ltd.  
蒲窩青少年中心
373. Wong Sing Wing, Dennis  
黃成榮

- 374. World Vision Hong Kong  
香港世界宣明會
- 375. Yan Chai Hospital  
仁濟醫院
- 376. Yan Oi Tong  
仁愛堂
- 377. Yang Memorial Methodist Social Service  
循道衛理楊震社會服務處
- 378. Yau Tsim Mong Youth Society  
油尖旺青年社
- 379. Young Men's Christian Association of Hong Kong  
香港基督教青年會
- 380. Youth Development Concern of Eastern District  
東區青少年發展關注組
- 381. Youth Kwun Tong  
青年觀塘
- 382. Youth Outreach  
協青社
- 383. Yuen Long Church, Church of Christ in China  
中華基督教會元朗堂
- 384. Zion Social Service Centre  
錫安社會服務處

### **Sports Sector / 體育界**

- 385. Chung Chi Ping, Roy  
鍾志平
- 386. Community Sports Committee  
社區體育事務委員會
- 387. Elite Sports Committee  
精英體育事務委員會
- 388. Fang, David  
方津生
- 389. Leung Wing Cheung, William  
梁永祥
- 390. Li Ka Cheung, Eric  
李家祥
- 391. Major Sports Events Committee  
大型體育活動事務委員會

392. Sports Federation & Olympic Committee of Hong Kong, China  
中國香港體育協會暨奧林匹克委員會
393. Tan, Stephen  
陳智文

**Think Tanks / 智囊團體**

394. The Better Hong Kong Foundation  
香港明天更好基金
395. Civic Exchange  
思匯
396. Hong Kong Policy Research Institute Ltd.  
香港政策研究所
397. One Country Two Systems Research Institute  
一國兩制研究中心
398. Synergy Net  
新力量網絡

END / 完

**List of Organisations and Individuals who made  
Written Submissions on the Review of Public Service Broadcasting<sup>1</sup>**  
**就公共廣播服務檢討提交書面意見的機構及人士名錄<sup>1</sup>**

**Academic Institutions / 學術機構**

1. Asia-Pacific Institute of Ageing Studies, Lingnan University  
嶺南大學亞太老年學研究中心
2. Hong Kong Shue Yan College (now Hong Kong Shue Yan University)  
香港樹仁學院（現稱香港樹仁大學）
3. School of Communication, Hong Kong Baptist University  
香港浸會大學傳理學院
4. School of Journalism and Communication, The Chinese University of Hong Kong  
香港中文大學新聞與傳播學院

**Academics and Commentators / 學者及評論員**

5. Chow Chuen Ho, Larry  
周全浩
6. Choy Chi Keung, Ivan  
蔡子強
7. Ho M.W., Richard  
何文匯
8. Ingham, Michael A.
9. Ooi, Vicki
10. Yu Siu-wah  
余少華

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<sup>1</sup> The list is arranged in alphabetical order of the English name of the organisations and individuals in each category. Some of the names do not have a confirmed translation, and are listed only in the name provided in the written submissions. Those that only appear in Chinese are arranged according to the number of strokes in the first Chinese character. For organisations and individuals who made multiple submissions, their names appear only once in the list.  
此名錄包括不同界別的機構及人士，按照其英文名稱的字母順序排列。部分機構及人士的譯名未能確認，故僅以意見書所載的名稱收錄。只具中文名稱者，按筆劃排列。曾提交多份意見書的機構及人士，其名稱在此名錄中只載錄一次。

## **Consulates-General / 總領事館**

11. Consulate General of Austria in Hong Kong  
奧地利駐港總領事館
12. Consulate General of Finland Hong Kong  
芬蘭駐港總領事館
13. Consulate General of Italy in Hong Kong  
意大利駐港總領事館
14. Consulate General of Sweden in Hong Kong  
瑞典駐港總領事館
15. Consulate General of Switzerland Hong Kong  
瑞士駐港總領事館

## **Cultural and Sports Sectors / 文化及體育界**

16. Celestial Pictures Ltd.  
天映娛樂有限公司
17. The Chinese Artists Association of Hong Kong  
香港八和會館
18. Composers & Authors Society of Hong Kong Ltd.  
香港作曲家及作詞家協會
19. Chung Chi Ping, Roy  
鍾志平
20. Dragon & Phoenix Cantonese Opera Troop  
龍嘉鳳劇團
21. East Asia Entertainment Ltd.  
東亞娛樂有限公司
22. The Hong Kong Academy for Performing Arts  
香港演藝學院
23. Hong Kong Chinese Arts Promotion Centre  
香港中國藝術推廣中心
24. Hong Kong Record Merchants Association Ltd.  
香港唱片商會有限公司
25. International Association of Theatre Critics (Hong Kong)  
國際演藝評論家協會(香港分會)
26. International Federation of the Phonographic Industry (Hong Kong Group) Ltd.  
國際唱片業協會(香港會)有限公司
27. Jingkun Theatre Ltd.  
京崑劇場

28. Opera Hong Kong  
香港歌劇院
29. Record Companies (including Bailey, East Asia, EMI, Emperor, Sony  
BMG, Universal, Warner and WorldStar)
30. South China Film Industry Workers Union  
華南電影工作者聯合會
31. Zuni Icosahedron  
進念二十面體

### **Education Sector / 教育界**

32. HK Aided Primary School Heads Association  
香港資助小學校長會
33. Hong Kong Federation of Education Workers  
香港教育工作者聯會
34. Hong Kong Professional Teachers' Union  
香港教育專業人員協會
35. Hong Kong Subsidized Secondary Schools Council  
香港津貼中學議會

### **Human Rights Concern Groups / 人權關注團體**

36. Article 19, London
37. Asian Human Rights Commission
38. Hong Kong Human Rights Monitor  
香港人權監察

### **Licensed and other Broadcasting Organisations / 持牌及其他廣播機構**

39. Asia Television Ltd.  
亞洲電視有限公司
40. Citizens' Radio  
民間電台
41. Hong Kong Commercial Broadcasting Co. Ltd.  
香港商業廣播有限公司
42. Metro Broadcast Corporation Ltd.  
新城廣播有限公司
43. PCCW Media Ltd.  
電訊盈科媒體有限公司

44. Radio Television Hong Kong  
香港電台
45. Television Broadcasts Ltd.  
電視廣播有限公司

#### **Professional Organisations (non-media related) / 專業組織 (非傳播界)**

46. Hong Kong Bar Association  
香港大律師公會
47. Hong Kong Dental Association (Ltd.)  
香港牙醫學會(有限公司)
48. The Hong Kong Institute of Architects  
香港建築師學會
49. Hong Kong Institute of Certified Public Accountants  
香港會計師公會
50. The Hong Kong Institution of Engineers  
香港工程師學會
51. The Hong Kong Medical Association  
香港醫學會
52. Hong Kong Specialist Medical Association  
香港專科醫生學會

#### **Media Practitioners and Related Organisations / 傳媒工作者及相關組織**

53. Hong Kong Journalists Association  
香港記者協會
54. Hong Kong News Executives' Association  
香港新聞行政人員協會
55. Hong Kong Press Council Ltd.  
香港報業評議會
56. International Federation of Journalists  
國際記者聯會
57. Ng Ming Lam  
吳明林
58. Radio Television Hong Kong Programme Staff Union  
香港電台節目製作人員工會
59. Wong Bak Yao  
王伯遙
60. 梁儒盛

## **Political Groups / 政治團體**

61. The Alliance  
泛聯盟
62. Civic Party  
公民黨
63. Democratic Party  
民主黨
64. Hong Kong Association for Democracy and People's Livelihood  
香港民主民生協進會
65. The Hong Kong Federation of Trade Unions  
香港工會聯合會
66. Liberal Party  
自由黨

## **Religious Organisations and Individuals/ 宗教組織及人士**

67. The Buddhist Alumni Association Ltd.  
佛學班同學會有限公司
68. Catholic Diocese of Hong Kong  
天主教香港教區
69. Hong Kong Christian Council  
香港基督教協進會
70. Justice and Peace Commission of the Hong Kong Catholic Diocese  
香港天主教正義和平委員會
71. Orthodox Metropolitanate of Hong Kong and South East Asia  
正教會普世宗主教聖統香港及東南亞都主教教區
72. Religious Broadcasting & Television Advisory Committee
73. Cardinal Zen, Joseph  
陳日君樞機

## **Social Services Sector / 社會服務界**

74. Agency for Volunteer Service  
義務工作發展局
75. Arts with the Disabled Association Hong Kong  
香港展能藝術會
76. Breakthrough Ltd.  
突破有限公司

77. Fu Hong Society  
扶康會
78. The Hong Kong Association of Senior Citizens  
香港長者協會
79. Hong Kong Association of the Deaf  
香港聾人協進會
80. The Hong Kong Council of Social Service  
香港社會服務聯會
81. The Hong Kong Federation of Youth Groups  
香港青年協會
82. The Hong Kong Paediatric Foundation  
香港兒科基金
83. Joint Council for the Physically and Mentally Disabled Hong Kong  
香港復康聯會
84. Joint School Campus TV Association  
聯校電視台
85. Junior Chamber International Hong Kong  
國際青年商會香港總會
86. The Salvation Army  
救世軍
87. Senior Citizen Home Safety Association  
長者安居服務協會
88. World Vision Hong Kong  
香港世界宣明會

### **Think Tanks / 智囊團體**

89. The Better Hong Kong Foundation  
香港明天更好基金
90. Hong Kong Research Association  
香港研究協會
91. SynergyNet  
新力量網絡

### **Other Individuals and Groups / 其他人士及團體**

92. Cheung K.M., Frankie
93. Clements, Robert
94. Lai, Howard  
黎浩華

95. Lam Shu Wing
96. Lin, David
97. Liu K. K.
98. Liu, Benjamin
99. Lok, Peter  
樂鞏南
100. Ma Ying Ping
101. Meur
102. Ngan Yee Ling, Rebecca  
顏綺苓
103. So, Ian
104. South Democratic Alliance  
南方民主同盟
105. Spain, Eric
106. Wong Kwok Fai  
黃國輝
107. Yeung Cheung Man  
楊祥民
108. Yip Ming  
葉明
109. Yuen Yeuk Kwong, Patrick  
袁若光
110. 民間關注公共廣播服務機構政策小組
111. 阮大可
112. 呂國仁、何少施、曾嘉得及朱妙珍
113. 呂國清
114. 李曾超群
115. 何福康
116. 周先生
117. 香港政府退休公務員團隊
118. 徐志堅
119. 畢之道
120. 麥惠強
121. 陳義叔
122. 黃兆輝
123. 傅忠
124. 曾卓衡、呂致英及潘清儀
125. 普通市民
126. 黃炯
127. 鄭波

END / 完

**Summary of Written Submissions received by  
the Committee on Review of Public Service Broadcasting**

Notes for this Appendix

1. This Appendix presents the views expressed in the written submissions received and collated by the Committee. It is not a full or exact reproduction of the original submissions, and the presentation of views may differ from that in the original submissions.
2. To facilitate consideration, the views have been grouped under different headings. If different submissions express views that are substantially the same, such views will be presented once only in the Appendix.
3. The order in which the views are presented is random, and does not reflect their relative importance or how widely they are shared.
4. The views received are diverse. Some of them may conflict with each other, and are presented alongside to reflect the full range of views received.
5. Specific views on Focus Group proposals are marked with .

**NEED FOR AND ROLE OF PSB**

**1. Views in support of PSB**

***(a) A universal service for all***

- ◆ Serve the needs of different stakeholders in the civic society, including non-governmental religious, cultural, social services and academic organisations, instead of limited to serving the Government
- ◆ Cater for the diverse needs of the community, including the minority groups
- ◆ Provide a public space for citizen-originated programming, as well as for narrowcast or elite services
- ◆ Serve the minority
- ◆ Reflect the views of the majority, whilst also providing an opportunity for the minority (whether individuals or organisations) to express themselves
- ◆ Reflect and enhance public awareness of the plight of the underprivileged

- ◆ Provide programmes for the elderly, young people and children, and help enhance public awareness of the needs of these groups
- ◆ Set aside broadcasting hours to cater for various groups in the community
- ◆ Expand audienceship to include overseas Chinese

***(b) Inform, educate and entertain the public***

- ◆ Provide comprehensive and diverse information to the public, and offer analysis in an independent and unbiased manner
- ◆ Provide timely and impartial coverage of local and global events
- ◆ Entertain the public
- ◆ Help make the local environment of media, information and culture more balanced and proportional
- ◆ Provide news and public affairs programmes that are impartial and free from political, government and commercial influence
- ◆ Provide non-commercial programmes which entertain and inform
- ◆ Provide information on social welfare and health education
- ◆ Provide programmes which disseminate financial information
- ◆ Provide programmes which disseminate legal knowledge
- ◆ Provide programmes to promote animal welfare and educate the public on animal care
- ◆ Establish a designated channel to broadcast educational entertainment programmes, which complemented school education
- ◆ Perform the role of educating the public by producing serious TV drama programmes
- ◆ Provide a media platform for the Examination and Assessment Authority and other institutions to conduct listening examinations
- ◆ Reflect the concerns of non-governmental organisations to the public

***(c) Disseminate Government information and monitor its performance***

- ◆ Monitor the Government, the legislature and the media
- ◆ Serve as a platform for communication between the public and the Government, reduce public misunderstanding of government policies, and enhance public awareness of policy implementation
- ◆ Disseminate government information to serve public interest, but should not become a government propaganda machine
- ◆ Provide accurate, timely, and comprehensive official information to the public, and report progress of policy implementation
- ◆ Enable the Government to promote policy in a timely, comprehensive and accurate manner
- ◆ Promote Government's public policies and lend support in their implementation
- ◆ Offer constructive advice at appropriate times so as to assist the Government in correcting mistakes
- ◆ Serve as a non-official Government spokesman to explain policies, and respond to ridicules, criticisms and attacks
- ◆ Should not be a government mouthpiece or be required by law to provide airtime to the Government
- ◆ Role of promoting government policies can be performed by the Information Services Department
- ◆ Should not provide propaganda-type broadcasting service

***(d) Promote development of civil society***

- ◆ Promote a culture of openness, transparency and respect for pluralism
- ◆ Enhance understanding in and tolerance of different cultures
- ◆ Promote racial and gender equality
- ◆ Uphold freedom of speech
- ◆ Empower people to make informed decisions
- ◆ Provide a platform for public exchanges, and facilitate public debate by providing comprehensive analysis and different perspectives

- ◆ Enhance public awareness, promote participation in public affairs, provide impetus for social development, and enhance social harmony
- ◆ Promote and manifest the core values of the Hong Kong community
- ◆ Reflect and demonstrate the characteristic of a pluralistic, professional, responsible and caring society
- ◆ Upgrade the public's multi-cultural sensitivity
- ◆ Promote a sense of humanistic, environmental and social responsibilities
- ◆ Be a creative driver of community, cultural and civil society development
- ◆ Cultivate and nurture Hong Kong people's sense of belonging
- ◆ Promote the "One country, Two systems" concept
- ◆ Serve as a cornerstone of democracy
- ◆ Promote civic education and establish a civil society
- ◆ Establish social conscientiousness and shoulder social responsibilities
- ◆ Promote young people's participation in community affairs and their care for the community
- ◆ Promote education of democracy and enable public exchange of views
- ◆ Provide room for public officers to explain government policies and public administration
- ◆ Not to use public money to sustain any government mouthpiece broadcaster as it may tilt the balance of the broadcasting field towards being more partial and pro-government

(e) *Enrich life of the public*

- ◆ Broaden the public's horizon and enhance their cultural awareness and appreciation
- ◆ Enrich life and deepen understanding in the meaning of life
- ◆ Promote art and cultural development as well as heritage preservation
- ◆ Advocate arts, culture and broadcasting as important elements in life
- ◆ Provide alternative programming and programmes not commercially viable

- ◆ Provide spiritual and religious programmes
- ◆ Provide a diversity of programmes which are informative and with multiple perspectives
- ◆ Provide creative programmes of arts and culture
- ◆ Cultivate a critical awareness of media consumption

***(f) Provide quality programming and demonstrate professionalism***

- ◆ Provide quality programmes and offer real choices to the citizens
- ◆ Strive for excellence and creativity
- ◆ Set professional benchmarks and uphold professional integrity in the broadcasting sector
- ◆ Pursue long-term goals, and produce high quality programmes with creativity and an international perspective
- ◆ Maintain a high degree of credibility

***(g) Role of PSB in the broadcasting sector***

- ◆ Complement/supplement commercial broadcasting
- ◆ Balance the impact of consumerism and mediocrity created by commercial broadcasting
- ◆ Generate healthy competition in the market to promote creativity and enhance production quality
- ◆ Should not focus only on market segments not adequately served by the commercial broadcasters
- ◆ Should not marginalise PSB's role despite the rapid and widespread increase in market supply of audiovisual contents
- ◆ Provide an alternative to commercial broadcasting
- ◆ Avoid competition with commercial broadcasters in terms of market share, advertising revenue and audience rating
- ◆ Provide a universal service through comprehensive and diverse programming to satisfy the needs of the different groups in the community

- ◆ Bear social responsibility and work for the prosperity and stability of the society
- ◆ Compete with commercial broadcasters in terms of programme genres and standards, but should not encroach too far on the territory of popular entertainment
- ◆ Strive to produce distinctive programmes independent of commercial and political considerations
- ◆ Be a local leader and pioneer in the digital media environment so as to facilitate technological development and innovation in Hong Kong
- ◆ Collaborate with commercial broadcasters to advance community interests, promote quality broadcasting and explore synergy in digital development
- ◆ Promote creativity and nurture talents to facilitate general development of the broadcasting industry

*(h) Other suggested PSB roles/functions*

- ◆ Counter social injustice
- ◆ Provide a balance in the broadcasting market
- ◆ Vent public rage
- ◆ Promote local culture and enhance the international status of Hong Kong
- ◆ Popularise Putonghua
- ◆ Deepen local understanding of life and people in Mainland China
- ◆ Support local music and small, creative local record producers
- ◆ Advocate and provide a platform for alternative and experimental programming
- ◆ Produce, promote and publicise Hong Kong films
- ◆ Cultivate talents and facilitate the development of the local broadcasting sector
- ◆ In-depth reporting of community issues
- ◆ Enhance the overall quality of the people
- ◆ Enhance competitiveness

- ◆ Supplement community broadcasting
- ◆ Guide the public, especially those who feel helpless and lost, in search for solutions to address their difficulties
- ◆ Enhance cooperation with elderly service organisations, correct public misconception about retirement life, and promote the positive side of retirement so that elderly people can regain their sense of fulfillment and self-confidence
- ◆ Nurture more broadcasting talents
- ◆ Promote creative industry
- ◆ Provide knowledge-based critique and self-critique
- ◆ Promote use of English
- ◆ Protect core social values and norms

## **2. Views that challenge the need for PSB**

- ◆ No need for a publicly-funded broadcaster
- ◆ Role of PSB can be performed by the commercial broadcasters
- ◆ Should offer funding to the commercial broadcasters to provide PSB programmes
- ◆ PSB is not much different from commercial broadcasting except in terms of the source of funding

## **CORE VALUES AND GUIDING PRINCIPLES OF PSB**

- ◆ Serve the public and public interest
- ◆ Protect freedom of speech
- ◆ Uphold editorial independence
- ◆ Neutral, impartial and fact-based
- ◆ Diverse and open-minded
- ◆ Promote ideological (including political and religious) freedom
- ◆ Promote equal opportunities

- ◆ Protect fundamental human rights
- ◆ Diversify programmes and respond to market needs
- ◆ Promote social prosperity and stability
- ◆ Free from government and commercial influences
- ◆ Align programming strategy with the government's position and direction, free from the influence of any commercial or local organisations
- ◆ Operate independently, and subject to oversight of a monitoring organ
- ◆ Operate with transparency
- ◆ Non-profit making
- ◆ Seek to maintain budget balance
- ◆ Owned by and accountable to the public
- ◆ Public to determine broadcasting content, responsibilities, organisation and funding
- ◆ Persuade the audience with reason, and avoid pleasing the audience with claptrap or passing judgments
- ◆ “Universality”, “diversity”, “independence” and “distinctiveness” should be the guiding principles for PSB programming in Hong Kong. Value for money should not be the only guiding principle

## **STATUS AND GOVERNANCE OF PSB**

### **1. Status**

- ◆ Establish as an independent body
- ◆ Establish as a public authority through legislation
- ◆ Establish as a corporation
- ◆ Constitute by legislation to guarantee independence, stipulate sustainable funding methods and a democratic mechanism for selecting the board of governors
- ◆ Establish as a public corporation like the MTRC and issue shares
- ◆ Should not corporatise

- ◆ Operate under a 12-year licence, subject to periodic reviews of PSB direction, remit and performance
- ◆ Role, remit, governance and accountability measures governed by legislation and monitored accordingly to ensure it is free from political and commercial influences
- ◆ Defining the remit through legislation will lead to operational rigidity
- ◆ De-link from the government
- ◆ Operate as a government department and fulfill its duties as such, and avoid competition with commercial broadcasters
- ◆ De-link from the Civil Service
- ◆ Restructure Radio Television Hong Kong (RTHK) into a statutory body

## 2. **Governance principles**

- ◆ Enjoy an independent status
- ◆ Exercise rigorous governance
- ◆ Maintain operational flexibility
- ◆ Sustainable
- ◆ Uphold editorial independence
- ◆ Enjoy a reasonable level of freedom
- ◆ Accountable to the public
- ◆ Accountable to the Legislative Council
- ◆ Free from interference of the Government / Legislative Council
- ◆ Editorial policy should be supported by the public

## 3. **Governance structure**

### (a) *The governing body (“The Board”)*

#### (i) Function

- ◆ Oversee policies, programming and resource allocation

- ◆ Appoint/remove Chief Executive Officer (CEO)
- ◆ Evaluate performance of the management
- ◆ Forecast and manage expenditures
- ◆ Authority to appoint and remove staff
- ◆ Ensure a public broadcaster fulfills its social responsibilities
- ◆ Separate the Board and the management team. The Board should not get involved in daily operation. It should only perform a monitoring role
- ◆ Role of governing Board restricted to general oversight, with no interference in day-to-day editorial decision-making
- ◆ A Board member should only perform his/her duties through the Board process, and should be prohibited from using his/her Board member status to interfere with management matters

(ii) Composition

- ◆ Knowledgeable individuals from the community and professional fields, and international experts
- ◆ Representatives from various sectors of the community / with sufficient public participation
- ◆ Media experts
- ◆ Formed by government representatives and local residents
- ◆ Reflect a broad cross-section of the community and diverse expertise and experience, including professionals, people with broadcasting experience
- ◆ People with a record of contributing to the public good and advocating cultural values of Hong Kong
- ◆ Include elderly representatives
- ◆ Not more than 20 members, comprising community leaders, professionals, media practitioners, academics and members of the public with no political affiliation
- ◆ Members include government representatives, independent directors from media and entertainment industries, members of the public and legislators

- ◆ The Board should have between 10 to 20 members who support the values of PSB and be drawn from a wide range of professions and sectors. There should be a staff-elected representative with a special responsibility to reflect professional views on editorial and programming matters
- ◆ The governing Board should comprise of 15 persons, including two persons with media experience, two with journalism experience, two with public affairs experience, one with experience in education, one with experience in arts and culture, one with technology experience, one with legal qualification and experience, one with qualification and experience in accounting and/or finance, one with senior managerial expertise and experience, one with experience in serving minority interests and providing social services, the CEO; and an elected staff representative.
- ◆ No Board member should be nominated by the Chief Executive (CE)
- ◆ Ethnic minorities should be represented on the Board
- ◆ The Government needs to appoint an official representative into the Board to play a monitoring role and ensure proper use of public money
- ◆ Composition of the Board should reflect different sector's interest rather than merely focusing on the interest of minorities or elites. Should have seats reserved for different categories, i.e. experience in journalism, etc
- ◆ Members of the Committee on Review of Public Service Broadcasting and its Focus Groups as well as persons associated with commercial broadcasting licensees should be ineligible for appointment
- ◆ The Legislative Council is a relatively representative body. Its members should not be ineligible for appointment to the Board
- ◆ Board members should not be appointed by the CE alone. They should come from different sectors of the society. The interest of ethnic minorities, persons with disabilities and other vulnerable groups should be protected. Some members should be elected from their respective independent bodies such as the Hong Kong Journalists Association and the Hong Kong Bar Association

(iii) Formation methods

A. By appointment

- ◆ The CE should appoint the chairman and members from amongst permanent residents in the public service, culture, education, commercial and labour groups and ethics minorities, subject to endorsement of the Legislative Council
- ◆ Appointed by the Government and accountable to the Legislative Council
- ◆ Appointed by the CE
- ◆ Commissioned by the Legislative Council
- ◆ Official members appointed by the Broadcasting Authority
- ◆ Include some elements of elections to ensure accountability

B. By (or primarily by) election

- ◆ Elected through a democratic process
- ◆ Primarily comprise of members elected among popularly elected councilors, plus a few government officials and media academics. The Board Chairman should be elected by and among Board members
- ◆ Should not be appointed by the CE, but should be selected through a transparent recruitment and selection process, and elected by civil society and the media industry democratically and impartially
- ◆ At least certain categories of Board members should be elected to dilute CE's influence/control through appointment
- ◆ Board members (except the CEO and elected staff representative) should be pre-dominantly independently elected. Political interference through election should be less than that arising from CE's appointment. Sectoral interest is also unlikely to be of any real significance in the Board of a public PSB. Election may be complex, but there is little choice left if one is determined to uphold integrity of PSB
- ◆ Board Chairman should be elected by Board members rather than appointed by the CE

C. By nomination

(The comments in this part were mostly made in relation to the proposal of the Focus Group on Governance Structure regarding the nomination of Board members. They may not necessarily be specific proposals in themselves to form the Board through a nomination process.)

- ◆ Publish a clearly written set of selection criteria in the same advertisement announcing vacancies
- ◆ Publicise list of names put forward by individuals and professional groups and the final nomination list. Candidates who choose to compete for public office should face public vetting and be prepared to disclose their names at different stages
- ◆ Organise public hearings/open forums for the public to question nominated candidates
- ◆ Only one candidate should be nominated for each category for CE's appointment. Otherwise, CE's final say in the final stage will introduce too much political influence, and implies a lack of confidence in the Nomination Committee
- ◆ The Nomination Committee may have a tendency of self-perpetuation through the nomination of like-minded persons by outgoing Board members
- ◆ The Provisional Nomination Committee should comprise of three to five persons, ideally drawn from the field of media education
- ◆ Elect members of the first Nomination Committee through secret ballot by an electorate comprised of full-time teaching or research staff in schools or departments of journalism or communication in post-secondary educational institutions. They should be independent persons free from political interference with the best knowledge of the media field and the best understanding of the need for PSB in Hong Kong

D. Mixed models

- ◆ Some members should be returned by election. The other members should represent the diversity in society and include experts knowledgeable in the media, and should be appointed by the CE in Council and endorsed by the Legislative Council

- ◆ Members should come from different sectors and organisations to ensure a wide representation. They should include persons who represent public views, media/journalistic practitioners, civic organisations, staff of the public broadcaster, the underprivileged/minority groups, as well as members of the public. Some members may be elected from within their own sectors. Individual candidates who are willing and feel able may volunteer and apply, then jointly approved by the Government and the Legislative Council
- ◆ The Board should have not fewer than 20 members appointed by the CE. Members should come from the following four categories, with a representative of the Commerce, Industry and Technology Bureau and the CEO of the Radio Television Hong Kong Corporation in attendance at Board meetings –
  - One-fifth of members nominated by the Legislative Council, but who must not belong to the same political party
  - One-fifth nominated by the media representative organisations, such as the Hong Kong Journalists Association, Hong Kong Federation of Journalists, Hong Kong News Executives' Association and Newspaper Society of Hong Kong. To avoid conflict of interest, the nominees should not be involved with any electronic media
  - One-fifth nominated by representative organisations in the sectors of culture, education and arts
  - The Government to nominate the remaining members from other professional, religious and social service organisations. These members should represent different interests in the community, such as the underprivileged and other concern groups. In addition, there should be members with experience of managing large commercial entities and financial expertise

(iv) Tenure

- ◆ Six-year term, with one-third or half of the members reshuffled every two to three years
- ◆ Fixed term by rotation
- ◆ The tenure should be not more than three years, and each member may serve up to two terms

***(b) Statutory Board committees***

- ◆ Should define statutory powers of the Board committees and their working relationship with the Board, and whether they will co-opt non-Board members

***(c) The management***

- ◆ The CEO openly recruited to be responsible for operating the organisation and overseeing editorial matters and programme production
- ◆ The CEO manages all aspects of day-to-day operation and be responsible to the Board
- ◆ The CEO acts as the Editor-in-Chief, with full authority in determining programming direction and internal management
- ◆ The CEO should not also be the Editor-in-Chief
  - The Editor-in-Chief should report to the CEO, and be responsible for (a) exercising all aspects of day-to-day operations; (b) exercising editorial final decisions independently; and (c) staff appointment and reappointment and removal of editorial department
  - The CEO would be responsible for (a) implementing the strategies and broad policies determined by the Board; (b) generating income; (c) keeping the Board informed in a timely manner of all issues of strategic importance; and (d) staff appointment, reappointment and removal (including approval of the terms of key senior staff by the Board) of the administrative and marketing departments
- ◆ The management be responsible for operation, policy issues, programming strategies and resource allocation
- ◆ Authority of the management team drawn from wide public support, and endorsed by the legislative and the executive branches of the Government
- ◆ The management be separate from the Government
- ◆ The management can be replaced in an extreme case

- ◆ The Government to directly examine and approve the expenditure estimate and budget, corporate strategy, position and direction of a public broadcaster, and appoint/remove the senior management. Day-to-day operation and management, programme production and appointment/removal of frontline staff may be delegated to the senior management of a public broadcaster, provided that the Government's position and direction will not be violated

*(d) Staff*

- ◆ Employed on non-civil service terms
- ◆ Enjoy operational autonomy
- ◆ Proper accountability mechanism in place to enhance efficiency
- ◆ Should further the common goal of PSB
- ◆ Should adhere to professional codes of practice
- ◆ Enjoy option to purchase shares of the corporation (if established as a public corporation)
- ◆ Staff employed on non-civil service contract terms should continue to be employed with salary not lower than at their current level. Civil service staff should have the following options:
  - Preserve their civil servant position and seconded to the newly established corporation. They will not be eligible for promotion, and their remuneration will be adjusted in accordance with the general pay adjustments of the civil service
  - With reference to voluntary departure/early retirement schemes adopted by other departments, the Government may allow staff who are unwilling to stay to discontinue employment on reasonable terms
  - Transfer staff to suitable posts in other departments on terms, conditions and ranks no worse than at present.
- ◆ In accordance with the relevant Civil Service Bureau circular, the principles of staff participation and consultation, transition of all staff, and an option for civil servants to retain their status should be observed

#### **4. Need for licensing when multiple public service broadcasters co-exist**

- ◆ Possible to have more than one public broadcaster, and all should operate under licence so that they will be subject to external regulatory oversight and licence renewal will be subject to review
- ◆ More PSB providers will encourage greater diversity in the media, but this should only be pursued after an effective and independent framework and enough resources have been provided for at least one such organisation
- ◆ Provide PSB funding for multiple providers (including public organisations, charitable bodies, etc) to bid for programme production
- ◆ Establish a small public body to set PSB objectives and priorities, and outsource actual production and transmission of PSB programmes through open tender
- ◆ RTHK to continue provide PSB, albeit on a reduced scale. At the same time, establish a new public broadcaster to operate in parallel with RTHK. The co-existence of the two bodies will provide greater flexibility

#### **5. Other views on governance**

- ◆ Determine the appointment method and procedures of the governing Board and qualification of members through public consultation
- ◆ Any attempt to change the corporate governance structure, and accountability measures should proceed with caution, in an open and transparent manner, and after proper consultation
- ◆ Introduce practices in the private sector to enhance efficiency
- ◆ Board members, holders of key posts and staff should be immune from civil liability if they have exercised due care and diligence

### **MONITORING AND ACCOUNTABILITY**

#### **1. General expectations**

- ◆ Managed prudently, professionally and efficiently to command public trust and support

- ◆ Maintain operational transparency
- ◆ Monitored by and accountable to the public
- ◆ Monitored by and accountable to the Legislative Council
- ◆ Accountable to the Government is the same as accountable to the public
- ◆ Accountable to the CE
- ◆ Subject to the same regulatory regime as applied to the commercial broadcasters
- ◆ Review the regulatory system every eight to ten years
- ◆ Monitor a public broadcaster according to public opinions

## 2. **Scope and criteria of assessment**

- ◆ Consistency with agreed programme production directions
- ◆ Budget compatibility
- ◆ Efficiency and cost-effectiveness
- ◆ Quality as perceived by the public
- ◆ Whether programming supports social development and development of the civil society
- ◆ Whether programming addresses minorities' concern
- ◆ Whether programming aligns with long-term planning
- ◆ Take into account ratings, appreciation index and number of international awards received, but do not assess performance solely on these bases
- ◆ Hours of production
- ◆ Should not focus on advertising revenue and ratings

### 3. Proposed measures

#### (a) *Internal procedures and on-going monitoring*

- ◆ Develop and adopt a proper and professional management system, reinforced by clear, sound and consistent financial principles and best business practices
- ◆ Establish internal mechanisms and procedures to review programming direction, cost-effectiveness and performance in other aspects
- ◆ Comply with internal codes of practice for programming staff
- ◆ Establish an “electronic mail box” to receive public feedback
- ◆ Produce a programme every month to discuss listeners’ and viewers’ feedback
- ◆ Establish a standing Advisory Committee / Council to monitor operation and performance. Members should come from the following categories:
  - General public
  - Academics
  - Related government departments
  - Public personalities who are impartial, righteous and knowledgeable
  - Minority groups
- ◆ Enhance public participation in public broadcasting
- ◆ Subject to media scrutiny
- ◆ Councilors from different sectors should represent the public and relay public opinions to a public broadcaster
- ◆ Subject to monitoring by a think tank which represents different sectors in the community
- ◆ Establish a transparent and responsible complaint handling procedure
- ◆ Establish an upward referral system as commonly adopted by public bodies

***(b) Periodic assessment***

- ◆ Conduct public opinion polls
- ◆ Convene consultation meetings with the academics
- ◆ Collect views of selected audience groups through polling and consultation
- ◆ Conduct market surveys
- ◆ Organise periodic public meetings to review performance and assess whether PSB programming meets the needs of the public
- ◆ Assessed by relevant professional institutions
- ◆ Assessed by a Government-appointed advisory body
- ◆ Invite assessments from credible and reputable survey agencies (such as universities)
- ◆ Analyse audience ratings and information on distribution of the audience to facilitate public evaluation
- ◆ Government to carry out an overall assessment based on results of regular surveys conducted by independent organisations, views expressed by community organisations, and public opinion collected by a public broadcaster in the normal course of its operation
- ◆ Establish a standing mechanism for public consultation (including the setting up of a community advisory committee and regular public hearings) to receive public feedback
- ◆ External assessors appointed to conduct regular audits on compliance with the programme standards should be genuinely independent, without any direct or indirect political affiliations
- ◆ External assessors must not be a standing institution watching over the shoulders of the staff of a public broadcaster, or a means to intervene in the daily operation of the organisation. Crucial to prevent previewing of programmes by any external assessor or Board member
- ◆ A public broadcaster should introduce a programme for viewers to express their views about the contents of PSB programmes, and for a public broadcaster to reply to those views

(c) *External regulatory/supervisory mechanisms*

- ◆ Subject to the Broadcasting Authority's (BA) codes of practice and internal codes of practice for programming staff
- ◆ Subject to the regulatory oversight of the BA and receive public complaints
- ◆ Subject to the regulatory oversight of the BA and regular licence renewal. The BA should set out the considerations for licence renewal (such as clearly defined performance indicators)
- ◆ Subject to external audit
- ◆ Subject to Audit Commission's regular examination, the findings of which should be made public
- ◆ The Director of Audit should not review PSB except when it is called for by the Legislative Council
- ◆ Subject to scrutiny by the Independent Commission Against Corruption
- ◆ Subject to scrutiny by the Equal Opportunities Commission
- ◆ Subject to scrutiny by the Privacy Commissioner for Personal Data
- ◆ Subject to scrutiny by the Ombudsman
- ◆ Subject to financial monitoring by the Financial Secretary
- ◆ Subject to the same regulatory oversight as applied to all other departments in the government establishment
- ◆ No need for any external monitoring
- ◆ PSB should be monitored by the public rather than the Government
- ◆ PSB should adhere to existing broadcasting laws and content regulations, and be subject to the regulation of the new Communication Authority
- ◆ PSB mandates and performance targets should be reviewed every 10 years by the public. The CEO of a public broadcaster should appear before the Legislative Council Panel on Information Technology and Broadcasting to answer questions. The annual audited accounts and auditor's report should be viewed and agreed by the Legislative Council prior to approval of the next PSB budget
- ◆ PSB should be subject to the "cross media ownership" rules
- ◆ PSB should continue to come under the content regulation of the BA, but need not obtain a broadcasting licence

*(d) Reporting/disclosure for accountability*

- ◆ Submit annual report to the Legislative Council and attend hearings conducted by its committees
- ◆ Publicise performance indicators for all types of programmes on a regular basis
- ◆ Submit annual report to the CE
- ◆ Open Board meetings to the public and make Board papers available to the public, except for those parts justified to be withheld

*(e) Suggestions on overseas references*

- ◆ Model on arrangements adopted by the Australian Broadcasting Corporation, British Broadcasting Corporation and/or Canadian Broadcasting Corporation

## **FUNDING OF PSB**

### Notes for the section on “Funding of PSB”

1. The written submissions received contain a variety of funding suggestions, including various combinations of different revenue sources. Justifications, where provided, are also stated in this document.
2. Many of the suggestions may co-exist, but some are mutually exclusive. Given the myriad of suggestions, no particular attempt has been made to categorise them. Proposals which have met with expressed objection are marked with a ◆ symbol. One submission expressed objection to sponsorship from political organisations, although this has not been proposed in any of the submissions received.

### **1. Funding principles**

- ◆ The Government provides stable source of income, free from political and commercial influences
- ◆ Minimise dependence on public funding
- ◆ Establish stable funding mechanism to ensure continuity and sustainable development
- ◆ Provide sufficient funding to ensure distinctiveness
- ◆ Provide sufficient funding to ensure PSB serves the public interest well

- ◆ Provide sufficient funding to ensure PSB remains competitive in a technologically driven media environment
- ◆ Avoid competition with commercial broadcasters on resources
- ◆ Financed by and for the public
- ◆ Financially independent
- ◆ Be sustainable and acceptable to the public, widely and deeply rooted in the public, and promote a sense of public ownership
- ◆ A public broadcaster that is independent of the Government should not receive any public funding at all, or it will pose an unfair competition to the commercial broadcasters

## 2. Modes of funding

### (a) *Purely funded by public money*

- ◆ Annual appropriation by the Government<sup>◆</sup>
- ◆ Annual appropriation with approval of the Legislative Council
- ◆ Funding provided by the Government based on a three to five-year cycle, with the endorsement of the Legislative Council
- ◆ Generated from tax return<sup>◆</sup> to ensure its financial support comes from the public
- ◆ Levy licence fee<sup>◆</sup>
- ◆ Carve out a specified percentage from rates revenue<sup>◆</sup> and designate it for financing recurrent PSB expenditure
- ◆ Levy PSB tax<sup>◆</sup>

### (b) *Public money as primary funding source*

- ◆ Mainly from public money, supplemented with:
  - Individual donations
  - Corporate donations
  - Sponsorship by individuals
  - Commercial sponsorship<sup>◆</sup>

- Sponsorship from related organisations for specific programme types, such as sponsorship from the Education and Manpower Bureau for education programmes
- Programme sales<sup>◇</sup>
- Product sales<sup>◇</sup>
- Advertising revenue (limited or unlimited)<sup>◇</sup>
- Listeners' and viewers' fee/licence fee/subscription fee (regular or pay-per-view)
- Licence fee paid by commercial broadcasters
- Organise profit-making events
- Expand source of revenue and reinvest the returns in PSB
- Issue bonds or debentures
- ◆ The Government to provide basic operational expenses
- ◆ Oppose to annual appropriation with the approval of the Legislative Council as it will subject a public broadcaster to political pressure

**(c) *Rates revenue as primary source of funding***

- ◆ Carving out a fixed percentage of rate revenue for PSB funding has many advantages: (a) Avoids possible political and government interference during annual resource allocation exercises. (b) Promotes a sense of public ownership (including the commercial sector, which also benefits from accurate, unbiased and timely report of information). (c) Rates are progressive - a more equitable contribution in theory when compared with the licence fee arrangement. (d) A more impartial means of ascertaining the amount of public funding available to PSB. Fluctuation in rates revenue can be solved by stating clearly in the law that the funding should not be less or more than certain percentage of the annual expenditure or by capping the fluctuations based on a last year figure or a moving average of previous years

**(d) *Mixed funding models***

- ◆ Partially funded by the Government, and progressively increase private or corporate donations or sponsorship and overseas sales, provided that the principle of editorial independence is upheld

- ◆ Partially funded by commercial sponsorships or donations, provided that there is no encroachment on autonomy
- ◆ Establish a trust fund to receive funding from government, lottery funds, special levy on commercial broadcasting licences, PSB operational revenue, etc. to ensure financial autonomy

*(e) Other suggested funding models*

- ◆ Funded by product sales
- ◆ Annual PSB appropriation managed by related government departments and other public bodies, which will commission PSB programmes and broadcast them

*(f) Phased approach with initial funding support from public money*

- ◆ Progress from corporatisation towards privatisation, gradually reduce government subvention and become self-financed so as not to draw on public funds
- ◆ Draw on taxes, rates, public and corporate donations. During the first 10 years, two-third of funding should come from the Government, one quarter from other public and subsidised organisations, and the rest from the general public via donations, sponsorship, etc.
- ◆ The Government to provide funding at a level not lower than at present during the first five years to allow time for a public broadcaster to make adaptations and adjustments. Thereafter, the Government should provide at least two-third of the required funding. The public broadcaster should shoulder the remaining one-third, relying primarily on sponsorship, donations, and income from products sales and copyrights, supplemented by advertising revenue
- ◆ Difficult to achieve the target of deriving 20% of funding from other sources by the 10<sup>th</sup> year. Should decrease percentage or extend time frame
- ◆ The target of deriving 20% of funding from other sources by the 10<sup>th</sup> year is too harsh as a public broadcaster will have to compete with commercial broadcasters for commercial sponsorship, and potentially also with a government propaganda agency for government sponsorship

- ◆ The target of deriving 20% of funding from other sources by the 10<sup>th</sup> year is too lenient, and should be increased further to 50-60% to exert pressure on a public broadcaster to exploit other funding sources
- ◆ After the first funding cycle, a public broadcaster could increase its income from alternative funding sources gradually to 5% then 10%, based on practical experience in raising alternative sources of income

*(g) Capital projects*

- ◆ Establish a trust fund with initial start-up funding from Government and surplus revenue to meet capital needs for set up and future development, and address fluctuation in rates income (if adopted as the primary source of PSB funding)
- ◆ Enable digitisation through a one-off supplementary provision
- ◆ A public broadcaster should deploy surplus funds for investment in fixed assets and be empowered to establish a fund to receive money raised from external sources for related purposes. An alternative is to move RTHK to a new site, and inject all land premium arising from the sale of the current sites at Broadcast Drive into the said fund
- ◆ Establish a development fund for capital projects and investment with seed money from the Government and public donations. The seed money may partially come from the land sale revenue of the current RTHK premises at Broadcast Drive after reprovisioning and partially from a one-off government appropriation

*(h) Funding cycle*

- ◆ Adopt a five-year funding cycle to allow for greater flexibility in financial planning and reduce exposure to political and financial pressures
- ◆ Lengthen funding cycle to five or ten years

**3. Other suggestions on funding**

- ◆ Adopt a long funding cycle, and review every five to ten years
- ◆ Index funding level against inflation

- ◆ Provide additional and stable funding to plan for digital development and sustainable PSB development
- ◆ Allocate funds with flexibility in accordance with legal powers and responsibilities
- ◆ Do not blindly reduce the existing staff welfare and remuneration for the sake of cost saving
- ◆ Shall not borrow or receive monetary contribution from any member of the Board, staff, persons associated with political organisations, or other bodies that might harm its goodwill
- ◆ Shall not assign or mortgage any of its real estate or machinery
- ◆ Shall not invest in any high-risk monetary investment
- ◆ Should be immune from paying any tax

## **PSB PROGRAMMING AND DELIVERY**

- ◆ Encourage public participation in developing programme strategy and production
- ◆ Enhance news coverage of Mainland China
- ◆ Provide suitable services for the minority groups and ethnic minorities
- ◆ Serve the South Asian audience in Hong Kong by broadcasting some radio programmes in their languages via the FM channels, especially those which disseminate information on government services and policies
- ◆ Help people who do not speak Cantonese/English/Putonghua to integrate into the mainstream society
- ◆ Produce more programmes which focus on Hong Kong and its people
- ◆ Produce more programmes regarding retirement life and lifelong learning
- ◆ Provide more creative cultural programmes
- ◆ Popularise arts among people with a disability
- ◆ Produce more credible programmes
- ◆ Produce more high quality programmes for sale in overseas markets

- ◆ Air all genres of music to cater for a diverse audience
- ◆ Produce and deliver programmes using alternative delivery methods such as IPTV and WebTV via the Internet
- ◆ Distribute selected minority interest programmes via the Internet or VCD and DVD
- ◆ Provide services to local and overseas Hong Kong people through the Internet
- ◆ Make use of the digital platform to provide services
- ◆ Work with pay television operators to broadcast PSB content
- ◆ Programme production should have a focus

## **EXTERNAL COMMISSIONING**

- ◆ Encourage external commissioning
- ◆ Impose local content and in-house production requirements on a public broadcaster (e.g. setting minimum quotas for original productions)
- ◆ Enhance efficiency and optimise the use of resources by commissioning some programmes
- ◆ External commissioning should be increased eventually to 25% of the total programme output
- ◆ Set aside specific broadcasting time and resources for external commissioning of programmes
- ◆ A PSB fund may be established to receive community donations for external commissioning, instead of relying solely on payments made by a public broadcaster
- ◆ Establish an external commissioning assessment committee, with half of its members drawn from within a public broadcaster and the remaining half appointed by its governing Board. An independent member should assume chairmanship of the assessment committee
- ◆ Invite persons with a disability who have right talent to participate in programme production
- ◆ Sponsor independent production instead of owning production facilities

## **ALLOCATION AND USE OF BROADCAST CHANNELS**

- ◆ Provide initially one Chinese and one English channel for PSB
- ◆ Establish community channels and public access channels to provide more platforms
- ◆ Set up a public access channel operated by diverse citizen groups in a co-op fashion, with seed money from the Government and production facilities provided by the commercial broadcasters
- ◆ Establish an education channel, a health channel, and a channel for live broadcast of Legislative Council meetings. These channels should be operated by non-profit making groups or organisations or by RTHK
- ◆ Establish a dedicated channel for the elderly to produce programmes themselves
- ◆ Establish a 24-hour channel for collecting opinions
- ◆ Set up community radio stations to provide point-to-point broadcast
- ◆ Set up a multi-cultural radio channel to offer programmes of different languages
- ◆ Establish a new channel for the Government to disseminate information through agencies such as the Information Services Department
- ◆ Cancel one of the commercial broadcasting channels and turn it into a PSB channel
- ◆ A public broadcaster should be allocated a free television channel
- ◆ Retain the existing broadcasting channels so as to reduce tax payers' burden
- ◆ Further discuss the proposal to set up public access channels and assess the value of the proposal before taking it on board
- ◆ Establish two services
  - Sunday Community radio service: District Councils and the Home Affairs Department to provide community broadcast in partnership on Sundays to broadcast district affairs and opinions
  - New media resource centre: Provide technical training and support to the public and provide linkage amongst various organisations to expand the community network, maximise utilisation of the broadcasting media and increase audienceship

- ◆ Allocate television channels and radio frequencies for the public to air their views
- ◆ Should consider the feasibility of area channels to provide better news and weather coverage to people living in a particular area

## **DIGITISATION**

- ◆ PSB should take the lead in the digitisation of sound broadcasting
- ◆ Digitise all channels to facilitate the development of more independent channels and meet the needs of the public
- ◆ Digitisation will lead to a more comprehensive range of PSB, and niche interests will be better served
- ◆ Digitisation will increase the number of channels available for broadcasting
- ◆ Allocate spectrum for providing television and radio PSB programmes on a digital platform

## **SPECIFIC VIEWS REGARDING RTHK**

- ◆ Strengthen RTHK's role as Hong Kong's public broadcaster as it meets Hong Kong people's wants and needs
- ◆ Support programmes produced by RTHK Radio 4
- ◆ Retain English language broadcasting by RTHK
- ◆ Switch RTHK Radio 3 to a FM channel
- ◆ Put RTHK under the supervision of the Legislative Council
- ◆ Increase funding for RTHK
- ◆ Do not provide funding support to RTHK and let it operate separately from the Government
- ◆ Sell RTHK by auction
- ◆ Reform RTHK and replace all its senior management and programme hosts
- ◆ Relocate Broadcasting House and speed up relevant construction projects

- ◆ Contract out educational television productions
- ◆ Oppose to RTHK becoming an independent and autonomous body
- ◆ The Government should take back two radio channels for its own use
- ◆ Concerned that a new public broadcaster may charge fee for use of RTHK archives to make a profit
- ◆ RTHK should remain in operation for a reasonable duration (say, five to ten years) to facilitate a gradual transition into the new PSB set-up
- ◆ RTHK should not only monitor the Government, but should also enhance public understanding of the Basic Law, and move in step with the Chinese nation and its people

### **PSB ROLE OF COMMERCIAL BROADCASTERS**

- ◆ Relieve domestic free television broadcasting licensees from the obligation of carrying Government supplied programmes
- ◆ Pay commercial broadcasters for the broadcast of announcements in public interest
- ◆ Assign the Information Services Department to collate information and organise publicity campaigns for the Government, and broadcast through commercial as well as PSB channels

### **OTHER COMMENTS**

- ◆ The Government may commission anybody it prefers to produce and broadcast programmes to meet its needs for explaining and publicising policies
- ◆ Build on the existing foundation of PSB and provide an environment conducive to its further maturity
- ◆ Earnestly develop a creative and quality PSB
- ◆ Design a flexible and more efficient mode of PSB operation to enable the formulation of long-term strategies and cope with the fast-changing media environment
- ◆ The Government should be a facilitator rather than a decision-maker for PSB

- ◆ Do not rely solely on overseas models in the review of PSB
- ◆ The review of PSB is flawed
- ◆ Whenever the CE or any key government official makes a public speech, whether broadcast live or recorded, sign language translation should be provided, or Chinese subtitles added if broadcast live
- ◆ Regulate the broadcast of medical advertisements in Hong Kong (including advertisement of local, cross-boundary and overseas medical services)
- ◆ Continuously upgrade PSB in Hong Kong in light of international broadcasting developments and development of the civil society
- ◆ Formulate a culture policy

END

**Overseas Speakers  
at the International Conference on Public Service Broadcasting\***

*(In alphabetical order of speakers' names)*

***Ms Nikki Clarke***

Executive Editor, Asia and The Pacific Region  
British Broadcasting Corporation World Service  
United Kingdom

***Mr. Vincent Curren***

Senior Vice President/Radio  
Corporation for Public Broadcasting  
United States

***Mr. Geoff Heriot***

Chief, Corporate Planning and Governance  
Australian Broadcasting Corporation  
Australia

***Professor Dr. Albrecht Hesse***

Legal Director and Deputy Director General  
Bavarian Broadcasting Corporation  
and  
Chairman, Legal Committee  
Association of Public Broadcasting Corporations of Germany  
Germany

***Mr. Yoshinori Imai***

Executive Editor and Program Host  
Japan Broadcasting Corporation  
Japan

***Mr. Tom Koch***

Director  
WGBH International  
United States

***Mr. Toshio Oshima***

Executive Controller-General  
Japan Broadcasting Corporation  
Japan

***Dr. Jonathan Simon***

Senior Manager, Corporate Relations  
Channel Four Television Corporation  
United Kingdom

***Mr. Philip Williams***

Acting Head of Policy  
Special Broadcasting Service  
Australia

***Mr. Robert Winteringham***

Deputy General Counsel  
Corporation for Public Broadcasting  
United States

END

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\* Mr. Chu Pui-hing, Director of Broadcasting of Hong Kong, also spoke at the International Conference.

### Overview of Overseas PSB Models\*

Background and Legal Framework	Services operated/provided	Governing Body	Management Team	Other Organs	Accountability Measures
<b>Australian Broadcasting Corporation (ABC), Australia</b>					
<p>Officially incorporated in 1932 as a network of 12 radio stations in the name of Australian Broadcasting Commission. Renamed as Australian Broadcasting Corporation with the passing of the Australian Broadcasting Corporation Act 1983 (ABC Act 1983) by the federal parliament.</p> <p>Public service mandate enshrined in the ABC Charter reproduced in section 6 of the ABC Act 1983.</p>	<p>ABC operates a nationwide TV channel, with state and territory news breakouts; and a second free-to-air digital channel. It also operates four national radio networks, 60 local radio stations, and three internet music-based services. In addition, ABC operates Radio Australia, an international shortwave service with transmissions aimed at East Asia and the Pacific Islands. Under contract to the Australian Government, it also</p>	<p>The ABC Board has up to seven members. It ensures (1) the efficient functioning of ABC with maximum benefit to the people of Australia; (2) the independence and integrity of ABC; (3) that the gathering and presentation of news and information is accurate and impartial, and in accordance with recognised standards of journalism; (4) compliance with legislative and legal requirements.</p>	<p>The current Executive Committee consists of:</p> <ul style="list-style-type: none"> <li>• Managing Director (MD) (appointed by the Board)</li> <li>• Chief Operating Officer (COO)</li> <li>• Director Corporate Strategy &amp; Communications</li> <li>• Director Radio</li> <li>• Director Television</li> <li>• Director New Media &amp; Digital Services</li> <li>• Director News &amp; Current Affairs</li> </ul>	<p>The ABC Advisory Council consists of 12 members selected from all over Australia. Vacancies are filled by recruitment through TV and radio advertising every year. The Advisory Council advises the Board on matters relating to ABC's broadcasting programmes. Appointments are usually for a term up to four years.</p>	<p>Divisional directors submit monthly governance reports to the Board.</p> <p>Submits annual reports to Parliament for scrutiny.</p> <p>Subject to audit reviews by the Australian National Audit Office.</p> <p>Complaints on content handled by the Independent Complaints Review Panel established by the Board. Aggrieved parties may also seek review by the</p>

\* The funding arrangements of these overseas public broadcasters are set out in [Appendix 19](#).

Background and Legal Framework	Services operated/provided	Governing Body	Management Team	Other Organs	Accountability Measures
	<p>operates an international TV service, the Australia Network (formerly called ABC Asia Pacific).</p> <p>ABC Enterprises (comprises of retail, consumer publishing and content sales, and resource hire) was established in 1974 with all profits returned to ABC to reinvest in programme-making.</p>	<p>Members of the Board are appointed by the Governor-General on the recommendation of the Government. The Chairman is appointed for a five-year term, renewable. The current incumbent is an expert in administration of an arts enterprise. The other directors shall either be experienced in broadcasting, communication or management, or have expertise in financial or technical matters, or have cultural or other interests relevant to the provision of broadcasting services. The current directors include a finance manager, two lawyers, a columnist, and two research experts. Their terms of office range from two to five years.</p>	<p>Director Enterprises reports directly to the MD but is not currently a member of the Executive Committee.</p> <p>COO is responsible for the operational support divisions: Business Services, Production Resources (the TV production “factory”), Technology &amp; Distribution, and Human Resources.</p>		<p>Australian Communications and Media Authority.</p>

Background and Legal Framework	Services operated/provided	Governing Body	Management Team	Other Organs	Accountability Measures
<b>Special Broadcasting Service (SBS), Australia</b>					
<p>The SBS radio network began in 1975 with two small radio stations in Sydney (2EA) and Melbourne (3EA). In 1980, SBS began TV service in Sydney and Melbourne and progressively extends to all Australia. SBS Online began in 1997 and is the most linguistically diverse website in the world.</p> <p>In 1991, Australian Prime Minister announced the government's National Agenda for a Multicultural Australia, including plans to introduce legislation to establish SBS as an independent corporation with its own Charter. In the same year, SBS was</p>	<p>SBS is charged with the Charter obligation to "provide multilingual and multicultural radio and TV services that inform, educate and entertain all Australians and, in doing so, reflect Australia's multicultural society".</p> <p>68 languages are spoken on SBS Radio. Programmes in more than 60 languages are broadcast on SBS Television. Online, SBS New Media provides text and audio-on-demand services in more than 50 languages.</p> <p>SBS broadcasts a second channel, <i>SBS World News Channel</i>, which is entirely foreign language</p>	<p>The Board determines SBS's objectives, strategies and policies, and ensures that it performs its function in a proper, efficient and economical manner. It consists of the Managing Director and not fewer than four nor more than eight non-executive directors. The directors collectively possess an appropriate balance of expertise, including an understanding of Australia's multicultural society and the needs and interests of SBS's culturally diverse audience. The directors must include a person who has an appropriate understanding of the interest of employees and be able to make consultations between</p>	<p>The Board appoints the Managing Director for a period not longer than five years, subject to reappointment for a period not longer than five years.</p> <p>The current management team includes:</p> <ul style="list-style-type: none"> <li>• Managing Director</li> <li>• Director, Content</li> <li>• Director, News and Current Affairs</li> <li>• Director, Technology and Distribution</li> <li>• Director, Commercial Affairs</li> <li>• Chief Financial Officer</li> <li>• Director, Strategy and Communications</li> <li>• Manager, Human Resources</li> <li>• Corporate Counsel</li> </ul>	<p>The Board appoints members of the Community Advisory Committee. Committee members must have an understanding of Australia's multicultural society, in particular an understanding of ethnic, Aboriginal or Torres Strait Islander Communities. The Board determines the terms and conditions of appointment of each member of the Committee. Currently there are nine members in the Committee. They advise the Board on community needs and opinions, including the needs and opinions of small or newly arrived ethnic groups, and on matters relevant to the SBS Charter.</p>	<p>Publishes corporate plans which set out the objectives of SBS and its subsidiaries, outline strategies and policies, forecast revenue and expenditure, and make public SBS performance indicators and targets, and any measure adopting on the advice of the Community Advisory Committee.</p>

Background and Legal Framework	Services operated/provided	Governing Body	Management Team	Other Organs	Accountability Measures
<p>established under the SBS Act 1991 as a national public broadcaster with a special mandate to reflect the multicultural nature of Australian society. The Act also provides SBS with editorial independence from government.</p>	<p>news broadcasts. It also has an electronic programme guide channel with programme schedules, news headlines and nation-wide weather. SBS uses subtitles (instead of dubbing) on non-English speaking movies and shows.</p>	<p>the Minister and representatives of industrial organizations representing employees.</p> <p>Members of the Board are usually appointed for three years, subject to reappointment of not more than five years.</p> <p>The Governor-General appoints one of the non-executive directors to be the Chairperson and another to be the Deputy Chairperson of the Board.</p>	<ul style="list-style-type: none"> <li>Audience Affairs Manager</li> </ul>		
<p><b>Bayerischer Rundfunk (Bavarian Broadcasting) (BR), Germany</b></p>					
<p>BR is a member of the Association of Public Broadcasting Corporations of Germany (ARD) and the public broadcasting authority for the German Freistaat (Free State) of Bavaria, with its main</p>	<p>BR operates the Bayerisches Fernsehen – Third TV channel for Bavaria and provides programmes to various TV &amp; radio networks, some done in collaboration with other broadcasters.</p>	<p>The Broadcasting Board (BB) represents the interest of the general public. Its 47 members are selected by political, ideological and social groups, and include not more than one-third who are representatives of the</p>	<p>The management team includes:</p> <ul style="list-style-type: none"> <li>DG (term of five years with possible reappointment)</li> <li>Deputy DG (to be chosen among the directors)</li> </ul>	<p>The BB has four commissions: Radio, TV, Finance and General Affairs. The members of the Commissions are BB members (each BB member has to sit on two Commissions). The Commissions prepare</p>	<p>Required to assign a person responsible for each category of programme. The names of the responsible individuals must be broadcast at least once a day. They must be aware of and must</p>

Background and Legal Framework	Services operated/provided	Governing Body	Management Team	Other Organs	Accountability Measures
<p>offices located in Munich.</p> <p>The functions of BR are determined by a legal foundation with regulations based on the Bayerischen Rundfunkgesetz (Bavarian Broadcasting Law) passed in 1948 and amended in 1993. This broadcasting law is supplemented by Rundfunkstaatsvertrag (Broadcast State Treaty), which regulates the relationship of public and private broadcasters. It also contains fundamental regulations particularly for financing.</p>	<p>It operates four radio channels plus one non-stop news radio channel and two other channels available only via digital radio or internal streaming.</p> <p>BR also administers three musical organisations: the Bavarian Radio Symphony Orchestra, the Munich Radio Orchestra, and the Munich Radio Choir.</p>	<p>Bavarian State Government and the Bavarian Landtag.</p> <p>BB members serve for five years, subject to reappointment. They elect from among themselves a Chairman and Deputy Chairman.</p> <p>BB meets at least once every two months. It elects and dismisses the Director-General (DG); approves nomination of senior staff members; elects four members of the Board of Administration; approves budget estimates and annual balance sheets; and advises the DG on all broadcasting matters, in particular the planning and content of programming.</p> <p>The Board of</p>	<ul style="list-style-type: none"> <li>• Programme Director (one each for radio and TV)</li> <li>• Administrative Director</li> <li>• Technical Director</li> <li>• Legal Director</li> </ul> <p>All senior staff appointment requires the approval of the BB. They are appointed for a maximum of five years with admissible extension.</p> <p>The dismissal of the DG requires a two-third majority of the members of the BB.</p>	<p>draft decisions, but decision-making rests with the BB.</p>	<p>approve the contents of a programme broadcast by radio or TV. They shall bear the legal responsibility and be punished with imprisonment if BR broadcasts programmes with illegal content.</p> <p>The DG shall formally address complaints. The plaintiff can also inform the Radio Commission or Television Commission of the BB if he/she is not satisfied with the way a complaint has been addressed.</p>

Background and Legal Framework	Services operated/provided	Governing Body	Management Team	Other Organs	Accountability Measures
		<p>Administration (BA) comprises of six members viz. the President of the Bayerischer Landtag (BA Chairman), President of the Bavarian Administrative Court (BA Deputy Chairman) and four members elected by the BB. The four members elected by BB serve for five years. Once so elected, they have to resign from BB to maintain a clear delineation between BB and BA.</p> <p>BA meets at least once a month. It concludes the contract of appointment of the DG; represents BR in legal dealings and legal conflicts between BR and the DG; oversees the DG's conduct of business; examines the proposed</p>			

Background and Legal Framework	Services operated/provided	Governing Body	Management Team	Other Organs	Accountability Measures
		budget and balance sheet; and publishes the balance sheet and operations report compiled by the DG.			
<b>Japan Broadcasting Corporation (NHK), Japan</b>					
<p>NHK was initially incorporated as the national broadcasting organisation in 1926, then reestablished under the terms of the Broadcast Law in 1950 as the people's station. It is governed by the Broadcast Law 1950, which guarantees NHK's independence both in terms of its activities and corporate structure. The provisions of the Broadcast Law 1950 are applicable to all domestic broadcasters including NHK.</p>	<p>NHK operates two terrestrial TV services (NHK General TV and NHK Educational TV) and three satellite services (NHK BS-1, NHK BS-2 and NHK Hi-Vision). For overseas audience, it also broadcasts NHK World TV and NHK World Premium. In addition, NHK operates three radio networks (NHK Radio 1, NHK Radio 2 and NHK FM). For overseas audience, it also broadcasts NHK World Radio Japan.</p>	<p>NHK has 12 Governors. They make decision for every important matter concerning NHK's management policy and operation, including the annual budget, operational plan and basic programming policy. The Governors are appointed by the Prime Minister and approved by both Houses of the Diet on behalf of the people of Japan. Political party executives and civil servants are not qualified for appointment.</p>	<p>The Executive Board includes the President, Vice-President and eight Directors.</p>	<p>An independent review committee has been set up recently to assess the performance of NHK on delivering the commitment it has made to the public every year.</p>	<p>Submits annual budgets, operating plans and financial statements to the Diet via the Cabinet.</p> <p>Accounts reviewed by the Board of Audit.</p> <p>Discloses budget, operating reports and minutes of Board of Governors, and releases annual reports.</p>

Background and Legal Framework	Services operated/provided	Governing Body	Management Team	Other Organs	Accountability Measures
<b>British Broadcasting Corporation (BBC), United Kingdom</b>					
<p>BBC was founded in 1927 by a Royal Charter. Since then, it has been governed by the BBC Royal Charter, and the Agreement between BBC and the United Kingdom (UK) government.</p> <p>The Royal Charter establishes BBC's constitutional status and defines its general objectives and functions.</p> <p>The Agreement recognises BBC's editorial independence and sets out its public obligations in detail.</p> <p>The BBC Charter Review was completed in 2006. The new Royal Charter has taken effect from January 2007.</p>	<p>BBC operates eight TV channels, comprising BBC One, BBC Two, BBC Three, BBC Four, the news channel of BBC News 24, BBC Parliament, and the children's channels of CBBC and CBeebies.</p> <p>It also runs five analogue radio network stations as well as five digital-only stations and the BBC World Service. Its commercial subsidiaries generate revenue for BBC to reinvest in public service programming.</p>	<p>The BBC is governed by the BBC Trust, which sets the strategic direction of the BBC, represents interests of licence fee payers, issues service licences and holds the Executive Board to account for its performance in delivering BBC services.</p> <p>The BBC Trust consists of the Chairman, Vice-Chairman and ten members. Their background and experience is wide, ranging from broadcasting, regulation, competition, business, the public sector and engagement with the public, to programme-making and journalism. They are appointed by the Queen on the advice</p>	<p>The BBC Executive Board is responsible for delivering the BBC's services in line with the priorities set by the BBC Trust. It is responsible for all aspects of operational management, including:</p> <ul style="list-style-type: none"> <li>• directing the BBC's editorial and creative output;</li> <li>• operational management of the BBC;</li> <li>• ensuring compliance with all the BBC's legal and regulatory requirements (including initial handling of complaints about the BBC), except where these areas specifically relate to the BBC Trust or the Trust Unit;</li> </ul>	<p>Nil</p>	<p>Scrutinised by Parliament through debates in the Houses and at select committee hearings.</p> <p>Submits annual performance reports to Parliament.</p> <p>Subject to public service TV broadcasting reviews conducted by the Office of Communications (Ofcom), the independent regulator and competition authority for the UK communications industries, with responsibilities across TV, radio, telecommunication and wireless communication services.</p>

Background and Legal Framework	Services operated/provided	Governing Body	Management Team	Other Organs	Accountability Measures
		of the Ministers following an open appointment process.	<ul style="list-style-type: none"> <li>• ensuring compliance with all the requirements which the Trust places on the Executive Board;</li> <li>• appointing and holding to account the management of the BBC and its subsidiaries;</li> <li>• conducting the BBC's operational financial affairs to ensure value for money;</li> <li>• accounting to the BBC Trust for its own performance and the performance of the BBC and its subsidiaries; and</li> <li>• complying with any decision from the BBC Trust in relation to the exercise of its functions.</li> </ul>		

Background and Legal Framework	Services operated/provided	Governing Body	Management Team	Other Organs	Accountability Measures
			<p>The BBC Executive Board is made up of ten executive directors and five non-executive directors and is chaired by the Director-General (DG). The Deputy DG is the Deputy Chair.</p> <p>The DG is the chief executive and editor-in-chief, and is appointed by the BBC Trust. The other members of the Executive Board are appointed by the Nominations Committee and approved by the BBC Trust.</p>		
<b>Channel Four Television Corporation (Channel 4), United Kingdom</b>					
<p>The Channel 4 service was originally established under the Broadcasting Act 1981 and was provided for by the Independent Broadcasting Authority. The Channel 4 was</p>	<p>Channel 4 operates a national 24-hour TV service available on all digital platforms (terrestrial, satellite and cable) as well as through conventional analogue transmission.</p>	<p>The Board of Channel 4 consists of 13 members, the majority of whom are non-executive. The Board is responsible for endorsing group strategies, approving annual budgets, ensuring</p>	<p>Management is undertaken by the Senior Executive Management Committee. The role of management is to implement Board policies on risk and control.</p>	<p>Nil</p>	<p>The Communication Act 2003 requires Channel 4 to:</p> <ul style="list-style-type: none"> <li>obtain approval from the Board on annual budgets, cashflow projections and performance targets;</li> </ul>

Background and Legal Framework	Services operated/provided	Governing Body	Management Team	Other Organs	Accountability Measures
<p>subsequently established under the Broadcasting Act 1990 and the Channel's functions were transferred over to the new Corporation in 1993. From then on, Channel 4 was permitted to sell its own advertising.</p> <p>Channel 4's corporate values are "Do it first. Make trouble. Inspire change."</p>	<p>It also operates a portfolio of digital channels including E4, More 4 and FilmFour, all of which are available free-to-air from July 2006.</p> <p>Channel 4 has an expanding range of new media services, including the broadband public service documentary channel FourDocs.</p> <p>The public service remit for Channel 4 is the provision of a broad range of high quality and diverse programming which, in particular:</p> <ul style="list-style-type: none"> <li>• demonstrates innovation, experiment and creativity in the form and content of programmes;</li> </ul>	<p>compliance with legislation and regulatory licences, internal control and reviewing the Corporation's effectiveness. It also appoints the Chief Executive (CE) of Channel 4.</p> <p>The Chairman of the Board is appointed by Ofcom. The non-executive members are appointed by Ofcom following consultation with the Board Chairman, and with the approval of the Secretary of State for Culture, Media and Sport.</p> <p>The Board Chairman and CE jointly appoint other executive members of the Board.</p>			<ul style="list-style-type: none"> <li>• develop short, medium and long-term operational strategies;</li> <li>• present quarterly review reports to the Board on compliance with regulatory, statutory and licence requirements;</li> <li>• undertake group-wide business risk evaluation process;</li> <li>• report quarterly to the Board on progress against approved plans for all new ventures and investments;</li> <li>• submit monthly report to the Board on actual results to date and forecasts to the end of the financial year;</li> </ul>

Background and Legal Framework	Services operated/provided	Governing Body	Management Team	Other Organs	Accountability Measures
	<ul style="list-style-type: none"> <li>• appeals to the tastes and interests of a culturally diverse society;</li> <li>• makes a significant contribution to meeting the need for the licensed public service channels to include programmes of an educational nature and other programmes of educative value; and</li> <li>• exhibits a distinctive character.</li> </ul> <p>As a publisher-broadcaster, Channel 4 does not produce its own programmes but commissions them from more than 300 independent production companies across the UK.</p>	<p>All non-executive members are considered to be independent. The Board is supported by four Sub-committees, for Budget, Audit, Remuneration and New Business.</p>			<ul style="list-style-type: none"> <li>• audit published statutory financial statement annually; and</li> <li>• conduct internal audit to review system of internal control.</li> </ul>

Background and Legal Framework	Services operated/provided	Governing Body	Management Team	Other Organs	Accountability Measures
<b>Corporation for Public Broadcasting (CPB), United States</b>					
<p>CPB was established in 1967 by the Public Broadcasting Act as a private non-profit corporation to promote public telecommunication services in the United States (US). The Act sets out the legal status, organisation structure, accountability, public service mandate and general powers of CPB.</p>	<p>CPB is prohibited from owning or operating TV and radio stations. It is also prohibited from producing programmes. CPB promotes public telecommunication services (TV, radio, and online) by allocating funds to public broadcasting TV stations (mostly members of the Public Broadcasting Service) and radio stations (mostly members of the National Public Radio), and conducting research relating to PSB.</p> <p>CPB also makes grants for production of programmes.</p>	<p>The CPB Board of Directors has nine members. The Board sets policy, and establishes programming priorities. The directors are appointed by the US President and confirmed by the Senate for a six-year term. They may serve up to two terms. They are selected among US citizens eminent in fields such as education, cultural and civil affairs, or the arts. Of them, one director must be selected to represent public TV stations and another to represent public radio stations. Not more than five may be from any one political party.</p>	<p>The Board of Directors appoints the President and Chief Executive Officer (CEO), who in turn appoints the other senior executives of CPB. The management team currently includes:</p> <p><u>Corporate Officers</u></p> <ul style="list-style-type: none"> <li>• President and CEO</li> <li>• Executive Vice President</li> <li>• Senior Vice President (Sr VP), General Counsel</li> <li>• Corporate Secretary</li> <li>• Treasurer and Chief Financial Officer</li> </ul> <p><u>Senior Staff</u></p> <ul style="list-style-type: none"> <li>• Sr VP, Business Affairs</li> <li>• Sr VP, Radio</li> </ul>	<p>The CPB Office of the Ombudsmen is appointed by and reports to the Board of Directors and the CPB President. The two Ombudsmen (respected journalists) write on issues related to journalistic integrity, balance and objectivity, and respond to programme issues raised by the public and government officials and the public broadcasting community. All decisions to review programming, and all reports on broadcasts, are made by the Ombudsmen. They confine their writing to material that has been broadcast on the public airwaves and will not engage in pre-broadcast commentaries.</p>	<p>Submits an annual performance report to Congress.</p> <p>Subject to audit by the General Accounting Office, the investigative arm of Congress.</p> <p>The officers and directors of CPB may be called upon to testify before Congress.</p> <p>Subject to the audit by CPB's independent Office of Inspector General.</p> <p>Submits yearly Report on Public Broadcasting's Service to Minority Audiences.</p> <p>Submits yearly report on its efforts to facilitate programmes of high</p>

Background and Legal Framework	Services operated/provided	Governing Body	Management Team	Other Organs	Accountability Measures
			<ul style="list-style-type: none"> <li>• Sr VP, Educational Programming and Services</li> <li>• Sr VP, Media</li> <li>• VP, Media Strategies</li> <li>• VP, Government Affairs</li> <li>• VP, Communications and Corporate Spokesman</li> <li>• VP, Television Programme Development</li> <li>• VP, System Development and Station Grants Administration</li> </ul>	<p>CPB's Office of Inspector General conducts independent audits and investigations; promotes economy, efficiency, and effectiveness; and deters and prevents fraud, waste, and mismanagement in CPB programmes and operations.</p>	<p>quality, creativity and excellence to be made available with strict adherence to objectivity and balance in programmes or series of programmes of a controversial nature.</p> <p>Board meetings are generally open to public attendance.</p>

END

## **Report of the Focus Group on PSB Governance Structure**

The Focus Group (FG) on PSB Governance Structure met four times in August and September 2006 to discuss issues within its scope at Enclosure A. The membership of the FG is at Enclosure B.

2. This report sets out the outcome of discussion for consideration by the Committee on Review of Public Service Broadcasting.

### **Need for a statutory framework**

3. The FG agreed that the governance structure of a public broadcaster should be underpinned by legislation. The role and function, composition, size and appointment of the governing body (the Board) should be prescribed in law for the purpose of transparency. In addition, the relevant legislation should confirm the independence of a public broadcaster, and provide for a broad governance and accountability framework within which a public broadcaster would operate. However, it should not seek to prescribe all the detailed arrangements, so that more flexibility would be given to the Board to perform its functions.

### **Separation of power between the Board and management**

4. The FG considered that the powers and responsibilities of the Board of a public broadcaster and its management should be clearly defined and delineated.

### ***Role of the Board***

5. As the governing body, the Board should perform the following role and functions:

- (a) determine and ensure the implementation of the objectives, strategies and broad policies of the public broadcaster to ensure that its services reflect the interests and needs of the public;
- (b) ensure that the public broadcaster fulfills its public service missions in a proper, efficient and economical manner in order to render maximum social benefit to the public;

- (c) uphold the independence and integrity of the public broadcaster;
- (d) ensure compliance with legal and applicable regulatory requirements, and uphold the universally recognised standards of ethical journalism, including, but not limited to, accuracy, fairness, balance and impartiality;
- (e) determine the terms and tenure of employment of the Chief Executive Officer (CEO) of the public broadcaster including appointment, reappointment and removal; and
- (f) approve the remuneration of other key senior staff.

### ***Role of the CEO***

6. The CEO of a public broadcaster should perform both management and editorial functions. In management terms, the CEO should be responsible for:

- (a) implementing the strategies and policies determined by the Board;
- (b) all aspects of day-to-day operation of the organisation;
- (c) staff appointment, reappointment and removal (including seeking Board approval of remuneration of key senior staff); and
- (d) keeping the Board informed in a timely manner of all issues of strategic importance, including deliberation outcome of advisory bodies (see paragraph 29).

7. At the same time, the CEO should be the Editor-in-Chief of the public broadcaster, who should shoulder editorial responsibilities and exercise editorial decisions independently.

8. In view of the dual functions, the CEO must possess substantial editorial experience (preferably 20 years or more) in addition to managerial experience.

### **Formation of the Board**

#### ***Composition***

9. The FG believed that bringing the right mix of expertise into the Board was critical for the effective governance of a public broadcaster. The appointment of some lay members would also help broaden the Board's representation. Members agreed that the Board should include:

- (a) at least one person from each of the following categories:
  - (i) person(s) with experience in the media sector;
  - (ii) person(s) with experience in journalism;
  - (iii) person(s) with experience in education;
  - (iv) person(s) with experience in arts and culture;
  - (v) person(s) with experience in technology;
  - (vi) person(s) with legal qualification and experience;
  - (vii) person(s) with qualification and experience in accounting and/or finance;
  - (viii) person(s) with senior managerial experience and expertise;  
and
  - (ix) person(s) with experience in serving minority interests and/or providing social services;
- (b) the CEO;
- (c) an elected staff representative; and
- (d) subject to the maximum size of the Board proposed in paragraph 14, lay member(s) who, in the opinion of the appointment authority, may contribute positively to the good governance of the public broadcaster and effective operation of the Board.

10. All Board members, except the CEO and elected staff representative, should be appointed in a personal capacity. They should not represent the sector or organisation from which they are drawn. Once appointed, they should serve the best interest of the public broadcaster insofar as it acts within its defined public service mission.

11. The appointment authority should appoint the Chairman of the Board from amongst Board members, except the CEO and elected staff representative.

12. To preserve the independence of a public broadcaster and protect it from political, government and commercial interferences, the following categories of persons should be ineligible for appointment to the Board:

- (a) a serving Member of the Executive Council of the Hong Kong Special Administrative Region (HKSAR);
- (b) a serving Member of the Legislative Council of the HKSAR;

- (c) a full-time employee of the HKSAR Government, whether pensionable or otherwise;
- (d) a judicial officer;
- (e) a public officer;
- (f) a serving member of any national, regional or municipal congress, legislature, assembly or council of any place outside Hong Kong, or a serving member of the Chinese People's Political Consultative Conference;
- (g) an officer or member of any armed forces;
- (h) a person employed by any government outside Hong Kong;
- (i) an undischarged bankrupt;
- (j) a person legally of an unsound mind; and
- (k) a person convicted, whether in Hong Kong or elsewhere, of corrupt or illegal conduct, bribery, treason, or any offence which attracted death sentence or imprisonment for more than 3 months either within the immediate 10 years prior to appointment, or at any time and has not suffered the punishment.

13. Ideally, serving political party executives should be ineligible for appointment to the Board to guard against partisan influences. However, the FG recognised that such exclusion would not be feasible in the absence of local legislation on political parties.

### *Size*

14. The FG considered that the size of the Board should be large enough to bring in the range of expertise required, but small enough to ensure efficiency and operability. Noting the international trend towards smaller boards, and that many overseas public broadcasters have a board of 9 to 12 members, the FG proposed that the optimal size of the Board should not be more than 15.

### *Tenure*

15. The FG proposed a fixed term of three years on first appointment to provide security and stability, subject to reappointment for a maximum of another three years. With the exception of the CEO, no Board member should serve longer than six consecutive years. To enhance continuity at the

Board level, by the end of the first three-year term, reappointments should be staggered so that:

- (a) not more than one-third of serving members might be reappointed for three years;
- (b) not more than one-third might be reappointed for two years; and
- (c) the remaining members might be reappointed for one year.

Under such an arrangement, new members would be introduced into the Board from the fourth year onward, on a fixed term of three years, subject to reappointment for a maximum of another three years.

### ***Appointment authority***

16. The FG agreed that, within the existing constitutional setup of Hong Kong, the Chief Executive of the HKSAR (CE) should appoint members of the Board, subject to the size, composition and nomination process spelt out in law. The statutory provisions, including those relating to advertisement and nomination as proposed in paragraphs 17 to 22, were designed to enhance the credibility and transparency of the appointment process, and provide checks and balance on the CE's appointment power.

### ***Advertisement***

17. With reference to overseas best practice in the process of appointments to public bodies, the FG proposed that vacancies in the Board should be advertised publicly. This would make the recruitment of Board members more transparent. The pool of talents would be expanded as individual candidates can come forth voluntarily, and community and professional organisations put forward names for consideration.

### ***Nomination***

#### **Long-term arrangement**

18. The FG believed that the Board should know best what expertise it needs, and should therefore well placed to nominate candidates for appointment by the CE. A public broadcaster would also be seen to be more independent if it could nominate candidates for its own Board. However, arrangements must be in place to avoid conflict of interests and self-perpetuation of the Board.

19. Members agreed that, except in relation to the Board serving the first term, or under such other circumstances when there is no outgoing Board members, applications and nominations for appointment (including reappointment) to the Board should be considered by a Nomination Committee (NC) comprising of outgoing Board members, i.e.:

- (a) all serving Board members not eligible for reappointment (e.g. those who had served up to six consecutive years); and
- (b) those other serving Board members who declared they would not accept reappointment.

20. The NC should be chaired by the longest serving Board member amongst the outgoing ones. It should consider all applications and nominations received and put forward a nomination list to the CE. The nomination list must contain at least two names for each of the categories of Board membership proposed in paragraph 9(a), plus the CEO and an elected staff representative (paragraph 9(b) and (c) respectively). The CE must appoint Board members who belong to these categories from amongst the candidates nominated by the NC.

21. The appointment of Board members who belong to the category in paragraph 9(d) would not be subject to the NC process.

22. The NC should be formed in good time to handle the nomination process properly, and should cease to function after the submission of the nomination list to the CE.

### ***Interim arrangement***

23. An interim arrangement will be required for the appointment of the first Board, or under such other circumstances when there is no outgoing Board member, because the NC as envisaged above could not be formed.

24. The FG proposed that, in the interim, the CE should appoint not fewer than three persons to form a provisional NC and perform the same function as proposed in paragraph 20. All other statutory requirements relating to the appointment, including advertisement of vacancies, should be implemented. Members of the provisional NC should be committed to upholding the independence and integrity of a public broadcaster.

25. The FG also considered the option of election for Board members in some categories. However, elected Board members might feel the pressure to represent the interests of a particular constituency rather than that of the public at large, which is contrary to the spirit proposed in paragraph 10. The process could be unduly complex, and might open up loopholes for political or other unwarranted influences. On balance, the FG concluded that the proposed scheme of advertisement, nomination and appointment in line with specific statutory provisions should instill sufficient transparency and credibility for the appointment process.

### ***Codes of conduct for Board Members***

26. Since the Board holds the helm of a public broadcaster, the FG proposed that codes of conduct should be developed and adopted by its members to reflect the following key values and principles:

- (a) integrity and honesty, more specifically:
  - (i) disclosure and avoidance of conflict of interest;
  - (ii) avoidance of abusive use of position for personal gains;
  - (iii) proper use of powers for public interest and the benefit of the public broadcaster;
  - (iv) proper delegation of powers; and
  - (v) exercise due care, skill and diligence;
- (b) objectivity and independent judgement;
- (c) openness and accountability;
- (d) selflessness;
- (e) compliance with laws and regulations; and
- (f) leading by example.

### **Statutory committees and other supporting organs**

27. The FG proposed that the Board should set up two standing committees to support its work, namely an Audit Committee and a Management and Administration Committee (to cover finance, administration, human resource policies and remuneration for senior staff).

28. The Board should have general powers to set up other standing or ad hoc committees in light of experience and the needs of the organisation. Every Board committee should be chaired by a Board member.

29. The CEO should set up under his/her charge a Community Advisory Committee (CAC) to receive feedback and inputs on all aspects of the operation and service of the public broadcaster. Members of the CAC should be drawn from the community at large. Other advisory bodies could also be set up should the need arise. Should any matter of strategic importance arise in the deliberation of any of the advisory bodies, including the CAC, the CEO should be responsible for keeping the Board informed in a timely manner.

### **Complaints handling**

30. The FG proposed that the Board should charge the CEO with setting up a mechanism for receiving and handling complaints from members of the public. The number and nature of sustained complaints and actions taken should be reported to the Board at regular intervals. Complaints against the CEO and appeals against the findings of the management in respect of any complaint should be referred to the Board for arbitration, which should be final within the structure of the public broadcaster.

### **External regulatory oversight and licensing**

31. The FG considered that the regulatory regime as well as requirements and guidelines that applied to commercial broadcasters should be equally applicable to a public broadcaster (insofar as they were relevant).

32. Members discussed and concluded that, at least in the initial stage when there would likely be only one public broadcaster, PSB should be governed by statute instead of licence. Members recognised the need to make consequential amendments to the existing broadcasting regulatory legislation on enactment of the proposed legislation that underpinned a public broadcaster.

END

**Scope of Discussion  
of the Focus Group on PSB Governance Structure**

1. Propose the function, size, composition, terms of office and appointment mechanism for the Board of a public broadcaster.
2. Propose the function, size, composition, terms of office and appointment mechanism for the management of a public broadcaster.
3. Propose the division of powers and responsibilities between the Board and management.
4. Consider need for supporting bodies within a public broadcaster's governance structure, and develop proposals if found necessary.
5. Consider the need for external regulatory oversight, and develop proposals if found justified.
6. Consider the need for legislation to underpin the governance structure.

END

**Membership of the Focus Group on PSB Governance Structure**

<u>Convenor</u>	Professor Judy TSUI
<u>Members</u>	Mr. CHONG Chan Yau
	Professor Richard MW HO
	Mr. LAW Yuk Kai
	Mr. William LF LEE
	Dr. LI Pang-kwong
	Mr. David SUN
	Ms Nancy TSE
	Dr. YAN Mei Ning

END

## **Report of the Focus Group on PSB Accountability Measures**

The Focus Group (FG) on PSB Accountability Measures met three times in August 2006 to deliberate on issues within its scope of discussion at Enclosure A. The membership of the FG is at Enclosure B.

2. Cognizant that a public broadcaster should be held accountable to the public it serves and for the public money it expends, the FG has sought to identify concrete accountability measures that are specific, feasible and meaningful. As far as practicable, the FG has also identified relevant parties – whether organisation or individual – which are well suited for exercising a monitoring role to hold the public broadcaster accountable.

3. This report sets out the outcome of discussion for consideration by the Committee on Review of Public Service Broadcasting.

### **Realm of accountability**

4. The FG recognises the importance of holding a public broadcaster accountable while respecting its freedom and independence on programming and editorial matters. After full and careful deliberation, the FG proposes that a public broadcaster should be held accountable to the public in the following respects. In this way, it will perform its functions with integrity and command public respect and trust.

- (a) Service scope - to ensure that a public broadcaster delivers the range of services that fulfills its public service mandate.
- (b) Programming quality - to ensure that a public broadcaster delivers quality service in terms of both the programmes and their scheduling.
- (c) Financial propriety - to ensure that a public broadcaster uses public resources in a proper, prudent and cost-effective manner, and in line with its public service mandate.

- (d) Management - to ensure that a public broadcaster manages its own operation properly and efficiently, with due regard to the principles of fairness and transparency.

### **Accountability measures**

5. The FG has concluded that a public broadcaster should adopt internal measures as well as comply with external ones to enhance its accountability. Internal mechanisms facilitate proper management of a public broadcasting organisation, and enable self-auditing and review. They also serve as a constant reminder to a public broadcaster – from the Board through management to staff – of the importance of public accountability. The external measures subject a public broadcaster to explicit and specific scrutiny from outside its corporate structure. They also help establish a clear relationship between a public broadcaster and outside parties to whom it is held accountable.

### ***Internal measures***

6. The FG places emphasis on the transparency of the internal measures so that, while entrusting the public broadcaster with the primary responsibility of proper management of its own operation, the compliance with self-imposed rules and guidelines will be subject to public scrutiny. The proposed internal measures include the following:

- (a) The management should formulate internal procedures for taking editorial, programming and financial decisions, subject to endorsement by the Board. Parties who are required to comply with the procedures should be clearly specified, and penalties for breaches defined.
- (b) The management should formulate programme standards for staff compliance, and seek endorsement from the Board. The endorsed programme standards should be promulgated and be publicly accessible. External assessors should be appointed to conduct audit on compliance with the programme standards, and report to the Board. The audit outcome should be made known by the Board to the management for necessary follow up. The public should also be informed of the assessment in a suitable form.

- (c) Conduct regular internal reporting, reviews and audits to ensure compliance with statutory requirements and internal procedures, to identify problems and correct them. The regularity of these internal exercises and a compliance assessment by the Board should be covered in the annual report of a public broadcaster.
- (d) Formulate mechanisms and procedures for receiving and handling complaints from the public, and publicise widely through reasonable channels. The complaint handling authority should be independent from the management and report to the Board. Keep a proper record of all complaints received and how they have been handled, and make the record accessible free of charge to the public on request. The annual report should contain a section on complaints handling.
- (e) Formulate mechanisms for obtaining feedback from the audience and other stakeholders. The annual report should give an account of feedback received.

### ***External measures***

7. The proposed external measures are set out below:

- (a) Subject to the regulatory oversight of the Broadcasting Authority (BA), and comply with all applicable regulatory requirements (including fulfillment of public service mission) and codes of practice. Given the unique nature of PSB, some of the requirements and codes imposed on the commercial broadcasters may need adjustment for application to a public broadcaster.
- (b) An external auditor should be appointed by the Board to audit the financial statements annually.
- (c) Annual reports should be published to review performance and announce corporate plans. Without limiting the information that may be included in an annual report, it should cover matters discussed in paragraph 6(c) to (e) above, and the annual audited financial statements as proposed in paragraph 7(b). The annual report should be submitted to the authority that appoints the Board

of the public broadcaster, who in turn should cause the report to be tabled before the Legislative Council.

- (d) The Director of Audit may conduct an examination into the economy and efficiency with which a public broadcaster has expended its resources in performing its functions and exercising its powers.
- (e) The appropriation of public money to a public broadcaster should be subject to the approval of the Finance Committee of the Legislative Council.

### **Stakeholders' involvement**

8. The accountability measures have been developed with a view to enabling all stakeholders to exercise a meaningful role in monitoring the different aspects of a public broadcaster's performance.

9. The legislature will scrutinise the spending of public money by a public broadcaster at regular intervals, and such other aspects of its operation when so warranted out of public interest.

10. The government will, through the BA, monitor a public broadcaster's compliance with applicable statutory requirements and codes of practice, and keep an eye over its economy and efficiency through the Director of Audit when necessary. The relevant policy bureau will also ensure overall consistency with the prevailing broadcasting policy.

11. The receiving public and other stakeholders in the community will have channels to provide feedback on a public broadcaster's service scope and programming quality (programme quality, scheduling, transmission quality, etc). In fact, a public broadcaster will be required to obtain public feedback proactively (see paragraph 6(e) above). The disclosure of information by a public broadcaster as proposed above will also equip the community to play a monitoring role in an informed manner.

12. The need for setting up community advisory bodies or audience liaison groups has been raised and referred to the FG on PSB Governance Structure for further consideration.

END

**Scope of Discussion  
of the Focus Group on PSB Accountability Measures**

1. Define the scope of accountability for a public broadcaster.
2. Identify the stakeholders of a public broadcaster and define their respective roles.
3. Identify key accountability measures.
4. Propose measures to foster public participation in the monitoring of a public broadcaster, and for obtaining audience feedback.

END

**Membership of the Focus Group on PSB Accountability Measures**

Convenor            Professor LEUNG Tin Wai

Members            Mr. CHAN Yiu Wah

Dr. CK LAW

Professor Clement YK SO

Mr. TIK Chi-yuen

Professor Timothy KY WONG

Professor Angelina YUEN TSANG Woon-ki

END

## **Report of the Focus Group on PSB Funding Arrangements**

The Focus Group (FG) on PSB Funding Arrangements met four times in August and September 2006 to deliberate on issues within its scope of discussion at Enclosure A. The membership of the FG is at Enclosure B.

2. This report sets out the outcome of the FG's discussion for consideration by the Committee on Review of Public Service Broadcasting.

### **Key considerations**

3. In considering the funding model, members of the FG considered that a suitable funding model for a public broadcaster should:

- (a) provide a stable source of revenue to reflect the community's commitment to PSB and enable its sustainable development;
- (b) promote a sense of public ownership, and generate incentive for a public broadcaster to respond to public expectations;
- (c) protect a public broadcaster from commercial and political (including government) interference;
- (d) promote cost-effectiveness and value for money in the provision of PSB.

4. To meet the array of considerations outlined above, the FG supported a funding model with multiple funding sources ("combined funding model").

### **Recurrent expenditure**

#### ***Primary source***

5. The FG considered various options, including government appropriation, audience licence fee, and carving out from rates revenue.

6. The FG considered that the key attractions of an audience licence fee were the direct link it would establish between a public broadcaster and the public it served, and a stronger sense of public ownership. However, significant public resistance was expected, because such a fee would be regarded as a new tax. There were also concerns about the high

administrative cost and potential leakage. Given these concerns, it might not yield the stable stream of revenue required to support PSB.

7. The FG also considered the option of carving out an agreed percentage of rates revenue for PSB. Rates were a progressive and broadly based tax that would provide stable PSB funding. A “fixed percentage” arrangement would avoid the need for annual resource allocation, and hence possible political and government interference. However, there is an apparent lack of linkage between property ownership/occupancy and PSB consumption. The linkage is even weaker in relation to the commercial premises (the rates payment from which accounted for more than half of total rates revenue).

8. The FG therefore proposed that the primary source of PSB funding should come from government appropriation, subject to approval by the Legislative Council. To maintain the level of public commitment to PSB, the real value of government appropriation should be preserved through annual adjustment in line with inflation.

9. To enhance the transparency of government appropriation, expenditure for PSB funding should be established as a separate head of expenditure. It was also proposed that PSB funding should not be included in the financial “envelope” of any Principal Official (PO) to underline its independence, although this means that no PO would be responsible for representing the interest of a public broadcaster in the resource allocation process.

### ***Other sources of revenue***

10. The FG considered that a public broadcaster should be allowed to raise funds from sources other than government appropriation (“supplementary sources”), provided that doing so:

- (a) is consistent with PSB’s role and mission as enshrined in law;
- (b) does not affect programme editorial control or distort programme agenda, and does not render PSB susceptible to any commercial and/or political influence;
- (c) is commensurate with the status and image of the public broadcaster as an independent, non-profit making public body, and does not undermine public trust and respect in it; and
- (d) complies with the common standards of courtesy, decency and good taste.

11. The management of a public broadcaster should formulate guidelines to reflect the principles proposed in paragraph 10, and seek the endorsement of the Board. The endorsed guidelines should be promulgated and be publicly accessible.

12. Subject to paragraphs 10 and 11, the FG considered that a public broadcaster should be permitted to:

- (a) solicit sponsorship, except for news and current affairs programmes;
- (b) solicit donation;
- (c) invite voluntary subscription from the public to promote public ownership;
- (d) charge fees on audience-payers for on-demand services; and
- (e) sell programmes and merchandise.

13. The FG considered that a public broadcaster should not raise advertising revenue as it would bring commercial pressure and influence to bear on PSB. It would also confuse the role of a public broadcaster as a non-profit making public body.

### ***Funding cycle***

14. The FG proposed a 3-year budgetary cycle to allow a public broadcaster greater flexibility in financial planning. Compared with an annual cycle, this should also reduce a public broadcaster's exposure to political and financial negotiations (hence pressure).

### ***Phased implementation***

15. The FG proposed that the combined funding model should be implemented in phases.

16. To offer financial certainty and stability to a newly constituted public broadcaster, and allow it time to establish a footing, it should receive full funding for recurrent expenditure through government appropriation in the first triennium. (The real value of the amount of annual government appropriation in the first triennium, which should reflect the estimated annual recurrent expenditure, will be referred to as the "baseline" hereafter in this report.)

17. During the first triennium, a public broadcaster might also raise revenue from supplementary sources, subject to the rules and guidelines it developed and promulgated as proposed in paragraph 11. The amount thus raised should not affect the “baseline”. It should be retained by the public broadcaster and transferred into a development fund (see paragraph 23).

18. From the second triennium onward, a public broadcaster should be required to raise revenue through supplementary sources. The percentage of revenue from supplementary sources should increase progressively up to 20% of the “baseline” by the 10<sup>th</sup> anniversary of incorporation.

19. The Board of a public broadcaster should work out an implementation programme for achieving the 20% target within the 10-year time frame. Through a progressive but measured increase in the proportion of revenue from supplementary sources, a combined funding model will be established over time. The amount of funding from government appropriation could then be reduced correspondingly, thus maintaining the “baseline”. The overall objective is to reduce reliance on (and hence the risk of interference from) any single source, and make room for achieving the other key considerations highlighted in paragraph 3.

20. Irrespective of the actual amount raised by a public broadcaster from supplementary sources, government appropriation should not fall below 80% of the “baseline” during the first 10 years to preserve the level of public commitment to PSB. Any surplus should be retained by the public broadcaster and transferred into a development fund (see paragraph 23).

21. The continuance or otherwise of the “baseline” and the proportion of revenue from supplementary sources from the 11<sup>th</sup> year onwards should be subject to review in light of the practical experience gained in the first 10 years, and in particular of public feedback on the performance of the public broadcaster in terms of programming, management and governance quality. The review process should be independent, open and transparent.

### **Capital expenditure**

22. The FG recognised that, from time to time, a public broadcaster would need to spend on capital projects such as significant expansion in service scope and major upgrading in facilities and equipment. Such a need could not be met from within recurrent expenditure, and should be catered for separately.

23. The FG proposed that a public broadcaster should build up a development fund through retention and accumulation of surplus income, and draw on it for funding capital projects. It should also be given lending powers under the law. Should these avenues be inadequate for meeting legitimate capital investment needs (especially major expansion in service scope in response to public demands), a public broadcaster should apply for government appropriation of capital expenditure, subject to approval by the Legislative Council.

### **Sizing up PSB funding requirement**

24. The FG focused on establishing a balanced and feasible funding arrangement for PSB to meet the key considerations set out in paragraph 3. No advice was offered on the nominal amount required to meet PSB needs, as this would warrant a separate and detailed consultancy study, having regard to the agreed PSB mission, scale of operation, and nature and characteristics of the broadcasting industry (and of PSB in particular).

END

**Scope of Discussion  
of the Focus Group on PSB Funding Arrangements**

1. Define the key considerations (guiding principles) for the funding model of a public broadcaster.
2. Explore funding options for recurrent operating expenses (including, but not limited to, audience licence fee; government appropriation; hypothecation from commercial broadcasting licence fees or other forms of public revenue; sponsorship; donations; advertising receipts; and programme sales), and propose a model (whether single or multiple source(s)).
3. Propose means to fund capital projects.
4. Propose funding cycle.
5. Consider need for a phased approach and propose way forward if found desirable.

END

**Membership of the Focus Group on PSB Funding Arrangements**

Convenor Mr. CHAN King Cheung

Members Dr. CHEUNG Chor Yung

Mr. Andrew FUNG Wai Kwong

Ms Cyd HO Sau Lan

Dr. Eric LI

Ms. Nansun SHI

Dr. James SUNG Lap Kung

Mr. Peter WAN

Ms Ada WONG Ying Kay

END

**Report of the Focus Group on PSB Programming**

The Focus Group (FG) on PSB Programming met three times between September and November 2006 to deliberate on issues within its scope of discussion at Enclosure A. The membership of the FG is at Enclosure B.

2. This report sets out the outcome of the FG's discussion for consideration by the Committee on Review of Public Service Broadcasting.

**PSB programming: positioning and development strategy**

3. The FG believed that driven by profit-seeking considerations, commercial broadcasting tended to place emphasis on programmes with a mass appeal to maximise rating and advertising revenue. Commercial broadcasting schedules were often inundated with programmes on popular subjects presented in a well-worn formula and repetitive pattern to lower commercial risk and help ensure a higher return rate. As a result, there was limited room for innovation and improvement. In view of the above, the FG proposed that PSB programming should be driven by innovation, quality and socio-cultural effect. The FG also supported the considerations of value for money and high ratings, but cautioned that these should not be the primary considerations in PSB programming.

4. PSB programming should be all-rounded, diverse, innovative and of a high quality. In particular, it should seek to provide what is lacking in commercial broadcasting so as to offer the public real and fuller choices. Only by doing so could PSB build up its brand and a positive image, and receive public recognition and support for the values it represented.

5. The FG proposed the following PSB programme development strategy:

(a) In terms of programme content:

- (i) Promote humanities, arts, science and education in order to broaden the international, national and regional perspectives of the public, and enhance the quality of the people.
- (ii) Provide accurate, comprehensive, in-depth and interactive news and current affairs programmes in order to promote

rational discussion, uphold the tradition of press freedom, and promote the social values of diversity and tolerance.

- (iii) Consciously develop programmes as education resources in order to enhance public interest in and knowledge of a wide range of subject matters, and promote lifelong learning.
- (b) In terms of the programme development direction:
  - (i) Encourage innovative PSB programming in terms of both the subject matter and programme format in order to promote the vibrant development of the broadcasting, media and film sectors in Hong Kong.
  - (ii) Encourage local original productions in order to attract and nurture talent for the broadcasting industry.
- (c) In terms of scheduling, PSB programmes should be all-rounded in order to meet the diverse needs of different social, ethnic and age groups in the society; promote interaction, understanding and mutual respect; and facilitate development of the civil society.

### **Broadcasting platforms**

6. The FG endorsed universality and diversity as the guiding principles for PSB programming. On this basis, the FG considered that Hong Kong's public broadcaster should:

- (a) Operate at least one free TV channel. Free TV remains the most pervasive mode of local broadcasting. A TV channel would help broaden the audience reach of PSB programmes and maximise their socio-cultural effect.
- (b) Operate a sufficient number of radio channels. The oldest form of broadcasting, radio is accessible at home, in the workplace and when commuting. Listeners could enjoy radio programmes even when undertaking other activities. In short, it is a broadcasting mode with significant social impact. Constrained by Hong Kong's topography, in an analogue broadcasting environment, FM radio channels are far more effective than AM ones. Hence, there should be enough FM channels for PSB radio broadcasting.
- (c) Develop multi-media platform. Digitisation is the trend in the broadcasting sector, and multi-media platforms have the potential of becoming the most popular channel among the new generation for receiving broadcasting content. PSB must develop multi-media

platforms to bring its output to the largest number of recipients. Multi-media technologies may also enable the provision of interactive programmes and enhance the attractiveness of PSB.

7. The FG proposed that a public broadcaster should develop programme strategies according to the characteristics of the TV, radio and multi-media platforms, and explore the synergy among them. Since the development and use of different broadcasting platforms would require resources, a pragmatic and cautious approach should be adopted to avoid spreading resources so thin as to undermine PSB service quality or quantity.

### **Modes of programme development**

8. The FG considered that a public broadcaster should adopt multiple modes of programme development in order to diversify sources, subjects, formats and styles of PSB programmes.

9. More specifically, PSB programmes may be developed in the following modes:

- (a) Commission independent producers/production houses to submit programme development proposals or to produce programmes. Commissioning would open up business opportunities for local creative industries, nurture talent, and promote the development of the broadcasting industry. The participation of outside parties would enhance the diversity of PSB programmes and bring domain expertise into programme development. The FG proposed that a public broadcaster should develop a proper system of commissioning, set a percentage quota for commissioned programmes, and increase the quota over time.<sup>1</sup>
- (b) Acquire programmes, including those produced overseas.
- (c) Produce programmes in-house, and co-produce in partnership with outside bodies.

10. Whatever programme development mode a public broadcaster might adopt, it must be responsible for programme quality assurance (including compliance with internationally accepted technical standards), and

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<sup>1</sup> It is a common practice for overseas public broadcasters to set a quota for commissioned programmes. For instance, BBC and Channel 4 both adopt a 25% quota for PSB TV services. Some radio and new media services adopt a lower 10% quota. The FG recognised that the development stage of the broadcasting sector and maturity of the independent production market varied from place to place. The quota adopted by overseas organisations should only serve as a reference.

ensuring consistency of individual programmes with PSB public service mission and overall programme directions.

### **PSB programme genres**

11. At present, commercial broadcasting already provides a wide range of programme genres such as news and current affairs, documentary, drama, animation as well as phone-in programmes. Despite the variety in genres, driven by profit and returns, commercial broadcasting programmes tend to be rather homogeneous as discussed in paragraph 3. Familiar subjects and well-worn formulae were replicated to appeal to popular tastes, at the expense of minority interests.

12. The FG considered that PSB should be unique not in terms of its programme genres, but its commitment to innovation, quality, and universality of service through the diversity of programmes. PSB should compete with commercial broadcasting on these fronts rather than in audience rating. There was no need for PSB to avoid programme genres already available in commercial broadcasting, or the principles of universality and diversity would be violated.

13. The FG noted that programmes currently available from the market were inadequate in the following respects. While providing comprehensive and diverse programmes, PSB should in particular fill in these gaps:

- (a) In terms of subject matter/content:
  - (i) education, including humanities and social sciences (such as economics, sociology, history and philosophy) as well as natural science;
  - (ii) arts and culture (including music, drama, opera, visual arts and literature); and
  - (iii) sports.
- (b) In terms of target audience:
  - (i) programmes for ethnic minorities;
  - (ii) programmes for senior citizens;
  - (iii) programmes for children; and
  - (iv) programmes for students.

END

**Scope of Discussion  
of the Focus Group on PSB Programming**

1. Discuss how to reflect PSB missions through programming. This may include (but is not limited to):
  - Cultivation of talent through external commissioning of programmes: purpose and guiding principles (e.g. creativity, originality, quality assurance and risk-taking).
  - PSB positioning and programming strategy: comprehensive programming to cater for all, or niche programming for targeted audience groups, or both?
  - Quality programmes to promote civic-mindedness, encourage lifelong learning and enhance media literacy.
2. Identify programme genres that should be provided by a public broadcaster (as opposed to formulating a precise programme mix, or suggesting specific programmes).
3. Discuss the impact of technological advancements on PSB programming (e.g. digitisation and the consequent audience segmentation, and transmission of audio and visual contents via other platforms beyond the confines of TV and radio).

END

**Membership of the Focus Group on PSB Programming**

Co-convenors Ms May FUNG

Mr. Mathias WOO

Members Ms CHAN Kim-shing

Mr. CHUA Hoi-wai

Ms Ann HUI

Mr. Kenneth IP

Mr. Andy LAU

Professor LUI Tai Lok

Ms Nansun SHI

Ms SIU King Lo, Dominica

Mr. Peter TSI

Mr. Louis YU

END

**Summary of Existing Broadcasting Services in Hong Kong\***

**Television (TV)**

<i>Domestic free TV</i>		
Commercial licensees		2
Channels	Cantonese	2 (one each by the commercial licensees)
	English	2 (one each by the commercial licensees)
Penetration		Above 99% (6.57 million viewers aged 4 or above, or 2.22 million TV households) (as at August 2005)
<i>Domestic pay TV</i>		
Commercial licensees		3
Channels		245 <sup>◇</sup> (as at 1 November 2006)
Subscribers		1.22 million (as at August 2005)
<i>Non-domestic TV service available for local reception</i>		43 <sup>◇</sup> channels (as at 1 November 2006)

**Radio**

Publicly funded broadcaster (RTHK)		1
Commercial licensees		2
Channels	Cantonese	7 (3 by RTHK, and 2 each by the commercial licensees)
	English	4 (2 by RTHK, and 1 each by the commercial licensees)
	Bilingual (Cantonese & English)	1 (RTHK)
	Putonghua	1 (RTHK)

\* The information in this Appendix includes services provided by commercial and publicly-funded broadcasters.

◇ The figure includes multiple counts as some channels are provided by more than one licensee.

END

**Brief History of Radio Television Hong Kong**

- In 1928, the Hong Kong Government first launched an English radio broadcasting service. A Chinese channel was introduced in 1934. It was officially named “Radio Hong Kong” (RHK) in 1948 and starting from 1951, the Public Relations Office took over the broadcasting service.
- In 1954, RHK became a separate government department in its own right. In 1969, Broadcasting House was built at Broadcast Drive, which became the new headquarters of RHK. A Public Affairs Television Unit was established in 1970, producing public affairs programmes to be aired on licensed commercial TV stations.
- In 1973, RHK set up its own newsroom (prior to that, news bulletins were prepared by the Government Information Services). In 1976, the station’s name was changed to “Radio Television Hong Kong” (RTHK) to reflect its increasing TV output. In the same year, RTHK set up an Educational Television Unit to produce educational TV programmes for schools.
- Currently, RTHK operates seven radio channels and produces TV programmes broadcast via the commercial broadcasters, who are required by licence to set aside certain airtime at specified hours for this purpose.

*(Source: RTHK website at [www.rthk.org.hk](http://www.rthk.org.hk))*

END

**Framework Agreement between  
Secretary for Commerce, Industry and Technology and  
Director of Broadcasting**

1. SCOPE

- 1.1 This Framework Agreement specifies the working relationship between the Secretary for Commerce, Industry and Technology (the Secretary) and Director of Broadcasting (the Director); their respective responsibilities with respect to each other; the key programmes of activity undertaken by RTHK (the Department); and the aims and mission of the Department.
- 1.2 The word “programme” in this document refers to “a programme of activity”, as distinguished from radio and television “programming” and “production” activities which the Department undertakes on a day-to-day basis.
- 1.3 This Framework Agreement is revised and renewed on 1 August 2005, and is subject to review and renewal by the Secretary in consultation with the Director every two years.

2. STATUS AND RESPONSIBILITIES

- 2.1 The Department is editorially independent. The Director as the Chief Editor is responsible for ensuring that a system of editorial control in accordance with RTHK’s Producers’ Guidelines exists to provide fair, balanced and objective news, public affairs and general programming that inform, educate and entertain the public.
- 2.2 The Secretary will provide the Director with policy guidance and support as follows :
  - (i) defining the programmes and agreeing the underlying activities;
  - (ii) reviewing policy aspects of each programme: the policy aim, description, operational objectives, matters requiring special attention over the next 12-month period, performance targets and financial data;

- (iii) securing resources for the programmes;
- (iv) setting performance targets, in consultation with the Director, which will identify the efficiency and effectiveness of resources deployed to the programmes for achieving the aims, mission and objectives set out in paragraphs 4.1 – 4.3 below and assess whether value for money is being achieved;
- (v) reviewing quarterly with the Director the achievement of these targets and any resulting actions required;
- (vi) reviewing annually, at a set time, the achievement of targets, using this as a basis for developing objectives and targets for the next 12 months and for establishing resource allocation priorities set out in (vii) below;
- (vii) establishing priorities for the allocation of new resources at an annual review of each programme area and the aspects set out in (ii) above; and
- (viii) speaking for the Government on policy matters about the Department.

2.3 The Director will be responsible to the Secretary for:

- (i) managing the activities in each programme on a day to day basis;
- (ii) establishing for each programme all of the aspects set out in 2.2 (ii) above;
- (iii) helping the Secretary to review all of the aspects set out in 2.2 (ii) above and to re-define them, as necessary, in order to achieve the aims, mission and objectives set out in paragraphs 4.1 – 4.3 below;
- (iv) ensuring appropriate delegation to the responsible officer within the Department for each programme and ensuring that an adequate organisation and staffing structure is provided with the resources allocated;

- (v) delegating the performance targets as agreed with the Secretary to the relevant programme or activity level and supervising their achievement;
- (vi) reviewing quarterly with the Secretary progress in achieving these targets and for implementing any resulting actions required;
- (vii) reviewing annually, at a set time, with the Secretary the achievement of targets, and using this as a basis for developing objectives and targets for the next 12 months; and
- (viii) speaking on matters relating to the operation and management of the Department; and
- (ix) improving in-house systems and structures that will maximise value and effectiveness of available resources.

### 3. PROGRAMMES

The key programmes of activity undertaken by the Department which are overseen by Commerce, Industry and Technology Bureau are:

- (i) provision of multi-channel radio services;
- (ii) provision of public-service television productions; and
- (iii) provision of new media services.

### 4. AIMS

4.1 The Department's overall aim is to provide to the people of Hong Kong high-quality radio, television and new media services which inform, educate and entertain. The Department will strive to reflect the views of all sectors of the community of Hong Kong.

4.2 Specifically, the mission of the Department is to:

- (i) inform, educate and entertain audiences through multi-media programming;

- (ii) provide timely, impartial coverage of local and global events and issues;
- (iii) deliver programming which contributes to the openness and cultural diversity of Hong Kong;
- (iv) provide a platform for free and unfettered expression of views; and
- (v) serve a broad spectrum of audiences and cater to the needs of minority interest groups.

4.3 Within this, the objectives with regard to each of the programmes are:

- (i) on its radio services to:
  - (a) provide on its channels a reasonable balance of quality output in the fields of information, education and entertainment;
  - (b) develop and implement a strategy which gives a clear definition to channel identity and is appealing to various sectors of the community;
  - (c) give emphasis to the provision of balanced and objective news and public affairs programming;
  - (d) provide a channel of communication for different sectors of the community and the Government to put forward their views on matters of public interest;
  - (e) provide news bulletins/summaries in both Chinese and English on a round-the-clock basis;
  - (f) maintain and develop programming designed to encourage audience participation and community involvement;
  - (g) maintain and develop programming designed to foster in the community an interest in fine music, culture and the arts; and

- (h) provide programming which serves minority audience needs.
- (ii) for its television services to:
- (a) provide high-quality television productions principally for market segments not adequately served by commercial television broadcasters;
  - (b) continue the prime time transmission arrangements with the commercial stations;
  - (c) give emphasis to the provision of balanced and objective public affairs programming;
  - (d) provide a channel of communication for different sectors of the community and the Government to put forward their views on matters of public interest;
  - (e) give emphasis to productions in Chinese;
  - (f) maintain and develop programming to encourage audience participation and community involvement; and
  - (g) provide programming designed for minority interest groups, including productions fostering interest in culture, music and the arts.
- (iii) In its new media services to:
- (a) maintain a balanced mix of high quality radio and television programming on the Internet;
  - (b) give emphasis to the provision of e-Learning projects;
  - (c) provide programming designed for fostering interest in culture and the arts;
  - (d) provide a channel of communication for Internet users around the globe;

- (e) maintain and develop the Internet content in traditional Chinese, simplified Chinese and English format; and
- (f) provide programming with updated streaming format and mobile connection.

## 5. FINANCIAL PLANNING AND CONTROL

- 5.1 Financial planning and control requirements will be determined in the context of the annual resource allocation process and the annual estimates exercise by the Secretary.
- 5.2 Any deviation from the agreed estimates which is a result of actions outside the control of the Director (e.g. unanticipated direction by the LegCo or ExCo) will be taken into account when evaluating the Department's performance.
- 5.3 The accounts produced by the Department in the annual estimates and resource allocation process will include information on performance against agreed financial and non-financial targets.

END

**PSB-like Programmes provided by  
Local Commercial Free TV Broadcasters and Sound Broadcasters  
under the Positive Programme Requirements**

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**A. Provided by domestic free TV licensees (i.e. Asia Television Ltd. (ATV) and Television Broadcasts Ltd. (TVB))**

	Programme Content	Required annual broadcast hours per licence	Actual broadcast hours per licence in 2005 <sup>1</sup>		Licence requirement <sup>2</sup>
			TVB	ATV	
1.	News	365	2,321	1,658.5	On each language service a minimum of two comprehensive news bulletins, each of not less than 15 minutes duration each evening between 6:00 p.m. and 12:00 midnight
2.	Documentary	104	994	1,327.3	Each week on each language service a minimum of 60 minutes
3.	Current affairs	104	184	779.5	Each week on each language service a minimum of two half-hour programmes
4.	Children	1,460	1,961	1,505	1.5 hours daily on each language service between 4:00 p.m. and 7:00 p.m., plus 30 minutes daily on each language service between 9:00 a.m. and 7:00 p.m.
5.	Young persons	26	36	26	A minimum of one half-hour programme per week on the Chinese language service
6.	Senior citizens	52	52	52.5	A minimum of 60 minutes of programming per week on the Chinese language service
7.	Arts & culture	52	52	52.5	A minimum of 60 minutes of programming each week on the Chinese language service
<b>Total</b>		<b>2,163</b>	<b>5,600</b> (258.9% of licence requirement)	<b>5,401.3</b> (249.7% of licence requirement)	

<sup>1</sup> The relevant figures in the two columns have been obtained from TVB and ATV.

<sup>2</sup> See Conditions 4 to 10 in the First Schedule of TVB and ATV's licences.

**B. Provided by commercial sound broadcasting licensees (i.e. Metro Broadcast Corporation Ltd. (Metro) and Commercial Broadcasting Co. Ltd. (CR))**

	Programme Content	Required annual broadcast hours per licence	Actual broadcast hours per licence in 2005 <sup>3</sup>		Licence requirement <sup>4</sup>
			Metro	CR	
1.	News and weather reports	[Non-specific]	2,374	2,877	In any one service, a daily minimum of two programmes consisting of comprehensive news bulletins of not less than 10 minutes each between 12:00 noon and 12:00 midnight; and half-hourly report between 6:00 a.m. and 12:00 midnight and hourly report for the remaining hours; and in the two remaining services, hourly reports. (The licence does not stipulate the minimum duration of the half-hourly and hourly reports.)
2.	Current affairs	78	203.7	550	A minimum of 90 minutes each week
3.	Young persons	26	52	26	A minimum of one half-hour programme each week on the Chinese language service
4.	Senior citizens	52	280	52	A minimum of two half-hour programmes each week on one or two services, one being Chinese language service
5.	Arts & culture	52	106	131	A minimum of 30 minutes of programmes each week on each of any two services, one being Chinese language service
<b>Total</b>		<b>208</b> (plus the non-specific requirements for item 1)	<b>3,015.7</b>	<b>3,636</b>	

END

<sup>3</sup> The relevant figures in these two columns have been obtained from Metro and CR.

<sup>4</sup> See Conditions 23 to 27 of Metro and CR's licences.

**Survey Report Released by  
the RTHK Programme Staff Union in March 2006**  
**香港電台製作人員工會於二零零六年三月公布的調查報告**

The survey report reproduced in this appendix is only available in Chinese.  
本附錄所載的調查報告只設中文版本。

# 公共廣播服務檢討問卷調查

## 1. 調查目的和方法

香港電台節目製作人員工會委托嶺南大學公共管治研究部進行了是次調查，其目的是收集香港電台員工關於港台的未來發展及對本身保障的要求的意見，以便向有關當局作出反映。是次調查以自填問卷調查形式，在二零零六年二月底至三月初進行，由被訪者將填妥的問卷交回特設的意見收集箱。這次訪問對象為香港電台員工。我們共收回 298 份問卷。問卷見附件一，被訪者的個人背景資料見附件二。

## 2. 問卷答案結果和分析

### 2.1 你同不同意：香港電台的功能應該包括 -- 宣傳政府政策？

	頻數	百分比
非常不同意	22	7.5
不同意	33	11.2
一半一半	81	27.6
同意	69	23.5
非常同意	84	28.6
無意見/不知道	5	1.7
<b>總數</b>	<b>294</b>	<b>100.0</b>

調查結果顯示，有五成二 (52.0%) 的被訪者表示同意香港電台的功能應該包括宣傳政府政策，一成九 (18.7%) 表示不同意。

### 2.2 你同不同意：香港電台的功能應該包括 -- 推廣文化及教育？

	頻數	百分比
非常不同意	7	2.4
不同意	4	1.3
一半一半	7	2.4
同意	76	25.6
非常同意	202	68.0
無意見/不知道	1	0.3
<b>總數</b>	<b>297</b>	<b>100.0</b>

調查結果顯示，有九成四 (93.6%) 的被訪者表示同意香港電台的功能應該包括推廣文化及教育，只有百分之四 (3.7%) 表示不同意。

## 2.3 你同不同意：香港電台的功能應該包括 -- 提供社會資訊及新聞？

	頻數	百分比
非常不同意	8	2.7
不同意	1	0.3
一半一半	12	4.1
同意	55	18.6
非常同意	218	73.6
無意見/不知道	2	0.7
<b>總數</b>	<b>296</b>	<b>100.0</b>

調查結果顯示，有九成二 (92.2%) 的被訪者表示同意香港電台的功能應該包括提供社會資訊及新聞，只有百分之三 (3.0%) 表示不同意。

## 2.4 你同不同意：香港電台的功能應該包括 -- 提供娛樂？

	頻數	百分比
非常不同意	9	3.0
不同意	25	8.4
一半一半	70	23.6
同意	93	31.4
非常同意	96	32.4
無意見/不知道	3	1.0
<b>總數</b>	<b>296</b>	<b>100.0</b>

調查結果顯示，有六成四 (63.9%) 的被訪者表示同意香港電台的功能應該包括提供娛樂，一成一 (11.5%) 表示不同意。

## 2.5 你同不同意：香港電台的功能應該包括 -- 為市民提供發表及交流意見的平台？

	頻數	百分比
非常不同意	7	2.4
不同意	6	2.0
一半一半	14	4.7
同意	68	23.1
非常同意	199	67.5
無意見/不知道	1	0.3
<b>總數</b>	<b>295</b>	<b>100.0</b>

調查結果顯示，有九成一（90.5%）的被訪者表示同意香港電台的功能應該包括為市民提供發表及交流意見的平台，只有百分之四（4.4%）表示不同意。

## 2.6 你同不同意：香港電台的功能應該包括 -- 推廣正面訊息及普世價值？

	頻數	百分比
非常不同意	9	3.1
不同意	15	5.1
一半一半	28	9.6
同意	67	22.9
非常同意	165	56.5
無意見/不知道	8	2.7
<b>總數</b>	<b>292</b>	<b>100.0</b>

調查結果顯示，有七成九（79.5%）的被訪者表示同意香港電台的功能應該包括推廣正面訊息及普世價值，只有百分之八（8.2%）表示不同意。

## 2.7 你同不同意：香港電台的功能應該包括 -- 監督政府？

	頻數	百分比
非常不同意	10	3.4
不同意	12	4.1
一半一半	30	10.3
同意	56	19.2
非常同意	173	59.5
無意見/不知道	10	3.4
<b>總數</b>	<b>291</b>	<b>100.0</b>

調查結果顯示，有七成九 (78.7%) 的被訪者表示同意香港電台的功能應該包括監督政府，只有百分之八 (7.6%) 表示不同意。

## 2.8 你同不同意：香港電台的功能應該包括 -- 推動創意？

	頻數	百分比
非常不同意	7	2.4
不同意	6	2.0
一半一半	34	11.5
同意	70	23.6
非常同意	173	58.4
無意見/不知道	6	2.0
<b>總數</b>	<b>296</b>	<b>100.0</b>

調查結果顯示，有八成二 (82.1%) 的被訪者表示同意香港電台的功能應該包括推動創意，只有百分之四 (4.4%) 表示不同意。

- 2.8 現時香港電台作為公營廣播機構，在體制上以政府部門運作。你認為現行的運作模式的好處是甚麼？

調查結果顯示，最多被訪者指出的現行運作模式的好處是：香港電台作為公營廣播機構，有穩定的財政資源，製作節目時免於商業考慮，因而可以保持編輯自主和更好地服務社會。被訪者的詳細答案見附件三。

- 2.9 現時香港電台作為公營廣播機構，在體制上以政府部門運作。你認為現行的運作模式的壞處是甚麼？

調查結果顯示，最多被訪者指出的現行運作模式的壞處包括：(1) 行政僵化，缺乏彈性；(2) 同工不同酬，打擊士氣；(3) 身份混亂，給人口實以打壓港台；(4) 政府撥款減少，資源不足；(5) 部分港台員工缺乏上進心及積極性。被訪者的詳細答案見附件四。

- 2.10 你同不同意：港台應該脫離政府架構？

	頻數	百分比
非常不同意	57	19.5
不同意	37	12.6
一半一半	35	11.9
同意	49	16.7
非常同意	83	28.3
無意見/不知道	32	10.9
<b>總數</b>	<b>293</b>	<b>100.0</b>

調查結果顯示，有四成五 (45%) 的被訪者表示同意港台應該脫離政府架構，三成二 (32.1%) 表示不同意，也有一成一 (10.9%) 的被訪者表示「無意見/不知道」。

- 2.11 你同不同意：「港台應該採納類似 BBC 的模式，即政府透過某種形式撥出公帑，由社會人士以公開公平方式推選董事局成員監管，日常運作由行政總裁（即現在的廣播處長）負責。」？

	頻數	百分比
非常不同意	24	8.3
不同意	18	6.2
一半一半	34	11.8
同意	72	24.9
非常同意	105	36.3
無意見/不知道	36	12.5
<b>總數</b>	<b>289</b>	<b>100.0</b>

調查結果顯示，對於「港台應該採納類似 BBC 的模式，即政府透過某種形式撥出公帑，由社會人士以公開公平方式推選董事局成員監管，日常運作由行政總裁（即現在的廣播處長）負責。」的提法，有六成一（61.2%）的被訪者表示同意，一成五（14.5%）表示不同意，也有一成二（12.5%）的被訪者表示「無意見/不知道」。

- 2.12 你同不同意：有需要透過立法以確保港台的公營廣播機構角色？

	頻數	百分比
非常不同意	17	5.8
不同意	18	6.2
一半一半	27	9.3
同意	62	21.3
非常同意	140	48.1
無意見/不知道	27	9.3
<b>總數</b>	<b>291</b>	<b>100.0</b>

調查結果顯示，有六成九（69.4%）的被訪者表示同意有需要透過立法以確保港台的公營廣播機構角色，一成二（12.0%）表示不同意，也有接近一成（9.3%）的被訪者表示「無意見/不知道」。

- 2.13 你同不同意：近幾年的事件〔由頭條新聞風波,兩國論至近期的停播賽馬、十大中文金曲等〕顯示香港電台的編輯獨立受到打壓？

	頻數	百分比
非常不同意	12	4.1
不同意	23	7.8
一半一半	28	9.5
同意	97	32.9
非常同意	120	40.7
無意見/不知道	15	5.1
<b>總數</b>	<b>295</b>	<b>100.0</b>

調查結果顯示,有七成四 (73.6%) 的被訪者表示同意近幾年的事件〔由頭條新聞風波,兩國論至近期的停播賽馬、十大中文金曲等〕顯示香港電台的編輯獨立受到打壓,一成二 (11.9%) 表示不同意。

- 2.14 你認為香港電台編輯獨立受壓來源是甚麼？  
[只限在 2.13 段 表示「同意」或「非常同意」近幾年的事件顯示香港電台的編輯獨立受到打壓的被訪者回答]

	頻數	百分比
特區政府	166	77.9
親北京人士	150	70.4
中央政府	102	47.9
其他	28	13.1
無意見/不知道	3	1.4
<b>總數</b>	<b>213*</b>	<b>*</b>

\* 由於被訪者可以回答超過一項節目,因此各項的頻數總和與百分比總和,超過樣本總數和百分之一百。

調查結果顯示,在表示「同意」或「非常同意」近幾年的事件顯示香港電台的編輯獨立受到打壓的被訪者中,七成八 (77.9%) 認為香港電台編輯獨立受壓來源是特區政府,七成 (70.4%) 認為受壓來源是親北京人士,四成八 (47.9%) 認為受壓來源是中央政府。

## 2.15 你同不同意：香港電台現時提供的公共廣播服務是一種市場干預？

	頻數	百分比
非常不同意	136	46.6
不同意	71	24.3
一半一半	25	8.6
同意	23	7.9
非常同意	8	2.7
無意見/不知道	29	9.9
<b>總數</b>	<b>292</b>	<b>100.0</b>

調查結果顯示，有一成一（10.6%）的被訪者表示同意香港電台現時提供的公共廣播服務是一種市場干預，七成一（70.9%）表示不同意，也有一成（9.9%）的被訪者表示「無意見/不知道」。

## 2.16 你同不同意：香港電台現時提供的公共廣播服務是平衡市場，提供另類選擇？

	頻數	百分比
非常不同意	5	1.7
不同意	14	4.8
一半一半	33	11.3
同意	82	28.0
非常同意	145	49.5
無意見/不知道	14	4.8
<b>總數</b>	<b>293</b>	<b>100.0</b>

調查結果顯示，有七成七（77.5%）的被訪者表示同意香港電台現時提供的公共廣播服務是平衡市場，提供另類選擇，只有百分之六（6.5%）表示不同意。

## 2.17 香港電台的前途，你有沒有感到憂慮？

	頻數	百分比
有	216	74.0
沒有	52	17.8
無意見/不知道	24	8.2
<b>總數</b>	<b>292</b>	<b>100.0</b>

調查結果顯示，有七成四 (74.0%) 的被訪者表示對香港電台的前途有感到憂慮，一成八 (17.8 %) 則表示沒有感到憂慮。

## 2.18 你的擔憂是甚麼？

[只限在 2.17 段 表示對香港電台的前途有感到憂慮的被訪者回答]

調查結果顯示，最多被訪者表示對香港電台前途感到的憂慮包括：(1) 工作前景不明，工作失去保障，薪酬福利面臨改變；(2) 政府增加對港台的干預增加；(3) 港台前途未明，影響工作前景；(4) 政府減少對港台的撥款，影響節目質素。被訪者的詳細答案見附件五。

## 2.19 作為香港電台員工，在專業層面上，你認為以下方面是否重要 -- 編輯自主？

	頻數	百分比
非常不重要	4	1.4
不重要	5	1.7
一半一半	12	4.1
重要	46	15.9
非常重要	213	73.4
無意見/不知道	10	3.4
<b>總數</b>	<b>290</b>	<b>100.0</b>

調查結果顯示，有八成九 (89.3%) 的被訪者表示作為香港電台員工，在專業層面上，編輯自主是重要的，只有百分之三 (3.1%) 表示不重要。

2.20 作為香港電台員工，在專業層面上，你認為以下方面是否重要 -- 創作空間？

	頻數	百分比
非常不重要	2	0.7
不重要	3	1.0
一半一半	9	3.1
重要	63	21.8
非常重要	208	72.0
無意見/不知道	4	1.4
<b>總數</b>	<b>289</b>	<b>100.0</b>

調查結果顯示，有九成四 (93.8%) 的被訪者表示作為香港電台員工，在專業層面上，創作空間是重要的，只有百分之二 (1.7%) 表示不重要。

2.21 作為香港電台員工，在專業層面上，你認為以下方面是否重要 -- 全民知情權？

	頻數	百分比
非常不重要	0	0.0
不重要	10	3.4
一半一半	21	7.2
重要	59	20.2
非常重要	194	66.4
無意見/不知道	8	2.7
<b>總數</b>	<b>292</b>	<b>100.0</b>

調查結果顯示，有八成七 (86.6%) 的被訪者表示作為香港電台員工，在專業層面上，全民知情權是重要的，只有百分之三 (3.4%) 表示不重要。

2.22 作為香港電台員工，在專業層面上，你認為以下方面是否重要 -- 節目收視／收聽率？

	頻數	百分比
非常不重要	14	4.8
不重要	38	13.1
一半一半	118	40.7
重要	87	30.0
非常重要	29	10.0
無意見/不知道	4	1.4
<b>總數</b>	<b>290</b>	<b>100.0</b>

調查結果顯示，有四成 (40.0%) 的被訪者表示作為香港電台員工，在專業層面上，節目收視／收聽率是重要的，一成八 (17.9%) 表示不重要，也有四成一 (40.7%) 的被訪者表示節目收視／收聽率的重要性是「一半一半」。

2.23 作為香港電台員工，在專業層面上，你認為以下方面是否重要 -- 節目公信力？

	頻數	百分比
非常不重要	3	1.0
不重要	1	0.3
一半一半	7	2.4
重要	47	16.2
非常重要	230	79.0
無意見/不知道	3	1.0
<b>總數</b>	<b>291</b>	<b>100.0</b>

調查結果顯示，有九成五 (95.2%) 的被訪者表示作為香港電台員工，在專業層面上，節目公信力是重要的，只有百分之一 (1.4%) 表示不重要。

2.24 作為香港電台員工，在專業層面上，你認為以下方面是否重要 -- 配合政府政策？

	頻數	百分比
非常不重要	19	6.5
不重要	40	13.7
一半一半	109	37.5
重要	77	26.5
非常重要	39	13.4
無意見/不知道	7	2.4
<b>總數</b>	<b>291</b>	<b>100.0</b>

調查結果顯示，有四成 (39.9%) 的被訪者表示作為香港電台員工，在專業層面上，配合政府政策是重要的，兩成 (20.3%) 表示不重要，也有三成七 (37.5%) 的被訪者表示配合政府政策的重要性是「一半一半」。

2.25 作為香港電台員工，在專業層面上，你認為以下方面是否重要 -- 監督政府？

	頻數	百分比
非常不重要	3	1.0
不重要	22	7.6
一半一半	33	11.4
重要	69	23.8
非常重要	155	53.4
無意見/不知道	8	2.8
<b>總數</b>	<b>290</b>	<b>100.0</b>

調查結果顯示，有七成七 (77.2%) 的被訪者表示作為香港電台員工，在專業層面上，監督政府是重要的，接近一成 (8.6%) 表示不重要，也有一成一 (11.4%) 的被訪者表示監督政府的重要性是「一半一半」。

- 2.26 作為香港電台員工，在專業層面上，你認為以下方面是否重要 -- 推廣普世價值，正面訊息？

	頻數	百分比
非常不重要	6	2.1
不重要	12	4.1
一半一半	45	15.5
重要	80	27.5
非常重要	138	47.4
無意見/不知道	10	3.4
<b>總數</b>	<b>291</b>	<b>100.0</b>

調查結果顯示，有七成五 (74.9%) 的被訪者表示作為香港電台員工，在專業層面上，推廣普世價值和正面訊息是重要的，只有百分之六 (6.2%) 表示不重要，也有一成五 (15.5%) 的被訪者表示推廣普世價值和正面訊息的重要性是「一半一半」。

- 2.27 作為香港電台員工，如果日後港台與你的僱傭關係有改變，你認為哪些保障最為重要？

調查結果顯示，最多被訪者表示如果日後港台與他們的僱傭關係有改變時，最為重要的保障包括：(1) 薪酬；(2) 福利；(3) 退休金；(4) 工作穩定性；(5) 晉升機會；(6) 公務員的身份。被訪者的詳細答案見附件六。

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## Corporate Governance

### **Background**

In the late 1980s and early 1990s, the National Commission on Fraudulent Financial Reporting (“Treadway Commission”)<sup>1</sup> in the United States (US) and the Committee on the Financial Aspects of Corporate Governance (“Cadbury Committee”)<sup>2</sup> in the United Kingdom (UK) released two key reports on corporate governance.

2. Another significant work on public sector corporate governance was done by the Committee on Standards in Public Life (“Nolan Committee”) in the UK in 1995.<sup>3</sup> This was followed by a report issued by the International Federation of Accountants (IFAC) in August 2001,<sup>4</sup> which provided comprehensive benchmarks. The Organisation for Economic Cooperation and Development (OECD) published the Principles of Corporate Governance in 2004.

3. In Hong Kong, the former Hong Kong Society of Accountants (HKSA) issued the *Report of the Working Group on Corporate Governance* in 1995. It also published *Corporate Governance for Public Bodies - A Basic Framework* in May 2004.

4. These reports and publications as well as a plethora of others have formed the basis for the development of corporate governance framework including principles and mechanisms for both private and public sector organisations.

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<sup>1</sup> National Commission on Fraudulent Financial Reporting (“Treadway Commission”) (1987), US. *Report of the National Commission on Fraudulent Financial Reporting*.

<sup>2</sup> Committee on the Financial Aspects of Corporate Governance (“Cadbury Committee”) (1992), UK. *Report of the Committee on the Financial Aspects of Corporate Governance*.

<sup>3</sup> Committee on Standards in Public Life (“Nolan Committee”) (1995), UK. *First Report of the Committee on Standards in Public Life*.

<sup>4</sup> Public Sector Committee, International Federation of Accountants (August 2001). *Governance in the Public Sector: A Governing Body Perspective, Study 13*.

## **The framework of corporate governance**

5. The practice of corporate governance depends on the legal systems, regulatory environments and relevant laws *in situ*. Since the practice of corporate governance varies, the popular approach to corporate governance guidelines has been to develop principles that can be applied across different countries and markets.

6. The *Principles of Corporate Governance* promulgated by OECD is a case in point. It covers five broad areas: The rights of shareholders; equitable treatment of shareholders; the role of stakeholders; disclosure and transparency; and the responsibilities of the Board.

7. OECD recognises the basic rights of shareholders and advocates that all shareholders should be treated equally regardless of the size of their shareholdings. It also affirms that stakeholders have an interest in the organisation. The corporate governance framework should respect and recognise the legal rights of stakeholders, including the right to access relevant and reliable information. Therefore, an organisation should produce timely and accurate information and disclose its financial performance, major transactions, governance structure and policies. All these information and disclosures should be audited by an independent auditor and disseminated in a fair, timely and cost-effective way to its shareholders and stakeholders.

8. The Board is held accountable to the organisation and its stakeholders for effective monitoring of the management. The key functions that the Board should fulfill include:

- (a) reviewing and guiding corporate strategy;
- (b) overseeing accounting and financial reporting system, including risk management, internal controls and external audit;
- (c) overseeing governance and disclosure process;
- (d) monitoring potential conflict of interest of Board members, management and shareholders; and

- (e) being responsible for selecting key executives, monitoring their performance and determining compensation.

9. To discharge its duties, the Board must be independent from the management. The appointment of independent non-executive members can ensure that the Board exercises objective judgment and avoids conflict of interest.

10. Despite the significant development in private sector corporate governance over the last decade, corporate governance in the public sector has only recently received more attention globally and in Hong Kong. The Hong Kong Institute of Certified Public Accountants (HKICPA) (formerly the HKSA) believes that good corporate governance in public sector organisations is very important to the wellbeing, success and prosperity of our community. With a proper governance structure and related processes, stakeholders and the community can be assured of the proper use and stewardship of public funds and other assets.

11. The publications of the Nolan Committee (1995), the IFAC (2001) and the HKSA (2004) on public bodies have helped identify the following cornerstones of public sector governance:

- (a) standards of behaviour;
- (b) organisational structures and processes;
- (c) risk management and control; and
- (d) accountability, reporting and disclosure.

12. The standards of behaviour involve seven elements of ethical conduct including personal qualities, leading by example, integrity, honesty and objectivity, openness and accountability, selflessness and dealing with conflict of interest. These are the attributes guiding the ethical conduct of Board members, management and employees of the organisations. They should be defined clearly in codes of conduct for compliance.

13. Organisational structures and processes include compliance with statutory and regulatory requirements, proper stewardship of assets and resources, safeguarding of and proper and effective use of funds, and

effective communication with stakeholders. The roles and responsibilities of the governing Board, chairman, non-executive members, executive management as well as human resources and remuneration policies should also be clearly defined.

14. Risk management and control comprise an effective budgeting and financial management process, a system of effective internal control and internal audit, and the establishment of an audit committee and the need for an external audit conducted by an independent auditor. Accountability, reporting and disclosure deal with both internal and external reporting to stakeholders and the community.

END

**Proposed Terms of Reference of Board Committees**

*Executive Committee*

To consider and make recommendations to the Board on:

1. issues discussed and reports submitted by all Board committees, except the Nomination Committee;
2. strategic planning and future development of the organisation; and
3. any other unforeseen matters that fall within the role and function of the Board.

*Audit Committee*

1. Monitor and oversee the financial reporting process to ensure completeness, accuracy and fairness of audited financial statements, the adoption of appropriate accounting policies and standards, and the adequacy of disclosure of significant audit adjustments.
2. Monitor and review the internal control mechanisms to ensure that all risk areas are covered adequately, including:
  - (a) effectiveness and efficiency of operations;
  - (b) reliability of internal and external reporting; and
  - (c) compliance with applicable statutes and internal policies and receive report from the internal auditor.
3. Monitor and oversee the internal audit function to ensure that its mandate, resources and organisational status are appropriate; plans and activities are adequate to provide systematic coverage of the internal control and risk management systems put in place by the management; and appropriate actions are taken in a timely manner on the findings.
4. Recommend to the Board through the Executive Committee:
  - (a) the appointment of the external auditor and the audit fee; and
  - (b) any management advisory services, including those to be provided by the external auditor.

5. Monitor and oversee the external audit including its nature and scope, and ensure compliance with appropriate accounting policies and standards.
6. Submit an annual report to the Board.

### ***Management and Administration Committee***

1. Recommend to the Board through the Executive Committee:
  - (a) corporate and annual plans;
  - (b) cycle and annual budgets, including expenditure on capital projects;
  - (c) corporate investment, insurance and related matters;
  - (d) human resource policies;
  - (e) management and operational structures; and
  - (f) appointment, remuneration and related personnel matters of the Chief Executive Officer (CEO).
2. Oversee the performance assessment process and evaluate performance against key performance indicators of the organisation.
3. Monitor the financial position of the organisation.
4. Review the performance of the CEO.
5. Submit an annual report to the Board.

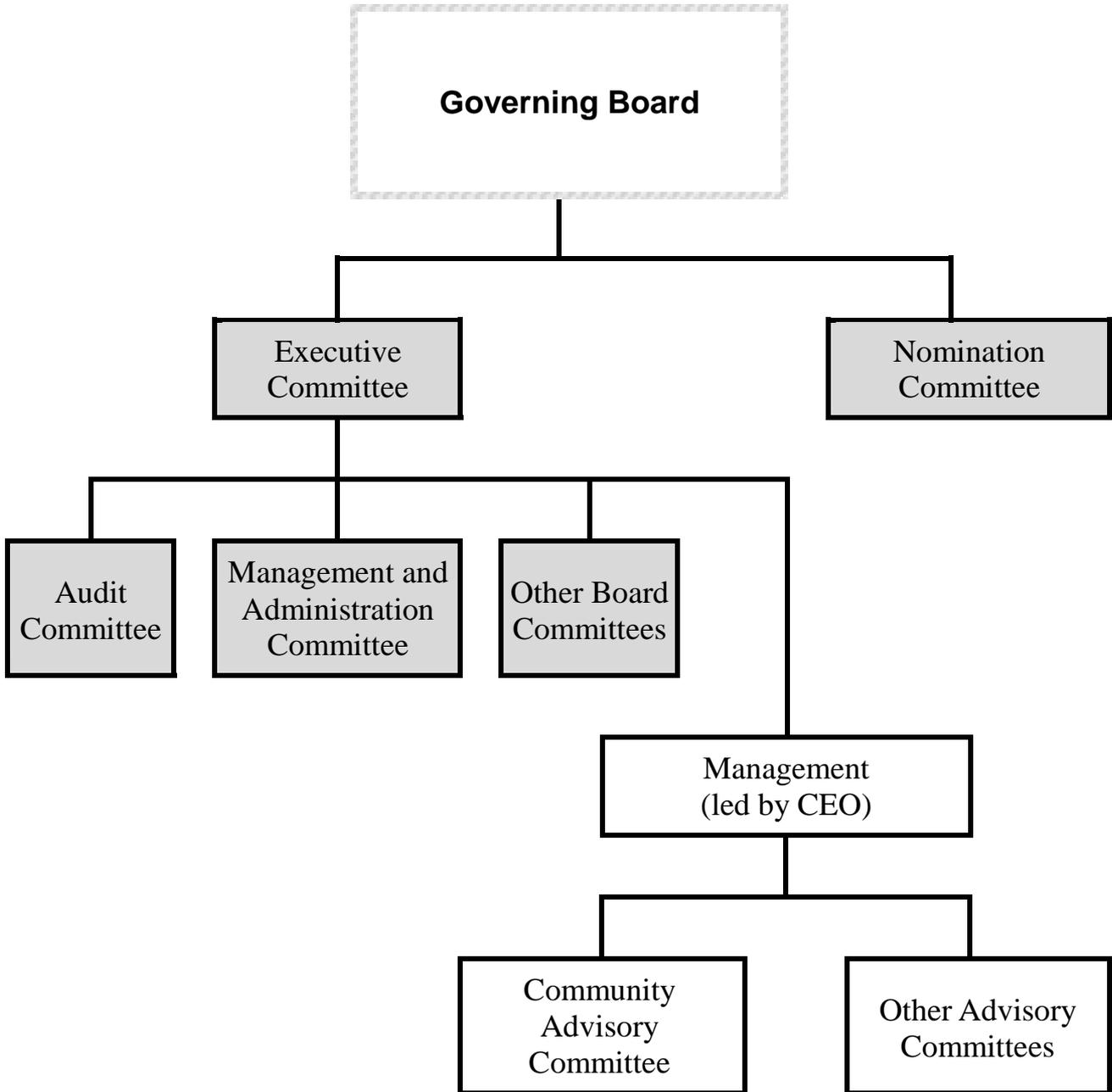
### ***Nomination Committee***

1. Recommend to the Board the criteria for assessing the suitability of individual candidates for appointment to the Board.
2. In accordance with the criteria endorsed by the Board:
  - (a) assess the suitability of candidates who apply for appointment as Board members, as well as candidates put forward by community and professional organisations for such appointments; and

- (b) identify individuals other than those mentioned in (a) above who may be suitably qualified for appointment as Board members.
3. In relation to serving Board members who may be considered for reappointment, assess their suitability in accordance with the criteria endorsed by the Board, having regard also to their past performance in the Board.
  4. Identify the best qualified candidates in terms of the expertise, qualification and experience required for Board membership, and recommend to the Board a nomination list for submission to the Chief Executive.
  5. Collate an overall profile of the candidates in the nomination list endorsed by the Board for disclosure to the public, while protecting the privacy of the candidates.

END

**Organisation Chart  
showing Relationship of the Board  
with its Committees and the Management**



Note: Board committees are shaded in grey.

END

## Overview of Funding Models adopted by Overseas Public Service Broadcasters

### *A. Audience Licence Fee as Primary Source of Funding*

Country	PSB provider	Funding Arrangements
Germany	Association of Public Broadcasting Corporations of Germany (ARD)*	Funded mainly by audience licence fees determined through an inter-state agreement. In 2004, audience licence fees accounted for 82% of ARD's total income. Revenue from co-production, co-financing and marketing of programmes accounted for about 16%, while advertising revenue accounted for 2%. This funding arrangement is typical of German public broadcasting corporations. In the case of Bavarian Broadcasting (an ARD member), for instance, 89% of its funding comes from audience licence fees, 9% from product licensing and investment and up to 2% from advertising.
Japan	Japan Broadcasting Corporation (NHK)	Funded by a Receiving Fee System under the Broadcast Law 1950, which requires each household that owns a TV set to pay a receiving fee. However, there is no penalty for non-payment.

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\* ARD represents the interests of ten German public broadcasting corporations established separately under their respective state laws. The only German public broadcaster not represented by ARD is Zweites Deutsches Fernsehen (ZDF), a nation-wide public TV corporation founded jointly by all German states. ARD and ZDF adopt largely the same funding arrangements.

United Kingdom	British Broadcasting Corporation (BBC)	Funded mainly by audience licence fees set by the Department for Culture, Media and Sport, subject to parliamentary approval. In 2004-05, audience licence fees accounted for 77% of BBC's total income, followed by 16% from revenue from the commercial businesses, 6% from BBC's World Service and 1% from other sources. The recent review has proposed no change to this funding model.
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***B. Parliamentary Appropriation as Primary Source of Funding***

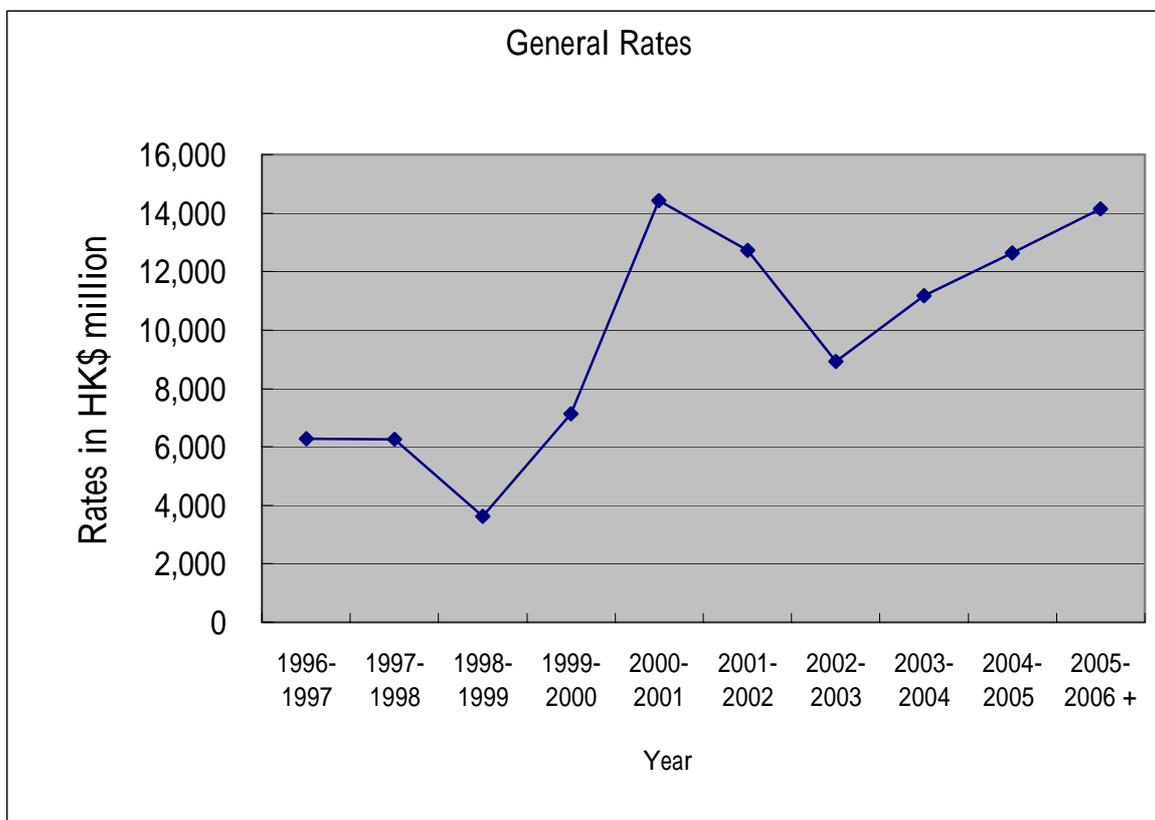
Country	PSB provider	Funding Arrangements
Australia	Australian Broadcasting Corporation (ABC)	Funded mainly by appropriation by the Parliament under direction of the Ministry of Finance. This is supplemented by commercial revenue generated through the activities of ABC Enterprises.
	Special Broadcasting Service (SBS)	Approximately 85% of the bulk of SBS funding comes from Government appropriation. The remainder of its operating budget comes mostly from advertising, sponsorship and merchandising.
Canada	Canadian Broadcasting Corporation (CBC)	Funded mainly through parliamentary appropriation, supplemented by revenue from advertising and other sources. In 2004-05, parliamentary appropriation and advertising financed 61% and 21% of CBC's total operating expenditure respectively. Separately, CBC also receives additional long-term capital expenditure for equipment and maintenance from the Government.

*C. Primary Source of Funding from Sources other than Audience Licence Fee and Appropriation*

Country	PSB provider	Funding Arrangements
United States	Corporation for Public Broadcasting (CPB)	CPB is financed almost entirely by federal appropriations. Of the total amount of federal appropriations given to CPB, not more than 5% may be spent on administration. Another 6% must be spent on “system support” (e.g. the payment of programming royalties, the costs of interconnection facilities and operations, grants for assistance to stations that broadcast in languages other than English, grants for the provision of affordable employment training, and for projects that will enhance public broadcasting). The remaining 89% is distributed to public broadcasting TV and radio stations, and producers of programmes. However, CPB grants only account for about 15% of the revenue of the public broadcasting industry (i.e. on average, a public broadcasting station only derives 15% of its revenue from CPB grants).
United Kingdom	Channel Four Television Corporation (Channel 4)	Funded entirely by commercial activities, principally through the sale of advertising time. In 2004, advertising and sponsorship accounted for 82% of the total revenue generated. Over the last 2 years, Channel 4 has moved its pay-TV channels to a free-to-air basis as the growth of digital TV continues (now with about 75% household penetration). From July 2006, pay-TV revenue has fallen to zero. Part of this has been compensated by the introduction of pay-VOD services since the end of 2006.

END

**Rates Revenue (1996-97 to 2005-06)\***



Notes

\* Compiled by the Committee using statistics obtained from the Census and Statistics Department, HKSAR Government.

+ Based on provisional figures available for 2005-06.

END

### Public Broadcasters' Role in meeting the Challenge of Digitisation

Source: *Report on the Study of Public Service Broadcasting for Hong Kong published by the Legislative Council Panel on Information Technology and Broadcasting (October 2006) ("the ITB Panel Report")*

UK	Canada	USA	Germany	Australia	Hong Kong
<p>The UK has the highest digital television penetration in the world. As of 31 December 2005, digital television was viewed by 17.5 million (i.e.70%) households possessing television sets.</p> <p>Subsequent to the government's announcement in September 1999 for a digital switchover subject to accessibility and affordability by the general public, commercial terrestrial broadcasters and</p>	<p>In Canada, digital radio broadcasting was introduced in 1995 and is primarily a simulcast of existing AM and FM programmes. By February 2005, CRTC has issued 76 transitional licences for digital radio broadcasting, 18 of which were issued to CBC.</p> <p>In June 2002, Canada adopted a voluntary, market-driven transition model for launching digital television broadcasting, without mandating</p>	<p>Since 2001, CPB has received appropriations from Congress to support the conversion from analogue to digital transmission for both public radio and television stations. By end-January 2006, Congress had provided CPB with nearly US\$220 million to support 461 public radio stations and 285 public television stations to convert from analogue to digital broadcasting.</p> <p>In March 2004, PBS launched the PBS HD Channel to provide a</p>	<p>In November 2002, digital terrestrial television (DTT) was first implemented in the Berlin-Brandenburg region where all analogue signals were switched off in August 2003. Subsidies to low-income households and an extensive consumer programme were some of the measures undertaken to facilitate digital uptake. According to the plan of the federal government, the entire country will switch to digital television and radio</p>	<p>In March 1998, the Australian government announced the mandated introduction of DTT broadcasting in metropolitan areas from 1 January 2001 and in all regional areas by 1 January 2004. Under the policy framework, existing broadcasters were obliged to continue their analogue broadcasting for at least eight years after the start date for digital services in their licence/coverage areas.</p>	<p>Digital television services are already available in Hong Kong via cable, satellite and broadband networks. However, terrestrial television, the most pervasive form of television service, is yet to be digitised. The Administration announced in July 2004 the implementation framework for DTT. Under the framework, ATV and TVB, the two incumbent terrestrial broadcasters, are required to start broadcasting their services in both analogue and digital format by end of 2007 and to achieve at least 75% of digital coverage by 2008. The Administration's target is to switch off analogue broadcasting five years after the commencement of simulcast, i.e. by 2012.</p> <p>Meanwhile, OFTA is leading a working group with ATV and TVB to solve technical problems and facilitate inter-departmental coordination to ensure timely network rollout. RTHK,</p>

UK	Canada	USA	Germany	Australia	Hong Kong
<p>BBC, in collaboration with the government and Ofcom, have devised an action plan with an implementation timetable. In the White Paper issued after the Charter Review of BBC, the UK government confirms that BBC should continue to play a leading role in the switchover process scheduled to take place from 2008 to 2012.</p> <p>At present, Channel 4 is extending the fulfilment of its remit to digital channels by strengthening its programmes, increasing the investment in originated</p>	<p>switch-over deadlines. CBC was issued transitional digital television licences and began broadcasting in high-definition television in 2005 at a capital cost of C\$190 million over 5 years and an annual operating cost of C\$19 million.</p> <p>Over 40% of Canadians are now living in digital households with subscriber-access to over 200 channels. In addition to channel fragmentation, the emerging digital media space as a result of digitalisation has also given rise to</p>	<p>fully packaged channel with high-definition and wide-screen television programmes round-the-clock. The PBS HD Channel is offered to the public by over 90% of PBS's member stations which have digitalised their services and by local digital cable providers. By early 2006, public digital television services are available to approximately 95% of all of the US households.</p> <p>In October 2002, FCC endorsed a technology for radio stations to adopt digital broadcasting. In January 2003, NPR announced the</p>	<p>broadcasting in 2010 and 2015 respectively.</p> <p><i>(Paragraphs 2.99 of the ITB Panel Report)</i></p>	<p>Both ABC and SBS have fulfilled their legislative obligation for DTT broadcasting. In 2004-05, ABC's digital transmission from 137 transmitter locations broadcasting 1 858 hours of high definition materials reached 95.8% of Australia's population. SBS has rolled out digital transmission to over 90% of Australia's population from 127 transmitter locations. ABC and SBS each broadcast digitally simulcasts of their analogue television services and operate separate digital-only channel(s).</p>	<p>being the sole publicly-funded broadcaster in Hong Kong, has indicated that part of its future aspirations is to develop digitalisation of broadcasting in both radio and high-definition television (HDTV). RTHK has also started its trial productions of television drama in HDTV in 2006.</p> <p>On digital audio broadcasting (DAB), the former Information Technology and Broadcasting Bureau (ITBB) set up a steering committee in February 1998 and coordinated a series of technical trials of DAB by RTHK, CRHK and Metro. In two consultation papers issued in 2000 and 2003, the Administration maintained its view that the introduction of DAB services should be market-led. The Administration's main considerations were the relatively high prices of digital receivers when compared to those of analogue receivers, the availability of other wireless communications technology capable of transmitting sound and the need to finalise the Band III frequency plan with the Mainland authorities and</p>

UK	Canada	USA	Germany	Australia	Hong Kong
<p>drama-docs and seeking new cross-platforms to extend access of programmes. There are around 44 million people in the UK living in areas where national digital radio services are available. Ofcom has awarded one national commercial multiplex licence carrying eight programme services and 44 local digital multiplex licences which together carry about 300 commercial radio services.</p> <p><i>(Paragraphs 2.28 – 2.31 of the ITB Panel Report)</i></p>	<p>platform fragmentation. As it is necessary to present the programme in different formats in order to serve audiences over multiple platforms, the costs of distributing/versioning the content are high. CBC's goal under the new media strategy is to strive to be "the most important and popular source of Canadian news, information, and entertainment content on digital networks".</p> <p><i>(Paragraphs 2.52 – 2.54 of the ITB Panel Report)</i></p>	<p>Tomorrow Radio project to test new digital technologies and services operating within the FCC-endorsed digital radio system. By April 2006, there are 101 NPR member stations broadcasting on digital radio technology in the US. Public digital radio services had a penetration rate of 76% in early 2006.</p> <p><i>(Paragraphs 2.78 – 2.80 of the ITB Panel Report)</i></p>	<p>---</p>	<p>In April 2006, the Australian government announced the introduction of digital radio services by 1 January 2009. ABC and SBS have participated actively in digital radio trials. Currently, ABC has three digital radio services broadcasting while SBS delivers two digital radio services through its digital television platform, broadcasting programmes in 68 languages.</p> <p><i>(Paragraphs 2.123 – 2.125 of the ITB Panel Report)</i></p>	<p>clear the frequency band concerned for DAB services. Meanwhile, tests conducted by RTHK on digital transmission using Eureka 147 in Band III are still underway. In its submission to the ITB Panel in January 2006, RTHK reported that so far, trial results of DAB were satisfactory. Moreover, with adequate funding, RTHK will be able to launch new programme services in digital format, such as new learning and children's channels. It has also stated its preparedness as a public broadcaster to explore DAB further. CRHK and Metro, the incumbent commercial broadcasters, agreed in principle with a market-led approach and expressed concern about competition for advertising revenue when the number of channels will likely rise in a digitalised environment.</p> <p><i>(Paragraphs 3.55 – 3.57 of the ITB Panel Report)</i></p>

END

**Broad Estimate of Facilities, Equipment and Cost  
for providing Digital PSB TV Broadcasting and Multimedia Delivery**

**Basic items**

Item	Unit Cost (HK\$ '000)*	Quantity	Total cost (HK\$ '000)
<b>News</b>			
3 news studios (200-300 square metres each), plus newsroom facilities (including electronic news production system, electronic news gathering (ENG) special lens and microwave link)	110,577	1 (set)	110,577
ENG crew with vehicle	1,285	15	19,275
Overseas bureau	1,451	2	2,902
<b>Production</b>			
Studio (600 sq m)	33,679	1	33,679
Studio (450 sq m)	25,124	1	25,124
Studio (350 sq m)	21,510	2	43,020
Studio (200 sq m)	19,796	2	39,592
<b>Outside Broadcast (OB) and Field Production</b>			
OB van	37,988	1	37,988
Electronic field production (EFP) crew	1,627	10	16,270
EFP special lens and video player	1,312	1	1,312
<b>Postproduction</b>			
Dubbing studio	4,284	2	8,568

\* Inclusive of 10% material cost.

Item	Unit Cost (HK\$ '000)*	Quantity	Total cost (HK\$ '000)
Non-linear editing workstation plus video server and high definition cut-only edit	16,774	1 (set)	16,774
Graphic workstation	6,390	1	6,390
<b>Library</b>	28,014	1	28,014
<b>Head-end Facilities</b>	44,706	1	44,706
<b>IT Network Facilities</b>	39,351	1	39,351
Sub-total			473,542
Installation cost (12%)			56,825
<b>Total (basic items)</b>			<b>530,367</b>

### Optional items

Item	Total cost (HK\$'000) *	
Production Technical Director's room (100 sq m) with equipment x 1	10,000	
Postproduction sound effect studio with mixing for surround sound 5.1 x 1	5,000	
Postproduction audio booth x 1	1,000	
Maintenance spare x 1	13,729	
Sub-total		29,729
Installation cost (12%)		3,567
<b>Total (optional items)</b>		<b>33,296</b>

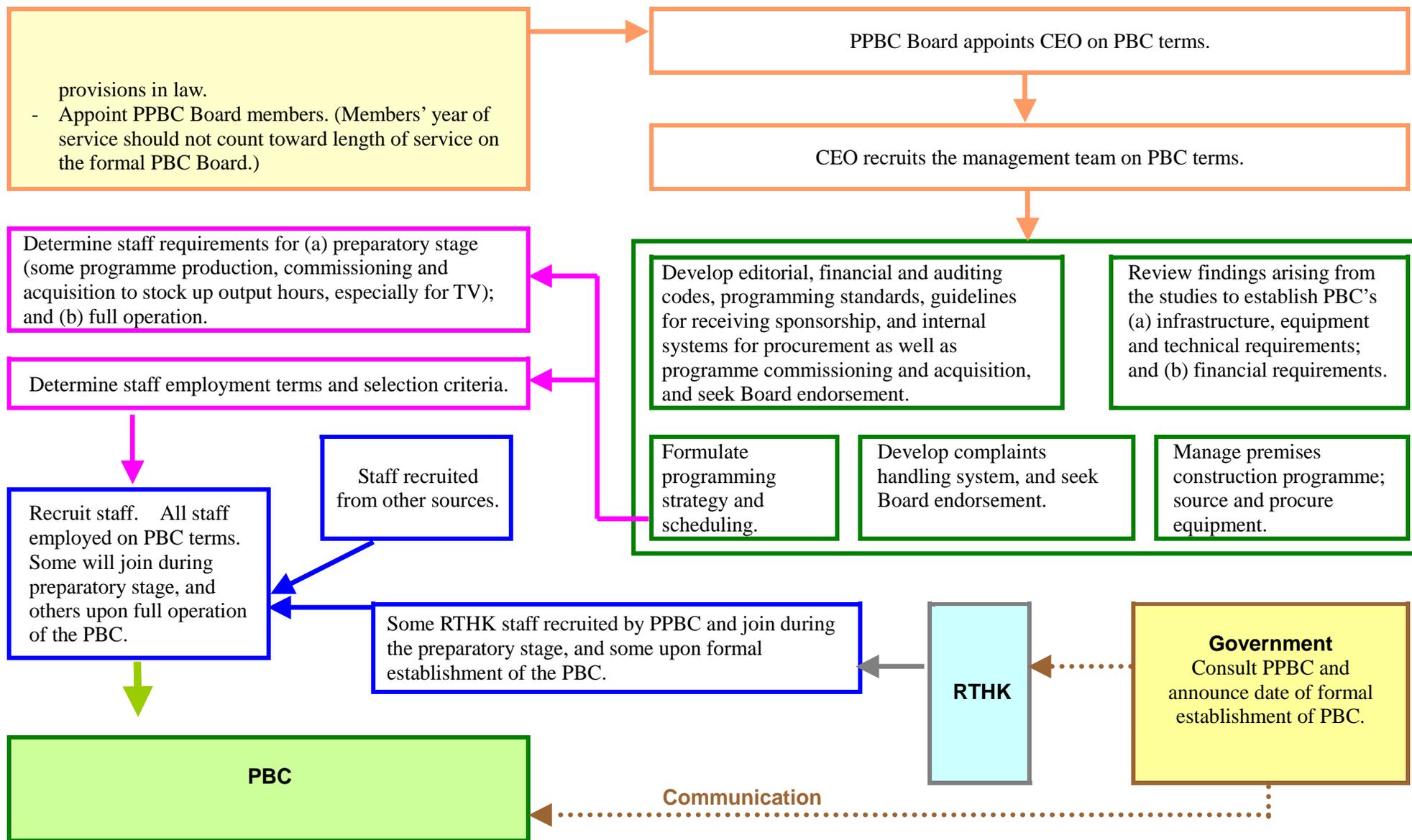
**Grand total (basic + optional items) = HK\$ 563,663,000**

END

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\* Inclusive of 10% material cost.

**Implementation Plan: Flow Chart of Medium-term Measures**



END

# **GLOSSARY**

## Glossary

### 詞彙

Note: Arranged in English alphabetical order.

註：按英文用語字母序排列。

Accountability	問責
Acquisition (of programme)	購買(節目)
Analogue broadcasting	模擬廣播
Analogue switch-off	終止模擬廣播
Asset vesting	授予資產
Audience reach	受眾人數
Band III frequency	頻帶 III
“Baseline”	「撥款基數」
Board	董事局
Board committee	董事局設立的委員會
Capital expenditure	資本開支
Capital injection	注資
Codes of conduct	行為守則
Commercial broadcasting	商業廣播
Commercial “institutional/brand” sponsorship	商業「機構/品牌」贊助
Community broadcasting	社區廣播
Content distributor	內容經銷商
Content provider	內容供應者
Cross-media ownership	跨媒體擁有權
Development fund	發展基金
Digital audio broadcasting	數碼聲頻廣播
Digital broadcasting	數碼廣播
Digital compression technology	數碼壓縮技術

Digital multimedia broadcasting	數碼多媒體廣播
Digital terrestrial TV broadcasting	數碼地面電視廣播
Distinctiveness	獨特性
Diversity	多元性
Domestic free television	本地免費電視
Donation	捐款
Dubbing studio	配音室
Editorial independence	編輯獨立
Electronic field production crew	電子外勤攝製組
Electronic news gathering	電子新聞採訪
Electronic news production system	電子新聞製作系統
External assessor	外邀評審員
External auditor	外聘核數師
External commissioning	向外委約
Field production	外勤製作
“Financial envelope”	「財政封套」
Focus Group	專題小組
Frequency	頻率
Frequency band	頻帶
Frequency overlap	頻率重疊
Funding arrangement	財政安排
Governance	管治
Graphic workstation	繪圖工作站
Head-end facility	放送設施
High definition cut-only edit	高清粗編設備
Independence	獨立性
Independent producer/production house	獨立製作人/製作公司
Internal streaming	內部串流技術
IT network facility	網路設施
Key performance indicator	主要成效指標

Maintenance spare	維修零件
Management	管理層
Market segmentation	市場「分割」
Market share	市場佔有率
Microwave link	微波傳送系統
Multimedia	多媒體
Multiplex	多路傳輸頻道
New media	新媒體
Non-linear editing workstation	非線性剪輯工作站
On-cost	外加成本
On-demand service	自選服務
Outside broadcast	戶外攝製
Outside broadcast van	戶外直播車
Overhead cost	間接成本
Pay-per-view fee	按次徵收服務收費
Performance evaluation	表現評估
Phone-in programme	叩應(或稱烽煙)節目
Postproduction audio booth	後期製作錄音室
Postproduction sound effect studio	後期製作音響效果錄音室
Programming	節目事宜
Programme genre	節目類別
Public access broadcasting	公眾頻道廣播
Public service broadcasting	公共廣播服務
PSB “coordinator”	公共廣播「統籌機構」
PSB-like programme	類似公共廣播的節目
PSB “publisher”	公共廣播「發行機構」
Publicly funded broadcaster	用公帑營運的廣播機構
“Retail” advertising revenue	「零售」廣告收入
Rating	收視/收聽率
Recurrent expenditure	經常性開支

Renewable licence

可續期牌照

Sense of public ownership

市民擁有公共廣播機構的意識

Signal interference

訊號干擾

Stakeholder

持份者

Technology convergence

科技匯流

Technology-neutral

「科技中立」

Universality

普及性

Video server

視頻伺服器

END/完

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