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SELECT COMMITTEE OF TYNWALD
ON PUBLIC SERVICE BROADCASTING

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SHIRVEISH HEAYAGH

HANSARD

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Members Present:

Chairman: Mr R A Ronan MHK
Hon. S C Rodan SHK
Mr Z Hall MHK

Clerk:

Mr J D C King

Business Transacted

	<i>Page</i>
Procedural	73
Evidence of Ms Sally Ann Wilson, Commonwealth Broadcasting Association	73

The Committee sat in private at 1.02 p.m.

Select Committee of Tynwald on Public Service Broadcasting

*The Committee sat in public at 11.40 a.m.
in the Legislative Council Chamber,
Legislative Buildings, Douglas*

[MR RONAN *in the Chair*]

Procedural

The Chairman (Mr Ronan): Good morning. Welcome to this oral hearing of the Select Committee on Public Service Broadcasting. My name is Richard Ronan MHK, Chairman of the Committee. Other members are: Mr Speaker to my left; Mr Hall; and our Clerk, Mr King.

5 I would be grateful if you could turn off your mobile phones ó they need to be off, not just silenced, because otherwise they will probably interfere with our recording equipment.

For purposes of *Hansard*, I shall be making sure we do not have more than one person speaking at once. This applies to the Committee and the witnesses.

10 We were established in December 2012 with the remit to examine the policy, delivery, cost and scope of public service broadcasting. We issued a call for evidence. A number of the members of the public responded and we are very grateful for this.

On 23rd May. We heard oral evidence from Manx Radio. On 20th June, we heard oral evidence from two civil servants representing the Department of Economic Development and the Treasury, and also representatives of Manx Radio Purpose Trust.

15 Today we are pleased to welcome to the Committee and to the Isle of Man the Secretary General of the Commonwealth Broadcasting Association, Sally Ann Wilson. Hello.

Ms Wilson: Thank you. Good morning.

20 **The Chairman:** And thank you for bringing the good weather with you!

Ms Wilson: I understood it was always like this in the Isle of Man, it is just a closely guarded secret! (*Laughter*)

25 **The Chairman:** Spread the news across, please!

EVIDENCE OF MS S A WILSON

30 **Q276.** To start off, I would be grateful if you could tell us about yourself, your organisation and what is the remit of the organisation, and what is your role within it?

35 **Ms Wilson:** My name is Sally Ann Wilson. I have a long background in both academia and broadcasting for the BBC and also for other global broadcasters ó 27 years in production and as broadcast executive at a management level.

I have worked for the CBA for 12 years, but have been Secretary General for three years ó or just under three years.

40 The CBA is now known mainly as CBA, but the Commonwealth Broadcasting Association is one of something like 88 accredited organisations of the Commonwealth. We receive no funding from the Commonwealth, but we were set up in 1945 to promote public service broadcasting. Our remit objectives are still to support public service broadcasting, but in the Commonwealth and beyond. So we work not only with the public service broadcasters, many of whom will be familiar to you ó the BBC, ABC Australia, CBC Canada, SABC South Africa; also a myriad of smaller
45 broadcasters in the Pacific, Caribbean, Asian region and sub-Saharan Africa, and also the

Mediterranean and Canada. Our prime purpose at the moment is supporting the principles of public service broadcasting media through a period of digital transition, when the media landscape is changing very, very fast globally.

50 My role within the organisation is to run the secretariat and we are a subscription-based association, so all of our broadcaster members pay a subscription and I work to a board of 11 international trustees and a president and two vice-presidents, as the CEO of the organisation.

Q277. The Chairman: Okay, thank you.

55 What are the most important principles of public service broadcasting?

Ms Wilson: A lot is changing in the media industry, but I think those principles, the key ones, actually remain pretty fair and constant, and it is good that they do so in a digital, when we are looking at digital wildfire and what can happen in the digital age.

60 I think it is the principles of access to all and being appropriate and having something that every person who is a member of the community usually can find within national boundaries, so universality, independence, impartiality and financial independence, as well as political independence. Those are all the key principles that we would support globally ó although many of our members also have some commercial revenues. We have very many different models globally, but those are the key principles that we ask ó and freedom of speech is the key.

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The Chairman: Mr Hall.

Q278. Mr Hall: Yes, just a question, you were saying in your opening, how the media landscape is changing quite rapidly: just as a thought there, how in your opinion are you seeing how the media is reacting to that, how it is changing very rapidly? How are they reacting to this changing landscape?

75 **Ms Wilson:** Globally, there are two key factors, if I take a global perspective, which I am very honoured to be able to do. One obviously is that in the digital environment, there is more competition, there is more fragmentation, but there is also more opportunity for innovative broadcasters to work in a way where broadcast, particularly radio, can drive the way that the digital media is actually responding, and I think that is really important.

80 I think there is something about these very principle of PSB that areí We know that PSB is linked very much to democracy, and having a healthy democracy. So I think having those principles acknowledged and supported in the modern digital age is incredibly important as a marker for where the digital media is and sometimes tends toí The World Economic Forum has talked just very recently about digital wildfire as being one of the greatest risks globally, so having very solid rules around how any public service broadcaster is operated. When we have good public service broadcasters as members of our association, then we do our best to promote them globally

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Q279. Mr Hall: We are talking about the principles of public service broadcasting: what would be the risks, if those were not adhered to or followed?

90 **Ms Wilson:** I think actuallyí Public service broadcasting, and I am not the first person to say ó I think author, Michael Tracey said it ó is about more than broadcasting. It is about the sort of community you live in, the sort of country you live in, the sort of society you want to live in. So it sets the standard, if you like, for public debate and the shared public media space.

95 We know that shared public media space is becoming more open and having particularly radio that has been established for so many years, I think sets a marker for how we would expect respect and proper dialogue and debate to be set, and that gives a marker for social media as it develops.

The Chairman: Mr Speaker.

100 **Q280. The Speaker:** Could you tell me ó thank you very much ó what are the features of public service broadcasting that you would say distinguishes it from other sorts of broadcasting, commercial broadcasting or other sorts of radio stations in particular? What are the common features that they have?

105 **Ms Wilson:** Independence, impartiality, freedom of speech ó total independence ó and in the way that it is set up in its structure, in the way it is accountable to the public. It is its public, its

audience that is its prime concern. So it is not overly influenced by advertising or any other commercial factors. That has always been taken to be what is separate.

110 I think it is worth mentioning, at that point, that the other great global situation in terms of
media at the moment is the way that China is increasingly active in the global media space and
certainly a lot of broadcasters in the East now have something they call "broadcasting in the
service of the public" which is very top-down and is not public service broadcasting. Those ideas
115 are being discussed and transmitted around the Commonwealth and we feel very strongly that at
the heart of democracy is public service broadcasting, where the *public* and their access and ability
to see transparency is absolutely paramount.

Q281. The Speaker: The long-standing definition, in the case of the BBC, was it had a duty to
inform, educate and entertain, and those are still the principles, presumably, of a public service
120 broadcaster. It is just that other broadcasting stations can and do claim to do the same thing.

Ms Wilson: Yes, in terms of its content, the BBC now has seven: it has broadened it from
"inform, educate and entertain" although many globally still stick to "inform, educate and
entertain" I think for many now, it is more interactive: it is talk about engagement so that it could
125 be more interactive, but those are the key principles again, which we would support globally.

Q282. The Speaker: Is there a standard of speech content, by way of the percentage of the
mix of output that would be a minimum requirement to meet the definition of a public service
broadcaster that does inform and educate? Is there a certain percentage of speech below which it is
130 just a music station, for example?

Ms Wilson: There is not a defined "because it will vary with the population and the
environment, but we have looked at this quite closely in India, for instance, where to get a
broadcasting licence, a number of broadcasters have called themselves news broadcasters and that
135 means they provide 20 seconds of news that is very tabloid that is it. Now, we would say that to be
a public service broadcaster, you have to be able to respond to the needs of your public, and you
need to be well enough "have the capacity to respond with speech programming as appropriate,
so that if you have... You certainly need more than "hourly rolling news, but you need more
substance than that, and you would need to be able to respond.

The best example I can give is the Anders Breivik shootings in Norway, where NRK were able
140 to respond with full coverage and support and coverage of the aftermath, and we would always
expect that in any situation that hits a nation, the public broadcaster can respond with high-quality
information that builds trust and credibility.

Q283. The Speaker: And if I may, Chairman, just follow on, all public service broadcasters
145 share the feature of, to a degree, being funded from public funds. Is that correct?

Ms Wilson: It is generally correct, although there are some environments where we view that
the content can be stronger in its public service character where we have a very much a state-
controlled broadcaster and the state-controlled broadcaster is covering what the President had for
150 dinner five days a week, and the audience is therefore not substantial because there is no longer
any public trust or credibility, and where a commercially funded broadcaster, but licensed by the
government, is providing health care and other features programming and strong news
programming, then we also would encompass them in public service, because they are delivering
155 public service content, but it is in a situation where the alternative, where the national broadcaster
is not free to do so.

Q284. The Speaker: So setting aside a state propaganda type of broadcast setup, where there
is public funding, that is to ensure that there is a partial news and speech output, free of, I think
you referred to, commercial advertising pressures. So in your experience, every public service
160 broadcaster requires an element of independent public funding in order to do that. Are there any
examples of broadcasters who claim to be public servants who do not get taxpayers' or licence
funding of some sort?

Ms Wilson: As national broadcasters, I cannot think of any and we would not consider them as
165 members of CBA "because public accountability and public funding are crucial.

170 **Q285. The Speaker:** So in principle, advertising as a sole source of revenue could not be relied upon to deliver independent, impartial public service broadcasting ó is that the principle that is adhered to? (*Ms Wilson:* Yes.) And yet, a number of such broadcasters have varying degrees of advertising. Back again to the original question ó is there an optimum level of advertising *vis-à-vis* public taxpayersø funding?

175 *Ms Wilson:* I could not set an optimum level, but I think it is one of those cases where we know it when we see it for that size of population and that commercial environment and that public environment.

The Speaker: Thank you.

180 **The Chairman:** Mr Hall.

Q286. Mr Hall: What do you, in your experience, see in terms of small jurisdictions such as ourselves ó the particular challenges in terms of public service broadcasting in small jurisdictions, if you could talk a little bit about that?

185 *Ms Wilson:* Yes, I think the size is not the key factor. I think it is very difficult to draw parallels across the world whichí With a Commonwealth-and-beyond focus, we look across the world, we may have a comparable size population on the main island and in some circumstances, in Tonga, for instance, but you are very much in a monarchy, though they are moving to democracy and they are looking at how their public service broadcaster will work in a democracy.

190 So I think it is quite difficult to say actually it is the size that is critical, although providing something in a globalised media world, where, particularly as you are situated in the north and the west, then your population is already very well connected, and I think it is important ó and you might draw parallels there with say Cyprus, Malta, Gibraltar, where it is important that because you are a small but distinct nation, then your public broadcaster has that additional function heightened of being a place that still provides crucial cultural identity.

195 This works even, for instance, in New Zealand, with Australia as a bigger neighbour. Many of our Caribbean broadcasters, where they are under the television shadow of the US, which is actually very violent, very heavily advertising driven, and it is the radio that then forms the roots of those individual Caribbean nation islandsø cultural identity and I would suggest that here, never mind the size of the population, you are in a very similar situation, where you have the cultural shadow of the BBC via television and the cultural shadow of the UK that you cannot exclude, therefore we expect and we see that a national radio provider, a national public broadcaster would provide the cultural identity for that population, así it is bit like the way the broadcasting landscape is changing, because there is so much media that your population can access anyway, it is important that there is still access to something that is very much Manx, or very much Jamaican or very much Trinidadian, where the culture and the way of life and everything about it is paramount.

200 **Q287. The Chairman:** Do you feel that the smaller jurisdictions have as much separation from government than the bigger countries and jurisdictions you work with?

205 *Ms Wilson:* I think sometimes in a smaller community, it is harder to keep that separation, but in practice, I think many of the larger organisations as you examine the detail of the law, it is because there is a big public that valuesí In the case of the BBC or ABC Australia, a large public values the independence and will very quickly call the BBC or the government to account, if they feel that has been breached in any way, or the ABC and the Austrian government, and I think it is important for all of them to have, but particularly if you are in a smaller community, in a smaller population, to make sure that that firewall, if you like, is absolutely rigid, so that everybody understands the accountability and how it works.

210 **Q288. The Chairman:** Just to touch oní We have been reading through transcripts of other debates that have gone over Manx Radio throughout the years, which always keep cropping up about every decade and they are very interesting to read. If we go back a decade ago or more, the noises that were coming out were slightly different than maybe today. I would just like to touch on that, really, regarding where we have moved in a decade or more with social media and how do you feel that the introduction of new sources of news is going to affect the way we listen to public service broadcasters or other media outlets in the future. What is your feeling on that?

230 **Ms Wilson:** It is not just feeling; we watch InterMedia, who are a big research organisation, producing a thing called AudienceScapes. I have just returned from a visit to the US, talking about public broadcasting to very senior levels in the States and the State Department and just looking at figures. We work very closely with the European Broadcasting Union (EBU): figures actually for radio are holding up as 70% or 80% and I think, if I remember rightly, the Isle of Man, actually Manx Radio, holds up very well in comparison to that.

235 But I think it shows you that radio actually is so ubiquitous, if it was invented now, it would be the perfect social media, because you cannot tweet as you drive so well, I presume you cannot so you can listen to radio, doing just about anything. Therefore if you have substantial hours of broadcasting, it is drip feeding into your consciousness that this is your news, this is your culture and that we see globally as holding firm, particularly when social media is used with radio.

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Q289. The Chairman: I was going to say, I think it is important that the two meet each other so (**Ms Wilson:** Yes.) that the likes of Manx Radio has a good internet service, it also has social media. You feel the two now sit comfortably with each other.

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Ms Wilson: They do, and in fact, it was many years ago, before I was Secretary General, that I was looking, when we set up a conference in the Caribbean so we have a conference every two years, where we pull in broadcast heads from all over the Commonwealth and beyond so and we looked for examples who could be global leaders and show other members of the CBA in a similar situation geographically how in a radio environment, they could engage with social media websites, web platforms. We actually invited Manx Radio to come and present at that conference to particularly the broadcasters in the Caribbean to show how having a strong website actually would link and be a leader and we have always felt that because of the way you are business-focused in the Isle of Man, and your global positioning in terms of respect for business and finance being very solid and of good reputation, linked with the fact that we could say to other members, Look, this is how so don't be scared of social media. You can use social media, you can have a website and it can actually very well with your radio.

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Q290. The Chairman: You say that other stations may be frightened of it so which part of the world?

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Ms Wilson: In a world sense, I think people will be altered to do what we know we can do and I think particularly. Everybody, as I said, the World Economic Forum just last month talked about digital wildfire, and I think there is a concern about people not knowing how to regulate the web and social media. We all know the New York Stock Exchange, a tweet was put out and it brought the stock exchange to a halt. So I think if you are in a very small, underdeveloped economy in the south, you might be quite concerned about how these two work together and by showing that this is a good, strong, reputable model, we feel that is.

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Q291. The Chairman: That is why you bring Manx Radio as an example.

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Ms Wilson: Yes, that is why we invited and that was, I think, 2008 that we had looked across all of our members and felt this is a country with a good solid reputation within the Commonwealth, it is respected, it is democratic and therefore, the way its radio is now engaging in this, and we looked at how well it was working, this is a good model to lead throughout the Commonwealth.

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The Chairman: Mr Hall.

Q292. Mr Hall: Just a couple of questions.

280

In terms of public service broadcasting, do you feel that it is as important today to communities as what it was 20 or 30 years ago?

Ms Wilson: I do. I think it is probably increasingly public service media. We talk about PSB to PSM because we want to acknowledge that our public service broadcasters, those trusted places, can now encompass other forms of media distribution.

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I think we have some very strong examples. We work a lot in the area of the role of media in disaster and emergency, and Australia and ABC the reputation had gone down a bit, people were engaging in social media, more could they find information from other places? Then we had in 2009, the terrible fires in Victoria and the floods in Brisbane, and there followed actually a

290 commission looking at the role of ABC. It has come out that ABC is Again, NHK in Japan during
the tsunami, Radio New Zealand because there is not a strong television public broadcaster in
New Zealand; the TV and radio are separate and during the Christchurch earthquake all of those
have shown that at times of national grief and disaster, then the public service broadcaster actually
steps in and is the one that people turn to and want as their communication.

295 Interestingly, I was in the New York office of a big social media mogul just two weeks ago,
looking down on Wall Street, and he had me start to talk about broadcasting, and I could see him
become cynical and think, "Broadcasting is old media." I asked him what he had done during
Hurricane Sandy, and he said, "Oh, terrible with my young family, windows rattling, it was so
frightening," and I said, "But how did you find out what was going on?" He said, "Hmm, we got
300 the battery radio out of the cupboard."

So I think that actually, the net is the new and there is a lot of investment in the internet, social
media and it does not yet have that solid reliability, that credibility. I have prepared a lot of these
figures, because I gave a key note at an international radio conference the day before yesterday,
and radio globally has the credibility still. So it is when people need to turn to something they
305 trust, then it is radio.

The Chairman: Mr Speaker.

310 **Q293. The Speaker:** I just want to go back to the principles of public service broadcasting.
We were exploring the definition of it, and the elements that define it. As far as the UK is
concerned, how are the principles adhered to in the case of each of the BBC, ITV, Channel 4 and
S4C?

315 **Ms Wilson:** I cannot give exact details, because I do not study the UK. The BBC is our
member in the UK. We talk and work a lot with Channel 4. I think ITV's public remit has not
really been hugely reviewed recently, but I think it is acknowledged that not having to do so much
in the regions has been accepted.

I think the BBC always has a very vocal public opposition, so that if it does something that is
not seen to adhere to, there is a good deal, including in social media, of public debate about where
320 it has gone beyond the bounds of acceptability of what the UK public sees as public service
broadcasting. By and large, I think the BBC therefore has to abide by it and does.

As I say, there are now seven principles. It is including things like bringing the world to the
UK, taking the UK to the world. There are more elements that have been put in, reflecting
325 diversity.

Q294. The Speaker: Given that the BBC is compulsorily funded by the licence payer and a
compulsory levy and how does its output in terms of being a public service broadcaster what
distinguishes it from ITV, which is commercially funded? What does it do, thanks to being
publicly funded as a PSB, that ITV apparently does not do?

330 **Ms Wilson:** That could take a long time to answer in full across all its platforms! But it
provides content that the market would not provide. It provides the funding for programmes, the
quality, range and diversity and I am trying to think of answering it in a very broad sense as well and
that would not be possible for ITV.

335 **Q295. The Speaker:** In terms of local radio stations, the way it structures and finances those,
is that in pursuit of its public service remit?

340 **Ms Wilson:** It is, and if I can take a step back from the BBC, one of the outcomes of a major
meeting in 2011 in Delhi of public service broadcasters and we work very closely with Public
Broadcast International, which is not an organisation but a regular meeting and was that following a
lot of the disasters that had occurred in that preceding year, broadcasters such as NHK in Japan
had looked and realised that, although they were now funded to be a national broadcaster and also
345 an international broadcaster, what they really wanted to do and should do was to look after their
local funding routes. Those local funding routes were their local radio stations. We have seen
globally a move back towards more funding for local radio stations as the public funding routes of
PSBs. I do not think at the moment, the BBC is necessarily following that pattern, but we would urge it to do so. We would say
that actually nurturing your local funding routes is key to being a strong public broadcaster.

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355 **Q296. The Speaker:** I go back to what you said about small jurisdictions and the public service broadcaster being a symbol of national identity and so on, and Manx Radio is operated locally, funded from local people exclusively, by contrast with the Channel Islands who have a similar status to ourselves as a Crown dependency. How does the BBC funding of their radio stations compare with delivering that sense of national identity that you were speaking about?

360 *Ms Wilson:* I have not lived or spent any time recently in the Channel Islands, but my sense is that you actually need, as an independent nation, to have your own broadcaster, because I think you can neverí The BBC is vast and therefore it is driven byí even within the UK, and not specifically relating to the Channel Islands, then I think there are issues of how different parts of the UK are represented. There will always be a tension, but I think particularly as you have your own distinct national identity, it is important that is represented by your own national broadcaster.

365 **Q297. The Speaker:** The Channel Islands would also, like us, claim to have their own national identity ó none of us is in the UK ó but it is their choice, they have the BBC operate their local radio. I am just interested as to the differences that you detect because of that setup compared with the local financing and organisation that we currently have?

370 *Ms Wilson:* I think in terms of editorial, and I cannot recollect, in terms of the BBC in the Channel Islands, but I knowí I have been a manager for BBC Scotland, and what I know from here is that how the news starts with Manx news and then goes to international, including UK. I do not think ó and I cannot check this ó that is always the case.

375 I know, and again it may have changed since I was in BBC Scotland, but you had the national news followed by the national news, which was incredibly confusing, whereas I think what is good here is that the mix we have always looked at ó nothing to do with your invitation to speak today ó as having a really good mix of how ðthe nationø is represented in terms of its international and nationalí

380 **Q298. The Speaker:** So it is the editorial control ó

Ms Wilson: It is the editorial control, yes.

385 **The Speaker:** ó that is more important than the funding, because one of the things it said is that the Channel Islands, while the BBC fund them, and therefore a lot of Channel Islandersø licence money is returned that way, unlike here, nonetheless what we have got is a superior product in terms of our public broadcasting service that reflects national identity in a way that does not happen in the Channel Islands. Would you agree with that?

390 *Ms Wilson:* I would, and I think there are two other things. I do think it is important, it is not just a matter of editorial; it is the wider structure that the editorial sits in and is able to operate in. That is crucial, and I think it is the fact that the BBC is very centralised, and you may find things that even your employment, once you start having people who are employed by BBC Centralí At least in the UK, there is one employment law. Your employment law and conditions and ethos may be very different, so I think you start to become, in a sense, less of a nation if you are allowing somebody else dictate that this person is appointed by the BBC and has this many weeks maternity leave, where here you prefer and have chosen as a nation to prefer a different option.

400 **Q299. The Speaker:** If we were to seek funding from the BBC on the basis that the Manx BBC licence funding should be returned to the Island to support public service broadcasting, and that was defined as a broadcaster that had no commercial revenues at all and no advertising, like the BBC, would that model of funding and income dependí would the continued independence and attractiveness of Manx Radio survive that process as long as editorial control was firmly rooted here, or is there a risk, if the BBC get involved in funding ó ðhe who pays the piper calls the tuneøó there would be a weakening or a diluting of the character of Manx Radio as a result?

405 *Ms Wilson:* I think there is a number of issues there, in terms of where you are at the moment as a nation globally and the way you are able to use social media and the limited advertising that you have actually gives you something unique as a role model globally and that works in your business environment. I am not sure, because the BBC would spend a lot of lawyers and a lot of time trying to work through how something that had a different relationship with the BBC, but still had some commercialí BBC Worldwide has a commercial, so the BBC has parts of it that have

commercial as well as non-í pure public service, so that would be something for them to work through.

415 I think if the arrangement was properly thought through for some new relationship with the BBC ó this is my personal opinion; obviously the BBC are also CBA members, I have not discussed it with them ó I would think that could be quite an interesting way of operating and ensuring that you and they were still very much a publicí It is an unusual situation anyway, that a revenue is taken here for theí There is a lot about it that is unusual that could be worked through, to work in perhaps a better way to support your public service broadcaster.

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The Speaker: Thank you.

The Chairman: Mr King.

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Q300. The Clerk: Thanks, Mr Chairman. Could I just ask a couple of points. First of all, you used this expression, ñdigital wildfireø What is that?

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Ms Wilson: ñDigital wildfireø was adopted I think at this meeting of the World Economic Forum because it is a situation and it was identified when they were considering severe global threats. It is that something starts as a rumour on Twitter, likeí I think that one of the ones they used was that the New York Stock Exchange during Sandy was three feet underwater. There was no truth in it, but once it spreads, it then very quickly affects markets, and so therefore the markets all crashed. It is those sorts of things that ó

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The Clerk: So it is an information wildfire, as opposed to ó

Ms Wilson: It is an information wildfire, as

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The Clerk: ó a virus or computer bug ó

Ms Wilson: Yes, although those are very serious risks as well, I think we are seeing with the currentí

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Q301. The Clerk: Can I also just ask about old technology/new technology? When Tynwald started, communications technology was writing things on paper and then the printing press came along, and within a few centuries people could distribute papers very easily, and there were lots of efforts to regulate this, but by and large you can put stuff around on paper, if you want to. Why was there no ñpublic service newspaperø?

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Ms Wilson: I think you go back toí The history of the way the BBC became the cornerstone, you are going back to a lot of original examples of the British Empire, but you are also looking at a period where you have this notion of ñpublicsø which was really the late 17th/early 18th centuries, where there was a consciousness of being a public and I suspect newspapers played into that, but there was not at that point the thought of how can you regulate to create a public communications structure. There has been quite a lot of work done on publics and how publics are changing and audiences are diversifying. There was a long time in the early days of the BBC, where everybody believed, possibly because you came out of really two world wars for the foundation of the BBC, that therefore the public were more cohesive in a sense thatí Similarly, you had one ANC, one party in South Africa following apartheid, because there was one globalí there was one focus for the people ó end apartheid, finish the war.

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The Clerk: Okay ó

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Ms Wilson: But now it is more diverse because actually ó

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Q302. The Clerk: In the 1920, getting your voice to sound in someone elseø living room was very expensive, and only one organisation could do it. Today, lots of people can do it, can get their voices to sound in each otherø living rooms. Does that not mean that in 50 yearsøtime, the idea of a monolithic broadcaster, whether publicly funded or any other way, is going to be old hat?

Ms Wilson: I do not think it is, because I think 10 years ago, people thought it might be, but things are changing in some ways very fast, in other ways not so fast, particularly in the Western

475 world. I think in those countries that are working very closely with China, that might become the case, where there is more restriction on the social media, and the broadcastí Sorry, it will not become the case, because the broadcaster is still very top-down.

480 I think what there is a real opportunity to do at the current time is to show how broadcasting is actually part of a new media landscape. I do not think you could, particularly radio; I think television is more at risk than radio. We have looked at this, that television can be something because it is more entertainment driven, it is still, even in the PSBs, more forced ó its hand is more forced in terms of its editorial and its content, to be more entertainment driven, to get the ratings. It is so much more expensive, whereas radio is not so expensive and is so ubiquitous. You cannot really better the technology of radio.

485 **Q303. The Chairman:** Media is seen to be growing all over the world ó films etc, home entertainment. So you say television is under threat more than radio?

490 *Ms Wilson:* I think, as Mr King was saying, in terms of public service broadcasting, it will be harder to be a public service television broadcaster, not television itself under threat; whereas I think radio, it easier to do that because of its very nature of being anywhere at any time, anyhow. It has been very adaptable as a media. I do not think there is that clear division and we are seeing there is not that clear division. That is why radio numbers are holding up globally and why they are holding up here in the Isle of Man.

495 **The Chairman:** Mr Hall.

Q304. Mr Hall: Just a question regarding funding, if I can ask: in your experience, for the public service broadcasting, the funding for that element, is that done on an annual basis or is it done on a more predictable basis for the medium to long term?

500 *Ms Wilson:* It has to be, because of the changing technology. We have very few cases that are done on an annual basis and those by and large are a disaster, because it is just not possible to plan a modern effective media operation on a one-year turnaround.

505 Ideally it is five, but it tends to be three is the accepted period cycle. (*Interjection by Mr Hall*) Yes, for three-year cycles. So three to five years ó five is the optimum, but three to five years is what we see in those broadcasters that are competent and effective and run well.

Mr Hall: Okay.

510 **Q305. The Speaker:** There are different models of governance of public service broadcasters, presumably, through the Commonwealth. Do any of them provide for accounting for the public money that is given as subvention, either through a licence or grant or whatever, for the public service broadcasting element of their output ó that which distinguishes them from music output, purely commercial stations? Are they required to the condition of the licence or within the structure that they operate to identify how the public service subvention has actually been spent within the radio station?

520 *Ms Wilson:* Most of those that haveí They have accounts and it would be identifiable, but I cannot think of any specific instances where you would be asked specifically. I think your output would be taken as a whole and you would be asked to provide accounts, and that is usually to an independent authority that is set up as part of your structure. So I think it would be that your output as a whole would be viewed as your public service. I do not think you would beí I am maybe missing your question, but I cannot see that you would take a bit of your output ó

525 **Q306. The Speaker:** RTE, which I appreciate is not a Commonwealth jurisdiction, do identify within their accounts what is dedicated for public service broadcasting element, for example.

530 *Ms Wilson:* And that is probably the case with Channel 4 actually, and those thatí But if you are a full PSB, it would be that your output is public service and that includes a mix of music and entertainment as well, because entertainment is part of the core remit of PSB.

So I do not think you can cherry pick and say this is part; I think it either operates as a public service ethos for the broadcaster or it does not.

535 **Q307. The Chairman:** But in fairness, the revenue from RTE is separated, so that for example, RTE2, which is a radio station, comes out because it is commercial revenue.

Ms Wilson: Well, yes, in that case, yes, the BBC worldwide ó BBC World would be separated out, because it is part of its commercial operations, and not partí So in that sense, but that should be clear in any accounts that are made public.

540 **Q308. The Speaker:** Have you seen the definition of public service broadcasting in Manx Radio's licence and if so, how does it measure up?

545 *Ms Wilson:* I have. I think the actual outputí We often look at something called key performance indicators, which might be something to think about, and these are used increasingly in broadcasters, but I think the elements that are included in the licence seem to me to illustrate what it is that the people of the Isle of Man expect from and could reasonably expect from their broadcaster.

550 **Q309. The Speaker:** Are you saying there are key performance indicators against which we can measure?

Ms Wilson: You would have to sit down and work out a system of key performance indicators that suited your public and however your broadcasting structure, how that reporting ó

555 **Q310. The Speaker:** Would that be typical of what happens elsewhere in other jurisdictions?

Ms Wilson: Yes.

560 **Q311. The Speaker:** What sort of KPIs, for example, would you be thinking about? Hours off ?

Ms Wilson: Yes, and looking at diversity and looking at news output, as opposed to entertainment output.

565 We do not set the rules; we say there are sets of key performance indicators ó and there is one being developed in Australia that a lot of broadcasters are looking at. I think you could have system in place that worked very effectively, but they vary from population to population with what the public expect from their broadcaster.

570 **The Speaker:** Yes, thank you.

Q312. The Chairman: Our Broadcasting Act of 1993 allows for a station delivering public service broadcasting to be given a 30-year licence. Does this strike you as a useful provision?

575 *Ms Wilson:* Thirty years seems quite a long time but I think anything that provides stability to any broadcaster is important, as long as there are critical periods built into that for review of what is the media landscape. But I think it is having a known and stable structure around everything, in the environment in which a broadcaster operates is the key.

580 **Q313. The Clerk:** Can I ask, how does somebody become a governor of the BBC? Who appoints them? You may not know this, because we did not ask you to come and tell us about the BBC, but from general knowledge ó

585 *Ms Wilson:* No, and it has changed, and it is changing. I am trying to think how it worked last time, because it has fairly recently been reviewed, following the Hutton Inquiry. It is a public appointment ó and the Chair inevitably plays a part in that, I think.

590 **Q314. The Clerk:** The reason I ask is that the Committee is quite interested in structures of who owns and manages the radio station. We have a purpose trust structure at the moment, which the Chairman mentioned at the beginning.

I am going to read you a quotation from a debate in Tynwald in 2005, after another review, and the then Chief Minister said that he had had a working group, working on a previous review from 2002 and he said on 19th April 2005:

595 The options for revising Manx Radio's legal structure were then considered, including a number of different corporate structures. It was considered that the establishment of a new Statutory Board or Statutory Corporation would not achieve the objective of the original motion, as this would bring editorial control of output closer to Government, whereas, currently, it is several steps removed of a desirable aim in a democratic society.

600 The point I want you to comment on is that he says that if you make a Statutory Corporation to own Manx Radio, it follows that this would bring editorial control of output closer to Government. Do you think that is an inevitable consequence?

605 **Ms Wilson:** I am not a lawyer and these things can be very complex, but I can see and I have spent a lot of time thinking through a more ideal structure for broadcasters globally. I think that is one that has even been mooted in 2011 for S4C. It is a similar where you have parliament, you have your government departments, which is usually home affairs, communication, and that actually you have then an authority that works to some of statutory board for the broadcaster that then works to that department and because of what is happening with telecommunications, I think actually as I said right at the beginning, public broadcasting is more than just communications, so
610 having communications and perhaps home affairs. I do not know, I cannot recollect exactly where they sit, but the broadcaster or the broadcasting authority would work and report to that department, and then that authority would have enough finance and teeth to look across all issues including complaints, finance and senior appointments for the broadcaster. That is the ideal structure.

615

The Clerk: Yes, S4C, you mentioned, for example, was under a statute.

620 **Ms Wilson:** Yes, so having that as statute. I am not sure that I understand having a statute that sets up something as effective as that would make it closer to government. I think of

The Clerk: Well, that is the question really. Would a statute in itself of ?

Ms Wilson: No, I would say not.

625 **Q315. The Speaker:** The purpose trust structure that we have of I do not know if you are familiar it of in effect the trustees are governors but they are not shareholders. How would a governing body, which sits? This purpose trust was set up to be something ahead to ensure arms length between Government and Manx Radio operationally. What should that body be doing to ensure such separation and what should it be doing to represent the public interest, because they
630 represent the listeners? How should it communicate the public interest either to Government or to the radio station?

635 **Ms Wilson:** I have obviously looked at your current trust and some of the history, but I am not by any means an expert on how your broadcaster. I have 102 broadcaster members, and I could not possibly be across all of them, particularly as a lot of them are changing for all sorts of reasons a lot of the time.

640 My initial thoughts looking at that were that the financial. your trust of five, I think it is, five seems quite a small number, even in a small population, to allow for representation of all interests, finance, legal and that you could have something that was more robust of and this is nothing on these individuals. I do not even know them or. You need something that actually, to be quorate, needs to be stronger. So I would say 10 to 12 of and that is quite unusual, five of but also to have the teeth. I cannot see how it works in the financial sense, which if we go right back to the beginning, public service broadcasting involve accountability and public funding. As I understand it, the financial side reports directly to the Treasury, which does not really relate to that board. So I find
645 that of

The Speaker: As the shareholder, in essence.

650 **Ms Wilson:** To my mind, it would. the authority to have the Treasury as the shareholder and as the chain of financial command is separating one bit off that does not actually fit and is not of being very frank of what we would look at and expect from an established and respected democracy such as yourselves, because, in a wider context, and you asked me, Mr Hall, here about small populations. I think there is a tendency sometimes in small populations to look inwards and not outwards. If we look at globally at the moment, in terms of financial institutions, and where
655 you are very strong and have a very good reputation, we would expect better structures to allow

your public broadcaster to have more transparent and public accountability, more than a direct relationship with the Treasury, which does not seem

660 **Q316. The Speaker:** Are you familiar with the purpose trust structure? Does it exist anywhere else?

Ms Wilson: I am fairly familiar with it and I have not seen anything that is quite like that. As I say, the one thing that struck me was it was actually quite a small number of people. On a very practical level you have only got to have two or three people off-Island, and then decisions to be quorate, five just does not in the modern world seem appropriate.

670 **Q317. The Speaker:** Just coming back to the financial element of it, when it was set up, the purpose trust was proposed in 2005. It was said that in practical terms it would mean that the trustees as shareholders of the operating company would vote the shares and direct the managers of the station to fulfil the purposes of the trust, which would include the public service broadcast ethos. The fact that it does not vote the shares, does that reflect your view earlier comment? Would you say that as it is now seems to be a bit at odds with the intention when it was set up?

675 *Ms Wilson:* It does, and I think the fact that if I am right in thinking that there was an agreed funding formula that then was changed to set it and everywhere is going through economic constraints, so that is now I think set at a fixed level, shows how easily that the current system is failing and can be overridden without due public debate and scrutiny.

680 **Q318. The Speaker:** Yes, because the Treasury, of course, making an annual subvention has been frozen for three years and is giving considerable difficulty because of that. They as a Government Department led by politicians are able to do that, from our reading the purpose trust was supposed to be a mechanism that would prevent what is in effect direct financial control of the station, so not achieving its objectives.

685 *Ms Wilson:* It does not seem to be.

The Speaker: Thank you.

690 **The Chairman:** Mr Hall.

Q319. Mr Hall: Just a question. You mentioned the word 'accountability' who do you think public service broadcasting broadcasters should be accountable to, the risk being that if you are accountable to too many, will you end up almost becoming accountable for nothing? Your experience around the globe of the public service broadcasters, who are they ultimately? Are there any issues, problems in regard to this and how are those dealt with?

700 *Ms Wilson:* A lot of time is spent discussing this, because it is very difficult to be accountable to the public, and that is why I say the ideal is that there is this really effective level where it is not directly the executive Government; it is something that is appointed by the parliament that then can act and have the teeth to. The broadcaster therefore reports to that, we tend to it an authority.

705 So I think it is making sure that there is that level, and I do not want to prescribe for you, but that is how it works most effectively, is that it is never a direct relationship between those managing the broadcaster and the executive government. That does not tend to be the way of providing public accountability, because it is just

Q320. The Speaker: When you say, 'act and have teeth' can you be specific and say what sort of powers you have in mind?

710 *Ms Wilson:* To ensure that any changes are able to go back to parliament and say that 'We feel this isn't appropriate for our broadcaster, and to debate these issues from a public service broadcaster.

715 **Q321. The Speaker:** They make a report to Tynwald as part of the Manx Radio annual report, and voice concerns about the ability of Manx Radio to carry out its remit, if it is not properly funded, but that is just stating some. If they have teeth, what sort of enforcement provision

should it have or direct with those that are doing the funding? Presumably the ideal would be that it controlled the funding, but the funding has come from ultimately from ó

720 *Ms Wilson:* From the Government.

The Speaker: ó the taxpayer and the Treasuryí

725 *Ms Wilson:* Yes, which is why I say each should have a relationship with a Department in the Government but shouldí And obviously, that Department then is influenced by parliament and the authority could be called to a select committee, as happens with the BBC. Even this week, Lord Patten has had to be calledí

730 **Q322. The Speaker:** The Department of Community, Culture and Leisure is the Government Department that looks after Manx Radio, if you like, notionally. (*Ms Wilson:* Okay.) In practice, that is in terms of promoting legislation; it is not an advocate of the station, but it is the way Manx Radio, I guess, has an in to the Council of Ministers.

735 But Treasury is the Government Department that holds the purse strings and the purpose trust sits somewhere in the middle, but we are not quite sure what it can do when difficulties arise, other than articulate them.

Ms Wilson: And again, I think the teeth would come from having a statutory authority that would actually therefore be able to work with all those Departments and not just a relationship partly with the Treasury and partly with the Culture, Mediaí

740 **Q323. The Speaker:** So it is the statutory body that would in fact give the organisation greater teeth?

Ms Wilson: It would be more robust.

745 **Q324. The Speaker:** It would be more robust and less open to whims of Government who are doing the financing.

750 *Ms Wilson:* I think it would mean it would be more across the board, too. It would not have a direct relationship with Treasury or I think you need something that means you are not having undue influence or a relationship specifically with one Department or the other, because then you become a battleground, whereas the authority would take that one step away from the broadcaster and management of the broadcaster, but be something that would be robust enough to hear what the Department of Communications said, the Department of Culture said, the Treasury said, and actually be able to, if it was a big enough board ó which is why I say, five I do not think is enough
755 ó be able to have that debate in a public way, in a public place and actually be able to respond and balance those, otherwise, in our experience ó and I am thinking there are quite a lot of state broadcasters, where the Treasury or for political reasons, another Department will have undue clout, which does not work and does not feel like a genuine public, proper parliamentary, democratic way of handling something as important as a public broadcaster.
760

Q325. The Speaker: There are more robust models, in your experience, elsewhere that would truly establish the adequate funding of the radio station, with public moneys and less open to the whims of the Treasury, and that happens elsewhere through different models?

765 *Ms Wilson:* Yes, I think financially, there are very few that have that direct relationship, because it is not historically how public broadcasters are run, so with respect, it is not are there one or two that have a different model ó and there are many models ó but very few have the financial relationship that you have here.

770 **The Chairman:** Mr King.

775 **Q326. The Clerk:** Thanks, Chairman. We were talking just on the subject of different funding streams, I think sometimesí You mentioned at the beginning that a public service broadcaster needs to be financially independent, and that means independent of government, and I think I am right, would you also say independent of advertising and commercial pressures?

780 *Ms Wilson:* Ideally, but I am not sure that is realistic. I think that is being reviewed all the time at the moment, and it goes back to the point where there you would need to look at your key performance indicators and say how much and howí The BBC is not even independent of commercial input and it has a licence fee income of £5.6 billion.

785 **Q327. The Clerk:** It is sometimes said in the Isle of Man that having a commercial income stream that gives Manx Radio a kind of a buffer against overreliance on the Treasury. Does that strike you as plausible?

790 *Ms Wilson:* A lot rests on this and therefore I would be cautious because of my level of expertise in this particular situation, but from what I can see, I think it is not actually a buffer against the Treasury, but it is a very valuable part and for, if I come in and would be takingí how would I demonstrate how some commercial funding works well for public service broadcaster, this could be a really good model globally, let along in the Commonwealth.

795 **Q328. The Clerk:** And just one more on the input of the private sector, one way of gaining input from the private sector is to sell advertising to them. Are there any cases you have seen where the public body has actually entered into a partnership with a private body to share resources and infrastructure and ó I do not know if you have heard this being talked about here ó but the idea that a commercial radio station would get together with a public service broadcaster to form a kind of a partnership?

800 *Ms Wilson:* No, I know a little of what I think has been proposed here and I have not found anything else in the Commonwealth or beyond that would then be understood to be a public service broadcaster that worked in that way.

805 France has more recently moved very much in the opposite direction to be more of a public service broadcaster, so I think it would be very much going against the trend, and I think it is somethingí We do comment globally. Greece is not a member, but when the public service broadcaster was shut within four hours, recently, then we played our part in ó and Cyprus obviously is a member ó we played a part because we were aware that this would be setting a dangerous precedent, and I think it does not matter how big or small the broadcaster, we would look at it as an uncomfortable precedent.

810 **Q329. The Speaker:** Just on the same theme, are there any public service broadcasters which are not state-owned propaganda broadcasting stations which nonetheless deliver public service broadcasting solely from public funds, without any commercial revenue or advertising under a particular governance structure, which is why I say they are not state-owned propaganda stations?

815 *Ms Wilson:* The new kid on the block is Thai Public Broadcasting, which came out of the military coup ó unlikely origins of a public broadcaster, but it is actually a very robust and strong public broadcaster and has set up a lot of interesting work aroundí It is actually television only, and that is funded from a sin tax, in that when they set up the broadcaster, they decided to putí all the revenue income from tax on tobacco and alcohol goes to the public broadcaster,

820 **The Speaker:** This is in Thailand?

825 *Ms Wilson:* This is Thailand. Now, that has actually even caused debate there, although they have got a very well funded and increasingly popular and trusted public broadcaster, in that people have already started to say, ÆBut does that mean you're not going to be a true public broadcaster and tell us we should stop smoking and stop drinking, because it will cut your revenue?ø

So there are always going to be arguments, there are always going to be tensions.

830 **Q330. The Speaker:** There is no such thing as a public service broadcaster that does not have some degree of reliance on commercial income?

835 *Ms Wilson:* Yes, ABC does not really have any reliance on commercial income, and is a model public service broadcaster. The BBC notionally does not, but quite a lot more goes into the pot from BBC Worldwide ó

Q331. The Speaker: In terms of small radio stations?

Ms Wilson: No, forgive me, I cannot think of any and I have tried to think of them.

840 **The Speaker:** Thank you.

Q332. The Chairman: You mentioned there before, there are many different models of public service broadcasters and a lot of them are changing around the world. Just give us a couple of examples of why they are changing. (*Ms Wilson:* Ofí ?) You mentioned before that public service broadcasters around the world are changing. Is this because of the economic climate?

850 *Ms Wilson:* Why they are changing: yes, politics, unrest. Certainly, the economic situation is impacting many public service broadcasters, but I think more those countries that have decided that they want a public service broadcaster, and are very clear in that that is as important as having a water supply or an electricity supply. It is a need-to-have, not a nice-to-have, in terms of their cultural identity. It is more the new media landscape that is bringing in change, than the economics.

855 **Q333. The Chairman:** I suppose it is just a moving object constantly (*Ms Wilson:* Yes.) and it is always going to change. The Isle of Man is no different, because there have been debates for decades about it, so I assume we are no different from anyone else. (*Ms Wilson:* Yes.) Have you visited Manx Radio at all?

860 *Ms Wilson:* Just briefly this morning.

Q334. The Chairman: Okay. What did you find?

865 *Ms Wilson:* Looking at Manx Radio on paper and on the web, which I have done over some years now, I was incredibly impressed to actually go there and see howí Silly things strike me, which are that in that particular building, which is an older building, it is actually great as being fit for purpose for a modern media organisation and adaptable.

Q335. The Speaker: It is fit for purpose?

870 *Ms Wilson:* Yes. A lot of old BBC buildings just do not convert to modern media, whereas the building it is in seems actually a great building to be suitable for a modern media organisation and the recent refurbishment work looks really excellent. The facilities are very strong. I know a little bit of the figures, and the actual when you look at the size of population, the advertising revenue of 14% is actually very impressive, so I think it is working in an incredibly effective and innovative way that I would be quite keen to showcase to other broadcasters.

Q336. The Clerk: That is 14% of what?

880 *Ms Wilson:* The advertising revenue at 14% is actuallyí I think in many radio stations it is 6% or 7%, I think, in a very smallí

The Clerk: It is 14% of Manx Radio's income?

885 *Ms Wilson:* No, its advertising revenue as 14% of the share, I think is actually incredible.

Q337. The Speaker: I do not quite understand that figure. Commercial income as a percentage of overall income is considerably more than 14%. The Government subvention is £900,000. (*Ms Wilson:* Noí) but the income other than that is about £1½ million.

890 *Ms Wilson:* No, but what it is able to take from the available market ó it actually stands up very well compared to ó (*Interjections*)

The Speaker: Sorry, I misunderstood.

895 *Ms Wilson:* Yes, and I think it is the way ití I have listened, and again, I like the way theí That is as important to me as going and seeing the operation. It could be a model that I would want to talk about around the Commonwealth and beyond, as to how it is running and how effective it is.

900 It does not seem to be as well staffed as I would ideally like to see for a modern Western
national broadcaster. I think it is probably at its minimum, in terms of I was asking questions of
rotas and timing and if there were more female employees, and even annual leave but more
female employees, maternity cover issues, paternity cover issues. I got the sense that it is probably
stretched to deliver the quality speech programming that it needs to. It would not want to sink any
905 lower than those staffing levels, is my perception.

Q338. The Speaker: Is that because so much of the activity is what the listener does not
actually hear or the preparation behind the scenes?

910 **Ms Wilson:** The research and, yes, the getting from A to B and having enough staff to cover
effectively even quite small territory, you need a minimum number of staff to be able to cover for
sick leave.

I was asking people about, as we would always do, how much annual leave, and if you look at
the total number of staff in particular roles and you work that out across the year, how on earth
915 does everybody take five weeks of holiday, which I presume it is?

Q339. The Speaker: Operationally, you have said then that it is a model that you would be
happy to recommend to other restrictions, but of course the reason we are meeting here is because
of the difficulties under the funding model.

920 **Ms Wilson:** That is the drawback, yes!

Q340. The Speaker: That aspect you would not be recommending?

925 **Ms Wilson:** I would not, no! I think it is the actual operational, going and seeing the operation
within the restrictions, and I cannot see how that is. It is a shame, because when you look at that
and how good and how just quickly I walk into a lot of radio stations around the world and for a
similar size, the staff were engaged they were enthusiastic, they were curious or you get a sense of
how much people are enjoying and committed and just talking to people about, what you do if this
happens and that happens? Well, somebody has to get up, and they are not on duty but they have
930 to come and cover it. You would not get that sort of response or commitment in many similar-
sized stations.

Q341. The Speaker: Looking at the international broadcasting world with which you are
familiar, how highly would you rank amongst radio stations of that type? How highly would you
935 rate Manx Radio in that case?

Ms Wilson: As I said previously, since 2007 when we started looking around, then very highly
and I see nothing other than some of the issues around the structure and the funding and being able
940 to continue to operate when we have other much larger broadcasters, where it is impossible
to operate and plan strategically, effectively on an annual cycle, particularly when there are other
vagaries in. That is the real weakness, but the actual operation, I think is really excellent.

Q342. The Chairman: How many jurisdictions around the world have a similar situation to
the Isle of Man, where its neighbours we are paying a huge amount of revenue to the BBC or
945 £4½ million? There are not many comparators in that regard, I would imagine.

Ms Wilson: I cannot think of any.

950 **Q343. The Chairman:** It is a conundrum, isn't it?

Ms Wilson: But then there are similar issues, CBC/Radio-Canada has an issue, in that if you
think of the border of Canada with the USA, most of the Canadian population live on the Canadian
border, and therefore they get American television. I think that is probably more that people might
want the BBC more than they might want American television. There is no public broadcaster, but
955 we have those similar issues, but certainly I cannot see the Canadian government would let any
American broadcaster collect revenue.

The Chairman: Okay, thank you.

960 **Q344. Mr Hall:** Just to ask a final question, Mr Chairman, a thought that has come to mind: do you think that, in your personal opinion, public service broadcasting is a field which deserves just as much attention as say, for example, health or education?

965 **Ms Wilson:** Yes, we get back again to thinking about what sort of world, what sort of community, what sort of nation you want to live in and how it is represented. I think what you have the opportunity to do, which is incredibly important in a modern economic environment, is how you are perceived around the world. I know, going back to Tonga, how Tonga is perceived is partly through the diaspora and other people looking at Tonga through now the web and the radio.

970 I think what you have the potential to do in the Isle of Man, with your public service broadcaster, is actually showcase what you are doing to the world, possibly in a better way and increasingly improve that with the way you operate the radio and associated social media platforms.

975 **The Chairman:** Okay, well, thank you very much.

Ms Wilson: Thank you.

980 **The Chairman:** It has been excellent, and we hope you enjoy the rest of your stay in the Isle of Man and have a pleasant journey home.

Mr Hall: Thank you very much.

Ms Wilson: Thank you.

985 **The Chairman:** We will now be sitting in private, so thank you very much.

The Committee sat in private at 1.02 p.m.