

What Governance Framework to Maximise Efficiency?

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Agenda & Definitions

- Agenda
 - Governance & relations with state
 - Strategies for balancing efficiency, independence
 -and accountability
- Some Definitions
 - Efficiency = Inputs & outputs
 - Effectiveness = Outcomes/Impact
 - Governance = Accountability & performance measurement

Generally clear goals and governance aid efficiencybut PSBs rarely have these

- PSB privileges...
- Come with very high expectations
 - Multiple goals
 - Multiple measures
 - Complex governance
 - Accountability to multiple stakeholders
- Problem of how to navigate these tensions

Differing PSB responses to the independence vs accountability dilemma

Maximise Autonomy

- Exploit contradictions to maximise freedom
- Looks promising but...
- Lacks focus
- Risks employee 'capture'

✓ Independence

x Accountability

x Efficiency

x Effectiveness

Passive Client

- Respond to stakeholder(s)
- >Distance from audience
- >Demand overload
- Lacks continuity
- Can't plan

x Independence

x Accountability

✓ Efficiency

x Effectiveness

Government response 1: Prescribe & Control

Nature

- Prescribes detailed outcomes
- Retains constant managerial oversight
- Combined with regular inspections
- Changes mind at will

Assessment

- Can't address rapid change
- Clashes with creativity
- Conflicts with independence
- Undermines impact
- Effectiveness & public trust reduced

Government Response 2: Trust, Delegate and audit

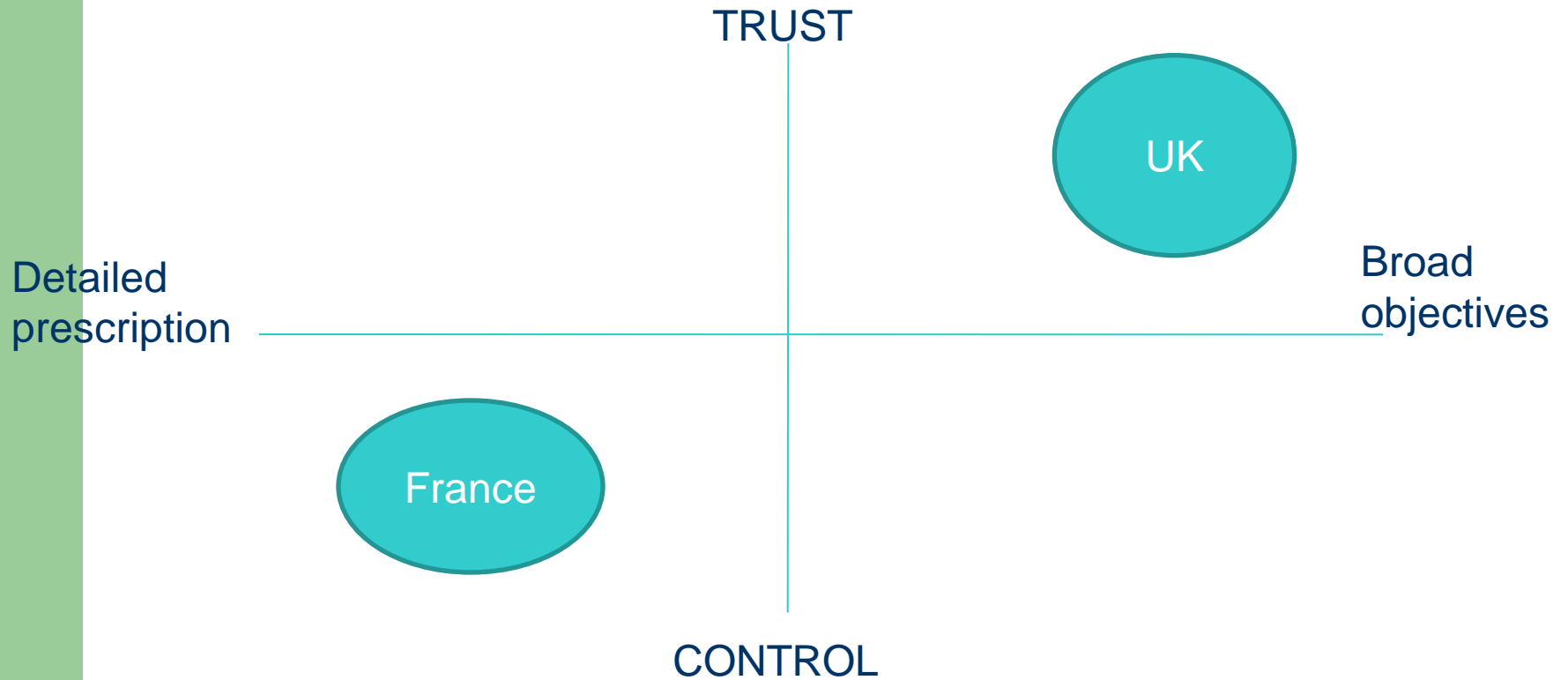
Nature

- Framework agreement
- High level in nature
- Long term
- Defines objectives not actions
- Considerable flexibility
- Holds to account on agreed timetable

Assessment

- Clarity versus prescription?
- Agreement over goals?
- What period?
- New stakeholders/New Issues
- Can the timetable hold?
- Only if real consent for goals and accountability process

Mapping against criteria



UK Charter model

- 3 year period of Charter debate, public consultation & research
- 10 year framework agreement with 6 years funding
- New cross platform purposes
- Greater distance and delegation
- Primary focus on viewers
- BUT
 - more regulation
 - complex accountability
 - continually contested legitimacy

- Independence ?
- Accountability ?
- Efficiency ?
- Effectiveness ?

French model – The 4 Cs Contracts, Cahiers, Commissions and creation

- Some PSB intervention less contested
- Detailed Remit
- Multi-year agreement and funding
 - Can be reopened
 - Limited delegation
 - Limited role of research and the public
 - Importance of the state
- Complex stakeholder relations
- Important role of '*creation*'

- Independence ?
- Accountability ?
- Efficiency ?
- Effectiveness ?

PSB effectiveness demands clarity & responsibility combined with independence and accountability

- Define and defend clear goals with public legitimacy
- Limited & intuitive performance indicators
- Aim for independence that fosters responsibility
- Together with clear lines of accountability
 - visible
 - user focused
 - makes a difference
 - fixed timetable

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