

# Stakeholder Governance

An illustration of a framework for engagement

**Nigel Johnson - British Waterways**

# Richard Benyon - HC debate 7 July 2010



“We want a mutualised product for the waterways dependent on three clear objectives:”

“First, it must have a clear purpose and robust governance arrangements that protect the waterway assets and the public benefits they bring, both now and in the future.”

“Secondly it must ensure that all users, local communities and other stakeholders can hold the body to account.”

“Thirdly, it must ensure that the waterways are placed on a more sustainable footing for the longer term whilst reducing the on-going cost to the taxpayer.”

# Richard Benyon - HC debate 7 July 2010



- Capability
- Accountability
- Sustainability

**PUBLIC SECTOR**

Defra

**BW / EA Boards**

**Executive Directors**

**National functions**

Function

Function

Function

Function

Etc

**Local Waterways**

Waterway

Waterway

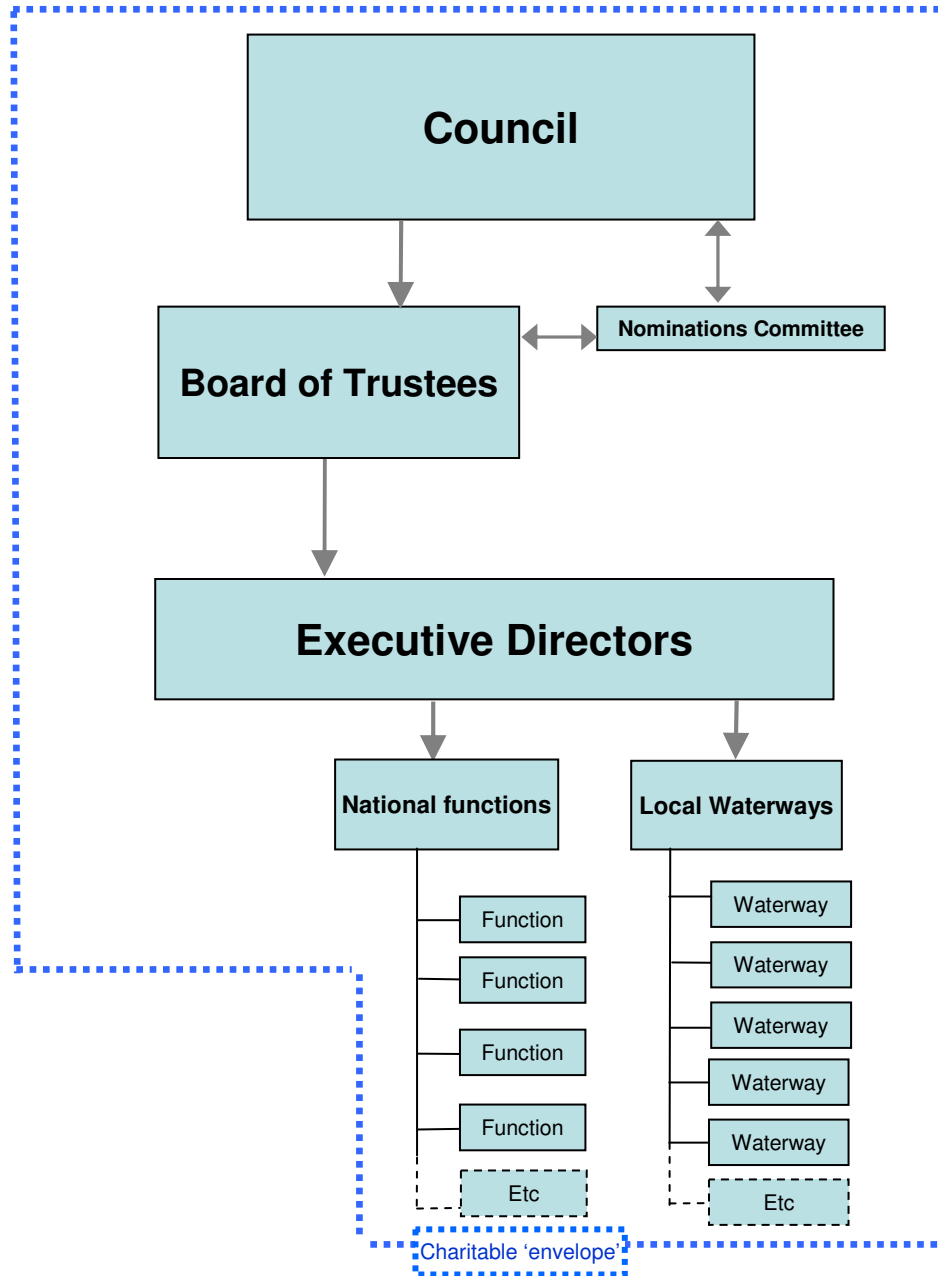
Waterway

Waterway

Waterway

Etc

# CHARITABLE TRUST



# Capability – The Trustee Board



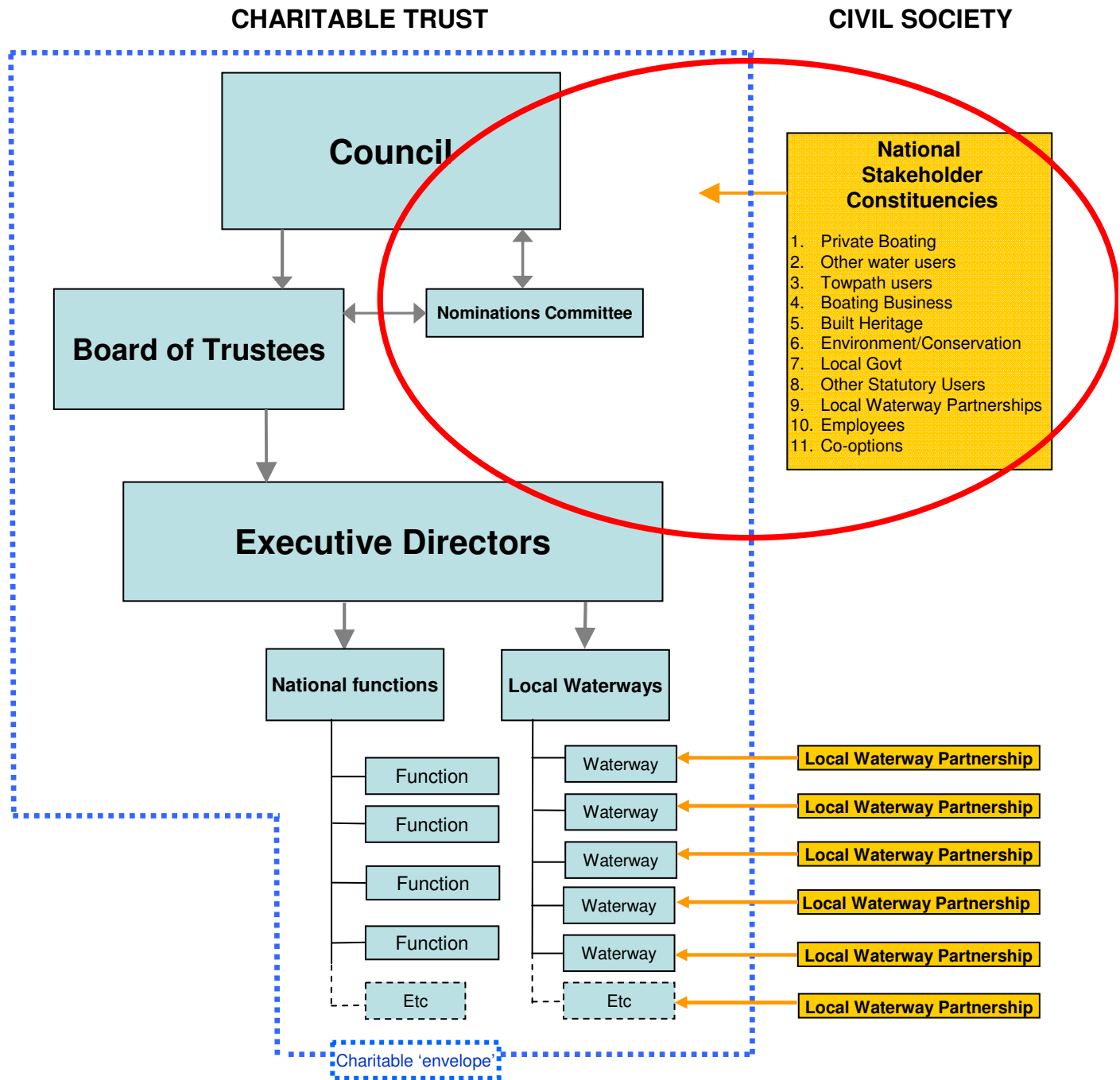
- Ultimate responsibility for everything the charity does
  - Must act in interests of the charity
  - Must exercise independent judgement
  - Infrastructure liability
  - Public benefit
  - Proper use and safeguarding of resources
- Unpaid

# Accountability-

## The role of the Council



- Scrutiny and oversight
- Is representative of the stakeholder universe at national level
- Elects the Board of Trustees
- Can dismiss the Board of Trustees
- Scrutiny committees – ‘a few but sharp teeth’



The governance models in this presentation are for illustrative purposes only, to facilitate debate, and do not reflect any settled view of government .



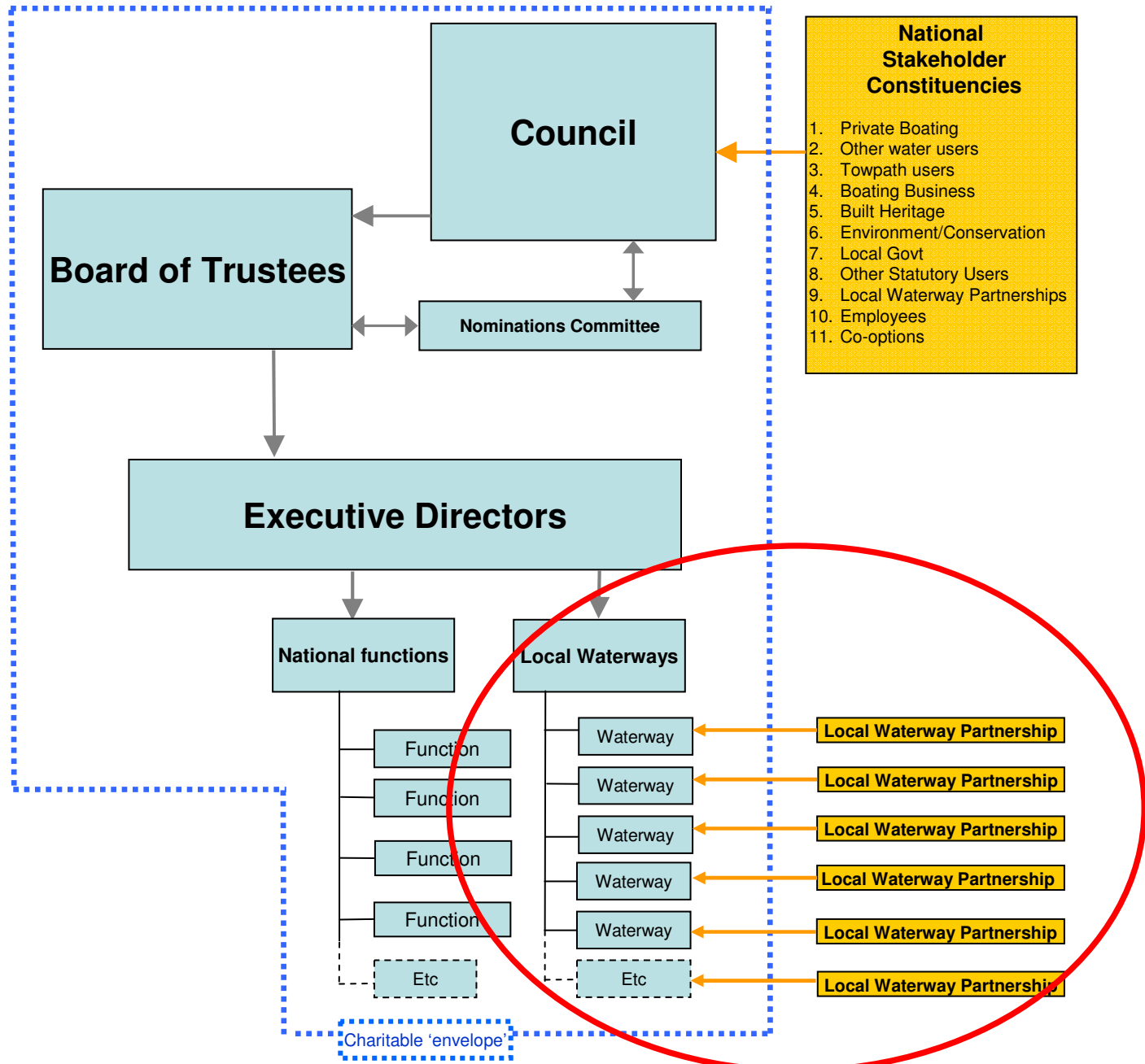
# National Stakeholder Constituencies



<b>Constituency</b>	<b>No. Council Members</b>
1. Private boating	4-6
2. Other water users – sailors, canoeists, anglers, rowers	2-3
3. Users of towpath – cyclists, walkers, horse riders	2-3
4. Boating business	3-4
5. Built heritage	2-3
6. Environment/conservation	2-3
7. Local government	2-4
8. Other statutory users	2-3
9. Local waterway partnerships	10-13
10. Employees	3-3
11. Co-options	3-5
12. TOTAL	35-50

# CHARITABLE TRUST

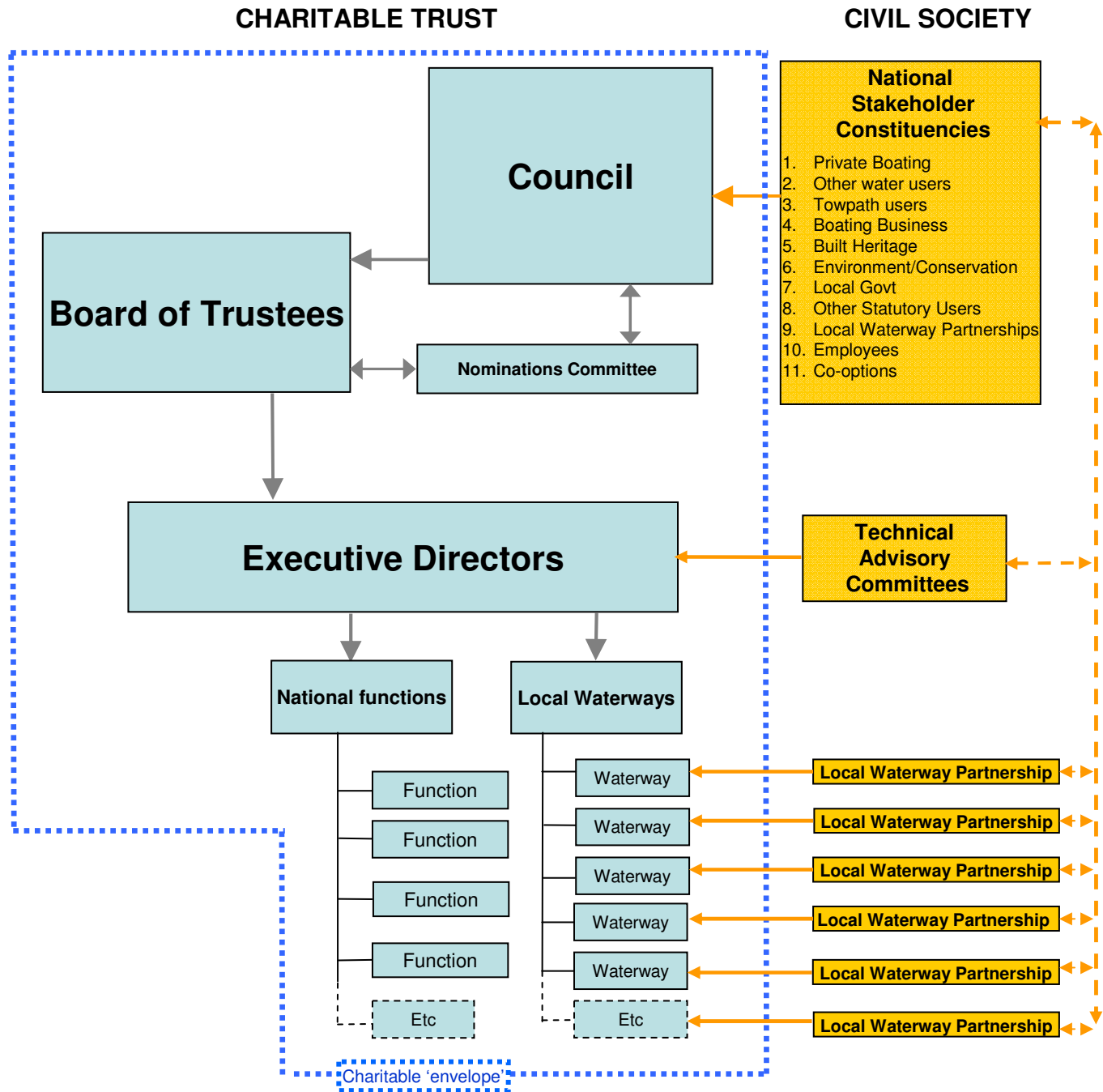
# CIVIL SOCIETY



# Accountability- Local Waterway Partnerships



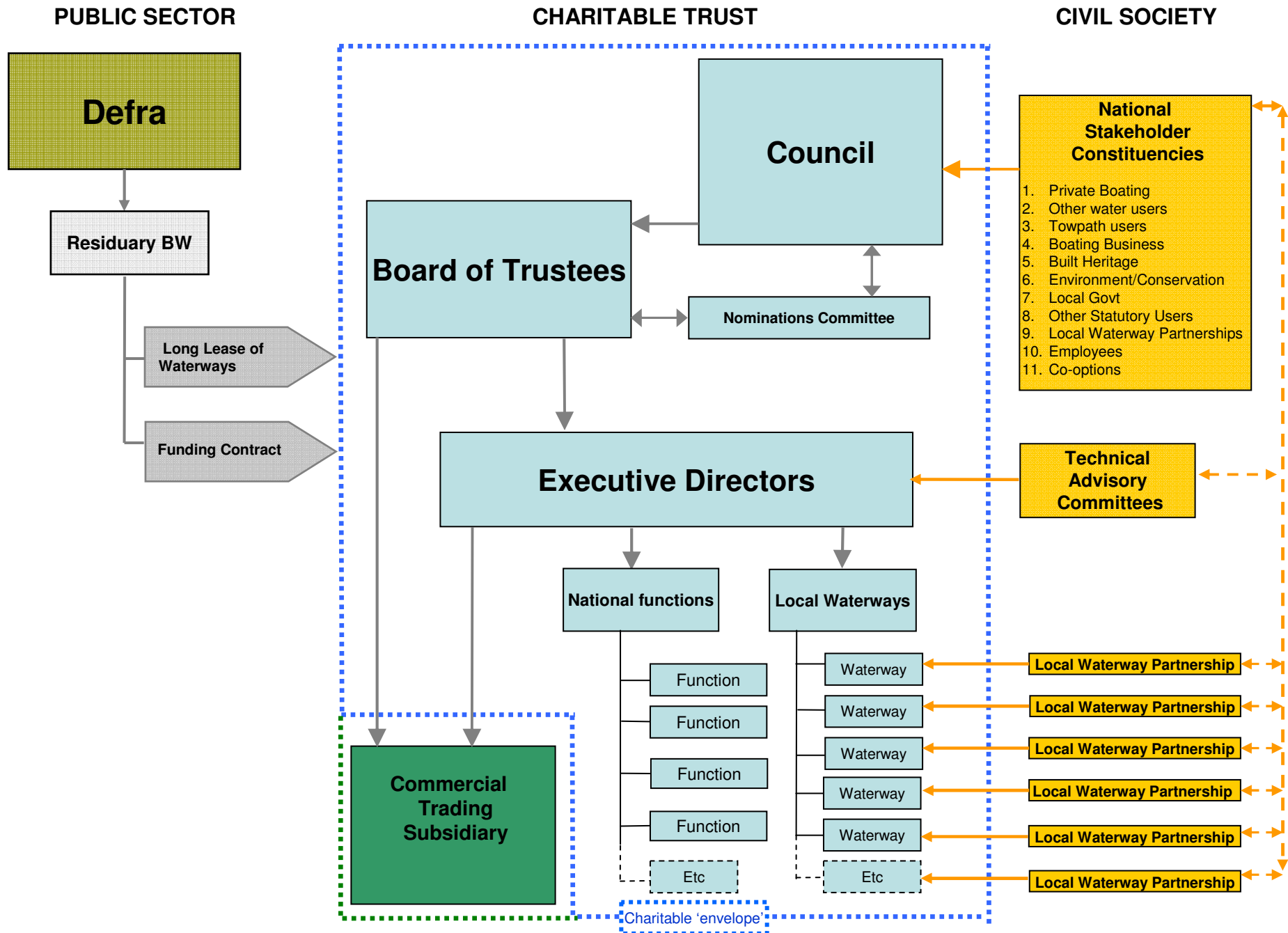
- Representative of stakeholders and the community at a local level
- Collaborative body to mobilise support and goodwill
- Local scrutiny and accountability
- Adaptable to local circumstances
- Can build on existing good practice



# Sustainability



- Proper governance of resources
  - The property endowment (~£500m)
  - Other commercial activities (e.g. water sales & utility income £22m annually)
  - Regulatory compliance
- Public funding - Contract



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