
Corporate Plan 2017–20

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This plan covers the period from
2017–18 to 2020–21.

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Foreword

The British Council is the United Kingdom's international organisation for cultural relations and educational opportunities.

This plan is an update of the Corporate Plan 2016–20, and has been developed in partnership with colleagues in government and across the sectors we work with. We are not making any major adjustments in this update.

Using the cultural resources of the UK, the British Council creates friendly knowledge and understanding between the people of the UK and other countries. Our work with young people in the Arab world remains a top priority as does strengthening the connections we have as a nation with the people and institutions of countries such as China, India, Indonesia and Russia. Supporting Pakistan, Egypt, Nigeria and South Africa (among others), which have education systems under pressure from rapidly increasing numbers of young people entering education, is critical to the future of those countries in the short term, and to our own future in the long term. Also critical is maintaining the strong links which bind us to our friends in Europe and to developed economies more broadly. Despite the limited availability of surplus to fund our non-official development assistance (ODA) work, we intend to find ways to increase the scope and impact of our activities in these countries.

Mutuality is an underlying principle of all our work – it should benefit those we work with as well as the UK. The 'interchange of knowledge, ideas and discoveries' has been the basis of our approach since it was first included in the 1940 Annual Report. Mutual learning, mutual respect and mutual benefit accrue when programmes are co-created by partners in the UK with others across our network in over 100 countries. Building lasting relationships creates understanding of the UK which underpins our place in the world. These relationships will show their value as we focus on promoting Britain as an outward-looking, inclusive, globally connected nation.

By promoting Britain in this way, we must not only help others to understand us. We must also help ensure people in the UK understand other people and cultures and have the skills to work with them, trade with them and collaborate with them. Our work with schools through programmes such as Connecting Classrooms and the Mandarin Excellence Programme help young people experience other countries and nations, as does Erasmus+ which promotes outward student mobility. We will seek to increase the opportunities for young people in the UK to have an international experience which helps them develop the skills and understanding the UK needs.

All of these plans must of course be funded. We remain grateful for our grant-in-aid from the taxpayer and are pleased that we return multiples of that to the UK economy each year. We have the opportunity to bid into other government funds and for grants from international partners, and business also supports our programmes. All surplus we make from those parts of our cultural relations portfolio that generates revenue is reinvested in further work. Finally, we will continue to diversify our revenue streams.

However, we are facing pressures in our current funding model. At the time of drafting there is considerable uncertainty over the amount of money that we will receive through the competitive bidding process for the UK government's Empowerment Fund. This, combined with external factors such as the impact of the declining value in the pound means that, despite planned efficiencies, the financial plan assumes a much lower spend in developed countries from 2018 onwards. If we are unable to bridge that funding gap our ability to deliver across the developed world will be challenged. That, however, is not my vision. I want the British Council to do more, not less, especially now that the strategic landscape has changed. The UK's decision to leave the EU is an opportunity to use cultural relations to engage even more across the world.

To make the most of available funds requires us to be impact led, sustainable, agile and professional. This is all the more critical as the purchasing power of our grant-in-aid is up to 20 per cent less than it was a year ago and inflation in some key countries is accelerating. In this context, the British Council must focus on delivering with even more impact – and it must be focused only on activities that drive our mission and present value for money. This plan therefore introduces the results and evidence framework, which will provide the organisation with a means of measuring our impact consistently. Simplification and standardisation must be the order of the day, as must speed and agility to create more capacity for creative work.

The basis of this plan therefore is to increase impact on our priority areas and increase effectiveness through simplification, standardisation and agility. Neither of these is possible without great people and we are fortunate to have talented, professional, creative colleagues who are dedicated to our mission. I am also grateful to all our partners and advisers who contribute so much. As we work towards our mission we will help build a global Britain which helps the world and ourselves be better, safer, and more prosperous.

Sir Ciarán Devane

Chief Executive, British Council



Sir Ciarán Devane on a visit to an Active Citizens project in Uganda

Our purpose and priorities

We create friendly knowledge and understanding between the people of the UK and other countries.

The British Council is the UK's international organisation for cultural relations and educational opportunities. We create friendly knowledge and understanding between the people of the UK and other countries. We do this by making a positive contribution to the UK and the countries we work with – changing lives by creating opportunities, building connections and engendering trust. This enhances the security, prosperity and influence of the UK and, in so doing, helps make the world a better, safer place.

We work with over 100 countries across the world in the fields of arts and culture, English language, education and civil society. Each year we reach over 20 million people face-to-face and more than 500 million people online, via broadcasts and publications. Founded in 1934, we are a UK charity governed by Royal Charter and a UK public body.

We combine strategic alignment to the UK's long-term foreign policy priorities with the long-standing principle of operational independence in our work. This is important for our impact in building trust for the people of the UK globally and is in keeping with our legal status as a charity.

This Corporate Plan sets out our priorities, what we will do to meet those priorities and how we will measure our impact. The plan is an update to the four-year plan we published last year and covers the period from 2017–18 to 2020–21. It has been prepared in consultation with stakeholders and partners across the UK government, our advisory committees and the governments and executives of Northern Ireland, Scotland and Wales. It also draws on our understanding and assessment of the needs of our partners overseas.

The aims of the British Council are aligned with UK policy objectives which provide the strategic frame for all our work:

- **Security and stability:** make a lasting difference to the security of the UK and to stability worldwide by creating opportunities and connections in fragile and conflict-affected states to build resilience and respond to crises.

- **Prosperity and development:** contribute to the UK's prosperity and to development in the countries we work with by building trust, connections and skills, which create favourable conditions for growth.
- **Influence and attraction:** contribute to the UK's international influence and attraction in the world by building mutually beneficial connections and long-lasting relationships between the people of the UK and countries we work with.

Our priorities

While we intend to maintain our global presence, making a difference in all the places we work, in the period to 2020 we will prioritise our impact in the following areas:

- Maintaining and strengthening cultural and educational relationships and connections with the people of the countries of the EU and other major developed economies as the UK leaves the EU.
- Strengthening cultural, educational, science and sporting connections with India, China and other major high-growth developing economies.
- Strengthening stability and security and addressing the factors that enable violent extremism in priority countries in the Middle East, Africa and South Asia.
- Strengthening connections with the next generation in Russia and neighbouring countries to increase long-term UK relationships and connections.
- Responding to the refugee crisis in Syria, Iraq and neighbouring countries, strengthening education and delivering cultural programmes.
- Creating international opportunities and connections for UK young people and promoting the learning of languages.

We will address these priorities through key areas of work, which respond to need on the ground, deliver benefit to the countries we work with, and meet our corporate outcomes and UK priorities.

Key areas of work			Corporate outcomes	Wider benefit to UK
Voice and opportunity for young people	English for peacekeeping	Changing lives and life chances through sport, creativity and the arts	Create opportunities Lives are transformed through English, education, skills, qualifications, arts and culture.	Security and stability
Alternative pathways for young people at risk	Connecting with the next generation in Russia and neighbouring countries	Tackling the causes and effects of migration		
Civil society and access to justice	Art for prosperity	Skills, confidence, chances for women and girls	Build connections Stronger cultural relationships between people in the UK and people worldwide.	Prosperity and development
English, education, science and skills for growth	Culture and development	Growing social enterprise and investment		
English as the world's preferred language	Creating global networks and digital spaces	Connecting global cities: UK and overseas	Engender trust Increased trust and understanding between people in the UK and people worldwide.	Influence and attraction
Sharing UK professional standards and qualifications	Supporting future global leaders	Promoting UK education, culture and values		

Organisational principles

In everything we do there are four core organisational principles that will guide our work. We will be:

Impact led – putting our stakeholders, customers and audiences at the heart of everything we do, prioritising according to their needs, being clear about the impact we achieve, providing a consistent customer experience everywhere and being easy to do business with.

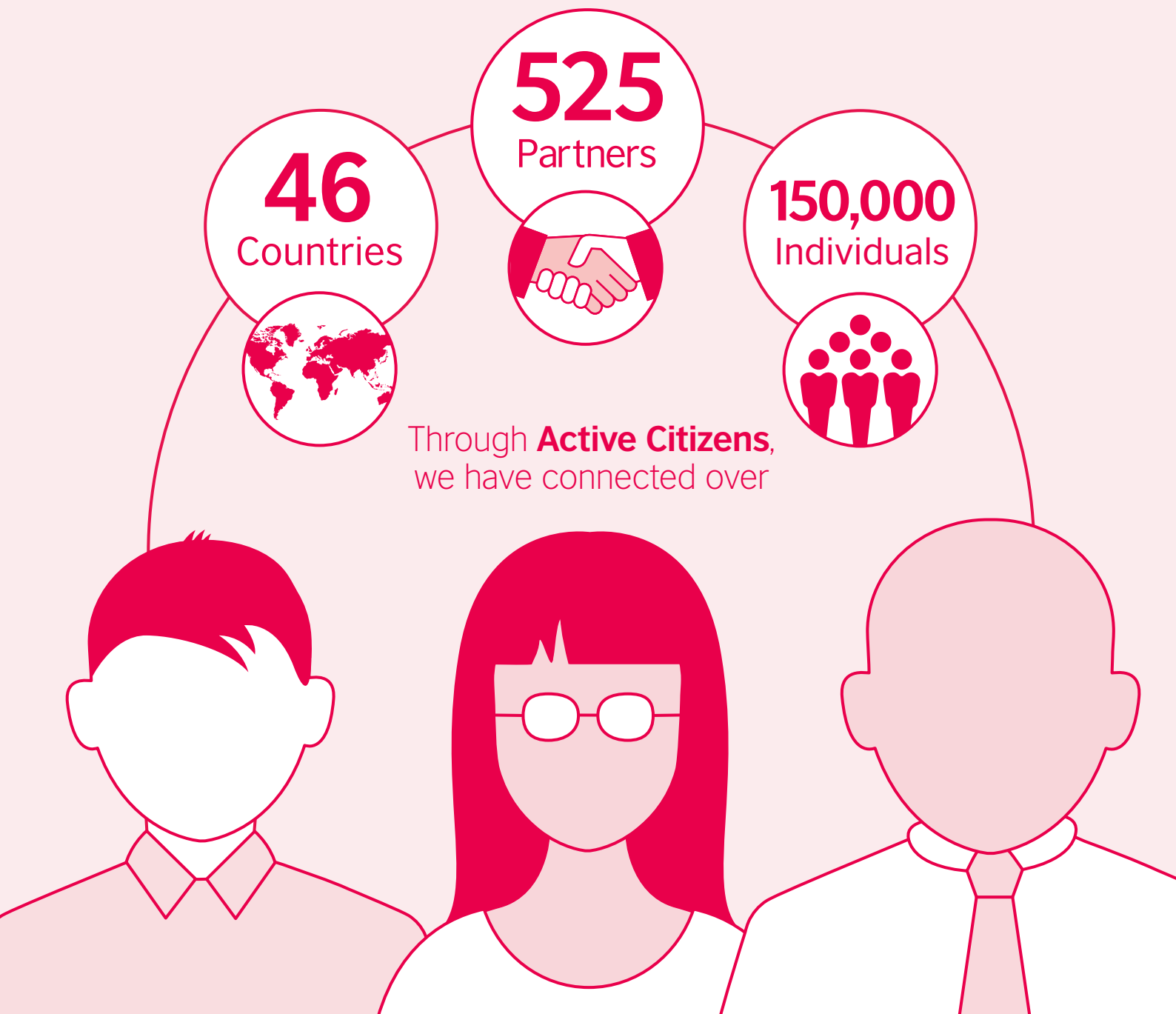
Sustainable – ensuring that each year our income exceeds our costs so that we do not diminish our reserves. This means simplifying our offer with a smaller number of activities while maintaining our impact. It also means embedding partnerships in the way we work across the organisation – working with a small number of institutional partners that share common purpose and where we can jointly influence national and international agendas.

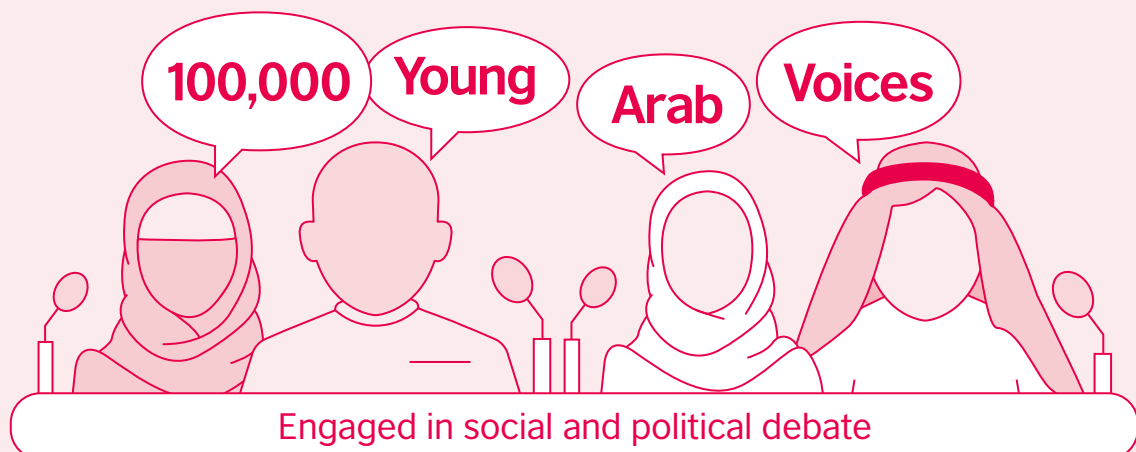
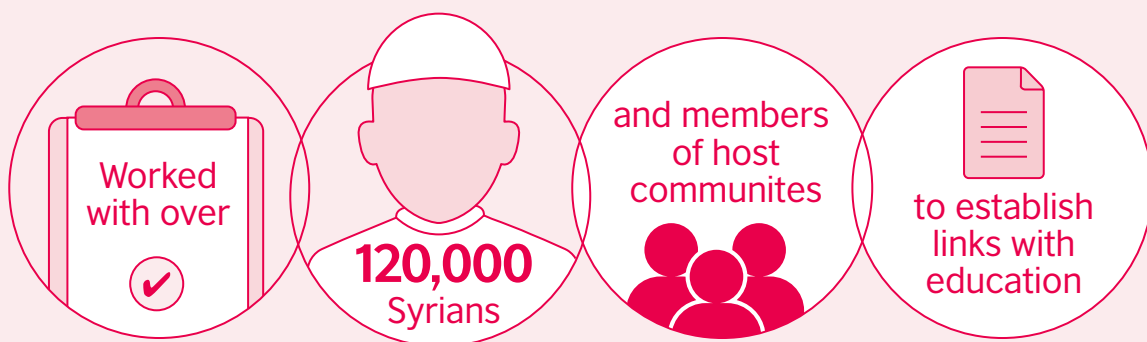
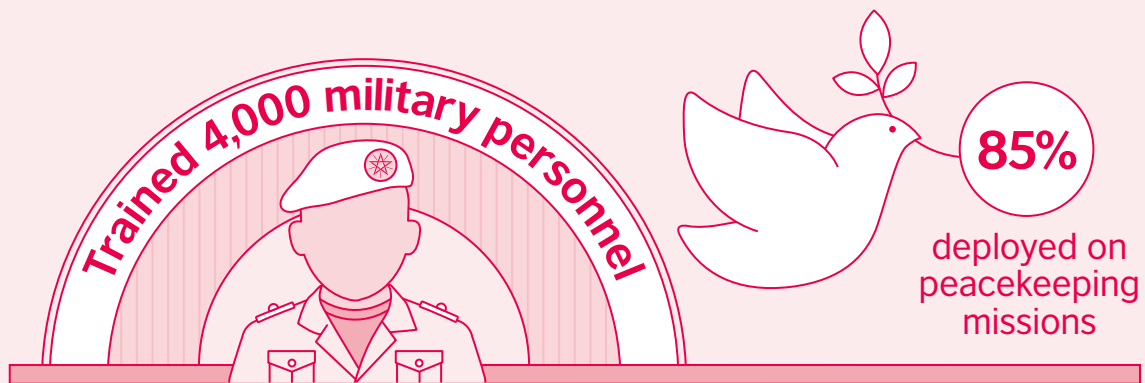
Agile – thinking user first and doing things once, in one place, to create a cost effective and efficient organisation. It means strengthening our digital offer, continuously learning and improving, faster decision making and, building on successes such as our Noida Shared Services Centre, having standardised and simple structures and processes that can be replicated all around the world.

Professional and specialist – this applies to everything we do so that we have the right people with the right skills in the right place. In all of our priority sectors we will have credible professionals who are able to influence national and international agendas. And in our back office, corporate functions are led by professionals with the skills and expertise to most efficiently and effectively support our front line delivery.

Security and stability

The following examples show how our work contributes to security and stability.





Security and stability

We make a lasting difference to the security of the UK
and to stability worldwide.

Context

Conflict, crises, unrest and violent extremism have impact on countries, communities and individuals. In fragile and conflict-affected states across the Middle East, Africa and South Asia the ability of extremist and terrorist groups to attract support creates risks for the UK and its people as well as for those countries directly affected. Political, economic and social turbulence continues in and around Ukraine. A refugee crisis continues in Syria, and instability in other parts of the world is a factor in increased global migration. Important cultural sites and heritage across the Middle East and North Africa are at significant risk of destruction.

Delivery

Our work will help individuals, their communities and countries by providing positive pathways for young people and improve their resilience, skills, employability and life chances. It will also strengthen institutions, good governance and civil society; support economic and social development; encourage new ways of seeing and experiencing the world through debate and dialogue; and provide safe public spaces for exploring alternative perspectives and promoting social cohesion.

We will:

Support **young people** to participate and gain skills in areas including English language, vocational skills, debate, entrepreneurship, and leadership. This will provide a voice for the next generation and offer opportunities to engage effectively in politics, civil society, culture and the economy and strengthen their knowledge and understanding of other cultures.

Work with **young people at risk of violent extremism and radicalisation** by providing opportunities for creative self-expression, education, English language learning and wider skills to strengthen their voice and understanding of other cultures. We will support schools and education systems to develop critical thinking and cultural understanding; provide safe spaces for dialogue and free expression in universities and public spaces for the arts; and support sport, creativity and social enterprise projects to inspire ambition and inclusivity for young people at risk.

Provide language training and support for teachers within military and civilian institutions through **English for peacekeeping** to help them contribute effectively to multinational peacekeeping operations, in support of the UK government's commitment to conflict prevention and stability.

Create positive opportunities for young people through education and artistic exchange, building friendships and connections with the UK in **Russia and neighbouring countries**. We will expand opportunities for young people to improve their English skills across all media including online, build people-to-people relations through scientific research programmes, contribute to higher education reforms and strengthen our work in the arts, creative economy and civil society.

Use the access that **sport and the arts** uniquely provide and their power to transcend political, language and cultural barriers to deliver projects that strengthen relationships with the UK, improve educational outcomes and promote an understanding of operating in a rules-based system.

Tackle the **causes and effects of migration** through supporting development, encouraging social inclusion and strengthening communities to prevent migration and a brain drain of skilled workers.

Examples of our work

Active Citizens builds understanding and trust between communities to create fairer and more resilient societies by establishing an enduring global network of community leaders to work together to address global issues. Through Active Citizens we have connected over 46 countries and over 525 partner organisations which have trained more than 150,000 people. In Syria, Mobaderoon, meaning ‘initiative takers’ in Arabic was set up as a result of Active Citizens. It has gone on to become one of the most respected NGOs in Syria – supporting over 4,000 Syrian community activists still inside Syria and facilitating the delivery of over 100 social action projects to build community resilience, tolerance and essential skills for young social leaders in Syria.

Language for Resilience establishes pathways and links between displaced learners and formal and informal education systems in areas of conflict and intense migration. It has a focus on post-conflict Syria. Through learning and teaching programmes in Jordan, the Kurdistan region of Iraq, Lebanon and Turkey, we have worked with over 120,000 Syrians and members of host communities since the start of the refugee crisis. In addition, up to 3,000 Syrians and disadvantaged Jordanian students will learn English, French and German to help build their skills in language for resilience. The **Artists in Recovery** programme builds long-term resilience and early recovery and transition in conflict-affected environments through creative means. The programme will deliver documentary filmmaking workshops in Jordan, Lebanon and Turkey, produce documentaries to provide an alternative view to the mainstream media’s coverage of the Syrian crisis, and support the dissemination of Syrian-produced films to new audiences, raising awareness of the experience of Syrians with the wider world, and countering misconceptions and building understanding.

In tackling the causes and effects of migration, our team of teachers, trainers, psychologists, child protection experts and cultural mediators leads a daily programme of English, life skills, arts, digital literacy and sport for 300 children from Afghan, Kurdish, Syrian and Yazidi backgrounds at the Skaramagas refugee camp in Greece. Pupils learn tolerance and understanding of each other’s cultures that will eventually facilitate their integration into Greek society. The project is part of the **School Readiness Programme**, funded by UNICEF to contribute to the special educational needs of refugee children fleeing conflicts in the Middle East.

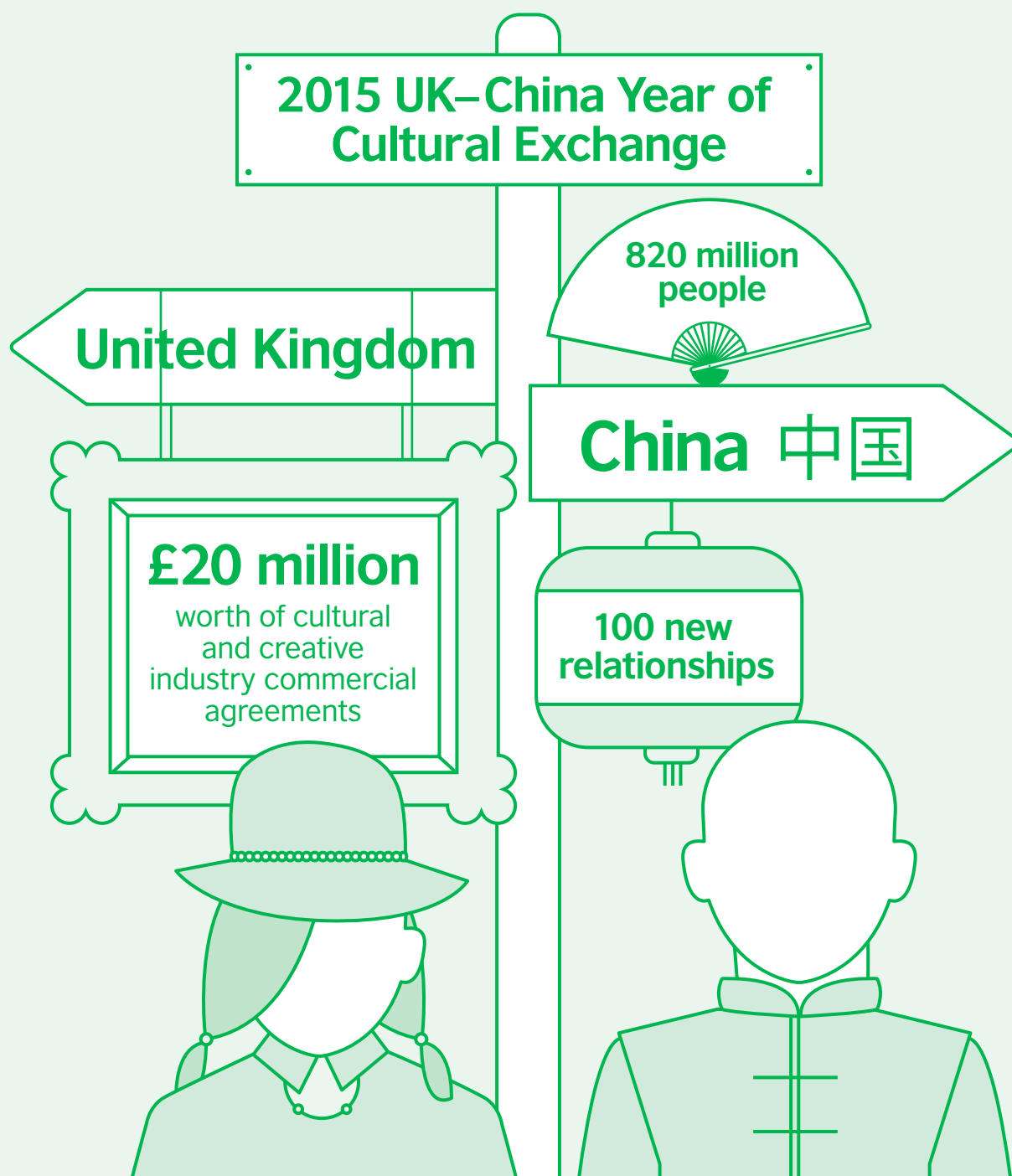
Young Arab Voices uses youth-led debate and dialogue to develop critical cognitive skills, challenging established and dangerous beliefs and gaining skills for self-directed and social action across the Middle East and North Africa. Run with the Foreign and Commonwealth Office (FCO) and the Anna Lindh Foundation, the programme has engaged more than 100,000 young people across the region, building critical thinking and debating skills, enabling young people to discuss the changes taking place in their societies. In Tunisia alone 720 debate clubs have been formed. The May 2016 Chatham House report *Young Arab Voices – Moving Youth Policy from Debate into Action* said that: ‘the programme jointly sponsored by the Anna Lindh Foundation and British Council under the title Young Arab Voices is one of the most successful examples of a skills transfer and training initiative that is continuing to expand’.

As part of our ongoing commitment towards the **next generation in Ukraine**, we are working with 16 universities displaced by the conflict in the east of the country, and one from Crimea, which have had to re-establish themselves within government-controlled territory to continue providing education to 40,000 students who moved with them. Training in leadership and change management, capacity building for English teachers and international office staff and support for student self-organisation, as well as the restoration and funding of university links with the UK, are all helping these exiled institutions adapt to their new circumstances and even develop innovations such as distance learning for a dispersed student base.

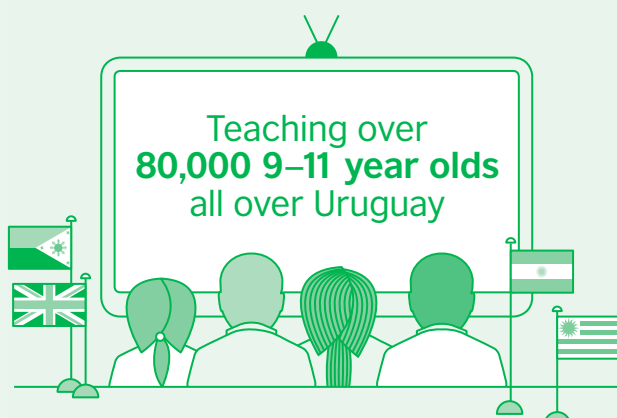
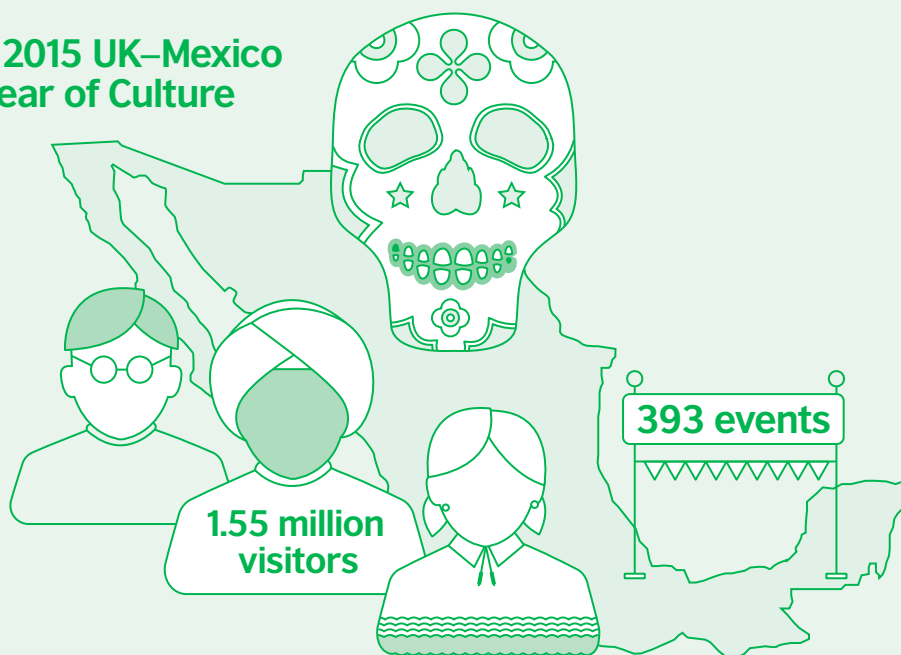
In regions where there is instability or conflict **English for Peacekeeping** is a valuable tool to enable international communication across borders for military, police, border forces and other security personnel. In Sub-Saharan Africa, for example we have been working with the Ethiopian Ministry of National Defence and the Federal Police Commission to increase their capacity to contribute to multinational peacekeeping missions by establishing a sustainable system of English language training. To date over 4,000 personnel have been trained, 85 per cent of whom have been deployed on missions. The project is not just about teaching English; it develops awareness of global issues, changes attitudes and develops professional skills to help to deal with conflict prevention and conflict resolution.

Prosperity and development

The following examples show how our work contributes to prosperity and development.



The 2015 UK–Mexico Year of Culture



remote teachers based in
Manila, Montevideo, Buenos Aires
and London



from 173 countries
joined our free online Global
Workplace course

Prosperity and development

We contribute to the UK's prosperity and to development in the countries we work with.

Context

India, China and emerging markets across the world are set to grow and develop, becoming more influential on the global stage in the coming decades. There will be substantial benefits from close co-operation, including in areas such as science, education and culture, and the creative industries. The UK's decision to withdraw from the EU places more importance on the role of the British Council in developing even stronger ties between the UK and countries around the world where the UK will be seeking to develop stronger trade relationships. This work will support long-term growth and development globally, and complements the government's ambition for a truly global Britain.

Delivery

We will build stronger relationships with young people in both the developing and developed world to improve English language skills, strengthen education reform, attract international students and support research collaboration. In the arts and creative industries we will develop opportunities to enhance professional and vocational skills and expertise in the UK and internationally, and foster long-lasting artistic collaborations and partnerships globally.

We will:

Enrich the quality of education and research through our work in **English, education, science and skills for growth**. This will focus on partnerships with India, China and other emerging states, providing mobility, collaboration and long-term partnerships across schools and higher education. For example, by 2020 under the Newton Fund we will have worked with 17 emerging economies, reached more than 10,000 researchers and students and invested in more than 1,500 mobility grants, PhD placements and scholarships, professional development and skills training activities, collaborative projects and bilateral workshops.

Use global seasons and festivals through our focus on **art for prosperity** to share the best of UK and international creativity, building a vibrant and dynamic image of the UK globally and developing relationships

with audiences and artists to support artists' skills and livelihoods. We will expand our work with disabled artists through Unlimited and use digital showcasing to take the best of British art to global audiences.

Continue to strengthen our support for growth in developing countries by promoting the rule of law and through programmes which deliver **access to justice**, equality and a reduction in violence against women and girls. This will help citizens and societies influence the policies that affect their lives, address conflict, encourage dialogue and strengthen anti-corruption measures, and in the long term help drive sustainable prosperity and growth.

Support stronger, sustainable creative sectors and more open, inclusive and active societies around the world through our work in **culture and development**. We will provide art in public and safe spaces to encourage intercultural dialogue and free expression as well as participation in positive social change. We will work in partnership with the Department for Culture, Media and Sport to manage the new £30 million UK Cultural Protection Fund. This helps safeguard cultural heritage at risk of destruction, develops conservation and curatorial skills, enhances community involvement and promotes tourism and long-term economic growth.

Develop the skills, confidence and life chances of **women and girls** through personal development opportunities and training for female community leaders. We will provide access to skills in social entrepreneurship, the creative economy and the English language, support professional skills and career development for female scientists and amplify women and girls' voices and engagement through creative experiences.

Build the UK's global reputation as a world leader in **social enterprise**, engaging with governments around the world to influence policy and embed the teaching of social enterprise into education systems. We will seek to support social and creative enterprises to grow and access social investment in order to enhance impact and demonstrate the UK's leadership in this area.

Examples of our work

Festivals and seasons allow us to create co-ordinated impact for the UK. These are often in the form of Years of Culture with bilateral agreements with the host country. The **2015 UK–China Year of Cultural Exchange** showcased a range of UK talent in China, with face-to-face activities reaching over two million people and a further 820 million people digitally. It was a springboard for UK and Chinese businesses to form new partnerships, leading to 100 new relationships between UK and Chinese cultural institutions and over £20 million of cultural and creative industry commercial agreements. The year incorporated the state visit of President Xi Jinping to the UK, and the Duke of Cambridge's visit to China where he officially launched the Year. In **2015, the UK–Mexico Year of Culture** was one of the largest cultural seasons we have delivered with 393 events attracting 1.55 million visitors. The season closed with the UK as guest of honour at the Guadalajara International Book Fair, the largest of its kind in the Spanish-speaking world, which included more than 200 events for an audience of 800,000. In 2017–18 we are delivering four major arts-led seasons in India, Indonesia, South Korea and the UAE.

The **Mandarin Excellence Programme** is an intensive language programme, funded by the Department for Education, which will see at least 5,000 school pupils in England learning Mandarin Chinese by 2020. Delivered by the UCL Institute of Education in partnership with the British Council, secondary school pupils will study Mandarin for eight hours a week over the course of the next four years – a significant increase on the time pupils currently spend on the subject. Pupils will be given an immersive experience of China through digital media and visits to China for some pupils.

The Department for International Development-funded Ethiopia **Civil Society Support Programme** builds the capacity of community organisations to deliver basic services to hard-to-reach communities. Since 2011, the programme has worked with over 600 partners, has reached over 6.5 million people and has supported and demonstrated the effectiveness, legitimacy and value of civil society in Ethiopia. Particular emphasis is placed on supporting gender equality, including reducing violence against women in Ethiopia, supporting girls to stay in school and supporting the rights of women prisoners and their children. The programme is managed by the British Council in consortium with INTRAC (the International NGO Training and Research Centre).

Designed to help create growth and employment, the capacity building strand of the British Council's **Global Social Enterprise programme** has so far trained 17,590 social entrepreneurs. Independent evaluation of the programme has highlighted the benefits and impact of this training, with 75 per cent of trainees going on to increase the number of beneficiaries they support and 54 per cent providing more employment opportunities. Examples of our work include our programme with Diageo in India which aims to foster gender equality and economic empowerment by cascading training to 4,000 female social entrepreneurs and our partnership with Chevron in Kazakhstan which equips social entrepreneurship pioneers with the skills and knowledge they need to create sustainable solutions to problems in their communities.

Over 20,000 learners from 173 countries joined our free online **Global Workplace** course. This was developed in partnership with the University of Sheffield and FutureLearn. The course prepares learners for working in today's multicultural and globalised world and will continue to run in 2017.

We are teaching over 80,000 9–11 year olds in more than 500 schools across Uruguay via **video conferencing with remote teachers** based in Manila, Montevideo, Buenos Aires and London. The local classroom teachers are improving their English and the communicative teaching approach is influencing change positively across the entire curriculum. Evaluation indicates that the children's English is improving at the same rate as – or faster than – the English of children with specialist face-to-face English teachers in the classroom.

Over 500 businesses have benefited from our **Creative Enterprise** workshops, learning a diverse range of disciplines showing them how to turn their creative skills into sustainable business models. In Mexico and Peru, our workshops were delivered to female-only cohorts, aiming to promote women-led enterprises. Independent evaluation of the economic impact of the workshops found that they are responsible for an increase in turnover of £2.9 million for all the businesses that took part. In addition, the creation of 111 full-time jobs can be directly attributed to the programme. We are now working closely with Nesta to accredit local expert associates to deliver the training at scale.

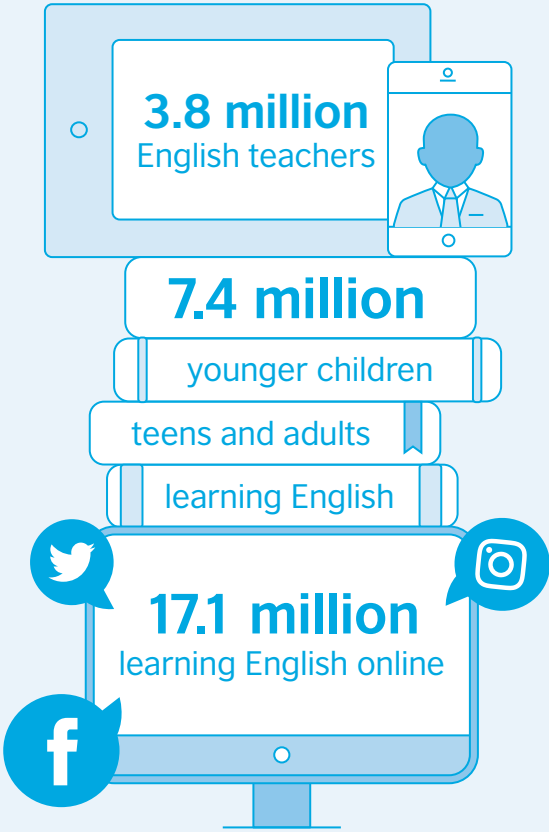
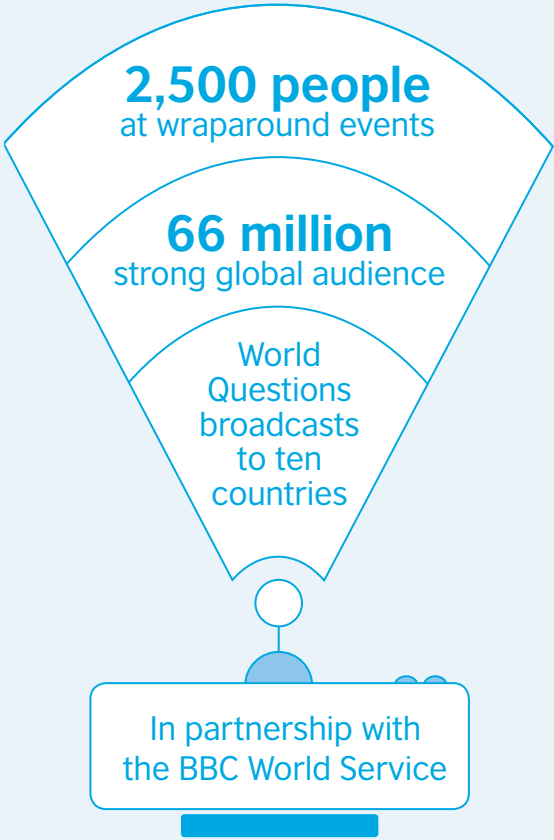
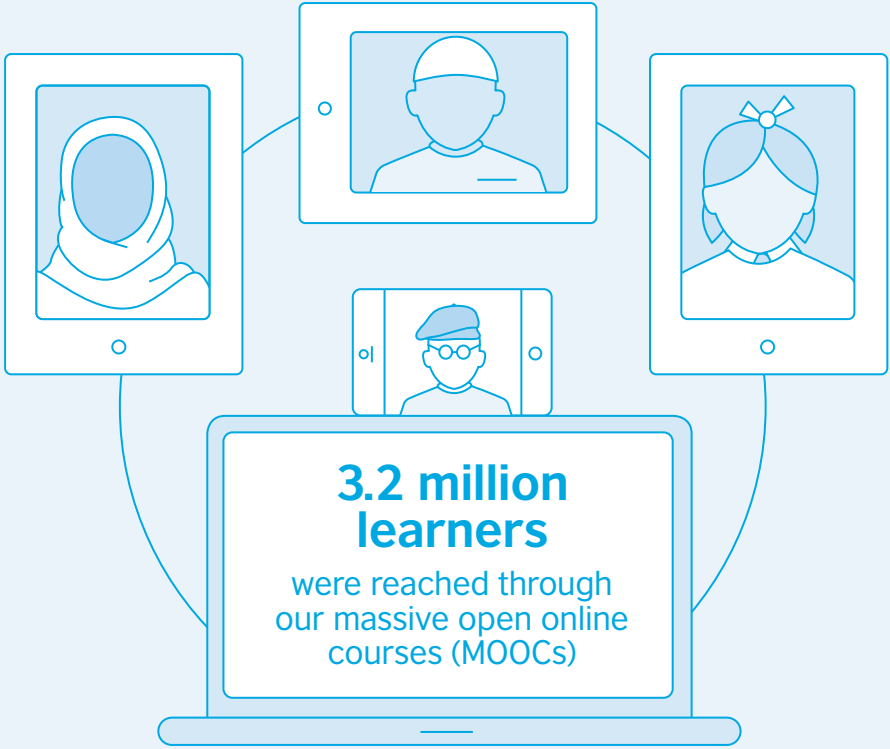
Influence and attraction

The following examples show how our work contributes to influence and attraction.

Shakespeare is the world's most popular playwright. Four hundred years after his death our 2016 global programme, Shakespeare Lives, showed that his work has an unrivalled ability to forge connections and extend the influence and attraction of the UK.

It was jointly funded with the GREAT Britain campaign and delivered by a host of partners from the government, education, culture and civil society sectors, providing a model of collaborative working. Events brought people together in over 140 countries and we achieved a hashtag reach of more than 2.5 billion online.





Influence and attraction

We contribute to the UK's international influence and attraction in the world.

Context

The UK builds long-term relationships with future world leaders from politics, education, business, the arts and society. These powerful relationships benefit the UK now and in the longer term, contributing to a stronger UK voice in the world, sharing our values and supporting prosperity, security and mutual collaboration. It is crucial to maintain this influence as the next generation of leaders emerges with new international outlooks and priorities. Given the decision to leave the EU, it is even more important to continue to strengthen the UK's cultural and educational ties and relationships.

Delivery

We will play a major role in strengthening the UK's global engagement and relationships, supporting the UK government's ambition for a global Britain. This will include maintaining our cultural and educational relationships with the EU, as well as stepping up engagement with the next generation of leaders globally to establish lifelong, mutually beneficial relationships with the UK. We will inspire and enhance positive perceptions of the UK as an innovative, diverse and creative nation, and increase access to UK knowledge, ideas and culture through digital networks.

We will:

Improve the quality of English learning and teaching through advocating education policy improvement, systems reform, teacher development and using our extensive network of English teaching centres to protect **English as the world's preferred language**. Our digital offer will allow more people to access high quality English language learning.

Expand access to opportunities to transform lives across education, English and the cultural sector, through promoting **UK professional standards, qualifications and skills**.

Support and create **global networks** through our offices and centres in over 100 countries, to open doors for the UK and keep us close to the locations where our work is needed. This includes teaching centres, libraries, safe spaces for engagement and dialogue and arts venues. Digital channels will provide high quality cultural learning and content to more audiences.

Provide scholarship schemes and leadership programmes for **future leaders**. This will include extending the reach of our Future News partnership that we run in collaboration with the UK media sector, and the launch of the new Future Leaders Connect programme for emerging young policy leaders around the world. We will strengthen our alumni networks and continue to grow our high profile global, regional and bilateral conferences to support collaboration and debate, such as Going Global (global higher education professionals) and Hammamet (established and emerging leaders from the UK and North Africa) and Pontignano (leaders from the UK and Italy). We will support this with a strong digital offer with high quality content and networking tools to promote collaboration. We will also continue our programme of research and insight on young people's attitudes and aspirations globally and seek to support more young people in the UK to learn foreign languages and gain international opportunities through our schools programmes and our international mobility schemes.

Build and strengthen **city-to-city relationships** through exchange, partnerships, projects and forums to support growth, share expertise and showcase culture.

Continue to **promote UK education** including through the Study UK: Discover You campaign and the GREAT Britain campaign, showcasing the UK's assets and promoting the UK to leaders and thinkers.

In 2017–18 we will maintain our grant-in-aid in Europe at the current level of €11 million to support the UK's relationships and networks across the region. The EU remains a net contributor to the organisation through the success of its revenue generating businesses. Our high profile Culture and Education Series is convening influential European and UK leaders of institutions to protect and strengthen the potential for successful joint working once the UK leaves the EU. We will continue to work with our partners to deliver **major EU-funded programmes**, including Erasmus+ and Creative Europe Desk UK, to maintain and grow the UK's cultural and educational ties with other European countries. We will work closely with the UK government to share information about the benefits the UK currently gains from these programmes to inform negotiations and decision making in these areas.

Examples of our work

Our social media engagement includes over 17.1 million people teaching and learning English. Our **TeachingEnglish** Facebook page is a rapidly growing resource bringing together 3.8 million English teachers to share content, approaches and professional experiences and a wider understanding of UK culture. Through our learner Facebook pages 7.4 million younger children, teens and adults are learning English. We are further expanding access to English language learning through massive open online courses (MOOCs), which have reached a total of 3.2 million learner registrations. Of these, over 1.4 million have signed up for the *Understanding IELTS: Techniques for English Language Tests* MOOC, which set a world record for the largest ever single run of a MOOC, with over 440,000 registrations.

The **Venice Art and Architecture Biennale** attracts up to 500,000 visitors each year, and is one of the longest-running cultural festivals in the world, setting new global trends and launching the international careers of many pioneering artists and architects. The British Council annually commissions and manages the exhibition in the British Pavilion, a significant opportunity to showcase the creativity of UK art and architecture on a world platform. Phyllida Barlow, best known for her colossal sculptural projects, has been selected to represent Britain and feature her work in the Pavilion in 2017 in an exhibition running from May to November.

In partnership with the BBC World Service, we have taken the **World Questions** broadcasts to ten countries so far, engaging over 2,500 people at wraparound events, and accessing the 66 million global audience. The show comprises a panel of experts answering audience questions, and have included key figures shaping local, European and international policy.

Every year two million people take **international exams** with help from the British Council. Students and professionals gain UK qualifications that can open doors at leading academic institutions and support their employability around the world.

We provide opportunities to **promote the UK's strength in higher education, science and innovation** and encourage global sharing of knowledge and best practice in these areas. We are fostering connections between the UK and Gulf States through science and innovation, focusing on areas of common interest such as food security, water and renewable energy, providing opportunities for academic exchange and promoting education exports. Higher education advisers around the world support UK institutions to increase international higher education links, including transnational education. We provide international opportunities, including overseas study, for UK students helping them to gain valuable skills through initiatives such as Generation UK China and India. We are also increasing our work with international alumni of UK education institutions to help them to stay connected to the UK. Forty-nine per cent of all international higher education students who state an interest in studying in the UK have had a British Council experience.

We are increasing access to UK education through our **Study UK: Discover You** programme, which promotes UK higher education and contributes to national development policies in ODA countries. The campaign is a partnership between the British Council and the GREAT Britain campaign. International students contribute significantly to academic life while in the UK and, through the benefits of a UK education, transform their lives, communities and countries when they return home. By attracting thousands more international students to the UK, the campaign has generated a return of £228 million for the UK economy since 2013.

Five Films for Freedom is the world's first global, digital lesbian, gay, bisexual and transgender (LGBT) film festival. In March 2016, five new short films from the BFI Flare festival were showcased online to campaign for LGBT rights. The shorts were watched by more than 1.5 million people online and a new list of global influencers promoting LGBT rights through culture was released alongside the films, positioning the UK as a leading supporter of human rights around the world. Now in its third year, the festival will return in spring 2017.

Our global network

We operate in over 100 countries and reach over 20 million people face-to-face and more than 500 million people online, via broadcasts and publications.



Key
Countries that the British Council works in and with



Working with, for and in the UK

Our work is aligned to the long-term international policy priorities of the UK.

The British Council supports the international interests of the UK government and the devolved governments in Scotland, Wales and Northern Ireland. Our vision is for a UK which is internationally inspired and globally connected. Our work has a strong partnership focus and we work with cities, universities, arts institutions, creative entrepreneurs, artists, schools and social entrepreneurs to help them realise their international ambitions and agendas. Our aim is that every young person in the UK has international experience, through learning languages, studying and working abroad and understanding other cultures.

Our work considers and makes a contribution to UK government strategies including:

- **2015 Strategic Defence and Security Review** – a secure and prosperous UK with global reach and influence.
- **International Education: Global Growth and Education strategy** – ensuring the UK remains a global leader in international and transnational education and collaboration in science and innovation.
- **UK government’s ambition for a global Britain** – including protecting the UK’s cultural and educational ties with the countries of Europe, building on our shared history and values, and aiming to grow connections with countries around the world.
- **2016 Culture White Paper** – using the power of culture to increase our international standing.
- **2015 Aid Strategy** – strengthening global peace, security and governance; strengthening resilience and response to crises and promoting global prosperity.
- **2015 Counter Extremism strategy** – countering extremist ideology and building more cohesive communities.
- **The GREAT Britain campaign** – promoting the UK’s strengths, especially in education.

We are also working closely with government departments, devolved administrations and UK sectors to inform and support the UK’s strategy as the country leaves the EU.

Our work is also aligned with the priorities of the devolved administrations and UK government departments responsible for policy in England and aims to support the following:

England

- Invest in education in schools, colleges and higher education to promote trade, innovation and productivity and broaden economic growth.
- Learn from good practice to help create a self-improving, teacher-led system with a strong workforce and leadership.
- Introduce language learning to the curriculum in all primary schools.
- Make the most of England’s cultural, artistic and heritage assets, including Hull UK City of Culture 2017.
- Promote social action and social investment.
- Support domestic policy which helps raise educational standards and promotes social mobility through cultural relations.

Northern Ireland

- Support the delivery of the international ambitions within the Northern Ireland Programme for Government to promote the distinctive cultural identity and assets of Northern Ireland and promote an international outlook as a core competence for Northern Ireland’s citizens and organisations.
- Promote the emerging international relations frameworks to position cities globally as competitive locations to live, work, visit, trade and invest in.
- Develop a confident, welcoming, outward looking, inclusive society that respects fairness, equality and diversity through engagement internationally.
- Support internationally engaged innovation and creativity in the arts, sport and education to help people fulfil their potential and strengthen the Northern Ireland economy.
- Share Northern Ireland’s experience of peace building and conflict resolution internationally.
- Support strong relations between Northern Ireland and Ireland through a shared portfolio of cross-border programmes in education, society and the arts.

Scotland

- Prioritise raising standards in schools and closing the attainment gap, delivering opportunities to young people no matter their family background. Ensuring children in Scotland are equipped with the language skills they need to flourish in a global economy, and have an awareness of other cultures and languages.
- Support Scotland's aims to work constructively with countries and institutions across the world, including with the US, Canada, China, Japan, India and Pakistan, contributing to the 'One Scotland' partnership approach.
- Make a distinctive positive contribution internationally and to the UN's Sustainable Development Goals, through the Internationalising Social Enterprise Strategy, refreshed commitments to international development and partnership (focusing on Malawi, Rwanda and Zambia) and its Pioneer Status in the international Open Government Programme.
- Promote Scotland's distinctive cultural identity and assets, and opportunities for our artists to contribute on a global stage.
- Continue the internationalisation of further and higher education in Scotland, including maintaining the strong reputation of Scottish institutions with international students and academic staff, supporting opportunities for students to study abroad and for research collaborations with the rest of the EU and the wider world.

Wales

- Support the international ambitions within the Wales programme for government, positioning Wales as an internationally focused, ambitious country engaged and connected to the wider world.
- Focus on raising standards in schools and closing the attainment gap, ensuring everyone has the opportunity to achieve their potential; and, in particular, to promote and support modern foreign language learning in Wales, encouraging young people to extend their knowledge of other cultures by becoming 'bilingual plus 1'.

- Promote the distinctive cultural identity and assets of Wales and their contribution to the UK offer, supporting international opportunities for artists and arts organisations and encouraging international artists to continue to work in Wales.
- Support the internationalisation of further and higher education in Wales, including inward and outward student and academic staff mobility; world class research links; and ensure institutions can continue to collaborate freely and work together across Europe and the globe.
- Contribute to the achievement of the Sustainable Development Goals by promoting social justice, fairness and equality in Wales and through our international work.

Creating value for the UK

All of the British Council's work seeks to make a lasting difference for the UK. It does this in the following ways:

- It helps keep the UK safe and secure by addressing the factors that lead to violent extremism and improving stability in strategically important countries.
- It increases UK prosperity by creating the connections and supporting conditions that boost trade, investment and tourism.
- It enhances the UK's international standing by increasing the country's influence and networks with key decision makers, influencers and the wider public globally.

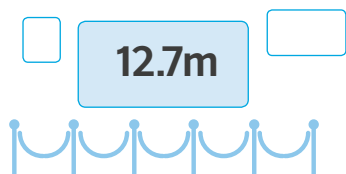
Our work creates benefits directly for UK individuals and organisations that are involved in our programmes. These benefits include:

- Sharing and connecting the UK's cultural and educational assets with the world and giving organisations and individuals opportunities to engage with people in other countries.
- Bringing the best of the world's cultural and educational assets to the UK to engage with organisations, individuals and audiences.

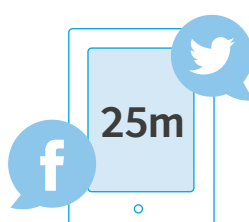
The diagram overleaf summarises the findings of a 2015 study of the worldwide reach and UK economic benefits from the British Council's work.

We work with

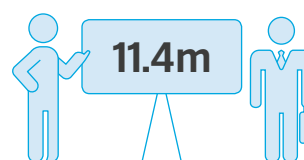

50 million direct interactions

Visitors to exhibitions,
festivals and fairs

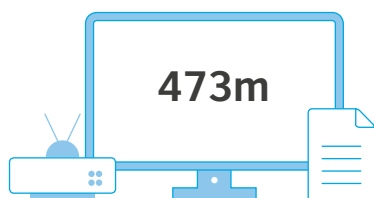


Users of digital social
media and learning

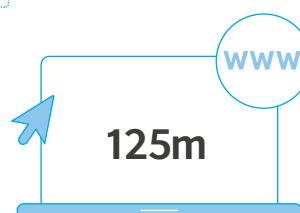


Face-to-face young learners,
teachers, exam candidates, young
professionals and future leaders

plus

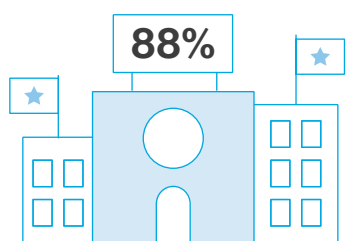


Audiences to publication
and broadcast material

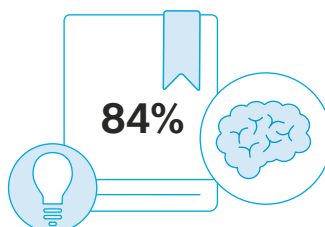


Website visitors

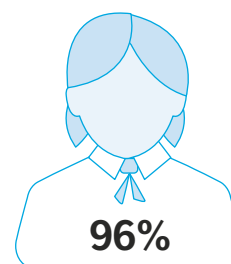
and



Report a positive impact
on their institutions



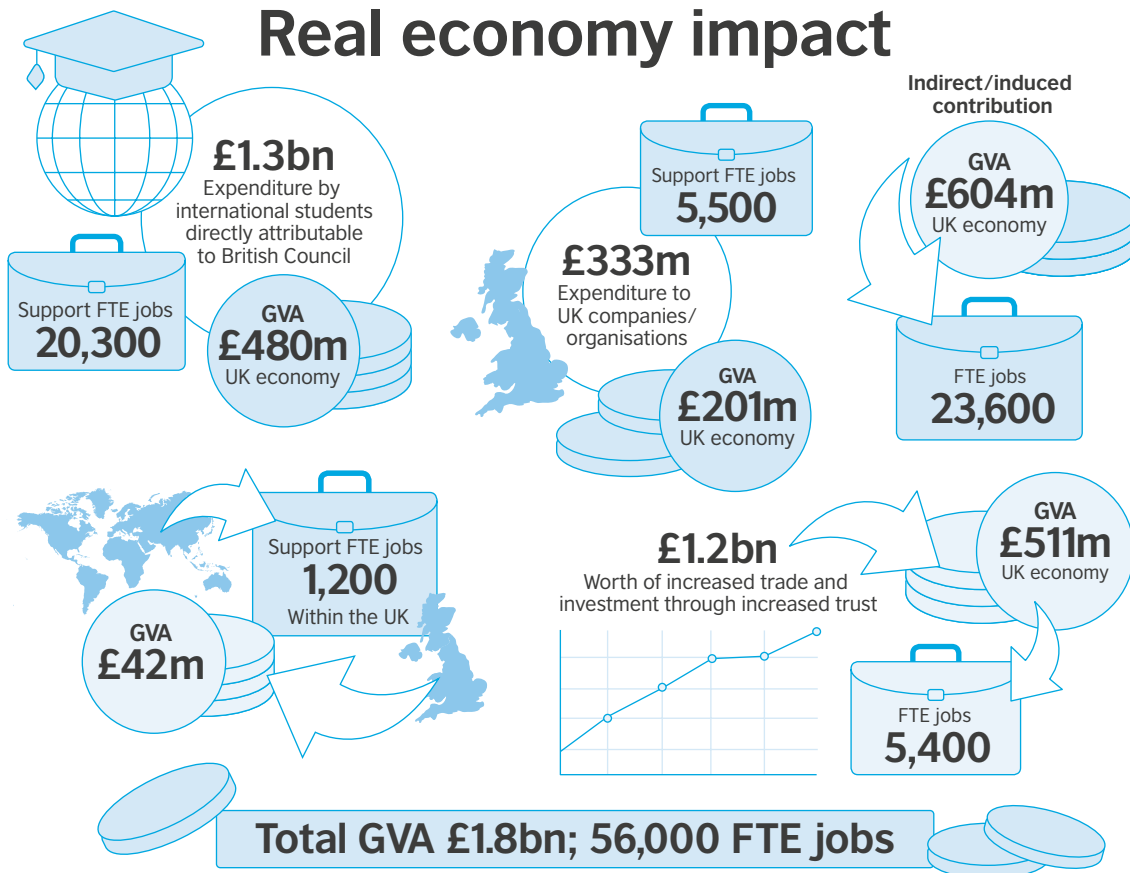
Have acquired new knowledge
or skills from working with us



Report a positive impact on
their professional lives

Source: Amion Consulting, Economic value of the British Council to the UK, 2015.

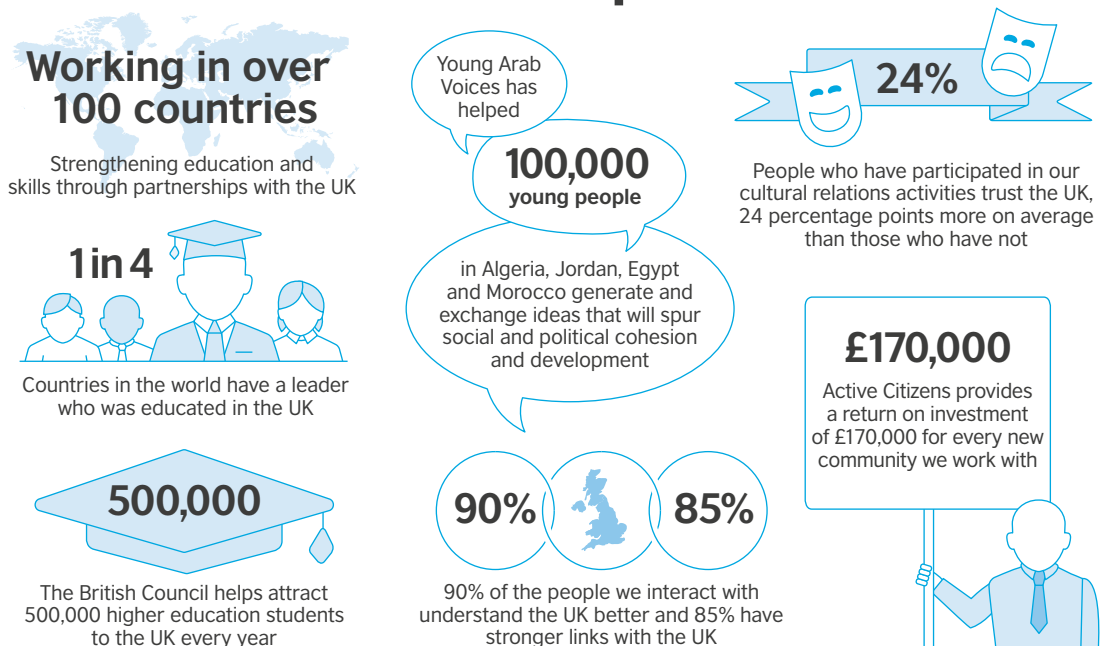
Real economy impact



Gross Value Added (GVA) is a measure of the economic value of goods and services produced in an area. It is defined by the Office for National Statistics (ONS) as '...the difference between the value of goods and services produced and the cost of raw materials and other inputs which are used up in production.'

FTE refers to full time equivalents (jobs).

Wider impact



Organisational shape

A British Council which is impact led,
sustainable and agile.

The British Council in 2020

By 2020, the British Council will be even more impact led, putting the needs of our customers, stakeholders and audiences first, with a stronger evidence base at the heart of everything we do. We will be delivering impact at scale in developing and emerging markets and we will be recycling the surpluses that we earn to maintain and strengthen impact in developed countries.

We will have long-term sustainability, increased efficiencies and an affordable footprint overseas and in the UK. Partnership will be embedded in the way we work with fewer but larger partnerships.

Delivery, especially through government-funded activity, will be commissioned through UK sectors, increasing opportunities for the education and cultural sectors to build connections and trust overseas.

Our digital presence, portfolio and operations will continue to grow. We will have market-leading digital products for cultural relations and learning. E-commerce solutions will be available for active sales of British Council and third party products.

Digital will also be at the centre of our drive for increased agility. Our processes will be more standardised, our workforce more flexible and our decision making faster and more responsive.

Underpinning the above, we will continue to build the professionalism and specialisms of our staff, with the capability to influence international agendas, broker partnerships overseas and lead the British Council to support the UK's soft power ambitions into the next decade.

The core organising principles which underpin the British Council and our decision making are outlined below.

Corporate principles

Sustainable	Impact led	Agile
- Income exceeds costs. - A smaller simpler core offer. - Partnership is embedded in the way we work – fewer, larger partnerships. - Improved commercial decision making.	- Starting from the perspective of customers and stakeholders. - A consistently good customer experience. - We are easy to do business with. - We are integrated and driven by the market, not our internal structures.	- Digitally enabled. - Standardised and simple structures and processes. - Faster decision making. - Commissioning even more work through UK sectors. - Embracing change. - Continuously learning and improving.
Professional and specialist		

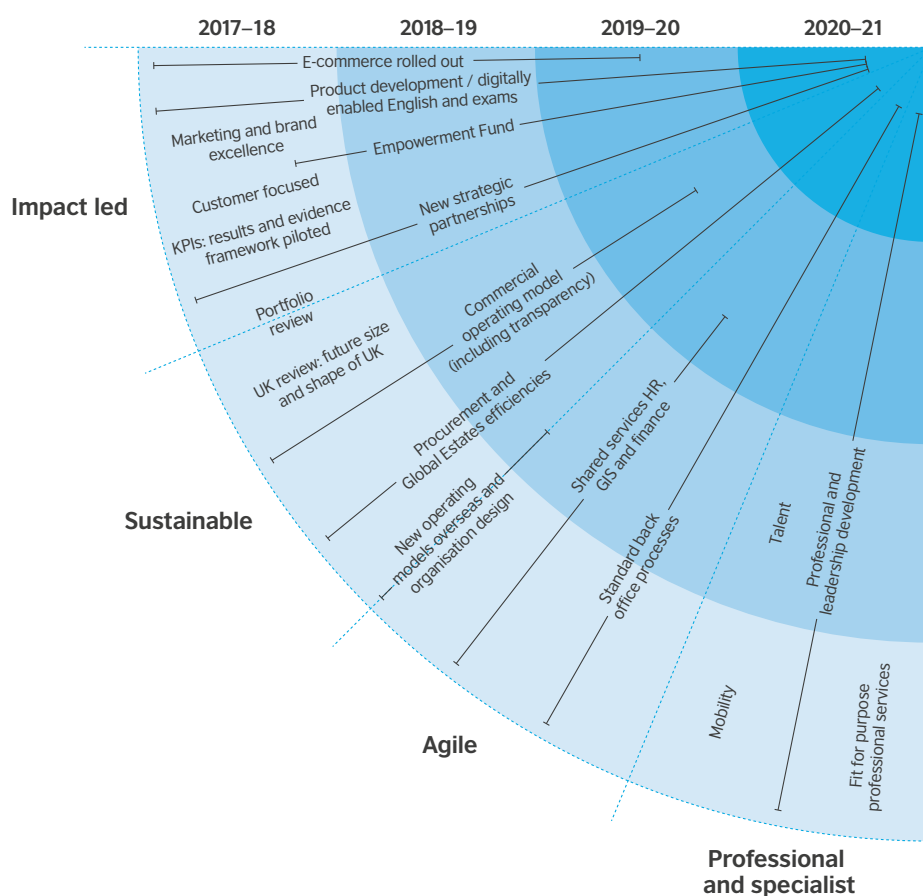
Key criteria that sit behind these organising principles to help prioritise and organise the strategic change will be refined and further developed during 2017. They include the following:

- A balanced portfolio: a core and consistent set of programmes which meet customer and stakeholder needs that are delivered according to country types and operating models.
- Moving our strategy and capability to become digital first to prioritise our future digital offer.
- Increased deployable cash through 8.5 per cent annual growth in English and exams surplus and through growth in partnership funding. Surplus generated will fund work previously funded through non-ODA grant-in-aid.

- Delivering efficiencies in our management and overhead costs – including a £10 million reduction in corporate and wider UK management costs by 2018–19 and a £5 million reduction in overseas overheads and wider management costs in 2017–18.
- Clear geographical priorities aligned with UK policy objectives.

How we will get there?

Within this framework, the areas of activity as set out below will be the main focus of the Executive Board and the Board of Trustees. They will drive these critical projects to completion, on time and on budget to ensure we deliver the strategy as set out in this plan.



The key changes to our previously published plan are centred around sustainability and agility. In 2017–18, we are prioritising organisational development work on the future, size and shape of the UK and on operating models overseas. Central to this is the drive for efficiencies to deliver the targets in management and overhead costs outlined above. During 2017–18 we will also continue to review the size and shape of our network overseas to ensure an affordable, efficient and effective platform and programme.

Lessons on core funding

Lessons from recent changes across Europe will be shared across the organisation informing further changes to operation in non-ODA countries.

We have learned that there is a functional minimum of core funding that is needed to retain balance of activity and to maintain real influence. In EU Europe, almost all resource is deployed on staff.

Our most skilled staff:

- Understand how countries operate.
- Build and retain strong relationships to achieve influence.
- Work fluently across the private, public and third sectors.

These skills allow us to build and maintain high quality partnerships and are pivotal to retain balance and sustainability in EU and other countries where traditional funding is scarce and diminishing.

Continuing implementation of the Triennial Review

The Triennial Review set out the importance of the British Council's work for the UK and underlined the importance of the organisation continuing to act as the UK's main body for international cultural relations.

Action taken to address the findings of the review includes:

- Stronger alignment to UK government priorities.
- Introduction of a new independent complaints process.
- Introduction of new processes in pursuing overseas contract opportunities, including additional safeguards ensuring that the organisation always competes fairly and that more opportunities are shared with the UK education sector.
- Working towards the comprehensive change programme to improve financial transparency, and creating a separate entity for overseeing significant commercial operations with its own governance. At the end of the first phase of this work (which will implement financial separation, to achieve more transparent reporting), we will review the options and define the approach for ensuring separation of commercial activities with an independent board, reporting to the British Council Board of Trustees. By the end of 2019 we expect the new operating model to be fully implemented.

Managing risks

As a global organisation working in some of the most difficult places in the world understanding the extent of risks and managing them effectively is crucial.

The Board of Trustees has overall accountability for ensuring effective risk management and sets strategic direction and determines risk appetite. It maintains oversight of the top risks facing the British Council through periodic review to satisfy itself that the risks are being adequately mitigated. This oversight is managed by the Risk Committee and the Audit and Finance Committee as appropriate to the subject area.

The overall strategic direction on risk management is set centrally, with the Executive Board responsible for guiding the management of the risks facing the British Council. The Executive Board revises the top risks register at least twice a year. The Risk Team co-ordinates a twice-yearly assessment process,

in which regions, Strategic Business Units and UK professional functions report on their top risks. This bottom-up and top-down approach enables the British Council to consider the potential impact of different types of risks on processes, activities, stakeholders, products and services. Successful enterprise risk management can positively affect the likelihood and consequences of risks materialising as well as deliver benefits related to better informed decision making.

We will continue our initiative to embed risk management in standard processes and strategy. In addition we are implementing more structured risk data collection and analysis as well as improving alignment of assurance activities.

Risk profile

The following areas of risk have the greatest potential impact on the achievement of our strategic objectives.

Risk area	Ensuring a clear strategy for sustainable impact.
	Maintaining a strong relationship with UK government and the devolved administrations.
	Competition in the global, and increasingly digital, English and exams market could threaten our financial sustainability and erode our impact.
	Income generation concentrated in certain countries and particularly in East Asia.
	Staff skills, recruitment of talent and reward.
	Managing our legal structure effectively across the world, often facing complicated tax regulations in each country.
	Protecting the children in our care from abuse.
	Geopolitical instability that threatens the security and well-being of our staff and those with whom we work.
	Fraud and financial crime.
	Information security and governance.
	Change management.

Resources

The economics underpinning a sustainable plan are based on a mixed funding model and a new approach to releasing assets and using reserves.

Delivery is funded through a mixed funding model:¹

- Core grant-in-aid from the FCO (allocated through the UK government Spending Review).
- Government grant for key activities (for example GREAT Britain campaign) and additional ODA funding for cultural relations.
- Funding for work delivered under contract to international and national bodies, for example for the European Commission, Department for International Development, overseas governments and other funders.
- Partnership income, including income-in-kind and co-creation.
- Fees from customers paying for services direct (the largest part of this is teaching and exam services).

Government grant-in-aid is increasingly directed towards ODA, and non-ODA grant-in-aid will reduce to zero in this plan period.

Surpluses from paid-for services are used to support the network and recycled back into delivery, to fund work in places that are not eligible for ODA and to maintain the global network of presence and delivery in key locations.

Spending Review 2016–20

In November 2015, the UK government set out its strategy and funding commitments for international policy and soft power in the Spending Review and Strategic Defence and Security Review (SDSR).

The Spending Review stated: *funding for the British Council will be protected in real terms, and in addition, it will be able to bid competitively for up to £700 million from a cross-government fund to improve links with emerging economies, help tackle extremism globally and support good governance.*

The SDSR stated that the UK government will: *enhance our position as the world's leading soft power promoting our values and interests globally, with our world-class Diplomatic Service, commitment to overseas development, and institutions such as the BBC World Service and the British Council.*

British Council use of resources in 2020

The British Council financial plan to 2020 is based on the Spending Review:

- Core grant-in-aid protected in real terms (increased by inflation) but non-ODA grant-in-aid diminishing to zero by 2019–20.
- Delivering increased impact through access to additional cross-government funds and particularly through the proposed Empowerment Fund.
- Increasing earned income and surpluses, accessing reserves/assets and realising efficiencies to mitigate the loss of non-ODA grant-in-aid and create an affordable, sustainable, and focused operation.
- The ability to fund some capital expenditure through external financing.

These aspects are interdependent: increased ODA funding will deliver impact in ODA countries by providing development and supporting the UK's commitment to overseas aid. It will allow the British Council to support UK policy objectives around prosperity, security and influence. It is also important to maintain a global network of presence and delivery in key locations that partners and stakeholders value so highly. In non-ODA countries we are seeking to maintain or grow our impact in priority countries such as Russia, the Gulf States and EU countries. This is dependent on managing the risks to funding outlined below.

1. Grant-in-aid: regular payments by government departments to outside bodies (usually non-departmental public bodies) to finance their operating expenditure. Official development assistance is defined by the Development Assistance Committee of the Organisation for Economic Co-operation and Development as financial flows to lower and middle income countries and to multilateral institutions which are: provided by official agencies; administered with the promotion of the economic development and welfare of developing countries as their main objective; and are provided as grants or loans which are concessional in character.

Risks to funding model

The delivery of this Corporate Plan is tough but financially viable for 2017–18. However, there are added pressures to delivery across the plan period as the external environment has changed considerably:

- Since the UK's decision to leave the EU, the purchasing power of our sterling grant-in-aid overseas is up to 20 per cent lower.
- Offices across the network face rises in the cost of doing business due to increases in tax, inflationary pressures and the revaluation of national currencies such as the Egyptian Pound.

To take account of these changes and the increased risk, we believe it is essential to preserve the value of our reserves. Our Board of Trustees have agreed not to consume further reserves to fund our activities and work, beyond the minimum level stated in our reserves policy. To deliver on this commitment, successful delivery of our programme of efficiencies in the UK and overseas and maintaining surplus growth

in English and Exams at 8.5 per cent are critical. Equally important is the need to secure cross-government funding, particularly through the Empowerment Fund, to deliver impact at scale and help deliver a budget where costs do not exceed income.

Within the financial plan there remains a risk and a challenge to deliver our work in the developed world. Compared with our previous plan we estimate there will be at least £62 million less funding available for developed countries from 2016–17 to 2020–21. We are seeking to mitigate this risk through bids for new funding and activities.

Income projections

Incoming resources comprise:

- Grant-in-aid, from the FCO.
- Empowerment Fund.
- Earned income, predominantly from English teaching and exams and contracts with international donors.

£ in millions	2016–17 ¹	2017–18	2018–19	2019–20	2020–21 ²
FCO grant-in-aid ODA	119	136	151	167	170
FCO grant-in-aid non-ODA	39	25	13	-	-
Empowerment Fund ³	-	23	107	176	8
Sub-total government funds	158	184	271	343	178
Teaching and schools	221	230	250	267	284
Examinations	428	482	512	545	574
Income from other activities	142	149	150	154	145
Income for contract disbursements	141	155	173	196	217
Sub-total earned income	932	1,016	1,085	1,162	1,220
Total income	1,090	1,200	1,356	1,505	1,398
Non-ODA grant-in-aid as a percentage of FCO grant-in-aid	25%	16%	8%	0%	0%

1 2016–17 figures are based on the Q2 Forecast.

2 2020–21 FCO grant-in-aid figures are draft and assume inflation is applied to the FCO grant-in-aid at two per cent.

3 The Empowerment Fund is a competitive cross-government fund, which the British Council can bid into, to promote the economic development and welfare of developing countries and to enhance the UK's soft power.

Financial plan

The table below shows the income and expenditure projection for the plan period.

£ in millions	2016–17 ¹	2017–18	2018–19	2019–20	2020–21 ²
FCO grant-in-aid (ODA and non-ODA)	158	161	164	167	170
Empowerment Fund³	-	23	107	176	8
Earned income	932	1,016	1,085	1,162	1,220
Total income	1,090	1,200	1,356	1,505	1,398
Contract disbursements	(141)	(155)	(173)	(196)	(217)
Direct costs	(754)	(825)	(954)	(1,064)	(925)
Indirect costs and taxation⁴	(228)	(226)	(233)	(245)	(251)
Total costs	(1,123)	(1,206)	(1,360)	(1,505)	(1,393)
Net surplus	(33)	(6)	(4)	-	5
Adjustment for depreciation/capital expenditure	5	4	4	4	4
Net movement on reserves	(28)	(2)	-	4	9

1 2016–17 figures are based on the Q2 Forecast.

2 2020–21 FCO grant-in-aid figures are draft and assume inflation is applied to the FCO grant-in-aid at two per cent.

3 The Empowerment Fund is a competitive cross government fund, which the British Council can bid into, to promote the economic development and welfare of developing countries and to enhance the UK's soft power. In our financial plan a contribution towards British Council overheads has been assumed.

4 Indirect costs and taxation includes investment in transformation programmes.

Reserves projection

The table below shows the net assets projection for the plan period and relates to 'free reserves'. Free reserves are essentially those reserves over which Trustees/management exercise a degree of discretion – these exclude the capital, heritage assets and revaluation reserves.

£ in millions	2016–17	2017–18	2018–19	2019–20	2020–21
Funds brought forward	61	33	31	31	35
Net movement on reserves	(28)	(2)	-	4	9
Funds carried forward	33	31	31	35	44

Measuring our performance

Effective performance management and indicators are crucial to understand and evaluate the contribution our work makes for the people we work with.

High level targets for delivery

We have set out the following targets for impact and reach. These will be developed further, as part of the detailed delivery plans for the period to 2020,

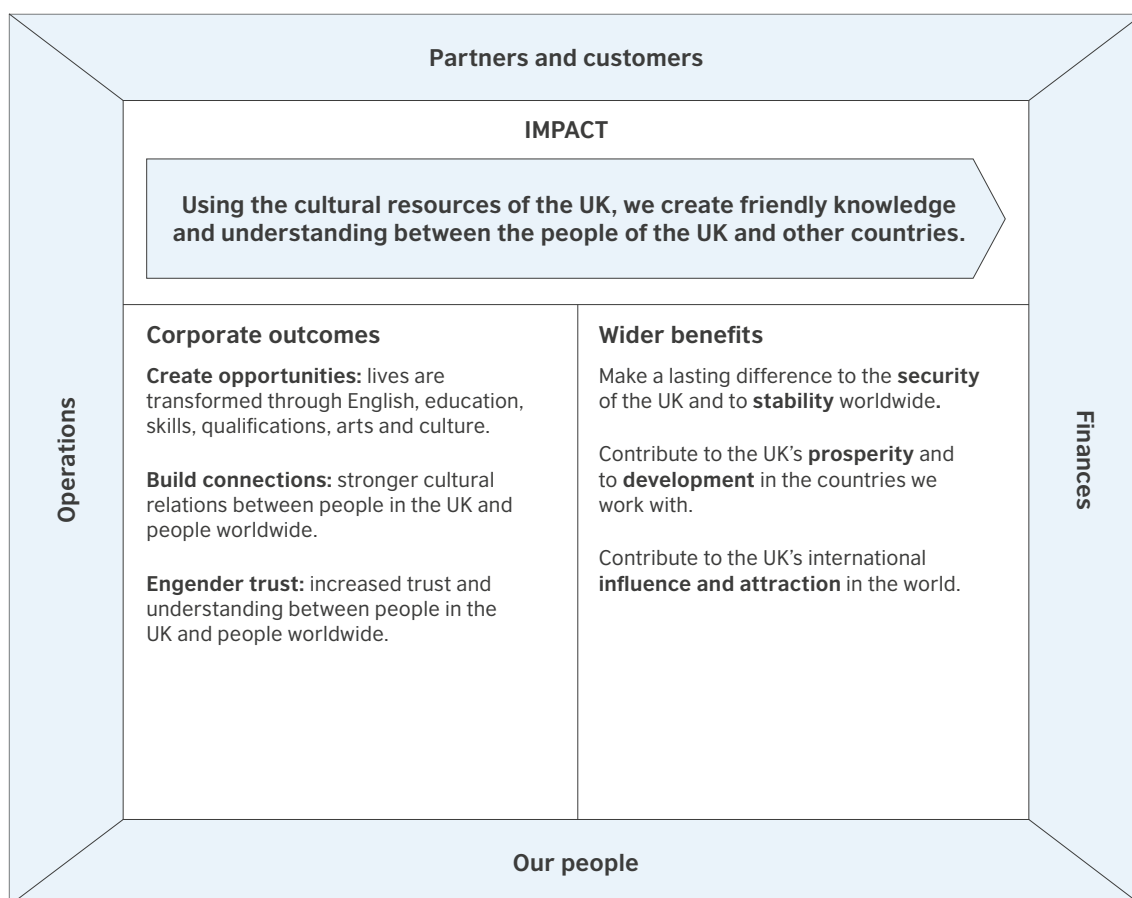
particularly in work delivered through additional ODA funding and against the new results and evidence framework outlined below.

	Impact in 2015	Impact in 2020
Financial	£1 billion of delivery.	£1.4 billion of delivery.
Scale	Working directly with 50 million people: improving opportunities for young people and building capacity of future leaders to deliver positive change and partnership with the UK.	Working directly with 100 million people and a wider cascade of over half a billion people. Supporting the UK's security, prosperity and long-term influence in the world.
	People who have participated in our cultural relations activities trust the UK on average 24 percentage points more. This is directly associated with an increased interest in doing business with the UK, visiting and studying in the UK. One in four countries in the world has a leader who was educated in the UK.	
Value to UK	Gross value added for UK economy of £1.8 billion. £1.3 billion direct higher education exports and indirect contribution to higher education exports of £5.5 billion.	Gross value added for UK economy of over £2.7 billion. £2.5 billion direct higher education exports and indirect contribution to higher education exports of £8.5 billion.

The results and evidence framework

Good indicators are essential if we are to meet our goals for impact and organisational effectiveness. They will help us to deliver well and to report on our performance in ways which meet the expectations of

our stakeholders. In 2017–18 we will pilot and refine a results and evidence framework to set indicators and report on the following key areas of performance.



The new approach is part of a concerted push to strengthen the quality of our monitoring and evaluation so that we can report effectively on our impact and ensure that lessons are learned and shared. The roll out of the framework will be accompanied by the launch of data collection techniques, recruitment of a small group of specialists and training for programme and project managers.

Key principles of the framework include:

- Consistent standards in measurement and the evaluation of our work, benchmarked against best practice.
- Transparency in how we collect and report our data.
- Value for money.

Performance summary

We will report against a high level set of indicators summarising our achievements.

Creating opportunities: lives are transformed through English, education, skills, qualifications, arts and culture	Number of people we supported worldwide to improve their skills and education
	Percentage of people we work with who report gaining new knowledge or skills
Building connections: wider international reach and stronger cultural relations between people in the UK and people worldwide	Percentage of people we work with who have stronger relations and connections with the UK as a result of our work
	Number of stronger partnerships and links between UK and overseas institutions resulting from our work
	Number of countries we worked in
	Number of people we worked with directly and indirectly across the world
	Percentage of the people we engaged with face-to-face who were women and girls
	Number of visitors to our exhibitions, festivals and fairs
	Number of people we reached through publications and broadcast material
	Number of users of our digital social media and learning
	Number of visitors to our websites
Increased trust: increased trust and understanding between people in the UK and people worldwide	Number of programme participants in the UK
	Percentage of people we interacted with have a greater understanding of the UK and its culture as a result of our work
Economic value for the UK	Percentage of programme participants who are more favourable towards the UK as a result of our work
	£ gross value added to the UK economy
	Number of organisations we worked with in the UK and the direct value (£) of our work with them
Value for money	Percentage of our grant-in-aid spent on the UK's ODA and £ value
	£ total income of which X per cent was earned income
	Percentage of total income spent on programme activity
	£ from surplus from commercial activity spent on other cultural relations activity

Measuring impact

We will measure our impact in more detail against both the corporate outcomes and wider benefit for the UK and other countries across eight results areas:

People's lives are enriched by arts and culture and cultural heritage is valued.

Good English teaching helps people to study and work and to develop careers, confidence and networks.

People in tertiary education and research institutes get access, partnerships, training and collaboration which contribute to more prosperous, sustainable and equitable societies.

People have the skills to be employable and to build inclusive and creative economies which support stable and prosperous societies.

Young people have the skills, resilience and networks to find pathways to better lives.

Women and girls participate in, and benefit from, decision making and social change.

Citizens interact with states in ways which encourage collaboration and create societies that work better for people.

Students and professionals get internationally recognised UK qualifications for study, life and work.

For each results area we will measure both the outputs and intermediate outcomes which can be linked directly to our work and our deeper impact. Our focus is on producing high quality evidence of how we achieve outcomes and impact rather than simply measuring quantitative outputs like audience numbers. We have commissioned studies to identify the main areas for evidence collection in each results area. These studies will also define the best evidence collection methodologies. The priority outcomes and evidence collection methodologies will be introduced in mid-2017 and applied consistently everywhere.

Through research and case studies we will demonstrate the wider benefit our work brings to the UK and the countries where we work to support greater security and stability and prosperity and development, and to increase the UK's influence and attraction in the world.

Measuring organisational effectiveness

The results and evidence framework will also monitor and report on how we improve our efficiency, agility and financial sustainability over the long term in order to provide more effective frontline delivery and value

for money for our stakeholders and partners and better job satisfaction for our people. The areas which we will measure are outlined in the table below. Alongside impact these measures will determine planning and reporting across the organisation.

Finance	We are efficient	Percentage of income spent on regional and local indirect costs
	We operate at scale	£ spent on programme activity
	We use our surpluses for cultural relations	£ from commercial surpluses reinvested in other cultural relations activity
	We manage risk well	£ closing reserves position
Our people	We engage our people	Percentage of staff engagement in the staff survey
	We promote equality, diversity and inclusion	Global average in Diversity Assessment Framework score
	We promote gender equality in senior management	Percentage of senior management globally who are women
	We develop our people	Percentage of payroll invested in staff development
	We have the right number of people	£ income per each full time equivalent member of staff
Customers and partners	We allocate resources efficiently for dealing with customers	Percentage of total cost of staff spent on customer facing staff
	Our paid services customers are satisfied	Percentage customer satisfaction
	Our partners are satisfied with our consistent quality of service	Percentage partner satisfaction in survey
	We compete fairly	Number of unfair competition complaints upheld by independent body
	People are aware of, understand and value our brand	Percentage increase in brand tracker targets globally
Operations	E-commerce is everywhere	Number of countries in the network where customers can buy any product online
	We change in response to feedback and failure	Number of processes changed in response to customer feedback and analysis of failure
	We make decisions fast	Number of days from decision to execution on a sample of projects
	We are environmentally sustainable	Number tCO ₂ e (tonnes of CO ₂ equivalent) per full time equivalent staff member

