
Corporate Plan 2019–20

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2019–20.

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Introduction from the Chief Executive

As a globally trusted soft power asset, the British Council is ideally placed to provide a positive experience of the UK at this critical time.

The UK's education and cultural sectors are world leading. The UK is home to four of the world's top ten universities¹ and hosts 450,000 students from overseas in higher education. As a research nation we account for over 15 per cent of the world's most highly cited articles.² Our rich cultural and heritage sector attracts millions of people from across the world. The UK is respected for its democracy and rule of law and English is a global language spoken by nearly 25 per cent of the world's population. At the British Council we are passionate about how we support and work with these sectors to help address global issues for a more prosperous and secure world, sharing values of openness, tolerance and respect that have characterised our activity for more than 80 years.

There are both opportunities and challenges in the current global and UK context. The increasing number of young people in formal education in developing countries is a cause for celebration, but the challenges of creating employment for those young people risks instability. The forces of globalisation are improving the standard of living of millions of people but those same forces are causing discontent and alienation among a section of some populations. As we prepare to leave the European Union, it is important for the UK to strengthen cultural and educational relations with member states and globally with countries that are important to our future prosperity and security.

As a globally trusted soft power asset, the British Council is ideally placed to provide a positive experience of the UK at this critical time, supporting the international ambitions of the UK government and devolved administrations, and ensuring we grasp the opportunities presented by the changing world. I believe that now is a time to be confident about what we do, and proud of the value of our work to the UK and to the people we work with abroad.

Over the course of 2019–20 we will focus on our five strategic priorities:

1. Building education and cultural partnerships with countries of the European Union and other developed countries.
2. Strengthening educational and cultural opportunities and connections with India, China and other emerging and high-growth developing economies.
3. Strengthening long-term connections and relationships with the next generation in Russia and neighbouring countries.
4. Contributing to stability and security in priority countries, including in the Middle East, Africa and South Asia, and responding to the Syrian refugee crisis.
5. Creating international opportunities and connections for young people and for cultural and educational institutions in the UK.

Highlights in 2019–20 will include a cultural season in Japan, the UK–Russia year of music, an international higher education conference in Berlin and celebrating 30 years of the World Wide Web. We will provide a major boost to the teaching of English in developing countries, improve access to UK qualifications and enhance the skills and employability prospects for young populations in Africa and elsewhere. With our UK partners we will support countries whose education systems are under pressure from rapidly changing demographics – for instance Pakistan, Egypt and Colombia. In China, where we will be celebrating our 40th anniversary, we will continue to build cultural and educational partnerships and will be launching a new digital platform to connect UK alumni from China.

Here in the UK we will continue to encourage and enable international opportunities and connections for our young people. In partnership with the Department for Education we will launch a new programme that provides support to schools in England to take schoolchildren on educational trips overseas, and with Creative Scotland we will be launching a scheme to connect artists and arts organisations in Scotland with their peers in the European Union.

1. QS World University Rankings 2019.

2. Elsevier (2017) *International Comparative Performance of the UK Research Base* 2016.



This Corporate Plan updates the strategy set out in 2016 and covers in detail the period up to the end of this current spending review period in March 2020. Our longer-term ambition is to strengthen our global network across developed and developing countries, and use our data, insight and networks to enhance the international engagement of the UK cultural and education sectors. We will convene international conversations on shared values and address those factors that impede the sustained growth of our English teaching and exams businesses. We will use the next few months to engage more closely with our stakeholders from all four countries of the UK as well as our international partners to develop our future strategy post-2020.

The grant-in-aid funding we receive from the government remains critical to achieving our aspirations. As we approach the next Spending Review, the British Council is in good shape to make a positive and significant difference to the UK's international reputation and influence, by developing mutually beneficial relationships across our work in English, education and culture. Continued government support for our work in developed countries and for arts programmes that showcase the UK remains essential.

Internally, we will continue to ensure a firm financial basis for the organisation over the coming decades. We will drive efficiencies through increased standardisation, including greater use of shared services, the adoption of new technologies and a review of our estates. This plan also sets out how we will continue to grow surplus, in order to invest in cultural relations in the developed world.

The Tailored Review has been a helpful process, allowing us to reflect on our performance and how we can improve. I am pleased to report that the review team was impressed by the professionalism of our staff, our progress in finding efficiencies, and the benefits of our work for the UK and the countries we work with. I welcome the review's guidance on further improvement – for example around HR systems, boosting the surplus and developing a clearer strategic framework. We also recognise the importance of the British Council's continuing close alignment and co-ordination with the Foreign and Commonwealth Office.

We are grateful to our partners, including our close collaborators in Westminster and the devolved administrations, in education and the arts, in the UK and overseas. We look forward to working with you over the next year.

Finally, I would like to recognise the work of British Council colleagues across our network. Lasting success is always the result of collective effort, and nowhere is that more true than in the British Council. Our reputation and achievement rest on the commitment and hard work of all our people, at every level and in every corner of the globe. My thanks to all of you for all you have done and will do in the future.

Sir Ciarán Devane
Chief Executive, British Council

Our purpose

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.



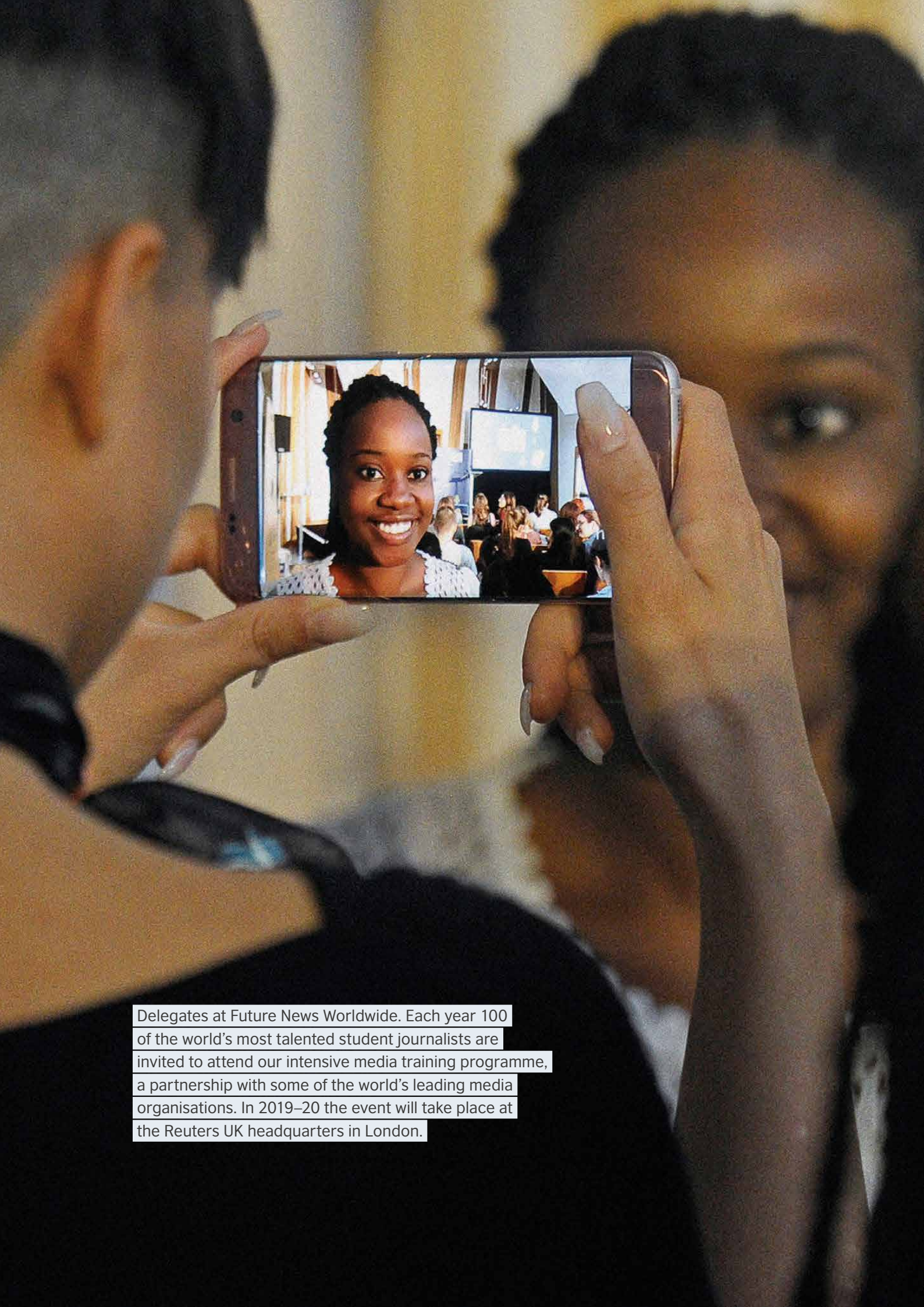
Last year we reached over 75 million people directly and 758 million people overall including online, broadcasts and publications.

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.



Delegates at Future News Worldwide. Each year 100 of the world's most talented student journalists are invited to attend our intensive media training programme, a partnership with some of the world's leading media organisations. In 2019-20 the event will take place at the Reuters UK headquarters in London.

Our strategy






Impact and focus.

Our strategy to 2020 has been developed in consultation with UK and devolved governments, UK sector partners, cities and regions and with stakeholders overseas. Mutuality remains a core principle, ensuring that benefit accrues to all parties as we build long-term, sustainable relationships for the UK based on trust.

We have five strategic priorities that frame our work and which are elaborated further in this plan.

Our strategy continues to build our long-term financial sustainability, achieving greater surplus and delivering more efficiencies. This is important so that we can recycle the surpluses we earn back into our work, including building relationships with the developed world. We will begin an exercise in 2019–20 to refresh our strategy for the next five years through full consultation with partners and stakeholders.

Our current strategy is summarised below:

Purpose statement: Using the cultural resources of the UK, we create friendly knowledge and understanding between the people of the UK and other countries.					
01 Strengthen impact against our strategic priorities	We make a positive contribution to the UK and 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, makes the world a better, safer place. We achieve this by: <ul style="list-style-type: none">• Building education and cultural partnerships with countries of the European Union and other developed countries.• Strengthening educational and cultural opportunities and connections with India, China and other emerging and high-growth developing economies.• Strengthening long-term connections and relationships with the next generation in Russia and neighbouring countries.• Contributing to stability and security in priority countries including in the Middle East, Africa and South Asia and responding to the Syrian refugee crisis.• Creating international opportunities and connections for young people and for cultural and educational institutions in the UK.				
02 Improve the experience of our customers, stakeholders and partners	<ul style="list-style-type: none">• Improving our customer and market research, analytics and insight to better understand our audiences’ views and preferences, so that we can develop services, products and communications that are relevant to them.• Using this insight we will build stronger, more effective relationships with our customers and stakeholders so that they understand our work and value, and seek to engage with us in longer-term mutually beneficial relationships.				
03 Ensure financial sustainability and maintain operations in the developed world	 Growing and diversifying income and surplus		 Improving our operational efficiency		
04 Invest in our people, systems and culture	 Increasing the capability and effectiveness of our people		 Creating a digitally enabled organisation		 Strengthening our insight, research and evidence capability
Underpinned by our values	Valuing people	Integrity	Mutuality	Creativity	Professionalism

External context and strategic challenges

Our strategy reflects a number of external factors and strategic challenges.

Brexit

As the UK prepares to leave the European Union, the UK government's vision is to maintain a close and special partnership with the countries of Europe and for the UK to develop a stronger international role and profile, expanding partnerships and ties with nations around the world. In 2019–20 we will continue to build cultural and educational relationships with the countries of Europe and across the world and provide young people in the UK with opportunities to develop the intercultural skills and understanding which will support the UK's future reputation and commercial success.

Devolution

The devolved administrations in Northern Ireland, Scotland and Wales set the legislative and policy frameworks in key areas, including education and culture. Cities are also assuming greater responsibilities for economic and cultural affairs. Cultural relations help to create a more nuanced understanding of the diversity of the UK and build international connections at city, regional and country level.

Security, stability and the refugee crisis

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 the countries directly affected. Cultural relations can help to tackle the economic, social and civil risk factors that can lead to violent extremism. The UNHCR estimates that since the start of the crisis in Syria, 5.6 million people have fled, seeking safety in Lebanon, Turkey, Jordan and beyond. In addition, challenges of climate change, conflict and poverty in parts of Africa and Asia mean many more young people seek a better life abroad. Our work helps to build tolerance, understanding and resilience and enables young people to gain new skills through education, which offer positive livelihood opportunities.

Growth of China, India and other emerging economies

The economies of China and India continue to grow at a rapid rate and there is significant growth in countries such as Nigeria, Mexico and Indonesia. Cultural relations provide a pathway to building closer ties with high-growth developing economies in a way that complements traditional methods of export promotion.

Relationship with Russia

At a time when the UK's political and diplomatic relationship with Russia is going through a challenging period, it is more important than ever to build cultural, educational and people-to-people bridges with the Russian people and contribute to a peaceful prosperous and deep relationship between our nations in the future.

Growth of digital communication

By 2020 over 50 per cent of the global population will be connected to the internet, creating new opportunities for cultural relations. New digital platforms and products are increasing the reach of networks, allowing access to millions more people and offering new opportunities for interaction and learning. The growing influence of social media and digital connectivity is also reshaping global politics, society and economics, placing increased importance on building trust and lasting relationships.

Finance and business context

In many of our core markets there are increased security, economic and foreign exchange risks and there is more intense competition in the English teaching and exams business areas. With an upcoming Spending Review there is uncertainty over future levels of our grant-in-aid, especially for our work in developed countries. There also remains uncertainty in relation to our European Union-funded portfolio of programmes. Growing and diversifying our income is therefore a core feature of our strategy.

Our priorities

Creating value for the UK
and other countries.

Our priorities have been developed to reflect and support the international ambitions of a wide range of partners and stakeholders with whom the British Council works across the four nations of the UK as well as meet the needs of our customers and stakeholders overseas.

Our work contributes to the policy objectives, international strategies and single departmental plans of the Foreign and Commonwealth Office, the Department for Digital, Culture, Media and Sport and other UK government departments as well as those of the governments of Scotland and Wales and the Executive Office of Northern Ireland.

We support in particular the UK government's National Security Strategy and the soft power and global Britain ambitions managed by the Foreign and Commonwealth Office. Our approach, which is based on mutuality, enhances the UK's influence and promotes values which support open societies, tolerance and inclusivity, contributing to shared security and prosperity.

We support the new international education, science and research priorities of the Department for Education, the Department for Business, Energy and Industrial Strategy and the Department for International Trade, and promote international connections and market access for the UK's English language, education and cultural sectors. We are increasing access to international opportunities for less advantaged young people across the UK, and through the management of over £160 million of official development assistance we work with partners to contribute to the UK's national aid strategy.

Influence and attraction

The main way in which we contribute towards UK policy objectives and the UK's soft power is by supporting the UK's **influence and attraction**. We build mutually beneficial connections and long-lasting relationships between the people of the UK and countries we work with.

Prosperity and development

We also support UK objectives related to **prosperity and development**. We contribute to UK and global prosperity by building trust, connections and skills, which create favourable conditions for growth and development.

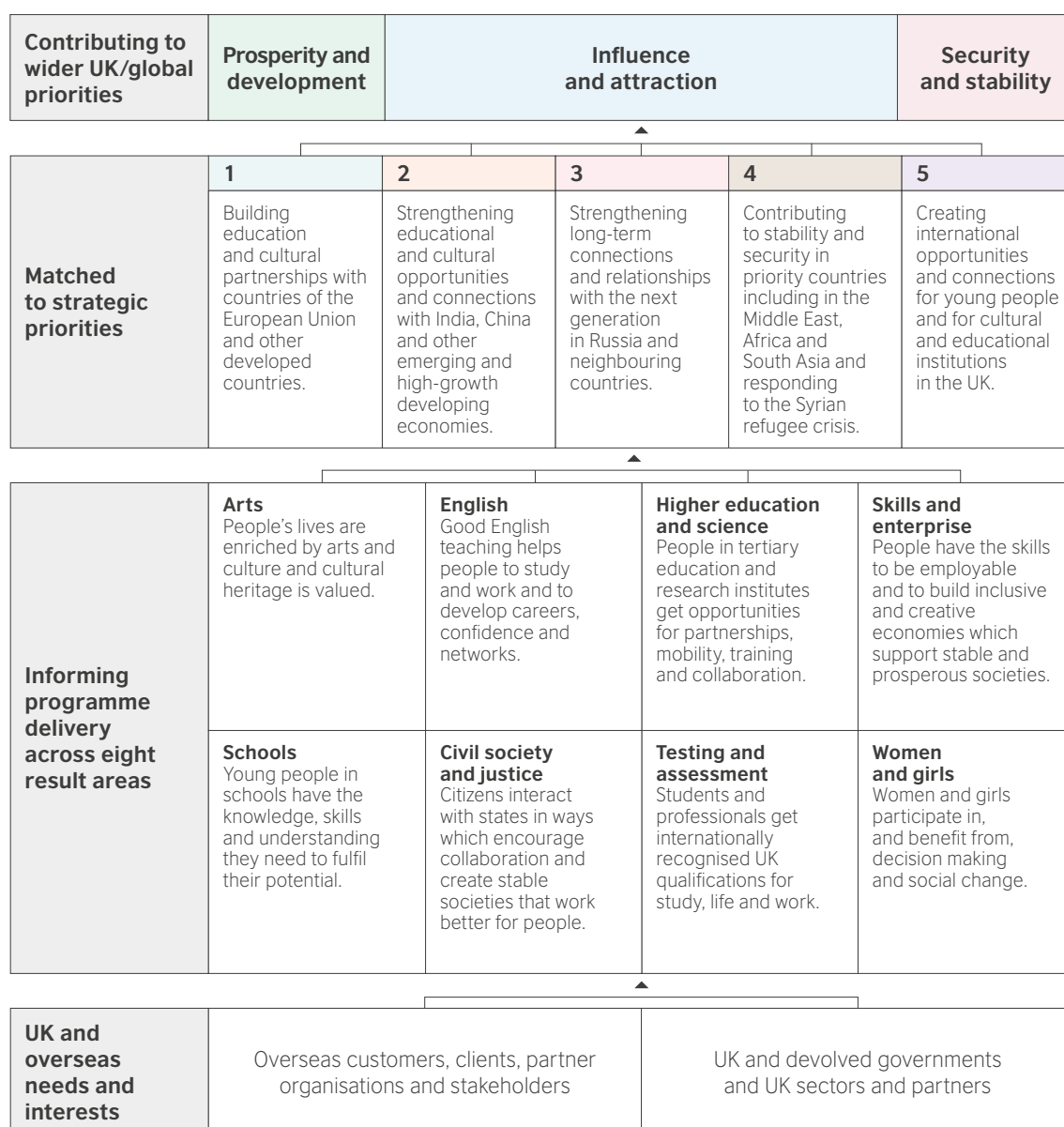
Security and stability

In addition, we play a role in supporting objectives related to **security and stability**. We make a lasting difference to the security of the UK and to stability worldwide by building long-term, peaceful and respectful relationships between the people of the UK and people worldwide. We create opportunities and provide positive pathways for young people and improve governance in fragile and conflict-affected states.

Framework for delivering impact

Our framework for delivering impact is summarised below. In the light of the Tailored Review, we will ensure

that the delivery of impact against our eight result areas links more closely with our strategic priorities.



Strategic priority 1

Building education and cultural partnerships with countries of the European Union and other developed countries.

Our research into the attitudes of young people in the G20 countries shows the UK's attractiveness within the EU declined³ after the referendum. As the UK prepares to leave the European Union, there is still uncertainty over how we will continue to work with European partners in the fields of culture and education, including our continued participation in multilateral framework programmes such as Erasmus+ and Creative Europe. It is clear that the UK will need to strengthen bilateral ties with individual member states, especially in priority countries such as France, Germany, Ireland, Italy, Poland, Romania and Spain. In 2019–20, there will be a certain amount of rebuilding to be done, and we will need to work hard to ensure that the UK continues to be a sought-after partner in Europe.

Over the past four years in Europe we have radically changed our way of working. We have adopted a brokering and convening role to link institutional partners in the European Union with their counterpart organisations in the UK. Using partner funding and working at an institutional level ensures that our work becomes systemic, with a greater chance of creating change. We focus on the most influential institutions and individuals who can help turn the prevailing circumstances towards a more positive future. We have set a target for every British Council office in Europe to increase its most influential contacts by 20 per cent over the coming year. This work through institutions – combined with our English language teaching, delivery of UK exams, our placement of language assistants in schools across Europe, and our digital offer – means we are able to connect increasing numbers of young people with the UK. In 2019–20 we are also celebrating the UK's creativity and diversity and will bring our global higher education conference, Going Global, to Berlin, and lay the foundations for a cultural season between the UK and Italy.

Our global network of over 100 countries and territories includes 44 developed nations. Brexit will of course have implications beyond Europe, with the UK looking to build on existing ties with the developed countries of Asia, North America, the Commonwealth and the Gulf. Our collaborations in developed countries such as Japan and Canada, for example, showcase the UK's creativity and innovation, help to build our competitiveness and support access to new markets. In the Gulf we will focus on teaching English and assessment and also help those countries to diversify their economies by supporting educational and cultural reform, brokering new relationships and networks. Our strategy for Hong Kong recognises that cultural relations can drive effective trade partnerships through the development of language skills, qualifications and international experience for young people, and at the same time promote the sharing of innovation and expertise between nations. And in the United States we will share the UK's expertise and experience at a policy level in areas such as cultural protection.

The examples we have provided help to demonstrate the role the British Council can play in building educational and cultural partnerships with the countries of the EU and other developed economies.

It is clear that the UK will need to strengthen bilateral ties with individual member states, especially in priority countries such as France, Germany, Ireland, Italy, Poland, Romania and Spain.

3. British Council (2018) *Powers of Attraction*.

Students at our teaching centre in Madrid.
In 2019–20 we will teach over 89,000 learners
of English across the European Union.



Focus on Europe

Supporting cultural partnerships in Europe

We are leading on the Europe Beyond Access project, which is designed to promote disabled access to the arts. Through this project, which is part-funded by the Creative Europe Programme of the European Union, we are working with partners from the UK, Germany, Greece, Italy, the Netherlands, Serbia and Sweden, with activity also taking place in Poland. We are also leading on the Mutual Understanding, Respect and Learning (MURAL) project, which will address increased anti-Semitic and anti-Muslim sentiments in Europe. MURAL is

co-funded by the European Commission under the Rights, Equality and Citizenship programme. Our approach is to support community activity by local partners in six countries. This includes the UK organisation Faith Matters, along with partners in Germany, Greece, the Netherlands, Poland and Portugal. Participating organisations are selected based on their commitment to supporting dialogue and exchanging best practice to foster tolerance and mutual respect.

Building new cultural connections with Italy

The UK/Italy Season will strengthen and build new cultural connections between Italy and the UK in 2020. A season of culture in both countries will show how the arts and sciences enable social cohesion, leading to greater cultural diversity, inclusion and well-being. It will include delegations, public events, industry workshops, exhibitions and competitions, supported by a major digital campaign. In 2019 we are organising a series of UK cultural delegations to Italy to broker new collaborations between institutions in both countries in preparation for the season.

Celebrating the best of British art in Venice

La Biennale di Venezia was founded in 1895 and is now one of the most famous and prestigious international art biennales in the world, with 91 official national pavilions. Belfast-born, Glasgow-based artist Cathy Wilkes will represent the UK at the British Pavilion with a major solo exhibition of new work running from May to November 2019. The exhibition has been curated by Dr Zoe Whitley, Senior Curator, Hayward Gallery, who was appointed following an open call, making her the first ever externally appointed curator. This appointment is part of our efforts to widen access to international working for UK visual arts professionals.

Sharing best practice in international education in Germany

Our Going Global conference is firmly established on the global higher education calendar, attracting more than 1,000 education leaders, government ministers and chief executives from 70 countries each year. In 2019, Going Global will be held in Berlin, the first time it has been held in Europe outside of the UK.

Alongside its continuing international legacy benefiting higher education systems worldwide, Going Global also brings significant benefit to the UK. It enhances the reputation of the UK higher education sector and gives UK institutions the chance to develop international relationships, introduce new systems and practices, and access new markets.

Going Global is
attended by more than
1,000
education leaders,
government ministers
and chief executives.



English language teaching across Europe

Our teaching operations in Europe have been a benchmark for quality and at the cutting edge of English language teaching for over 80 years. We will reach over 89,000 learners in the coming year, with further business and volume growth in nine of the 11 countries in which we operate, and at the same time we will stabilise operations as we adjust to changing market conditions in Italy and Spain. Our continued success will be driven by updating our adult course offer, including pilots for virtual (blended) learning in 2019, and by opening more young learner centres

in partner premises to meet demand for more convenient locations.

Our collaboration with governments in English language policy and teacher professional development will continue. We will build on the long-standing bilingual education projects in Spain, initiate a first major partnership for a new content and language integrated learning programme in Île-de-France, and develop English language teaching work with a focus on inclusion with German federal states.

Strengthening cultural and educational links with Japan

A major cross-sector initiative to celebrate the UK/Japan bilateral relationship will start in September 2019 at the same time as the Rugby World Cup, culminating in September 2020 with the Tokyo Olympic and Paralympic Games. We are working closely with the Foreign and Commonwealth Office, Department for Digital, Culture, Media and Sport, Department for International Trade and a range of cultural partners in both countries.

The British Council will lead the cultural programme of UK in Japan 2019–20 to showcase the UK's creativity and develop new opportunities and partnerships with education and cultural organisations in Japan.

A major focus of the cultural programme will be diversity, inclusion and well-being. We will promote the mainstreaming of work by disabled artists and improve access to culture for those who have fewer participation opportunities, especially disabled and older people.

Highlights for the year will include tours by major UK arts institutions including the National Gallery, Courtauld Gallery, Royal Opera House, Philharmonia, London Symphony Orchestra and the Burrell Collection. Other highlights are a major project by international disabled artists led by Graeae Theatre Company and a new residency for UK artists at one of Japan's most iconic cultural heritage sites.

The cultural programme of **UK in Japan 2019–20** will raise awareness of the UK's strengths in the **creative industries** and develop new connections and opportunities.

Building relationships in the USA through research

In the USA, a high priority country with a multitude of often complex and long-standing relationships with the UK, we are launching a new programme of thought leadership and research through a series of events for policymakers, academics, students and in many cases the wider public.

Our report based on research into the use of the term 'special relationship' by young people in both countries through the prism of social media will be shared in a series of events across the USA in 2019.

Future events will include a workshop on the UK's Cultural Heritage Protection Fund for US practitioners and policymakers; the launch of a publication on the contribution of culture to economic development; the results of research into the attitudes of young people in both countries to faith, religion and belief; and a series of events on the attitudes of young people in the G20 countries and the latest rankings in our report *Soft Power Superpowers*.

Establishing connections in the Gulf through culture and sport

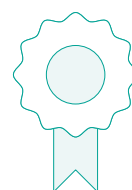
The Gulf Culture and Sports Programme was established in 2016 to harness the UK's soft power assets for greater and longer-term engagement with young people in the Gulf countries. In 2019, we will launch the Youth Sports Award in the Gulf, helping 1,000 young people to achieve the award.

We have already created opportunities for international collaboration through delegations in 2017 and 2018 and in 2019 we hope to welcome more artists from the Gulf to the UK to share their work with UK audiences through talks, exhibitions and film screenings.

In 2019, we will launch the **Youth Sports Award** in the Gulf, helping

1,000

young people to achieve the award.



Strategic priority 2

Strengthening educational and cultural opportunities and connections with India, China and other emerging and high-growth developing economies.

Emerging markets across the world continue to grow and develop with ever increasing influence on the global stage. Middle income countries across Asia, Africa, the Americas and Europe are home to five of the world's seven billion people and represent about one third of global GDP. They are a very diverse group of countries in terms of size, population and income. The performance of China for example is unique in terms of growth; since the start of the financial crisis in 2008 it has accounted for 45 per cent of the gain in world GDP. Africa is also an engine of growth; in 2018, five of the world's fastest-growing economies were African. There are substantial mutual benefits from close co-operation with these countries, helping to contribute to long-term growth and development globally and complementing the UK government's international ambitions.

The British Council has an important role to play in providing international opportunities for organisations and providers from the English language, education, cultural and society sectors and helping to develop new partnerships and open new markets. We will deliver programmes in developing and emerging economies which are tailored to local contexts and needs. We will give young people the skills they need, including digital literacy, as well as access to trusted international examinations and qualifications, helping to enhance their employability and education prospects. We will deliver major programmes on behalf of development bodies such as DFID, supporting the development objectives of the countries where we operate and long-term connections with the UK.

In 2019–20 we will increase the scale of our cultural and educational programmes in India and grow our work in assessment and qualifications, impacting the lives of millions of young people. We will increase our delivery through digital and mobile platforms, to inspire and excite young people to connect with UK ideas and innovation, continuing also to support the growth in the market for study in the UK. In China we will focus on inward and outward mobility and leverage our 40th anniversary year to position the UK as a long-term partner in education and culture and as leaders in English language assessment. This year we will be expanding our work in Africa, in support of the UK government's strategy for the UK in Africa. We will engage with individuals and institutions to support opportunities for employment which will contribute to shared prosperity and development.

The examples we have provided help to demonstrate how we plan to strengthen education and cultural opportunities and connections between the UK and middle-income countries.

There are substantial mutual benefits from close co-operation with these countries, helping to contribute to long-term growth and development globally and complementing the UK government's international ambitions.



A research scientist in Mexico.
In 2019–20 we will continue to build research
connections between the UK and countries
worldwide through the Newton Fund.

Building partnerships in China and promoting mobility through higher education

As China develops its ambitious World Class Universities initiative we are working with China's Ministry of Education to deepen strategic collaborations focusing on regional alliances, subject-specific consortia and transnational education. Initiatives such as the UK–China Education and Engineering Research Consortium, UK–Jiangsu 2020 Alliance and the UK–China TNE Joint Institute Alliance are setting new standards for high-quality international collaboration. These initiatives will create opportunities for students, academics and researchers raising the quality and competitiveness of both UK and Chinese institutions and sharing opportunities and resources to solve global challenges.

In 2019 we will launch a new digital platform to connect UK alumni from China, providing a critical and influential advocacy group for the UK. There are now over 600,000 Chinese students who have studied in UK universities – a trend which continues to accelerate with almost 100,000 UK study visas issued to Chinese applicants last year.

The promotion of UK education through the Study UK Discover You campaign will aim for a digital reach of over 80 million impressions to further boost awareness of the UK as a quality study destination for Chinese students.

The promotion of UK education through the **Study UK Discover You** campaign will aim for a digital reach of **over 80 million impressions** to further boost awareness.

Improving employability prospects in India through English



Employability opportunities for
150,000
young people.

Working closely with state governments in India in support of their educational and economic ambitions, we will scale up our work on English for Employability in the technical and vocational sector.

We will improve the employability opportunities for 150,000 young people enrolled at the Gujarat government's 300 industrial training institutes and the West Bengal government's 69 polytechnic colleges. In the ongoing Higher Education Andhra Pradesh project, due to complete in 2019, we are strengthening English language outcomes for 86,000 students in 198 colleges. We are currently discussing a second roll-out of this project with partners, through which we plan to reach a further 100,000 students.

Our digital and mobile learning English for employability courses such as LearnEnglish Select, English Strokes and the award-winning app Jobseekers have delivered excellent results and will help us extend our reach. We will build on the success of projects such as the Rin Career Academy with Unilever, which helped over 200,000 people develop their careers.

We will strengthen partnerships with leading Indian and multinational companies such as Standard Chartered, Oberoi Group, Pfizer and Deloitte and higher education institutions such as IIT Bombay and National Institute of Technology Patna.

Strengthening international scientific collaboration globally

We will work with
300
 organisations
 in the UK.



By 2020, through the Newton Fund, we will have reached more than 10,000 researchers and students and invested in more than 1,500 mobility grants, PhD placements and scholarships. In 2019–20 we will work with 300 organisations in the UK across the 17 partner countries, establishing new partnerships for UK institutions in development research and maximising the impact of previous research. This will allow, for example, the roll-out of new technologies to improve food production, tackle the effects of climate change, and ensure sustainable urbanisation.

Since its inception in 2014, the Department for Business, Energy and Industrial Strategy has funded a Newton Fund grant of approximately £16 million per annum. This has enabled the British Council to bring together thousands of researchers and institutions in the UK and 17 emerging economies in the Americas, Asia, Africa and the Middle East, generating over £103 million in matched and leveraged funding to support these new partnerships.

Supporting governments worldwide to raise standards in teacher education

The project will help
37,000
 school teachers in Upper Egypt.

Our work with ministries of education in emerging and high-growth developing economies helps them meet their ambitions to equip young people with the English language skills to live, work and communicate successfully in a global society.

In Egypt, for example, we manage the National Teacher Training Programme (NTTP), a capacity building project which responds to the urgent requirement by the Egyptian Ministry of Education to improve educational outcomes. The project will enable 37,000 primary school teachers in Upper Egypt to improve their English language and pedagogical skills.

Together with partners we will launch online offers to enable greater access to quality teacher development resources. In India, Bangladesh, and Nepal, we are extending the English and Digital for Girls' Education (EDGE) programme, which has so far reached 17,000 girls and their families, and 1,600 peer leaders, developing girls' skills and confidence.

Getting children into school in Pakistan

In Pakistan we are delivering phase II of the Take a Child to School project. In 2019–20 we aim to enrol an additional 100,000 children in school by scaling up access to 70 districts and mobilising an additional 5,000 young volunteers and a total of 550 local committees.

We have also secured a partnership with the Khyber Pakhtunkhwa government to provide sports kits to 200 schools in the province.

The first phase of the project enrolled 225,000 children across 65 districts in Pakistan, surpassing its goal of enrolling 185,000 out-of-school children.

The British Council's Take a Child to School (TACS) project is co-funded by Educate A Child, an initiative of Education Above All (EAA), Qatar.

The first phase of
 the project enrolled
225,000
 children across 65 districts
 in Pakistan.

Using technology to improve customer experience of IELTS in India and China

3 million
tests taken globally
last year.

IELTS (the International English Language Testing System) is the world's most popular English language proficiency test for higher education and global migration, with more than three million tests taken last year. IELTS is continually innovating to meet the 21st century needs of test takers, and 2019–20 represents an exciting year for the test globally, and particularly in two of our largest markets, as we roll out IELTS on computer in India and continue the roll-out of the initiative in China. IELTS on computer has proved to be a very successful initiative with customers. It is the same as the paper-based test but offers more choice, more test dates and faster results. IELTS on computer was introduced in China in November 2018 in Beijing, closely followed by Shanghai and Chongqing. India was launched in Delhi in early 2019, and will be followed by further locations thereafter.

Promoting cultural exchange with Indonesia

In 2019 British Council is working with the Indonesian Agency for Creative Economy (BEKRAF) and Ministry of Education and Culture to deliver a bilateral cultural programme as part of the London Book Fair 2019 Indonesia Market Focus. The series of showcases, collaborations and professional development opportunities taking place in the UK and Indonesia over 12 months will raise mutual awareness and appreciation of our literature and culture, encourage more books to be translated, published and read, and help to build lasting connections and trust between our two countries.

The series of showcases, collaborations and professional development opportunities taking place in the UK and Indonesia over 12 months will raise mutual awareness and appreciation of our literature and culture.

Growing creative and social enterprises in developing countries

These collaborations will strengthen enterprises which **empower women and girls, foster youth employment and support the inclusion of disabled people** and other marginalised groups.

Developing Inclusive and Creative Economies (DICE) is an ambitious programme that supports the development of creative and social entrepreneurship in the UK and five emerging economies: Brazil, Egypt, Indonesia, Pakistan and South Africa.

The programme includes a £2 million DICE Fund through which we have awarded grants to UK sector support organisations, such as impact hubs, accelerators and universities, and their partners overseas. These collaborations will strengthen enterprises which empower women and girls, foster youth employment and support the inclusion of disabled people and other marginalised groups.

We are also unlocking opportunities for customers and stakeholders through partnerships with influential organisations such as the Global Steering Group for Impact Investment and we expect to engage with over 600 policymakers and influencers by 2020.

Focus on Africa

Supporting employability and building creative enterprise

Sub-Saharan Africa is experiencing a significant bulge in its youth population, which is expected to double to over 830 million by 2050. We are working to improve the employment prospects of young Africans – sharing international best practice to support curriculum reform and institutional development, and equip young people with the skills to get a job or start a business. In 2019 we are investing an additional £2.7 million official development assistance to expand our skills offer to support the employability of urban youth. The approach will facilitate access to workforce development and skills training opportunities, enterprise creation, and industry collaboration. A three-year programme in southern Nigeria will link agribusinesses, tech entrepreneurs, investors and business schools, to raise awareness and increase the uptake of technology by farmers.

UK investment in emerging creative and cultural industries in Africa will help to improve livelihoods, increase trade and provide opportunities for the next generation of UK creative talent. The West Africa Hubs programme began in December 2017 with 25 creative hubs – networks, collectives and shared workspaces across West Africa. Participants receive training, UK study visits and grants and are encouraged to collaborate to boost their businesses and stimulate business growth. In 2019 we are launching an even more in-depth business incubation programme to support 100 young people not in work or education to develop their skills and work with UK and West African delivery partners. We will also support over 50 cultural and creative spaces and hubs across West Africa, providing training, funding and linking them with UK institutions and expertise, and through these intermediaries support a further 5,000 artists and entrepreneurs.

In 2019–20 we will continue to deliver the Impact!Africa Social Entrepreneurship Summit, an annual event hosted by the British Council and Ashoka. We are working together to set up the Impact!Africa Investment Fund to mobilise investment funding for social enterprise and positive change in Africa and support connections, exchange and opportunities with the UK.

Providing support to

5,000

artists and entrepreneurs.



Meeting the demand for English learning

The programme will **connect UK English language teaching providers**, institutions, media and educational technology agencies with Africa.

English Connects is an innovative programme to connect the UK to African youth and future leaders through English. Started as a pilot in 2018, it will continue and expand in 2019. It will improve the quality of English language learning and teaching and facilitate digital literacy, creating opportunities for young people to improve their employability, resilience and networks.

The programme will connect UK English language teaching providers, institutions, media and educational technology agencies with Africa, focusing on francophone and lusophone countries. It will engage young Africans with UK broadcast, digital and blended English language learning materials; provide UK technical assistance to ministries of education; and build English teacher capacity through UK professional development frameworks. We will engage 2,500,000 18–35 year olds with our English resources and 5,000 teachers of English will actively contribute to our communities of practice.

Strategic priority 3

Strengthening long-term connections and relationships with the next generation in Russia and neighbouring countries.

Across Russia, neighbouring countries and the Western Balkans there is a mix of active and frozen conflicts and disputes, countries with large youth populations and in many, but not all, high youth unemployment. There are next generation young leaders who want to share, learn and be open to international expertise as well as young people who lack the skills and resilience needed to gain employment and play a positive role within society. Through our work we connect the UK with both.

The future success of countries in the region will require young leaders to be inspired and connected and young people to have the skills for employability and an ability to communicate, reach out and prosper both as individuals and within wider communities.

Across these countries, the environment in which we operate differs and consequently so does our focus, as we respond to the needs of each context. However, building long-lasting relationships with people (especially 18–35 year olds) and connecting them with the UK is at the heart of our work in all countries. We will continue to increase our use of digital platforms and online tools to engage with the next generation as well as face-to-face connections through training, policy dialogues, workshops and other activities.

By using the UK's educational and cultural assets, we will also develop institution-to-institution links – particularly universities and arts organisations – to share research, develop business links, and encourage good governance.

We recognise the value of working in partnership to deliver longer-term impact. We work closely with local in-country partners, with the UK arts, education and English sectors, with the Foreign and Commonwealth Office, and donors such as the European Union. With corporate social responsibility firmly on the agenda for many countries, we believe there will be increased opportunities for the British Council and our partners.

Cultural and educational opportunities are vital for building long-term connections and relationships, especially when political or diplomatic relations become difficult. Through our cultural relations approach we are able to reach out, build trust and support the next generation.

In all countries we operate at a pace and scale appropriate to context. In Russia we operate as the Cultural and Education Section of the British Embassy.

The examples we have provided help to demonstrate the role the British Council can play in strengthening long-term connections with Russia and neighbouring countries.

We focus particularly on people-to-people engagement in Russia and the neighbouring countries and work on building the UK's attraction and influence through our programmes.

Young people in Kyiv, Ukraine.
In 2019–20 we will continue to create
university partnerships with the UK
across the region.

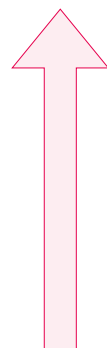


Developing enterprise skills across the region

The Creative Spark: Higher Education Enterprise Programme gives the next generation opportunities to develop their skills to compete in a global job market and to start their own businesses. This is achieved through partnerships between higher education and creative institutions in the UK and overseas which develop entrepreneurship skills among students, graduates and young entrepreneurs.

During 2018–19 we funded 38 new international partnerships in the UK and in Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Ukraine and Uzbekistan.

In 2019–20 the number of partnerships will rise to 50, we will launch a video pitch competition for over 1,000 students and the annual networking event will take place in Oxford. We aim to strengthen the programme with partners including UN agencies, the World Bank and Santander.



In 2019–20
the number of
partnerships
will increase to

50

Connecting with the next generation in Russia through music

The UK–Russia Year of Music 2019 will celebrate the UK's and Russia's rich musical cultures, and our profound respect for each other's musical traditions and achievements.

The UK–Russia Year of Music will connect the UK with people in Russia through the common language of music and make a positive and lasting difference to UK–Russia relations.

The Year will build on the successes of the UK–Russia Year of Culture 2014, the UK–Russia Year of Language and Literature 2016 and the UK–Russia Year of Science and Education 2017.

It will celebrate the UK's and Russia's rich musical cultures, and our profound respect for each other's musical traditions and achievements through a programme that will foster people-to-people contacts between our countries. The programme will enhance appreciation of contemporary and classical music from the UK through diverse, inclusive and innovative programming and strengthen capacity and skills in current and future leaders. It will create new partnerships and networks for professional collaboration between individuals and institutions, inspire millions of people through digital projects, broadcasting partnerships and publications, and increase opportunities for young people to participate in cultural and education activities.

Building digital skills with the micro:bit in the Western Balkans

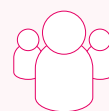
In partnership with the UK-based Micro:bit Educational Foundation, we are supporting schools across the Western Balkans to introduce innovative teaching methodologies to bolster programming and core skills. Pupils receive access to free micro:bit pocket-sized computers in ICT classes and other subjects, helping them build the essential digital, problem-solving and critical-thinking skills they need for their future education and career.

Following a successful pilot, UK Prime Minister Theresa May announced in July 2018 that the British Council will be awarded £10 million to run the 21st Century Schools project in Albania, Bosnia and Herzegovina, Kosovo, North Macedonia, Montenegro and Serbia. Over the next three years the project is planning to reach 4,500 primary schools and up to one million children in the Western Balkans.

The project aims to reach



4,500
primary schools



1 million
children

in the Western Balkans.

New partnerships in the creative industries in Georgia

The UK–Georgia Season 2019 will build connections, enhance the UK's reputation as a leader in the development of the creative industries and trigger the development of new partnerships with national governments, cultural institutions and creative entrepreneurs. It will reach out to young people, particularly women and girls, improving their ability to take advantage of opportunities, building their confidence to pursue careers in the creative economy.

The festival will include work by disabled artists and disabled-led companies, helping to promote inclusive economic growth in Georgia and widening partnerships and networks between UK and Georgia disability-led arts institutions. We will collaborate with leading local cultural institutions and festivals to present a mix of exhibitions, workshops and talks focusing on music, film and the performing arts.

Developing skills and learning online across the region through English

The English Channel is an online platform that supports educational, cultural and employment aspirations of young people in Ukraine, Kazakhstan and other countries in the region. It offers free English language and entrepreneurial skills wrapped around contemporary content, from the UK and the world. It features interactive bitesize videos from more than 20 UK partners like Nowness, Barbican, NESTA, Enterprise Nation and Innovate UK introducing them to markets and audiences that they did not reach before.

In 2019–20, we are adding a free membership model featuring social media and LinkedIn badges for the completion of language or skills packs; at the same time, we will learn more about our audiences' digital preferences enabling us to connect them to the relevant UK content and expertise.

Capacity building in Ukraine's cultural and creative industries

The British Council's Creative Enterprise Programme is a global capacity-building initiative for entrepreneurs working in the cultural and creative industries. It is delivered jointly by the British Council and the UK innovations agency Nesta in more than 15 countries.

In 2015 it was launched in Ukraine. Next year, the programme will expand, developing institutional links in enterprise education between UK and Ukrainian universities, and drawing on UK expertise to build capacity across the cultural economy, including film, music and design. In 2019 the British Council will also promote gender representation and empowerment in the cultural and creative industries.

Our work in the creative industries sector is delivered, where appropriate, through our active membership, and recent joint-presidency, of the EU National Institutes of Culture (EUNIC) network in Ukraine. We are managing the €1.63 million Culture Bridges programme for the EU Delegation in Kyiv, which funds international mobility and co-operation opportunities for cultural operators in Ukraine and the EU. Next year we will join a new EUNIC consortium, led by the Goethe-Institut, to deliver a €11.6 million people-to-people programme, Europe House.

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Strategic priority 4

Contributing to stability and security in priority countries, including in the Middle East, Africa and South Asia and responding to the Syrian refugee crisis.

This priority focuses on our work in fragile and post-conflict states, in countries at risk of instability and our work with refugees. Two billion people live in countries affected by fragility, conflict and violence and as of June 2018 there were 68.5 million refugees and internally displaced people. For the countries affected, as well as the UK, there are clear mutual benefits in supporting the conditions for security and stability; it reduces the likelihood that individuals will turn to extremism, eases the pressures that lead to migration, builds a long-term positive relationship with the UK and helps to generate the conditions for future mutual prosperity. Important cultural sites and heritage can be lost as a result of conflict and instability; helping to protect these for future generations will be of benefit both to the countries involved and the wider world.

In all these regions, the growing youth population between the ages of 16 and 35 represents both an opportunity and a challenge. An engaged and productive youth population will contribute towards economic growth and stability whereas a lack of opportunity could lead to increased instability.

The British Council helps young people by providing them with positive pathways, improving their English language, core skills and employability, and enabling them to contribute to the development of more stable, open and inclusive societies. We also help communities and countries by strengthening civic institutions, good governance and civil society. We draw on UK expertise, working in an integrated way at an individual, institutional and government level, and across the education and cultural sectors.

The examples we have provided help to demonstrate the role the British Council can play in providing positive pathways for young people, contributing to greater security and stability.

They show how we work with a mix of partners from local agencies through to UK and international partners including the Department for International Development, Department for Digital, Culture, Media and Sport and the European Union.

We draw on UK expertise in the breadth of our work across the education and cultural sectors, working in an integrated way at an individual, institutional and government level.

A trainee taking part in practical stonemasonry training in Mafraq through the Cultural Protection Fund. In 2019–20 we will be supporting projects across 12 target countries.



Establishing partnerships to transform higher education in Africa, Asia and the Middle East

The programme enables students to acquire the **transferable skills** they need for future work, to act as **agents of change** within their own communities, and to play a future role in the **reconstruction of Syria**.

Through the Strategic Partnerships for Higher Education Innovation and Reform (SPHEIR) grant fund we are supporting nine partnerships to transform higher education in Sub-Saharan Africa, Asia and the Middle East. These partnerships connect UK universities with higher education institutions to focus on training needs and social issues.

It is estimated that there are around 76,000 refugees aged between 18 and 25 in Lebanon and Jordan who are seeking access to higher education. The Partnership for Digital Learning and Increased Access (PADILEIA), led by King's College London, is increasing this access for refugee and disadvantaged host communities through new online and blended learning programmes. Students acquire the transferable skills they need for future work, and to act as agents of change within their own communities. PADILEIA has so far engaged with over 500 learners in Jordan and Lebanon.

The British Council manages the SPHEIR fund on behalf of the Department for International Development, leading a consortium with Universities UK International and PricewaterhouseCoopers.

Helping individuals globally bring about positive change in their communities

Active Citizens builds trust within and between communities by supporting people to take action on issues they care about. It connects people locally and globally, developing their knowledge and skills to build fairer and more resilient societies. It is a global programme which will continue in 2019–20. As of April 2018, it has connected with 971 partner organisations who have trained 7,441 facilitators, who in turn have trained 243,129 Active Citizens, helping them launch 9,305 social action projects to benefit communities worldwide.

The Active Citizens model can support individuals in countries which have been affected by civil unrest and instability. In 2019–20 we plan to expand the institutional model of Active Citizens, working within educational institutions, including universities and schools, in Lebanon, Occupied Palestinian Territories and Iraq. We will work with internally displaced people in Syria and Iraq, building their resilience and providing positive alternative pathways.

971
partner
organisations

7,441
facilitators

243,129
active citizens

9,305
social action
projects

Addressing the causes of conflict in Nigeria

Benefiting
2.2 million
people

Building on the success of the UK-aid funded Justice for All programme, we are managing three new programmes funded by the European Union: Managing Conflict in Nigeria, the Rule of Law and Anti-Corruption, and Agents for Citizen-driven transformation. This work focuses on conflict management, reconciliation and stability in communities; the role of women in peace-building; supporting women and girls affected by violence and the reintegration of young people displaced by conflict. Over 31,000 people in North Eastern Nigeria will directly benefit from the work of the programme with a further 2.2 million positively affected, including many women and young people.

Using language learning to open the door to opportunity in the Middle East and Africa

Academic
counselling for
42,000
students

300–400
scholarships
awarded

The British Council's Language for Resilience work uses language learning to give displaced people a voice and help integrate communities. It supports individuals with the language skills they need to access work, services, education and information in their host community.

Plans are currently underway for the second phase of the HOPES project, which addresses the shortage of higher education opportunities for displaced Syrians as well as young people in the host communities affected by the influx of refugees. To date HOPES has provided academic counselling to 42,000 students, awarded 300–400 scholarships and trained 120 English teachers.

We are supporting our Language for Resilience work with a massive open online course (MOOC), delivered on the FutureLearn platform, for current and future teachers and volunteers working globally with migrants, refugees and displaced youth.

Supporting cultural heritage in countries where it is at risk

Through the £30 million Cultural Protection Fund, run in partnership with the Department for Digital, Culture, Media and Sport, we will support projects in Afghanistan, Egypt, Jordan, Lebanon, Libya, Iraq, Occupied Palestinian Territories, Sudan, Syria, Tunisia, Turkey and Yemen which will help to protect cultural heritage that is at risk. Through research, documentation, conservation and restoration these projects will help to safeguard against permanent loss.

The Fund also builds the business and specialist skills of local professionals to manage and promote cultural assets which will benefit the local economy and society. It works with local communities, providing training and education so they can identify, value and protect their cultural heritage.

Some examples of our work in 2019–20 include a project led by the Royal Botanic Gardens in Edinburgh to integrate cultural heritage into conservation and development planning on the archipelago of Soqatra in Yemen. Training will be delivered in maritime ethnography and maritime archaeological recording to document the tangible and intangible traditions of local fishing communities. Also in Yemen, the World Monuments Fund of Britain, working with several other partners, aims to undertake priority restoration measures on the national museum in Taiz.

We will **support projects in 12 countries:** Afghanistan, Egypt, Jordan, Lebanon, Libya, Iraq, Occupied Palestinian Territories, Sudan, Syria, Tunisia, Turkey and Yemen.

Providing opportunities for primary school teachers in Venezuela

8,000
teachers trained
by 2021

benefiting
1.5 million
schoolchildren

At a time of crisis in Venezuela in which many citizens are fleeing hardships and insecurity, the British Council works to provide positive pathways for young people through our work in English language development. We are supporting the government of Venezuela to provide training, syllabus design and monitoring and evaluation for primary school teachers of English.

Following the successful completion of the first cohort of training for 500 primary school teachers in 2018, there are now plans to deliver training for 3,000 teachers in 2019–20, with the long-term aim of training 8,000 teachers by 2021 and benefiting 1.5 million schoolchildren who will receive English classes for the first time. The project aims ultimately to contribute to a more inclusive and therefore stable society.

Strategic priority 5

Creating international opportunities and connections for young people and for cultural and educational institutions in the UK.

As the United Kingdom prepares to leave the European Union, it is important for the UK's future prosperity and influence that it remains outward-looking and confident on the world stage. Our ability as a nation to achieve this over the coming years will depend on enabling young people to develop and strengthen their international outlook. Research suggests that instead of young people becoming more internationally engaged, the opposite has been happening. There has been a decline in recent years in the learning of modern languages⁴ and in the number of schools offering international opportunities through school exchanges. We know, however, that young people greatly value international opportunities through popular programmes such as Erasmus+. We know also that those working with young people, whether in formal or non-formal education systems or in the arts, recognise the incalculable value to young people of being exposed to other cultures. Mobility programmes have been shown to boost employability prospects, especially for those from disadvantaged backgrounds.

The British Council has an important role supporting young people in the UK, drawing together and facilitating international opportunities and connections. As we are on the ground in six continents and over 100 countries and territories, we are uniquely placed to help connect our devolved nations, our cities, our institutions and our citizens to the world. In the UK, we work closely with the UK and devolved governments, cities, institutions and networks to develop policies and frameworks that support all young people in the UK to access meaningful international experiences.

Drawing on the combined power of partners, employers, digital technologies and the contributions of young people themselves we will reach new youth audiences, prioritising those with barriers to access, and develop a comprehensive offer for our young people. We will provide opportunities for schoolchildren, students, teachers, as well as young emerging artists, producers, entrepreneurs and journalists. We will design and deliver programmes funded from our resources where possible, boosted by contributions from sponsors and partners, and implement programmes providing international opportunities that are funded entirely from government and other sources. We will continuously update our expertise in this field through research, evaluation and advocacy, and we will work to establish greater recognition of the value of international experience and language learning. It is from this position that we can work to ensure that all young people in the UK can benefit from international and intercultural experience and help support globally connected future generations.

We are uniquely placed to help connect our devolved nations, our cities, our institutions and our citizens to the world.

4. *Language Trends* (2018) by the British Council shows that in 2002, 76 per cent of Year 11s took a language GCSE compared to 40 per cent in 2011.



Pupils at a school in Glasgow learning Spanish. Under the new Connecting Classrooms through Global Learning programme we will build long-term relationships between 4,500 schools in the UK and around the world by 2021.

Helping to provide an international dimension to school education in the UK

1,000+
schools across
the UK will be
awarded the
International
Schools Award.

The programme
aims to have
5,000
students across
England fluent
in Mandarin.

We will continue to advocate for modern foreign language learning and international experiences, providing support at a policy and school level, as they are a gateway to future international opportunities in study and work.

Our International Schools Award, now in its 20th year, will be awarded to over 1,000 schools across the UK, recognising their work to bring an international dimension into the school curriculum and the experience of schoolchildren.

In partnership with the Department for Education in England we will also continue to deliver programmes which directly enable international experiences and language learning for schoolchildren.

The Mandarin Excellence Programme, now in its third year, has placed Mandarin speaking teachers from China in over 60 state-funded secondary schools and, combined with school visits to China, aims to have 5,000 students on the road to fluency by 2020 by increasing Mandarin Chinese study to eight hours a week.

Now entering its third year, the Language Teacher Training Scholarship programme, delivered in collaboration with the German, French and Spanish cultural institutions, is designed to counter the decline in the numbers of language teachers entering the profession in England. Over five years it will encourage 750 newly qualified teachers to become language teachers through scholarships and teaching support. Over the last two years 275 teachers and schools have taken part with 150 more planned to begin next year.

Launching this year and running up to 2020, a £2.5 million programme run in partnership with the Department for Education provides support to 120 schools in England to take schoolchildren on educational trips overseas – many for the first time.

Providing global learning opportunities for young people and teachers

The new £38 million Connecting Classrooms through Global Learning programme will provide opportunities for pupils in the UK and in the developing world to develop transferable skills while learning about global issues. The programme will work with three million primary- and secondary-aged children and over the next three years will support 4,500 partnerships between schools and communities in the four nations of the UK and countries in Sub-Saharan Africa, South and East Asia, and the Middle East and North Africa.

The teacher training component of Connecting Classrooms will train 60,000 teachers and school leaders in the UK and developing countries to equip pupils with the knowledge, skills and attitudes to live and work in a global economy and to take action on global issues.

Connecting Classrooms benefits the UK by directly addressing the internationalisation agenda for young people in Britain and around the world. It inspires innovative teaching and learning in UK schools, and helps build the UK's reputation in the global education sector. The programme is developed and funded in partnership with DFID.

3 million
children

4,500
partnerships

60,000
teachers
and school
leaders trained.

Opening up opportunities for international exchange

In 2018 over
1.3 million
students around
the world benefited
from the presence
of an English
Language Assistant
in their school.

Our Language Assistants programme is funded by the four departments of education in the UK. It involves the bilateral exchange of students and recent graduates with 14 countries around the world. In 2018, we sent over 2,000 people overseas to work in schools and universities around the world as English Language Assistants. They promoted UK culture in classrooms and provided support to over 50,000 teachers of English, reaching over 1.3 million students. We expect to see a similar number of people participating in 2019–20. Demand for English Language Assistants in overseas schools remains high, although our pool of potential applicants is reducing as fewer students are taking up languages at university level.

We also welcomed 850 Modern Language Assistants to the UK who supported the teaching and learning of modern foreign languages in schools across the country, working closely with young learners to bring languages to life. We hope to maintain this number in 2019–20.

Strengthening creative links with Europe

The Scottish arts sector has many established connections in Europe and Scottish artists and arts organisations participate and enjoy a high profile in major international platforms and festivals. Maintaining this strong European engagement has been identified as a priority across the sector. In 2019–20, the British Council and Creative Scotland will launch a scheme to connect artists and arts organisations in Scotland to strengthen existing, or establish new relationships and networks with EU peers. They will undertake research and scoping visits, cultural exchanges, workshops, and residencies. Ultimately the aim is to support long-term partnerships between Scotland and EU countries where collaborations can flourish, and sustainable networks can thrive.

Building connections through culture and education in Northern Ireland

As part of our emerging Global Cities strategy and North-South collaboration on the island of Ireland, we are exploring opportunities for British Council involvement in Galway 2020, building on our support for the arts in other capitals of culture and the experience gained from partnering with the UK's inaugural Capital of Culture in Derry/Londonderry.

We have also signed our first ever memorandum of understanding with Belfast City Council. This establishes a framework whereby the British Council and Belfast City Council can work together in areas where their strategies and aims align.

Boosting skills, employability and cultural understanding through Erasmus+

In 2019, €187 million is planned for UK-based organisations to fund study or work placements abroad.

Access to international experience in this way helps young people gain knowledge, skills and understanding. They become more confident, employable and entrepreneurial – and better prepared to contribute positively to society, locally and globally. Fifty-five percent of UK young people awarded Erasmus+ funding for volunteering or youth exchanges were from disadvantaged backgrounds or had additional needs.

Erasmus+ is the European Union programme for education, training, youth and sport, which runs from 2014 to 2020. The British Council, in partnership with Ecorys UK, is the UK National Agency for Erasmus+.

Every year, Erasmus+
funds an estimated
18,000
UK higher education
students.

Enabling international touring opportunities for young British artists

Taking place in August 2019, the Edinburgh International Showcase will feature some of the most outstanding small and middle-scale productions made in the UK during the last two years. The primary objective of the Edinburgh Showcase is to develop international opportunities and connections for professional UK artists and companies.

A curatorial panel of international programmers, funding partners, UK arts professionals, and the British Council met in January 2019 and selected 30 theatre and dance companies from across the UK. They will be presented in both the Edinburgh Festival Fringe and Edinburgh International Festival

and cover a range of themes including: race, identity, migration, gender, women and girls, young people, mental health, LGBTQI, disability and ethnic diversity. This year we are also promoting an additional 30 companies through the Trade Fair which is open to all Edinburgh Fringe accredited international promoters.

The last Showcase, which took place in 2017, has to date resulted in over 60 international tours for UK companies from Argentina to Zimbabwe.

Helping young people in the UK develop connections with China

Through its
£1 million
programme,
the British Council
directly funds
around 500 UK
students.

The Generation UK campaign supports young people in the UK to work and study in China, thereby increasing the professional and language skills they need to engage with China. Developing these skills also supports delivery of the wider UK industrial strategy and its ambitions to increase economic partnerships with China.

Through its £1 million programme, the British Council directly funds around 500 UK students during their studies or within the year following their graduation. It also supports other graduates through advice, organisation and networking opportunities, such as securing and promoting UK scholarships to study at Chinese universities. In 2017–18, graduates from low income backgrounds represented 84 per cent of those taking up funded scholarships and work placements. Since Generation UK's launch in 2013, over 40,000 young British people have studied or gained work experience in China. The campaign's goal is for 80,000 young people to gain experience in China by 2020.

To ensure the UK has a generation of young people that will be able to drive forward the bilateral relationship with China, we are developing an alumni network to connect UK nationals with work, study or volunteering experience in China. We will continue to hold events in the UK and work with relevant partners to develop this network and expand the reach of the campaign further.

Generation UK funding is sourced through sponsorship as well as from the Department for Education in England, the devolved administrations and higher education institutions.

Helping cities develop international connections

In 2019–20 we will work with ten UK cities to help them develop stronger international connections. With each of these cities, we are working strategically to maximise the impact of all their work across the arts, education and society sectors. The British Council is doing this through a whole-city place-based approach and the development of a city plan for our work with each city. In Manchester, for example, we are working with the Manchester–China Cultural Partnership to co-commission a piece of research to build on the city’s soft power with China. In Newcastle, we are collaborating with International

Newcastle and a wide range of city partners to develop the city’s international strategy with cultural relations at its heart. We are supporting Belfast to embed cultural resilience and positive peacebuilding through international exchange in its city resilience plan and, as part of our work with Bristol, we are supporting the international programme for the Festival of the Future City, and a social innovation grants scheme for micro-organisations working in the field of social innovation in the city, to enable them to internationalise their work.

Creating opportunities for undergraduates in Wales

Up to
500
students will benefit.

We are running a three-year £1.3 million outward mobility project from early 2019, funded by the Welsh Government. The pilot programme will focus on shorter-term study, work and volunteering opportunities for Welsh undergraduates studying at Welsh universities. Up to 500 students will benefit.

Supporting UK exams bodies

Over and above our work in IELTS, we work with over 140 UK and international awarding bodies to deliver just under two million exams annually for approximately 1.5 million candidates. With our top ten partners we have global agreements and standardised pricing in place to deliver their exams across the world.

We are currently working with some of our partners to help them make the transition from pen and paper to computer-based exams. In 2019–20, we will be working ever more closely with awarding bodies to support their international growth plans and understand how we can better support the shift to computer-based test delivery. This includes exploring the potential for expanding our services beyond venue booking and invigilation services to a broader range of activities, such as the possibility of providing registration, online payment and administration systems, and where required, test delivery platforms.

140
awarding bodies

2 million
exams

1.5 million
candidates

Organisational change

Faster change for
greater impact.

Corporate priorities

Successful implementation of our strategy depends on ensuring the financial sustainability of the organisation, which will help us to reinvest surplus in our operations in the developed world, and into our products, people, systems and culture globally. The organisational change that we are implementing underpins the impact we expect to deliver by 2020

as well as helping to secure the long-term future of the organisation. We will also draw on the findings of the recent Tailored Review to strengthen the way we operate and deliver our corporate goals. Our initial response to the findings of the Tailored Review is included at the end of this section.

We have five corporate priorities:



Growing and diversifying income and surplus

Helping people learn English and gain valuable UK academic and professional qualifications is central to the British Council's mission. Promoting the English language is enshrined in our charter and is a vital contributor to connections, relationships and influence for the UK around the world. English teaching and exams are also the part of the British Council that generate surplus – the organisation's genuinely unrestricted financial resources. By reinvesting these surpluses back into our work, they enable us to maintain a global impact for the UK which is significantly greater than we would be able to achieve if we were solely reliant on government grant. Our operations in the UK and developed world, programmes that directly showcase the UK's arts and culture and free digital content for English language learning are dependent on this funding.

Between 2015 and 2017 we delivered surplus growth across our teaching and exams businesses at approximately 8.5 per cent per annum. While increased competition, digital disruption and slower demand in key markets is reducing surplus growth we are still targeting significant surplus of six per cent in 2019–20⁵ against the prior year to support our wider operations.

Our strategy to grow surplus is based on:

- Responding to changing customer needs – improving the customer experience with relevant digitally enabled new products and services, providing new services for UK exams boards, and opening new British Council schools and teaching centres in carefully targeted priority overseas locations.
- More efficient operations – we are standardising and automating business processes wherever possible to eliminate duplication of effort and unnecessary cost. We are also continuing to rationalise unviable product lines and teaching centres.

5. This refers to operating surplus measured against 2018–19 Q3 forecast and excludes any exceptional tax movements.



Improving our operational efficiency

In 2019–20 we are continuing to prioritise efficiencies through greater consolidation and standardisation in shared services, more efficient global operating models, a new global estates strategy, the development of new digital platforms and through more effective procurement.

We will continue to transfer professional services into our shared services, through both in-house and outsourcing arrangements, under the one organisation. The in-house work will be delivered in our shared services centre in Noida with additional capability being developed in Warsaw. The focus will be human resources, finance, global information services and piloting services within exams, education and society operations. Areas that will be transferred include income recognition and recording, HR helpdesk and admin support, more operations work in global information services, and clerical marking for exams. We will also develop centres of excellence addressing areas such as intelligent automation, analytics and vendor management that will deliver efficiency savings and make us more responsive.

Since the shared services centre was established in 2010, it is estimated that the business impact has delivered savings of £57 million through for example arbitrage, improved productivity and enhanced process effectiveness. The longer-term strategy is to increase penetration for shared services by up to 20 per cent over the next four years.

Across our network overseas, we continue to concentrate regional and professional resources in a limited number of cities as this supports efficient working. Workforce planning is helping to ensure we are deploying the best talent in the right roles and with the right balance between UK-appointed staff and leadership amongst local staff. A new long-term global estates strategy will also deliver efficiencies across our premises worldwide.

We will leave Spring Gardens, our current London headquarters, when our lease runs out in 2020 and move to the International Quarter in Stratford, London E20. Our new offices will inspire and engage our staff and visitors and represent our values and ambition as a truly global 21st century cultural relations organisation. The move will provide value for money, a more efficient and sustainable environmental footprint and lower annual running costs. Savings against our current premises (excluding capital investment costs) are estimated at over £30 million over the life of the lease.

We are introducing technologies such as Microsoft Office 365 to enable more flexible working, improve networking across locations and reduce the need for travel. The roll out of a new customer relationship management system will professionalise and standardise how we work and manage our relationships with our customers, strengthening customer satisfaction, enabling sales and reducing operational costs. Procurement initiatives, including the sourcing of a new telecommunications contract in partnership with the Department for International Development and the Foreign and Commonwealth Office will deliver greater value for money.



Creating a digitally enabled organisation

Digital technology is important for how we operate and engage, transforming impact and how we work while simultaneously improving efficiency and reducing costs. This is evident in our products, people, processes and platforms

Products: We will champion customer-centricity, accelerating value to customers through intelligent data that illuminates market needs. We will design and build culturally engaging products and iterate, using real customer feedback to deliver products that people want.

People: We are building a strong digital culture to complement advancing technology. We aim to unlock the potential of our people and build a workforce for the future. Through training we will support our people at all levels in the organisation, to champion data-driven decision-making, linked to positive customer outcomes. Our senior leaders will be responsible for embedding digital working into the organisation – 100 per cent of senior leadership will receive digital training by 2021.

Processes: We will implement digital-friendly business operating processes to enable enhanced product design and delivery. The scope of our work requires a series of agile models to deliver cultural relations through digital technology. By 2021, 84 per cent of our change programmes will have embedded agile methodologies. We are already starting to see the impact of our digital transformation, having been nominated as one of Europe's top 100 digital champions in an award from the *Financial Times* and Google.

Innovative ideas that change lives

In 2018, we launched our first global innovation challenge, encouraging internal and external applicants to submit an innovative digital idea that had the power to change lives. We considered over 2,000 applications from across the globe, with the largest number of entries received from Nigeria, India and the UK. In 2019–20 we will work with our winners who are:

- StanLab in Nigeria, a virtual 3D laboratory to improve STEM education for more than six million students.
- Mhub in Malawi, a digital platform to support education and reporting for gender violence, human trafficking and the human rights of women and girls.
- DigiCop in Ghana was highly commended by judges. It uses AI to improve access to police assistance for Ghana's 19 million mobile phone users.

Platforms: Our platforms, from a cloud-first infrastructure to developing our digital ecosystem, are critical to scaling our work, impact and capability. These platforms will enable us to deliver enhanced value to both our UK partners and global customers. We aim to create an excellent end-to-end customer experience, which includes a new-generation content management system and global payments solution. These systems will enable us to capture valuable data that enables us to further enhance the British Council customer experience. Security will be integral to all of our systems to maintain the reputation of the British Council across the world.

Improving English language learning globally through technology

The British Council's network of English language centres is committed to developing new ways to deliver a more personalised experience in a more flexible way to help our customers enhance their job prospects and access opportunities to live, work or study abroad. We will increase our reach through new channels, harnessing new technologies and exploring new delivery methods to keep the British Council at the forefront of educational innovation. In 2019–20, through our portfolio of online resources and courses, our digital audience will break the 100 million barrier for the first time. We will pilot our premium English language online product for adults, combining the most advanced methodology with the latest technology for remote teaching. We will also work closely with the English language teaching sector and the Department for International Trade, developing more international partnerships for the UK English language sector, including education technology, so the UK is the international partner of choice for the estimated 1.4 billion potential learners of English worldwide.

Use of rich media to engage audiences

To mark the 30th anniversary of the birth of the World Wide Web in March 2019, we will lead a global season entitled *Anyone/Anywhere: the Web@30* to explore the impact of this invention by British scientist Tim Berners-Lee. Through partnership with a number of high-profile organisations, including the Web Foundation, Nesta, Mozilla Foundation, the Internet Society and the Barbican. The season will examine the important developments that shape the web today and will determine its future.



Increasing the capability and effectiveness of our people

Our ability to deliver our plans is completely dependent on the capability and effectiveness of our people. We will continue to invest in building the capabilities of individuals, providing an environment where personal growth is aligned to the development of the organisation.

Specifically, we will strengthen our digital, commercial, marketing and data-led decision making. We will increase the diversity of our talent across the organisation, strengthening career development and pathways and ensuring that we are able to retain and attract the skills to deliver our strategy. We will track trends across all areas of diversity, setting ourselves stretch aims for improvement.

To bring out the best in a highly capable and diverse workforce we will create a work environment that is highly engaging. We will track engagement through the staff survey, and interim pulse surveys, ensuring specific actions for improvement are set and their delivery managed.

We will continue to improve our organisational effectiveness through clear accountabilities and efficient ways of working. The benefits of this to our staff and partners will be improved and faster decision making, more collaborative ways of working and a workforce which increases its focus on customer, stakeholder and programming priorities.



Strengthening our insight, research and evidence capability

We will continue to strengthen our insight, research and evidence capability. This will involve continuing to build the professional expertise of our staff as well as providing central oversight and standardised approaches to ensure value for money and consistency of quality.

By improving our customer and market research, analytics and insight, we will better understand our audiences' views and preferences, so that we can develop services and products that are relevant to them. Using this insight, we will build stronger, more effective relationships with our customers and stakeholders so that they understand our work and seek to engage with us in longer-term mutually beneficial relationships. One specific initiative in 2019–20 will be to develop further an audience framework, using data driven approaches to understand our audiences and better serve their needs.

We will generate new, useful, knowledge through a strategic programme of evaluation, research and policy insight that will help to ensure that the British Council is recognised in the UK and overseas for its expertise and intelligence. We will develop further our role as a thought leader in cultural relations and continue to focus on our areas of thematic expertise from arts to education and languages to civil society, peace and security. This will improve our effectiveness across all our strategic priorities, helping to shape innovative programming and providing evidence of the impact of our work.

Uniting our research and policy insight programmes will create useful synergies, benefiting both our Whitehall and Westminster-facing work on foreign policy and international relations and enhancing our sector-facing expertise. We will build our capacity as an organisation to benefit and learn from research, by ourselves and others, and will share insight and research findings to further our charitable purpose.

Implementing the Tailored Review

We will work with our sponsoring department, the Foreign and Commonwealth Office, to implement the 29 recommendations of the 2018 Tailored Review. This will focus on the following: a simplified strategic framework that links activity to outcomes with indicators and clarity on reporting and accountabilities; better co-ordination with the Foreign and Commonwealth Office in London and

with our many other partners in government and in education and culture in the UK more widely; an investment and efficiency strategy which will deliver higher surplus from earned income activity with lower costs to increase funds for non-ODA operations; and innovation and improvement in estates management and Human Resources. The target for completion is April 2020.

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.

As a global organisation, representing the UK and in receipt of significant public funding, working in some of the most difficult places in the world, and with ambitious strategic priorities for the future, understanding the extent of risks and managing them effectively is essential. Effective enterprise risk management can positively affect the likelihood and consequences of risks materialising as well as ensuring better informed decision making.

We continue to establish strong second line of defence functions for material risk areas, and to embed risk management into core processes and strategic planning.

Principal risk profile

The following principal risk areas have been identified as having the greatest potential impact on the achievement of our strategic objectives. Each area has been assigned to a senior manager who is responsible for leading monitoring and for taking action to respond.

Risk area

Strategic risks

- Income generation concentrated around certain products and in a limited range of countries could make our economic sustainability vulnerable to sudden shocks.
- Sustainability of our developed world programme is threatened by a potential reduction in flexible discretionary funding.

External risks

- Competition in the global, and increasingly digital, English and exams market could threaten our financial sustainability and erode our impact.
- Maintaining a strong relationship with UK government and the devolved administrations, including responding to any challenges posed by Britain's changing relationship with the EU, is critical to the delivery of our mission.
- Any failure to manage and maintain our most important corporate partnerships could lead to legal and financial challenges.

Operational risks

- Failures in digital security could result in significant detriment to our reputation globally.
- In a fast-moving external environment our ability to deliver change successfully is essential.
- Our ability to make fast and effective decisions is dependent on having access to appropriate data and management information.
- Like all organisations, we are dependent on recruiting and retaining appropriate staff skills in an environment where there are restrictions on our ability to respond to the market.
- In many of our programmes we work directly with people from a range of backgrounds and have a duty to ensure we take all action necessary to protect children and vulnerable adults in our care.
- Any failure to implement and comply with corporate policies could result in reputational damage in a range of areas, including: cybersecurity; General Data Protection Regulation; legal compliance; physical security; and fraud.

Measuring our performance

To improve our performance, share lessons and help strengthen our international reputation and leadership in cultural relations.

Evaluating impact

We have established a results and evidence framework to evaluate our impact and inform our planning and reporting. We combine data on our customers with high-quality analysis and independent evaluation of the impact of our major activities and programmes. This evidence is aggregated and published alongside our research and surveys to show how we deliver against our corporate outcomes and our purpose. We use this evidence also, for example in our Annual Report, to show how we are delivering against our strategic priorities and the contribution we make to wider UK and international policy objectives.

The main principles of the framework include:

- Focus on our customers, stakeholders and beneficiaries and measuring the impact and results of our work.
- Value for money.
- Consistent standards in measurement and the evaluation of our work benchmarked against best practice.
- Transparency in how we define, collect and report on our data and sharing results internally and externally to strengthen cultural relations.

How we measure the benefits and impact of our work

Research, strategic evaluations, surveys and in-depth interviews, alongside the aggregation of results, will evidence how our work contributes to our strategic priorities, creating opportunities, building connections and engendering trust with the UK and how this contributes to wider objectives, particularly supporting the UK's influence and attraction in the world.

In 2019–20 we will continue to strengthen our systems and capabilities for monitoring and evaluation to ensure a robust and objective assessment of our programmes against our strategic priorities. In this way, we will develop a greater understanding of the type of interventions that help us achieve our mission, give value for money and support the aims of our partners.

We also measure impact across eight results areas (below), to understand at a deeper level how our work delivers against our strategic priorities and against the priorities of our clients and partners.

Arts People's lives are enriched by arts and culture and cultural heritage is valued.	Schools Young people in schools have the knowledge, skills and understanding they need to fulfil their potential.
English Good English teaching helps people to study and work and to develop careers, confidence and networks.	Civil society and justice Citizens interact with states in ways which encourage collaboration and create stable societies that work better for people.
Higher education and science People in tertiary education and research institutes get opportunities for partnerships, mobility, training and collaboration.	Testing and assessment Students and professionals get internationally recognised UK qualifications for study, life and work.
Skills and enterprise People have the skills to be employable and to build inclusive and creative economies which support stable and prosperous societies.	Women and girls Women and girls participate in, and benefit from, decision making and social change.

For each result area we are looking in-depth at programme and thematic area impact, underpinned by theories of change, value for money analysis and validated through independent advice. As well as evaluating our current portfolio, including across contracts, paid services and official development assistance, we are also managing longitudinal analyses to understand benefits over time. In response to the

Tailored Review, we are developing a framework to demonstrate more clearly how delivering against our core result areas enables us to achieve our strategic priorities.

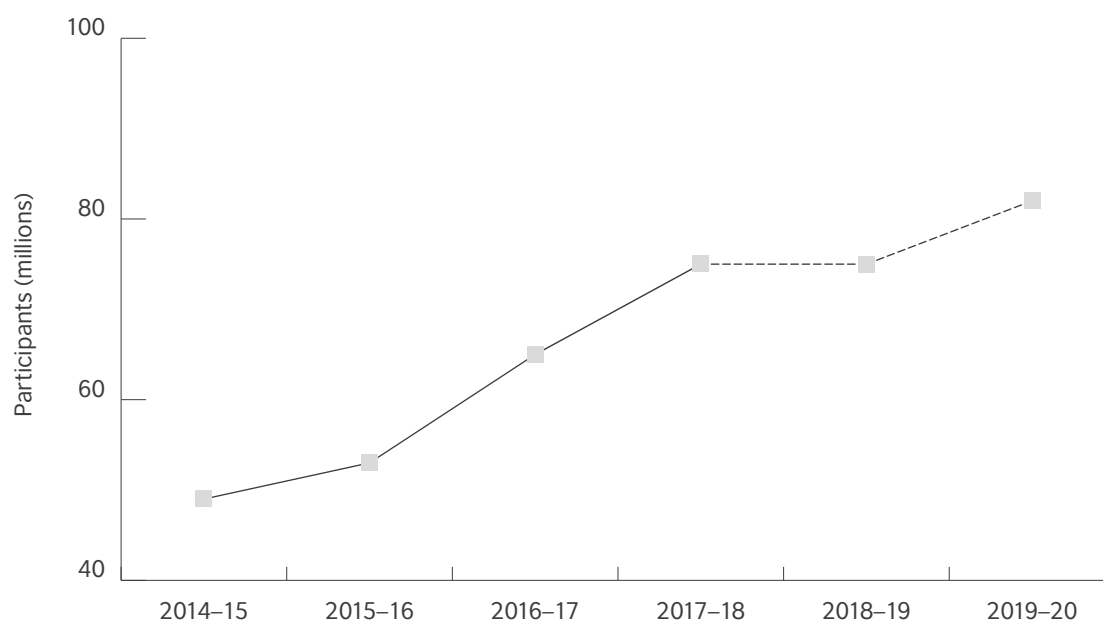
In arts the focus is on evidence against the following impact statements and outputs.

Result area	Impact statement
People's lives are enriched by arts and culture and cultural heritage is valued.	<ul style="list-style-type: none"> Individuals have improved social outcomes, contributing to greater social inclusion and social engagement. Cultural professionals and artists develop their knowledge, artistic practice, skills and networks contributing to greater prosperity. Arts and cultural organisations in the UK and target countries raise their profile, showcase UK arts and increase the economic value of their partnerships, contributing to the UK's influence and attraction in the world. The arts and cultural infrastructure and creative economies of the UK, cities and target countries are strengthened through investment and collaboration. The UK's international reputation is enhanced through experiences of arts and culture, contributing to our cultural relations and soft power approaches.
	Outputs <ul style="list-style-type: none"> To reach an arts audience of 18 million people directly, Eight million people online and 135 million people in print and broadcast media in over 100 countries and territories. To partner with 6,000 UK-based artists and 2,000 UK-based arts organisations. To partner with 26,000 artists and 4,000 arts organisations outside the UK in over 100 countries and territories.

Global level targets






The number of people we work with from 2014–15 to 2019–20 is outlined below.

Direct interactions 2014–15 to 2017–18 and targets to 2019–20



By customer channel our targets for 2018–19 and 2019–20 are as follows:

Customer channel targets⁶

Face-to-face	Exhibitions and fairs	Digital (social media and learning)	Online audience	Broadcast
 2019–20 14m ▲ 2018–19 13m	 2019–20 17m — 2018–19 17m	 2019–20 51m ▲ 2018–19 45m	 2019–20 191m ▲ 2018–19 185m	 2019–20 507m ▲ 2018–19 505m

We measure how our **customers view the quality of our work** in three main ways:

- Customer satisfaction surveys.
- Net recommendation score to measure the willingness of participants to recommend others to work with us or use our services. The score ranges from -100 to +100.
- Responses to a question asked mainly of teaching centre students and examinations candidates to find out the extent to which they feel they have acquired new knowledge and/or skills.

In the 2019–20 plan we have set global targets at the following levels:

Quality	2019–20 target
Customer satisfaction (paid services)	80%
Net recommendation (paid services)	47
New skills	85%
Percentage of women and girls we work with ⁷	53%
Percentage of participants who are more favourable to the UK	65%
Percentage of participants with a greater understanding of the UK	63%

6. Since the publication of the Corporate Plan for 2018–20, we have increased the 2018–19 target for our online audience from 182 million to 185 million, and the 2018–19 target for broadcast from 470 million to 505 million.

7. Based on a sample of approximately three million participants.

Financial plan

An efficient and sustainable British Council.

Delivery is funded through a mixed funding model:

- Core grant-in-aid from the Foreign and Commonwealth Office (FCO) (allocated through the UK government Spending Review).
- Government grant for key activities (for example GREAT Britain campaign).
- 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).

Surpluses from earned income are used to support the network and recycled back into delivery, to fund work in places that are not eligible for ODA.

Financial plan

The table below shows the income and expenditure projection to 2019–20 with grant-in-aid funding beyond that subject to the next Spending Review.

Table 1: Financial plan

£ in millions	2018–19*	2019–20
FCO grant-in-aid (ODA and non-ODA)	178	161
FCO restructuring fund	6	0
Earned income	1,067	1,171
Total income	1,251	1,332
Contract disbursements	(183)	(212)
Direct costs	(816)	(898)
Indirect costs and taxation	(194)	(194)
Other costs including exchange rate movements, restructuring and investments	(28)	(47)
Total costs	(1,221)	(1,351)
Net surplus	30	(19)

* 2018–19 figures are based on latest forecast.

Income projection

Incoming resources comprise:

- Grant-in-aid (ODA, non-ODA and support for restructuring)
- Earned income, predominantly from English teaching and exams and contracts with international donors.

Table 2: Income projection

£ in millions	2018–19*	2019–20
FCO grant-in-aid ODA	145	161
FCO grant-in-aid non-ODA	33	0
FCO grant-in-aid restructuring fund	6	0
Sub-total government funds	184	161
Teaching and schools	214	226
Examinations	527	597
Income from other activities	143	136
Income for contract disbursements	183	212
Sub-total earned income	1,067	1,171
Total income	1,251	1,332
Non-ODA grant as a percentage of FCO grant	18%	0%

* 2018–19 figures are based on latest forecast.

Reserves projection

The table below shows the reserves projection up to 2019–20 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.

Table 3: Reserves projection

£ in millions	2018–19*	2019–20
Funds brought forward at start of year	66	96
Net movement on reserves	30	(19)**
Funds carried forward at end of year	96	77

* 2018–19 figures are based on latest forecast.

** The British Council is projecting to make a deficit of £19 million in 2019–20 due to the phasing of the receipt of non-ODA grant-in-aid.

Pending final year financial results, any upside on end of year performance would be recycled back into the business to fund investment into efficiencies and growth and, if required, to mitigate increased organisational risk from factors such as Brexit.

Whilst this would lead to a net movement on reserves above the level stated in Table 3 above, the reserves carried forward would not change.

Photography

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