

Executive Board

What is it?

- It is Ciarán's direct reports and the most senior line managers of the British Council
- It is a subset of the Management Board
- Its members are all based in the UK and represent the different parts of the matrix
- It is part of our corporate governance supporting the CEO and the Board of Trustees alongside the Management Board

What does it do?

It focuses on:

- Driving the critical success projects and priorities of the organisation, unblocking any blockages, and monitoring and taking accountability for performance
- Issues that are UK specific
- Issues that are UK stakeholder related
- Issues that need short-term resolution or do not require the full MB's attention

These include:

- Top level people issues
- Critical projects and priorities
- Stakeholder alignment across the UK
- Performance review and management (spending reviews, investment, planning, balanced scorecard etc.)
- Governance issues

How does it behave?

Members of EB:

- role model our values and behaviours both within and out of the meetings
- respect diverse voices and are sensitive to and enable different ways of contributing
- challenge each other openly and constructively - "disagree and commit"
- put aside their day jobs and interests to reinforce a common sense of purpose and focus on the collective good
- model cultural change
- tie down ownership and actions and hold themselves and others accountable (rather than bringing back to MB)
- remove barriers and facilitate colleagues to cut through bureaucracy
- provide the authority, framework and empowerment to enable colleagues to make judgements and decisions
- reduce the layers of hierarchy and empower colleagues to initiate and deliver with minimum but responsible referral up the line
- model the shift to an organisation that influences through the matrix and dotted lines rather than through traditional hierarchies
- act inclusively and remain open to ideas from everyone in the British Council
- empower others to decide, act and learn.

How does it govern and manage itself?

Governance:

- Ciarán owns the EB, though may delegate the chairing of meetings and/or sessions.
- Alison looks after the agenda and governance.

Agendas:

- It sets itself clear agendas with clear outcomes
- Its agendas complement and align with those of the Board and Management Board.
- Agenda items are designed to enable the EB to do what it is briefed to do. It will not allow mission creep and will not replace or cut across line management issues and authorities.

Communications:

- All members are responsible for sharing relevant and consistent communications from meetings.

Members



Ciarán Devane
Chief Executive

[To be updated]

Nigel Arthur
Chief Financial Officer (Interim)



[Dr Jo Beall](#)
Director Education and Society



[Hilary Cross](#)
Director Strategy and Engagement



[Kate Ewart-Biggs](#)
Director Global Network



[Adrian Greer CMG](#)
Chief Operating Officer



[Andrew Horton](#)
Director Digital, Partnerships and Innovation



[Helen Murley](#)
Director Global Human Resources



Mark Robson
Director English



Graham Sheffield CBE
Director Arts