

13 JULY 2018

# TAILORED REVIEW DASHBOARDS

# OUR CORPORATE PLAN ON A PAGE

**Purpose:** using the cultural resources of the UK, we create friendly knowledge and understanding between the people of the UK and other countries.

**Vision for 2020:** to make 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 doing so, helps make the world a better, safer place.


**1** To strengthen impact on our priority areas and increase focus on customers


- Supporting the UK's influence and prosperity in the world through stronger relationships with India, China and other high-growth developing and developed economies.
- Building education and cultural partnerships with countries of the European Union.
- Strengthening long-term connections and relationships with the next generation in Russia and neighbouring countries.
- Supporting stability and security in priority countries in the Middle East, Africa and South Asia.
- Responding to the refugee crisis in Syria, Iraq and neighbouring countries.
- Creating international opportunities and connections for young people in the UK.

**2** Improve the experience of our customers, stakeholders and partners


- 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.


**3** To ensure financial sustainability and to maintain operations in the developed world


 **Growing and diversifying income and surplus**

 **Improving our operational efficiency**

**4** To 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 base**

**5** Underpinned by our principles

**IMPACT LED**

**SUSTAINABLE**

**AGILE**

**PROFESSIONAL AND SPECIALIST**

**STRONGER IMPACT**



**FASTER CHANGE**

# ASSESSED AGAINST OUR CORPORATE OUTCOMES

1) To strengthen impact on our priority areas and increase focus on customers



**Research programme:** cultural relations and soft power, young people, trust, societies in transition, economic value of our work to the UK

**Corporate surveys:** to understand the impact and perceptions of the UK resulting from our work among beneficiaries and high-level influencers in priority countries. To focus on opportunities, connections and trust with the UK

**Aggregated evidence**

**Examples of impact studies linked to the eight result areas:**

## Arts

- Value of showcasing
- Economic benefit of arts in East Asia and South Asia
- Arts and Syrian refugees
- Mobility benefits for UK artists

## English

- Cultural relations/soft power benefits of teaching centres
- Impact on education systems in India and Spain

## Higher education and science

- Impact of Going Global
- Mobility benefits in Erasmus
- Researcher exchange benefits (Newton Fund in Americas)

Underpinned by evidence against the Eight result areas



Focus on rigour and quality of evidence, including:

- Impact led statements across each result area underpinned by theory of change
- Focus on key programmes
- Longitudinal analysis
- Strategic approach to value for money
- External evaluation and research



2) Improve the experience of our customer, stakeholders and partners



## Participation and reach

1. Number of people we engage with directly and indirectly by channel (incl women and girls)

## Customer experience

1. Percentage of customer satisfaction for paid services
2. Net recommendation score
3. Percentage of people we work with gaining new knowledge and skills
4. Number and type of customer complaints

## Partners and stakeholders

1. Number of institutions we work with
2. Percentage satisfaction of our partners and stakeholders

# AND ORGANISATIONAL ENABLERS

## 3) To ensure financial sustainability

### Growing and diversifying income and surplus



1. **Priority key performance indicator: percentage/£ gross surplus.**
2. £ income achieved (by workstream).
3. Percentage margins achieved (by workstream).
4. Total exams (by key products) and teaching volumes.
5. Market share IELTS.
6. Performance of new products: percentage revenue of products in market in their first three years.
7. Percentage online conversion rates – browsing to purchase.
8. £ return on partnership costs.

### Improving our operational efficiency



1. **Priority key performance indicator: indirect costs as a percentage of total costs (UK and overseas).**
2. UK headcount by function as proportion of global headcount.
3. £ income per each full time equivalent member of staff.
4. Average cost per member of staff.
5. Number of systems outages affecting customers.
6. Number of programmes and percentage of total in single territories.
7. Percentage of audit actions open (by priority).

## 4) To invest in people, culture and systems

### Increasing the capability and effectiveness of our people



1. **Priority key performance indicator: percentage staff engagement.**
2. Percentage women in senior management globally (PB9 above).
3. Staff turnover (voluntary and involuntary outside of major change programmes).
4. Staff who feedback from their line manager helps improve their performance
5. Staff have the learning and development they need to develop the skills that help them perform in their role
6. Employees (band 8 above) who have read and confirmed Code of Conduct compliance

### Creating a digitally enabled organisation



1. **Priority key performance indicator: digital maturity model score.**
2. Percentage customers reached through channels.
3. Digital customer engagement.
4. Number and performance of new digital products.
5. Percentage share of digital product portfolio.
6. £ ecommerce income/surplus as a percentage of total.
7. Percentage customer satisfaction with digital products.

### Strengthening our insight, research and evidence base



1. **Priority key performance indicator: percentage brand sentiment score in our top 21 priority countries.**
2. Percentage of positive digital media coverage.
3. Global Diversity Assessment Framework score.
4. IATI score

## REPORTED THROUGH A SET OF DASHBOARDS

- This pack provides screenshots of a pilot corporate dashboard we are using to use for monitor and review performance across the organisation.
- Each dashboard represents each of our key Corporate Plan priority areas reporting on measures from Levels 1, 2 and 4 of the Results and Evidence Framework.
- We have embedded these measures within planning and reporting providing a consistent set of measurable indicators for assessing our organisational performance.
- The dashboards provide greater focus on our priorities and regular monthly updates of our performance (where data is available).

### The dashboards provide:

1. A set of key success measures used to guide business review meetings
2. Targets and historical performance for comparisons
3. Automated updates connected to our main databases providing consistent and accurate data
4. Filters to cut all indicators by Global, Region and Country performance (where available)
5. The ability to compare performance between Regions and Countries

# LANDING PAGE: RESULTS & EVIDENCE FRAMEWORK DASHBOARD



## Results and Evidence Framework Dashboard - Summary Table

The Results and Evidence Framework Dashboard provides an organisational wide reporting tool that aligns to our corporate plan priorities. Each dashboard includes a set of key performance indicators used to monitor and evaluate our performance at all levels of the organisation. You can access each of the Dashboards by clicking on the links below. All definitions and sources for each KPI can be found on the tab below.

Dashboards	Critical KPIs		
<p>Customers and Partners</p>	Total Participation and Reach	2.1m (June 18)	▼
<p>Growing and diversifying surplus</p>	£ Commercial Surplus	£46.4m (June 18)	▼
<p>Improving our operational efficiency</p>	Indirect costs as a % of total costs	17.7% (June 18)	▲
<p>Increasing the capability and effectiveness of our people</p>	% Staff Engagement	78% (2016)	▲
<p>Creating a digitally enabled organisation</p>	% of audience engaged through digital	29% (April 2018)	▲
<p>Strengthening our insight, research and evidence base</p>	TBC	TBC	

# CUSTOMERS AND PARTNERS – OVERALL BC SUMMARY

Region: multiple regions selected

Country: multiple countries selected

## Customers and Partners (in 000s)

#	Measure name	FY Actual Result 2017	YTD Actual P2 - 2018	YTD Actual 2018 vs. 2017	Plan Full Year 2018	% of Plan achieved
1	Total Participation/Reach	758,860	2,185	▼	568,637	0.38%
2	Visitors to exhibitions, festivals and fairs	19,335	18	▼	10,853	0.17%
3	User of digital social media and learning	42,241	n/a		47,689	n/a
4	Face to Face	13,529	628	▼	13,598	4.62%
5	Total Audience we engaged directly	75,105	647	▼	72,140	0.9%
6	Audience to publications and broadcast material	503,362	1,538	▼	316,397	0.49%
7	Online Audience	180,393	n/a		180,100	n/a
8	Total Audience we reached	683,755	1,538	▼	496,497	0.31%
9	% engagement women and girls	12.38%	1.36%	▲	14.26%	9.53%
10	Customer Satisfaction Score for paid services	80	79	▼	80	98.23%
11	Net Promoter Score for paid services	53	48	▼	48	99.01%
12	Learning Score for paid services	81	78	▼	85	92.24%
13	# of complaints concluded by independent body	0	0		n/a	
14	Exam and Teaching top 5 complaints	A complaint about a delayed e-mail response				
		A complaint about being unable to get through by telephone				
		A complaint about Exam results				
		A complaint about the course Teacher				
		Insufficient notice when receiving Exam confirmations				

# CUSTOMERS AND PARTNERS – OVERALL BC GRAPHS



## Results and Evidence Framework Dashboard

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Last Refresh: 10/07/2018 14:45:19

Region: multiple regions selected

Country: multiple countries selected

### Customer Satisfaction scores

Charts key: 2017 2018

**Customer Satisfaction Score**

79



**% Learning Score**

78

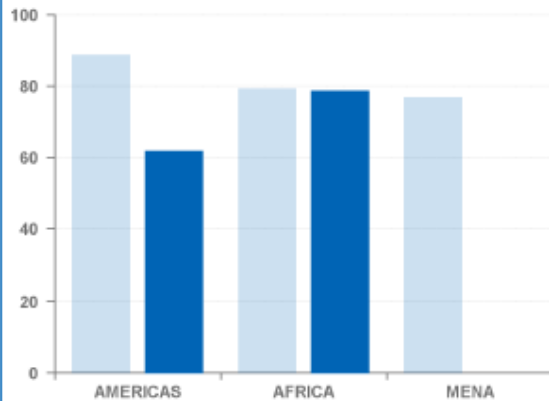


**Recommendation Score**

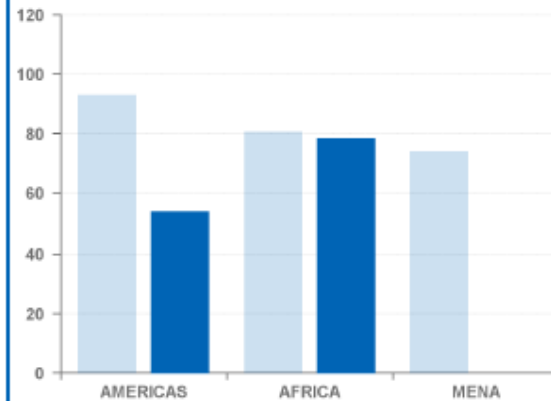
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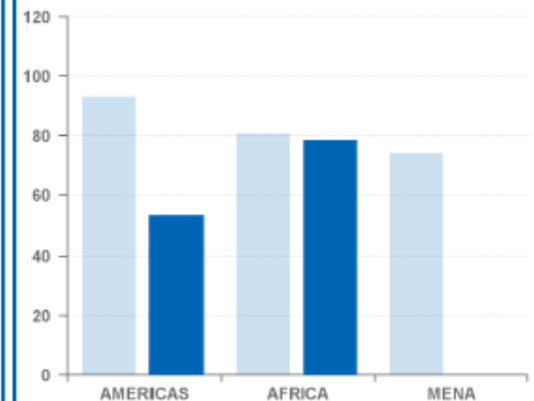
Customer Satisfaction score



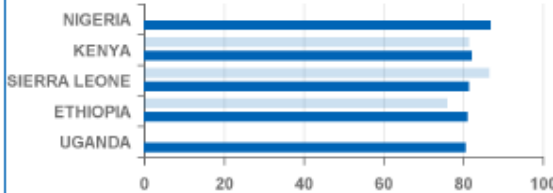
% Learning score



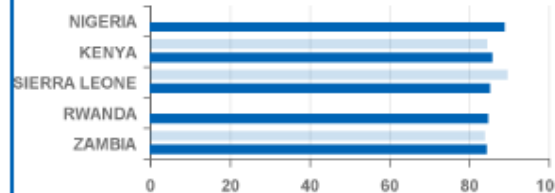
Recommendation score



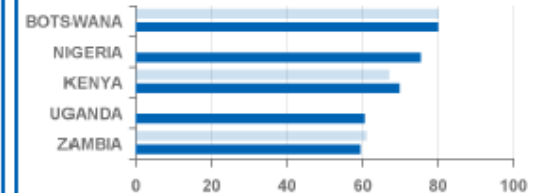
Top 5 countries



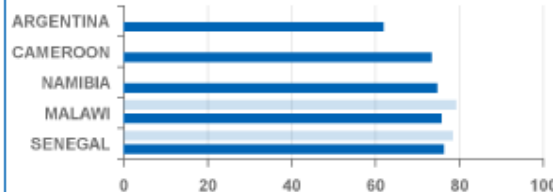
Top 5 countries



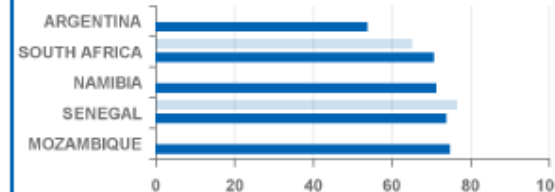
Top 5 countries



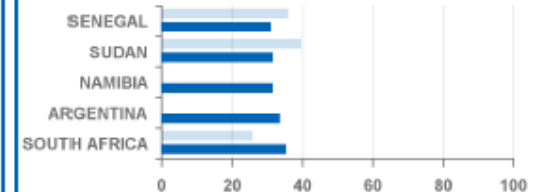
Bottom 5 countries



Bottom 5 countries



Bottom 5 countries





# CUSTOMERS AND PARTNERS – OVERALL BC GRAPHS

Country: multiple countries selected

## Customer Satisfaction scores

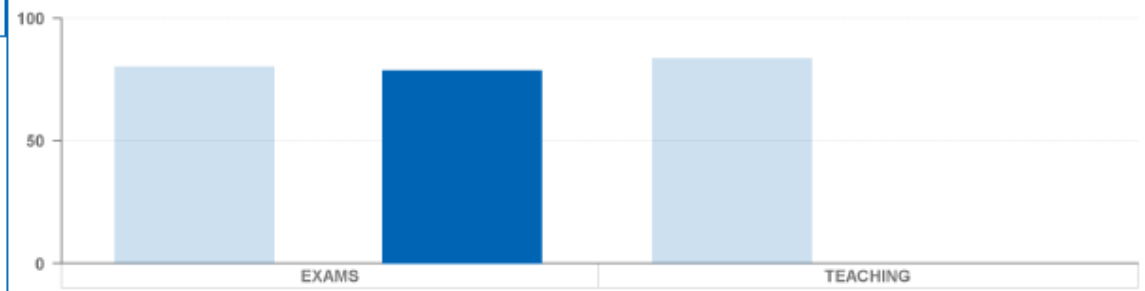
Charts key: ■ 2017 ■ 2018

Customer Satisfaction Score

79



Customer Satisfaction score by function/pc

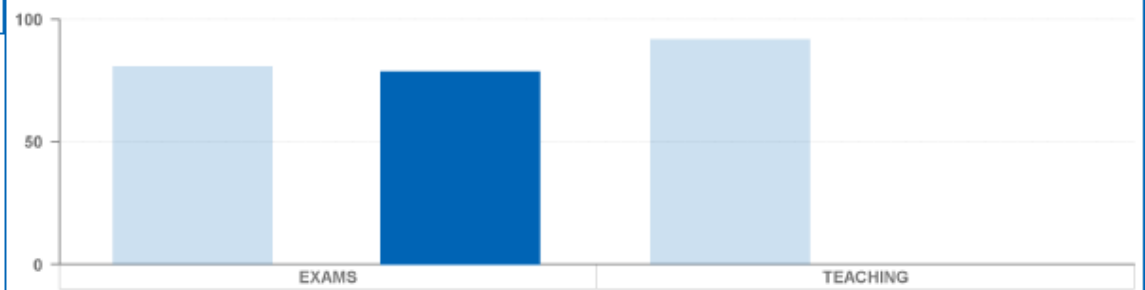


% Learning Score

78



% Learning score by function/pc

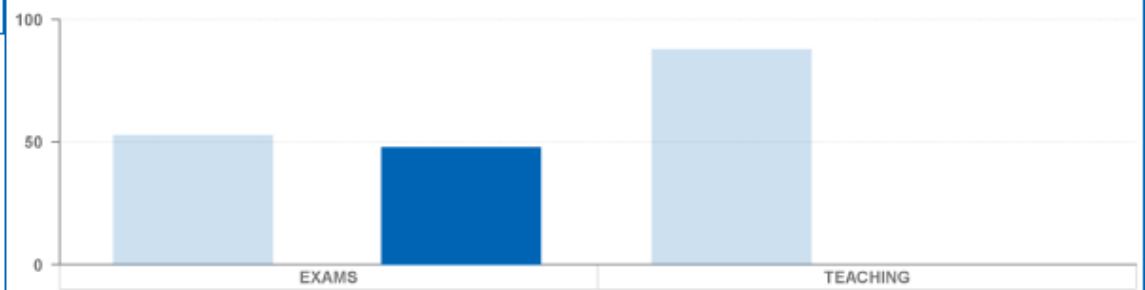


Recommendation Score

48



Recommendation score by function/pc



# CUSTOMERS AND PARTNERS – OVERALL BC GRAPHS

Region: multiple regions selected

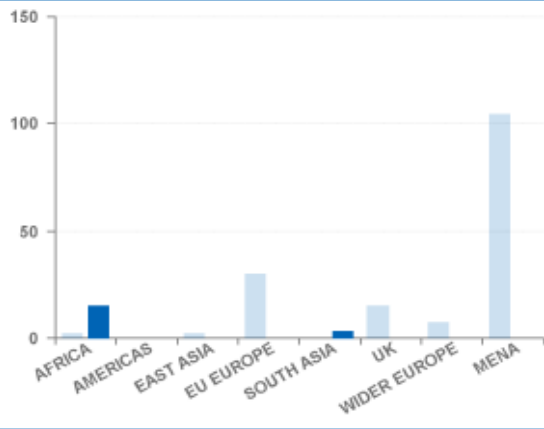
Country: multiple countries selected

Audience we engaged directly and reached (in 000s)

Charts key: 2017 2018

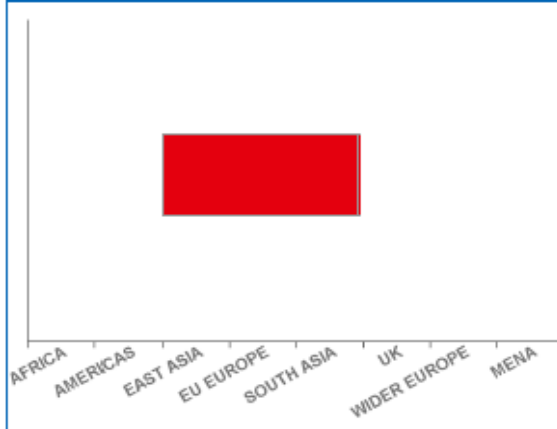
Visitors to exhibitions, festivals and fairs

18



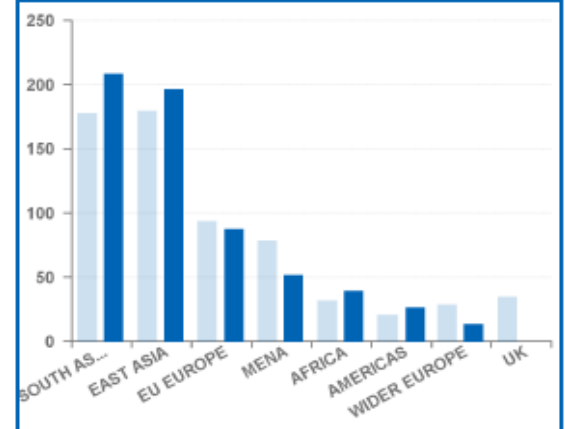
User of digital social media and learning

n/a

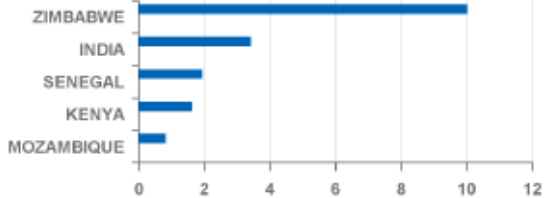


Face to Face

628



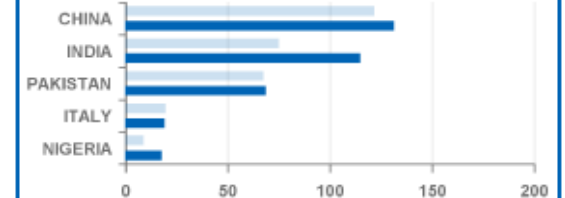
Top 5 countries



Top 5 countries



Top 5 countries



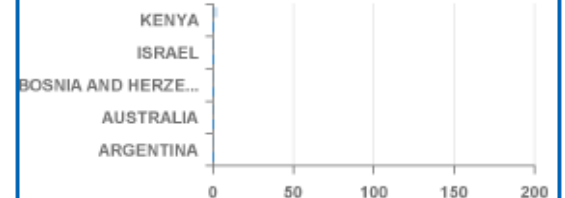
Bottom 5 countries



Bottom 5 countries



Bottom 5 countries



# CUSTOMERS AND PARTNERS – OVERALL BC GRAPHS



## Results and Evidence Framework Dashboard

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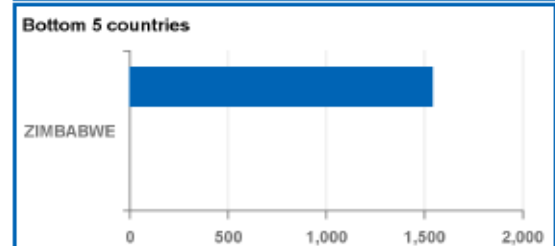
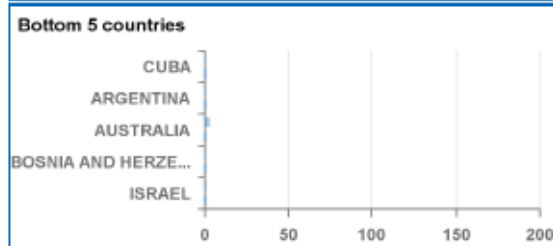
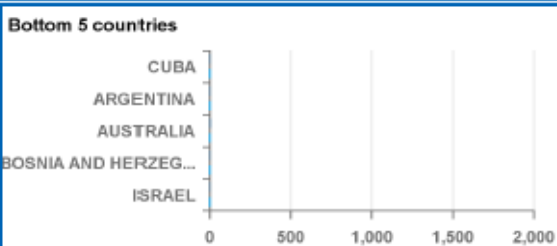
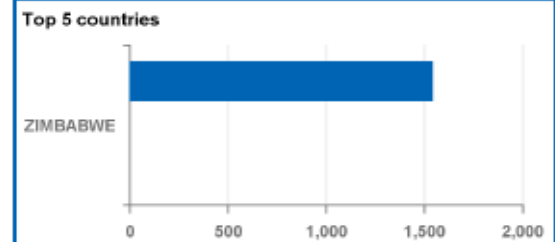
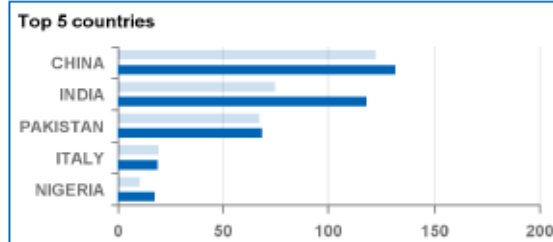
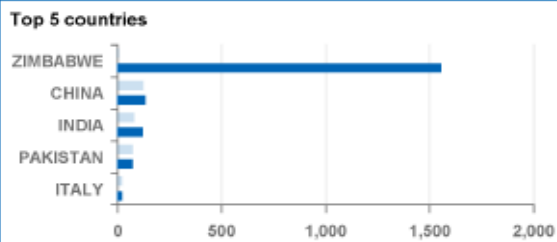
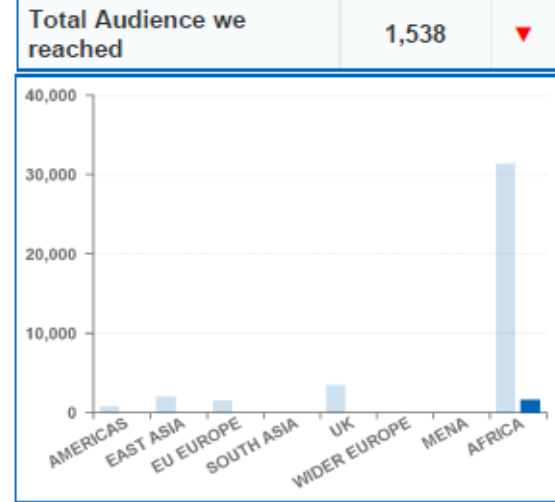
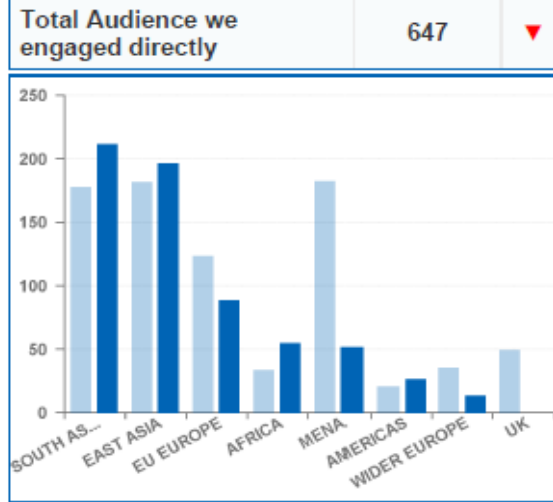
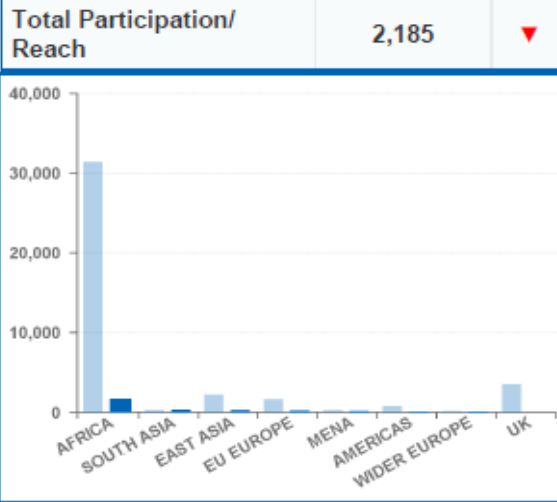
Last Refresh: 10/07/2018 14:45:19

Region: multiple regions selected

Country: multiple countries selected

Audience we engaged directly and reached (in 000s)

Charts key: 2017 2018



# INCREASING THE CAPABILITY AND EFFECTIVENESS OF OUR PEOPLE – BREAK DOWN BY REGION: EU EUROPE



Region: EU EUROPE

Country: multiple countries selected

Increasing the capability and effectiveness of our people

Key charts: 2017 2018



Turnover

3.03%

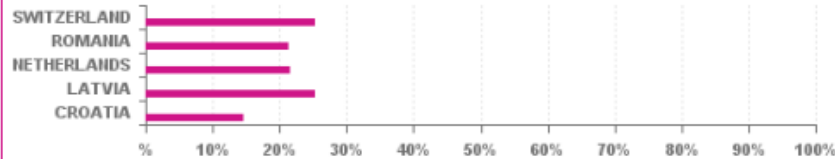


% women SMB

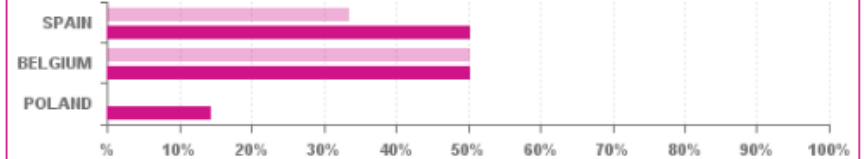
37.5%



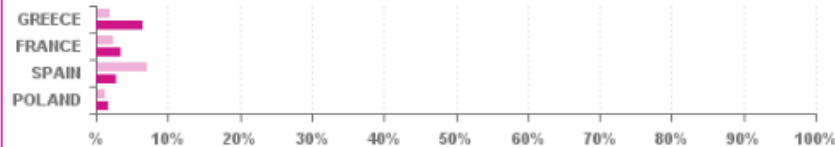
Turnover Top 5 countries



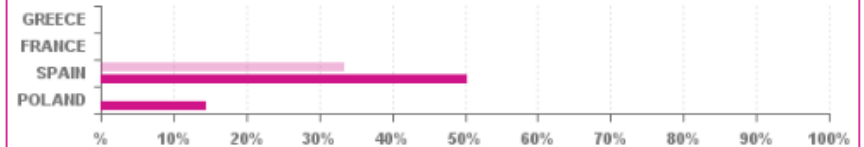
% Women in SMB Top 5 countries



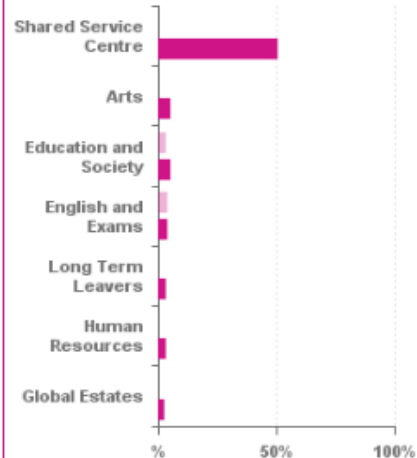
Turnover Bottom 5 countries



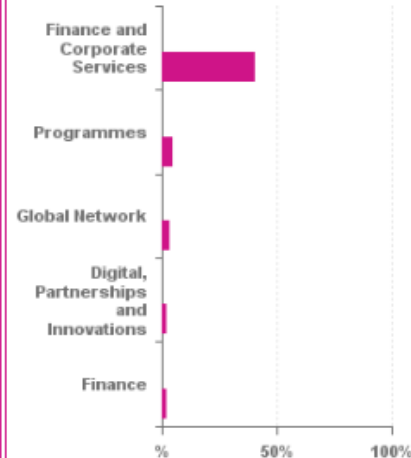
% Women SMB Bottom 5 countries



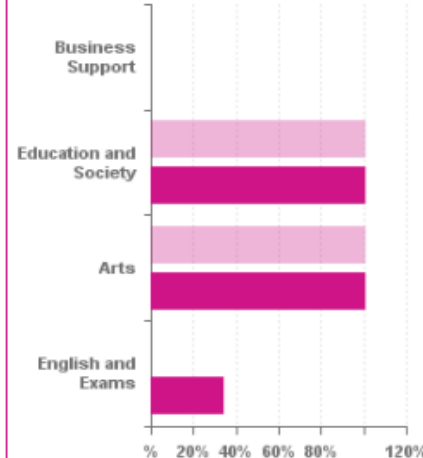
Turnover by Professional Services



Turnover by Professional Services



% Women in Senior Management Band



% Women in Senior Management Band

