

**WIDER EUROPE**  
REGIONAL PLAN 2020 | INTERNAL CIRCULATION ONLY

# REGIONAL PLAN 2020

# OUR VISION STATEMENT

By 2020 we will connect the UK with over 100 million people across Wider Europe.

We will use the UK's language, education and culture to provide young people and the region's next generation of leaders with new opportunities to reach their potential and support more stable, open and prosperous societies.

## High Level Impact

We will change perceptions, change lives and make a positive and a lasting difference.

### How?

Through reaching over 100 million people across Wider Europe by 2020 and connecting them with the UK in three ways:

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#### Learning

50 million people, including Next Generation leaders in Wider Europe, will broaden their horizons and improve their job prospects through learning from UK models of English, education and society to gain better English, internationally valid qualifications, improved skills, and international experience.

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#### Engaging

An additional 50 million people in Wider Europe will engage with inspirational arts, creativity and innovation from the UK.

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#### Partnering

We will strengthen collaboration across the countries of Wider Europe and the UK through partnerships with cultural institutions, colleges, universities and scientific research.

## What Does Success Look Like?

Sustainable and measurable people-to-people engagement, between the countries of the UK and Wider Europe, reflecting at all times an ethos of equality, diversity and inclusion.

We have a **huge opportunity to make a lasting difference** to a generation of young people. The scene is changing quickly and our narrative will continually develop. We must be **ambitious** in realising real change for the lives of the people in the region, in turn directly impacting on the UK's influence and attraction, security and stability, prosperity and growth.

We need to **deliver impact at a scale required to make that difference.**



## Context

The British Council was founded to create ‘the basis of a friendly knowledge and understanding’ between the people of the UK and the wider world. We do this by making a positive contribution to the countries we work with, using the cultural resources of the UK such as art, sport, education, science, culture, language, innovation, creativity and by sharing the UK’s values and ways of living.

UK foreign policy top priorities are all relevant to the Wider Europe region – shaping the future of the European Union, promoting prosperity and trade with the UK, the importance of culture and education as a basis for dialogue with Russia and supporting stability in Ukraine. While most governments, institutions and individuals across the region are looking to develop new international partnerships, some are becoming increasingly suspicious of the rest of the world. Educational and cultural engagement between Wider Europe and the UK contributes to building trust and promoting stability. The need and opportunity for the UK to reduce the knowledge and trust gap have never been greater.

In Wider Europe, reconnecting with our founding purpose and building the basis of a friendly knowledge and understanding of the UK are powerful propositions. There is respect and demand for UK expertise across several areas on which to build that basis of knowledge and understanding – English and Exams, skills for employability, raising levels of English teaching, reform of education systems, science and research capability and transforming cultural policy. We are living in a time when the British Council has skills and experience which can truly help make the world a better, safer, more prosperous place.

Through improved cultural and educational understanding, mutual relationships and co-operation, we will seed and nurture a self-sustaining resilience and ambition, creating positive potential for individuals, communities and institutions both in the UK and across the countries of Wider Europe. We will:

- Enable young people to gain **alternative views on the world** and an **appreciation of difference**
- Help to develop **capabilities in science, critical thinking abilities**, skills, behaviours and international connections that increase economic prosperity
- Support young people to take a more **active role in their societies**
- Support **institutional capacity building** and reform
- Build positive relationships, business partnership and **reputation for the UK**
- Contribute to a **more stable region**

Which are the countries in the region in which we will demand the greatest growth and impact?

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### Turkey

is an emerging economic power, NATO member, EU candidate country and an influential global player in east-west relations facing multiple regional challenges, currently hosting over three million refugees from the conflict in Syria. Working at scale to influence next generation choices in Turkey, as well as working with Syrian refugees, will be paramount and critical to our success as a region. Our main objectives will be to support Turkey's aspiration to develop a knowledge economy, to increase the UK's influence as partner of choice in policy reform and institutional development in higher education, science and the cultural sector and to attract young people to connect to the UK through education, English and the arts.

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### Russia

requires us to think large scale and long term because of its size and importance. We will build trust and strengthen relations by working at the meeting points of UK and Russian agendas in English, higher education, science and the cultural sector. The most important thing for us to do is connect next generation Russia to the UK.

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### Israel

is key to peace in the Middle East. Our three main objectives will be a bilateral relationship strengthened by educational and scientific collaboration meaning the UK is the go-to partner on science; culture and education playing their part in support of peace and stability in the region and the best cultural and scientific ideas developed and shared for the benefit of people in the UK, Israel and across the world.

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### Ukraine

is a fragile state whose citizens have repeatedly demonstrated their desire to be European. As a signatory to the 1994 Budapest Memorandum which guaranteed Ukraine's independence and territorial integrity, the UK bears a special responsibility for Ukraine's development. Next generation leaders, English, higher education reform, science capability and building capacity in the cultural sector will all be important for us to make the UK the partner of choice for Ukraine in reforming its education system and revitalising its cultural sector.

Other countries in the region also matter to the UK, and offer potential to make a huge impact.

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## The Western Balkans

Albania, Bosnia and Herzegovina, Kosovo, Macedonia, Montenegro, and Serbia - twenty years on from the Dayton Agreement, is again a source of tension and a major refugee transit area. It also has some of the highest youth unemployment rates in the world (e.g. Bosnia and Herzegovina at 62.8 per cent is the highest in the world) and there are concerns about the rising influence of Islamic State. Support for EU accession is a UK priority for long-term peace and stability.

Our three main aims will be to ensure a secure and prosperous future for the people of the Western Balkans by working with Government, Institutional Organisations, business and other partners on institutional reform and capacity building; to help professionals and young people gain international skills and qualifications that will help them prosper and build a better future and to build trust and understanding between people in the UK and the Western Balkans and offer people the opportunity to engage with the UK.

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## Central Asia

The UK will help Kazakhstan to succeed in its ambition of becoming one of the world's top 30 most developed countries by 2050 and we will place the UK at the heart of Kazakhstan's international engagement strategy to transform its education system and wider society. Our ambition in Uzbekistan is to be the leading cultural relations partner, working closely with all key stakeholders on the National Skills Agenda and making the UK the long term partner of choice on educational provision and reform.

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## South Caucasus Countries

Armenia, Azerbaijan and Georgia, like Ukraine, are Eastern Partnership countries and ODA eligible and we will work to develop enhanced programmes across all these countries. We will work to support the people of the South Caucasus to live in stable, secure, prosperous and democratic countries through supporting their aspirations for international interaction in education and culture, and by building strong relations with the UK (and the EU); build stronger relations for the UK by creating positive opportunities for young people through English learning, skills development, capacity building and cultural exchange – skills and experience to help them build a better future; be recognised as the leading source of expertise in English and the leading provider for educational opportunities by promoting and benchmarking UK professional qualifications and standards; position the UK as a leading country of choice and inspiration in the arts and creativity and engage 30 per cent of the population through our work in English, Arts, Education and Society.

In all countries we will work to place the British Council's work firmly within the spectrum of HMG support for the country, making educational and cultural cooperation a cornerstone of engagement.



## Market Insight and Audience Focus

To ensure we can and do **make a difference** to lives in these places and opportunities for the UK we will focus on three audience markets:



### Young People (up to 25)

Access to English language, skills and networks



### Professionals (25+)

Professional development for next generation leaders



### Institutions

Capacity strengthening and systemic reform through partnerships with the UK

By 2020, our offer will increasingly be **digital** with a focus on **meaningful** digital engagement rather than transactional digital reach. We will also, however, maintain **high quality on-the-ground relationships** through our network of countries and clusters. With our mix of small and large countries and a young and digitally connected population, we will seek to be an **innovator** and an **enabler** of new approaches for the organisation.

By engaging with young people in all areas of our work we will make a measurable **difference to the lives of many and the future stability of all**.

Developing an offer with the right mix of digital and face-to-face interaction will be critical. Digital engagement will be essential in accessing young people in large numbers. 60 per cent of people in this region have access to Internet. Just two years ago, 4.6 million people in Wider Europe visited our digital channels annually. Today, more than 13 million do so, and we will engage with 30 million annually by 2020.

We will embrace digital-first initiatives, highlighting mobile learning, educational and qualification opportunities. We will learn about our target audiences through our digital interaction, understand their needs better and match them with our programmes and services.

## Portfolio Principles

The portfolio of activity will be led by a combination of SBU strategy, market analysis and market needs. Ambition, digital engagement and innovation will drive our thinking. People will be at the heart of all that we do and we will incorporate cross-cutting themes of equality, diversity and inclusion and opportunities for the UK. Wherever we can, we will seek to develop greater cross-border collaboration within and beyond our region.

### Digital Vs Face to Face

We will recognise the absolute need to increase our interactive digital footprint, but also remember the importance of face-to-face interaction.

### Importance of Official Development Aid (ODA) to leverage powerful partnerships

We recognise that a number of countries will benefit from ODA funds and we will use these to leverage other multinational partnerships for the longer-term sustainability of our work across English, higher education, science, next generation and cultural capacity building.

### Mixed Economies

We will diversify our client and partnership base where it makes sense to do so, be focused on what we will do in each country/cluster and be clear which income streams are most relevant to each country/cluster. Ensuring the right mix for each country/cluster will be crucial to our sustainability, as will the need to be consistent in impact and coherent in offer, regardless of income type.

### Sector balance

We will be clear about the mix of activity appropriate to each country/cluster and recognise that it is not about doing everything everywhere but doing the **right** things in the **right** places. Where we need to stop activity to engage in new ways of working we will work together to do so.

### Strategy

All that we do will link to one of the three corporate strands of Influence and Attraction, Prosperity and Growth, Stability and Security. We will ensure alignment to the corporate plan across all four key areas of people/capability, performance, critical projects, partnerships/stakeholders and with SBU strategies through our regional plan and regional SBU plans. Country/Cluster plans will clearly link to these but will ensure flexibility for audience context, not forgetting a clear steer on what we don't or won't do.

### Surplus Growth

We will work to the corporate 8.5 per cent surplus growth requirement for reinvesting back into programmes but will aim to exceed this target.



**DRIVING CRITICAL PROJECTS TO COMPLETION ON TIME AND ON BUDGET SO THAT WE CONTINUOUSLY IMPROVE HOW WE DO THINGS**

## Critical Projects to make that difference and reach over 100m people: Growing Impact, Sustainability and our People

### GROWING IMPACT

Our focus will be on reaching 100 million people by 2020, with both face-to-face and digital activity essential in reaching those millions.

MANAGING PERFORMANCE, WHETHER MEASURED BY IMPACT, REACH, MARGIN OR PRODUCTIVITY – AND HAVING THE EVIDENCE TO DEMONSTRATE THAT PERFORMANCE.

**Arts, Education and Society, English and Exams** – our sector strategies will be driven by market need, work across sectors where appropriate, work with other regions where there is scope to do so (in particular MENA and EU regions) and ensure corporate alignment.

**Business Development** – We recognise the need to develop a mixed economy future to increase our impact and will work to ensure a long-term pipeline of opportunities working with donor-funded clients.

**Corporate projects** - We will actively pilot and participate in all corporate initiatives such as financial transparency and reporting, Teaching, English experience, digital English and exams.

**Digital** – Digital must be our future to maximise our reach and impact on young lives. We also expect our digital products and services to have reach and impact beyond the country of origin or indeed our geographical region. We will seek to work more with UK partners to identify content providers.

**Marketing and Communication Services** - Through working together and unleashing the collective ability across the region we will ensure we work regionally where it makes sense to do so, e.g. achieving efficiencies and better brand alignment through shared marketing services. We will also work to better understand our 'employer brand' and will utilise all channels that we use to create impact; we will monitor, evaluate and better develop them to reach our ambitious targets (e.g. digital recruitment).

### What needs to happen to achieve this impact?

- **Capability** – continued project implementation / business development capacity building
- **Content** – digital partnerships, produce content at the global and regional level and deploy to countries
- **Clustering** – maintain and grow our impact in small countries at even less cost to the grant
- **Innovation** – learning from small countries, from other regions and from the external digital environment
- **Investment** – the region will both require investment from the centre and also will seek ways to incentivise efficiency savings to re-invest in the region
- **Leadership** – digitally savvy and well networked Country Directors and leadership teams who understand their markets
- **Pace** – the development of market-specific products and services at pace
- **Reach** – a revolution in digital cultural relations and products and services – from free at the point of access Overseas Development Aid products to high-quality/low-cost British Council or other online courses leading to qualifications
- **Values** – living our values, especially diversity, is ever more important as societies in which we live and work (and of which we are citizens) become polarised
- **Working together** – make the matrix work more effectively

## SUSTAINABILITY

INCREASING THE SCALE AND EFFECTIVENESS OF PARTNERSHIPS, LISTENING TO AND SHARING IDEAS WITH STAKEHOLDERS, MAKING SURE WE CAPTURE WHAT WE DO AND SHARE OUR LEARNING.

**Customer Excellence** – We will ensure consistent customer excellence across all we do and in all countries/clusters.

**Environment** – we will aim to be a leader for the organisation in thinking about environmental impact in all we do and making real changes in the way we work to reduce our carbon footprint and our costs.

**Partnership and Stakeholders** – will inform everything we do and how we work both externally and internally and we will work to increase partnership intensity in every country/cluster operation.

**Premises** – we will need to review all premises and ensure they remain fit for purpose for future business and sustainability using appropriate lease breaks to make informed decisions.

**Reducing Costs** – We will work to reduce costs in terms of use of SAP, travel, administration and will use savings to reinvest in programme activity across the region.

## PEOPLE

SUPPORTING OUR PEOPLE TO DEVELOP, TO BUILD THEIR SKILLS AND MAKE IT EASIER FOR THEM TO SPEND THEIR TIME ON ACTIVITIES WHICH HAVE AN EVER GROWING IMPACT.

**People** – we will have the **right** people doing the **right** things in a diverse way and reflecting a work/life balance and wellbeing for all. We will create a shared framework to develop our staff proactively in line with business growth plans and develop a leadership culture promoting good practice in people management at all levels.

**Diversity** – will and must be central to all we do. Our work and people will embody the principles of Equality, Diversity and Inclusion.

**Governance/Operational Excellence** – we will ensure clarity on governance of the region and work to simplify systems and processes to ensure time is spent generating a lasting difference, not administering it.

**Global Operating Framework/Regional Operating Framework** – we will be informed by corporate initiatives and ensure that structures and accountability work for the region and reflect global aspirations.

**Child Protection** – we will work closely with colleagues in the central Child Protection team to ensure adherence to corporate policy.

**Transparency** – we will ensure transparency in recruitment, procurement and in our development of partnerships.

ENSURING WE GET ALL OF THIS RIGHT WILL ENSURE THAT BY 2020 WE HAVE CONNECTED THE UK WITH OVER 100 MILLION PEOPLE ACROSS WIDER EUROPE IN WAYS THAT HAVE CHANGED PERCEPTIONS, CHANGED LIVES AND MADE A LASTING AND POSITIVE DIFFERENCE.

# REGIONAL KEY PERFORMANCE INDICATORS 2016/2017

The regional KPIs are derived from the 2016 Regional Plan and aim to profile guidance and measurement of progress against our plan objectives. Our KPIs are based on the three central pillars of the plan:

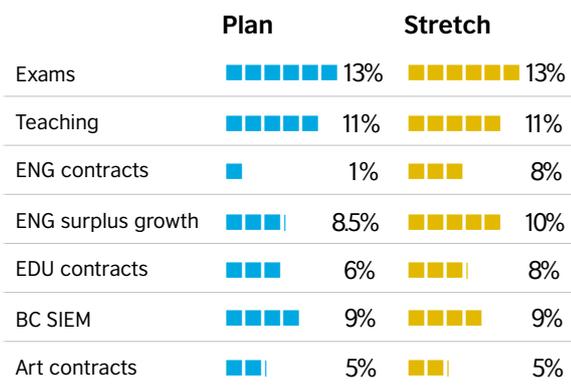
**Sustainability:** To ensure the our Full Cost Recovery work streams generate sufficient levels of surplus to meet corporate targets, investment opportunities and that our Grant funded operations are managed efficiently and resources effectively.

**Impact:** We are using qualitative Scorecard data to ensure our services are rated highly by our customers. Also, using quantitative data we will measure social media conversion / ratio to our Face to Face engagement alongside the level of reach we achieve against total addressable online market. Also, our impact will be measured through online evaluation and narratives.

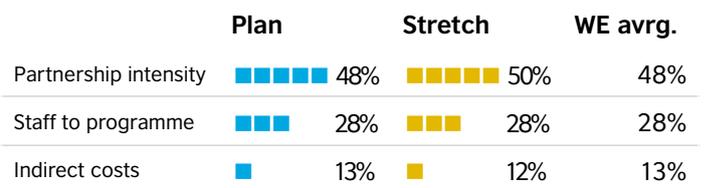
**People:** We will use staff survey results to measure progress against the main strands of the HR strategy, measuring progress against staff engagement, Leadership performance, Staff wellbeing and Diversity Assessment Framework results.

Review and reporting: Reports with latest data will be issued quarterly for review at country, SBU and regional levels.

## SUSTAINABILITY: Surplus



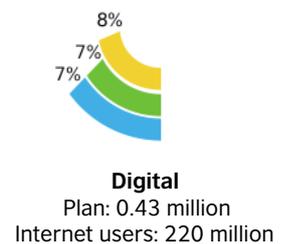
## Efficiency



## IMPACT: Qualitative

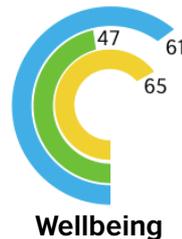
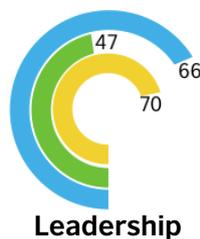
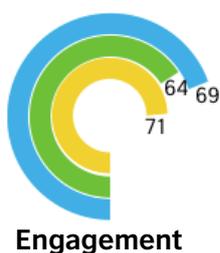


## Quantitative



■ Plan ■ WE average ■ Stretch

## PEOPLE



■ Plan ■ Global average ■ Stretch