
Using the cultural resources of the UK we create friendly knowledge and understanding between the people of the UK and the people of the Americas. In doing this we create opportunities, build connections and engender trust. We support young people to be even more resilient, entrepreneurial and optimistic, by giving them the skills they need and providing opportunities to develop an international outlook. We are uniquely placed to project the UK into the region and the region back into the UK in the areas of English, Education and British culture, meeting the needs in the region and providing clear benefit for the UK through the work we do

- We double the impact of the government grant we receive by generating one pound for every pound invested in the region
- We engage face to face with 750,000 people in the region
- 75% of our income comes from non-grant sources
- We have sustainable offers in all non-ODA countries which receive zero grant in aid
- We have a regional turnover of 50 million pounds
- We spend 80 % of our grant by the end of Q3
- The percentage of indirect costs is 10%
- We have a 15% margin in teaching and a 20% margin in exams to contribute back to deployable surplus at the centre.

Culture

We have committed, engaged and passionate staff who are good at what they do and who represent, demonstrate and live the values of the organisation. This is reflected in positive engagement scores in the staff survey and good exit survey results when people move on. We have a mix of longer-term staff and newer staff, where all staff are learning and developing in their areas. We recruit well, reward appropriately and give people the chance to go onto other key jobs. We identify, promote and manage talent early and we deal with underperformance and unacceptable behaviours quickly. We are a learning organisation and 10% of staff time is spent on some kind of learning and development. This can range from courses to reading a report or article or having a meeting with key thinkers in their area of work. We have a core of experts and programme teams and we then flex up and flex down our project staffing depending on opportunity and resources. Our staff profile is a better representation of the countries where we operate.

When we make mistakes, we learn from them, however, we don't repeat the same mistake twice. We give an honest picture of the UK and we share our failures as well as our successes. This gives us credibility and builds trust. We know that in the information age, credibility is the scarcest resource.

Planning and delivery

We become an evidence led region and use this to drive what we do and to show our value to the outside world. We have actionable insight based on being on the ground in the places where we operate. We have knowledge and understanding of the places where we work impossible to obtain through desk research. We know key people that can't easily be found by Googling or searching on Linked In. We have solid evidence and insight into what the challenges and opportunities are in the countries where we operate, and this informs our planning. We share this information generously with

partners and UK institutions and where possible co-design and work in collaboration. We plan less but better and have larger projects that are across more than one country and across a three year timeframe. We have strong theories of change behind all of our programmes and monitoring and evaluation is embedded in our work. We can clearly demonstrate the difference our work makes to our beneficiaries, the countries where we operate and to the UK.

Ways of working

We work in partnership with local and UK partners in everything we do. We have a smaller, simpler core offer. We target depth of engagement through our face to face work and we ensure scale through cascading and having an attractive digital offer. Our delivery is a mix of face to face, remote and digital. We work with the grain of local culture and context with local partners on issues identified by them. We are clear when we at times have to work against the grain, and we understand that this will be more challenging. We believe in maintaining engagement and contact, even when the situation is difficult

The country operation is the key building block of our work, but we also operate in loose but meaningful clusters, and we look for examples and programmes from other regions. The SBUs and support services give us expertise and discipline but are the skeleton under the surface. We don't work in silos but in outcome- and audience-focused ways. Being a global network is an asset, and we use that appropriately to share good practice. There is a golden thread from corporate strategy, through to regional strategy to country strategy, which is clear to see and written in plain language. At the same time our regional strategy clearly addresses the particular issues and challenges of our region and is distinct and relevant. We are aligned with UK objectives, including FCO objectives, and we have a positive relationship with local missions. All Heads of Mission value our work and speak highly of our impact. We are joined up with other UK government bodies but are clear where having some daylight between ourselves and the FCO is of better benefit to the UK. We highlight how this allows us to do things with people and groups in ways that others can't. We have a physical presence in capital cities but use shared and flexible working spaces in operations that are not public facing. We have heat maps in all countries we operate in showing where we make impact across the country.

Who we work with

Our primary target group is young people, although we work with groups like teachers and policy makers who enable and provide support to these young people. Our staff have a deeper understanding of the people and places where we work, and we are trusted. We create, build and maintain networks of people within and across countries in the region and with the UK, that would not exist otherwise. We see these networks as a key part of the work that we do, not as a by-product.

What is unique about us

What makes us different is that we are in for the long term. We know that cultural relations works indirectly by shaping the environment for policy, and sometimes takes years to produce the desired outcomes, but we also know that timely intervention makes immediate impact and changes lives. We are known as an organisation that remains through thick and thin and looks for mutual benefits.

We, like the young people in the region, are resilient, entrepreneurial and optimistic