



Appraisal Report

November 2016

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Appraisal Report

British Council, 1934 – 2016 [Paper Records]

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Document History

Draft No	Date	Appraisal Stage	
1	August 2015	Department / Agency enters key information. Preliminary ideas expressed for the sort of material Department / Agency wishes to select. Draft sent to TNA's IMC	
2	May 2016	Specific decisions for groups of records have been made and any 'review' has been recorded. This must be done through consultation between IMC and DRO but may involve a wider discussion between IMCs.	
3	June 2016	Final draft. Submission of completed report to Records Decision Panel for approval.	

Approvals

Name	Role	Date
Michael Rogers	IMC	25/11/2016
Penny Feltham	DRO	25/11/2016

EXECUTIVE SUMMARY

The British Council is the UK's organisation for promoting cultural relations overseas. It is a non-departmental public body, sponsored by the Foreign and Commonwealth Office. Its principle activities are English Language teaching, examination administration, promotion of UK and international arts, creating a range of educational opportunities, and promoting inclusive and fair societies. It currently has offices in over 100 countries overseas.

This document outlines the development, structure, and major activities of the British Council, and the major record types which would be selected for transfer to The National Archives. These include:

- Minutes and papers of the Board of Trustees, Executive Committee, and Advisory Committees;
- Records showing the relationship of the British Council to UK Government departments; and its operating status in overseas countries;
- Records showing the priorities, structure and major organisational changes to the British Council;
- Policy records relating to the major functions and activities of the British Council;
- Records relating to the major international or cultural events in which the British Council has been involved.

These records have been selected with reference to The National Archive's Generic Selection Criteria; in particular sections 1.1, 1.5, 2.2 and 2.7.

The British Council has not yet tackled its backlog of electronic information. As a result, this report does not cover any specific hybrid or electronic datasets or business systems. These should be included in the next revision of the Appraisal Report.

1. BACKGROUND INFORMATION

1.1 Name of Agency / NDPB

British Council

1.2 Type of agency (do not use if Central Government Department)

Executive Agency	Non-Departmental Public Body	Trading Fund	Next Steps Agency	Non-Ministerial bodies	Libraries, Museums, Galleries	Research Councils
	X					

1.3 Annual budget (do not use if Central Government Department)

The income for the British Council is generated through a Grant-in-Aid from the Foreign and Commonwealth Office, service fees and contractual activity (see also section 6.1). This amounted to £864 million for the 2013-2014 financial year.¹

1.4 Number of employees (do not use if Central Government Department)

The number of employees at 31 March 2014, on a full time equivalent (FTE) basis, was 8,045 (2012 –13: 7,334) of whom 2019 were employed as overseas teachers. Employees based in the UK totalled 939.²

1.5 History of organisation

1.5.1. Background

In 1920 the Foreign Secretary, Lord Curzon, appointed the Tilley Committee to consider how the British Government could make British ideals better known and appreciated overseas. The Committee's report (published in February 1921) recommended the establishment of libraries and institutes overseas, and an organisation in London to care for overseas students. The Treasury refused to support these proposals.

In 1933 the Boards of Trade and Education established a joint committee, under Sir Eugene Ramsden MP, to investigate the provision of education and training for students from overseas. The committee's interim report of 1934 recommended the urgent establishment of a body to improve awareness of British educational and cultural achievements overseas, in order to attract international students.

1.5.2. Establishment

The British Committee for Relations with other Countries was created as a voluntary association in December 1934, on the initiative of Reginald (Rex) Leeper, then in the Foreign Office's News Department. In 1935 the name was shortened to 'British Committee'.

The British Committee was officially inaugurated by the Prince of Wales in July 1935, and in 1936 the title was changed to 'British Council'.

¹ http://www.britishcouncil.org/sites/britishcouncil.uk2/files/d554_annual_report_final.pdf, p. 71

² Ibid, p.86

In its early years, the governing board included representatives of the Foreign Office, the Dominions Office, the Colonial Office, the Board of Trade, the Board of Education and the Department of Overseas Trade.

Initially it intended to raise the majority of its income from contributions from private businesses, but this was abandoned after the outbreak of war in 1939. For the 1935-36 financial year the British Council received an initial grant of £5,000 from the Treasury, which was soon increased.

Although originally intended to become a Company limited by guarantee, the British Council was instead incorporated by Royal Charter in 1940. This invested its powers in an Executive Committee, and defined its principle objectives as:

- promoting a wider knowledge of [the United Kingdom] and the English language abroad; and
- developing closer cultural relations between [the United Kingdom] and other countries for the purpose of benefiting the British Commonwealth of Nations.

A supplementary Charter was issued in 1993, replacing the terms of the original Charter.

1.5.3. Funding and income generation

Until 1968 British Council's Grant-in-Aid (GiA) was made of separate contributions from the Foreign, Commonwealth Relations and Colonial Offices, each contribution restricted to the geographical area to which it related. In 1968 these three departments merged, to form the Foreign and Commonwealth Office (FCO).

From 1966, the Ministry of Overseas Development (ODM) also contributed to the GiA grant, providing 36% of the total in this year. ODM was incorporated into FCO in 1970 and retitled the Overseas Development Administration (ODA). The two contributions to the GiA were thereafter known as the 'information' and 'aid' strands. The Department for International Development (as it became) ceased to contribute to the GiA in 1998.³

Other government departments have provided small grants to the British Council, in addition to the GiA. For example, when the Central Bureau for Educational Visits and Exchanges merged with the British Council in the 1990s, the Department for Education (who funded it) continued to provide a grant. Small grants have also been provided by the Department for Education and Skills (now Business, Information and Skills) and the devolved assemblies for specific strands of work.

The GiA has been subject to reductions or increases as financial circumstances dictated. Between 1946-1954, for example, the Foreign Office's share of the GiA dropped by 42.4%, with the result of a massive reduction in its work in Europe. In the early 1990s the GiA increased so the British Council could expand activities into the former Soviet Union.

In addition to these contributions to its core activities, the British Council also acted as agent of government departments for particular schemes, such as the Aid to Commonwealth English Scheme, the ODA's Technical Co-operation contracts, and managing education trade fairs with the Department for Trade and Industry.

During the 1970s and 1980s the ODA was the biggest financial contributor to the British Council; its agency fees alone contributing up to 45% of total income. From April 1991, the ODA no longer

³ Decision made following the Comprehensive Spending Review, July 1998

automatically granted the British Council its educational contracts, and instead offered them as one-year contracts, or offered them out to competitive tender. It also diverted more of its budget into multilateral aid, rather than bilateral aid which covered the activities which the British Council managed.

The British Council had always earned small amounts of revenue itself, from fees for Institute membership and English classes. In the mid-1970s it began to develop its earning capacity. One method was the delivery of Paid Educational Services (PES), in which wealthy but relatively undeveloped countries – principally in the Gulf region - purchased the British Council's expertise in educational development.

In addition to contracts from private clients, the British Council also began competing for educational and professional services contracts from funding bodies such as the World Bank and the European Community.

From 1975, when a policy inspection of the Spanish Institutes revealed that they earned a significant surplus through English teaching, the British Council restructured and expanded its Direct Teaching of English (DTE) activities. It also began to provide examination administration services to external exam boards (beyond a long-standing arrangement with the University of Cambridge Local Examinations Syndicate).

In the 1980s it began attracting business sponsorship, principally to fund arts events and other events such as conferences.

1.5.4. Reviews by HM Government

The British Council has been subject to a number of external reviews by HM Government. The most significant of these are described below. See also 2.1.3 (major organisational change):

- Drogheda Report (1953): recommended a reorientation of the British Council's work towards educational (rather than cultural) work, and a focus on the less developed countries of Africa and Asia, rather than Western Europe.⁴
- Teaching English Overseas (TEO) Report (1957): in order to increase the number of English language teachers overseas, it recommended that British universities provide training for TEO; and that the British Council should take the lead in providing training for teachers overseas and in developing textbooks. The resulting TEO Programme massively increased the British Council's role in ELT development.⁵
- Hill Report (1957): announced the government's decision to invest in the expansion of English teaching overseas, by inaugurating a scholarship scheme for trainee teachers, and expanding the British Council's overseas presence and responsibilities for student welfare. A subsequent White Paper (in 1959) announced a GiA increase to develop the library network.⁶
- Three Working Party reports (1966-1970) which defined the relationship between the British Council and the Department for Technical Co-operation (later the ODM/ODA). The third of

⁴ Report of the Independent Committee of Enquiry in the Overseas Information Services, 1953

⁵ Report of the Official Committee on the Teaching of English Overseas, Ministry of Education, 23 March 1956

⁶ Overseas Information Services, Cmnd 225, July 1957; Overseas Information Services, Cmnd 685, March 1959

these resulted in an agreement on areas of responsibility between the two organisations, implemented in 1971.⁷

- Duncan Report (July 1969): recommended that the British Council increase its activities in Western Europe, in support of the British attempt to join the EEC.⁸
- Seebohm Report (March 1981): review of the structure, financial control and administration of the British Council.⁹
- House of Commons/Foreign Affairs Committee report on Cultural Diplomacy (June 1987): concluded that cultural diplomacy was central to Britain's international relations, and that the British Council was the central instrument for undertaking them. It was recommended by the 1986 Policy and Financial Management review of the British Council.
- Lord Carter's Report on Public Diplomacy (December 2005): highlighted the need for greater co-ordination and transparency in public diplomacy. In consequence, the British Council, FCO and BBC World Service established a new overarching framework under the Public Diplomacy Board.¹⁰
- The British Council: Report on Change Management and Support Services (2008): (focused on internal management) and British Council: Achieving Impact (2008) (focused on activities in the global network). Recommended the creation of Regional Directors, who would be ultimately responsible for activities such as procurement, HR, teaching operations, and performance of overseas operations within the global network.¹¹

The work of the British Council has also been included in the reports of the Foreign Affairs Committee. The first Triennial Review of the British Council was completed in 2014, following the introduction of such reviews for Non-Departmental Public Bodies in 2010.

1.5.5. Mergers with other organisations

A number of organisations have been merged with the British Council; these were other publically-funded organisations which provided similar or complimentary services. These mergers resulted in expansions to the British Council's remit.

The Centre for Educational Development Overseas (1974). CEDO provided training courses and support for skills and educational development overseas. From c.1970 the British Council acted in CEDO's interests overseas.

The Inter-University Council for Higher Education Overseas, and the Technical Education and Training Organisation for Overseas Countries (1981). These mergers were recommended in a 1980 government review initiated to reduce the number of quangos.¹²

Both bodies had been funded by the ODA, and worked closely with the British Council. The ICHEO promoted links and co-operation between higher education institutions overseas and in the UK. The merger gave the British Council the combined experience of the Vice-Chancellors and

⁷ Leach / Philips Report (1964); Philips/Thomas Report (1966); Mark / Philips Report (1970)

⁸ *Report of the Review Committee on Overseas Representation, 1968-69*, Cmnd 4107, HMSO (1969)

⁹ Review of the British Council, Lord Seebohm, Lord Chorley and Richard Auty (1981)

¹⁰ Public Diplomacy Review, Lord Carter of Coles (2005)

¹¹ *The British Council: Report on Change Management and Support Services*, National Audit Office (2008); *British Council: Achieving Impact*; House of Commons Public Accounts Committee, 56th Report of Session 2007-08

¹² Report on non-Departmental Public Bodies (Cmnd 7797), 1980

Directors of Polytechnics in the Committee for International Cooperation in Higher Education (CICHE).

TETOC assisted the development of technical education and management training institutions, and strengthened the British Council's ability to undertake projects in technical, agricultural, industrial, vocational and management training fields.¹³

The Central Bureau for Educational Visits and Exchanges (1996). The British Council became the corporate trustee of CBEVE in December 1993, and it was gradually absorbed.¹⁴ Its activities included promoting school links, language assistant programmes, and professional development for teachers and vocational education trainers.

CBEVE and the British Council jointly administered the Youth Exchange Centre, created in 1985 in order to manage all officially-sponsored youth exchanges (other than in the Commonwealth). Its responsibilities included the provision of advice on exchanges and the arranging of workshops and seminars to train youth leaders for exchange programmes. It was particularly active in the European Community. It was incorporated into the British Council in 1990, and changed its name to 'Connect Youth International' in 2000.

British Training International (2000). BTI had been formed in 1997 by a partnership of organisations (including the British Council) to promote the UK's voluntary education and training sector overseas.

1.5.6. Overseas network

Premises

In 1938 the British Council opened its first overseas offices, focusing on the Middle East, South America and Europe (until the Second World War intervened). In South America, it co-operated with networks of Anglophile Societies, or 'culturals', providing staff, funds and resources in exchange for facilities. However, in most other places it opened Institutes, which combined library, teaching facilities, exhibition and social spaces.

After the Second World War, the British Council expanded its global network to Africa and Asia. It opened administrative offices and libraries in major cultural centres. Institutes, which provided facilities for English teaching, were restricted to a few countries (chiefly Spain, Italy, Greece and Portugal).

From the 1940s onwards the British Council developed an extensive library network, providing information and printed resources for students, educational professionals and the general public. Including joint and associated libraries, the British Council operated 90 libraries in 1955 and 85 in 1980. From c.1975 it started operating information centres, smaller premises providing resources to targeted audiences. There were 209 libraries and information centres in 1997.¹⁵

From 1991, the British Council began to align its libraries and information centres towards priority groups (such as students and young professionals), rather than the general public.

The arrival of the internet in 1996 resulted in dramatic changes to the library network. The British Council was part of the Global Knowledge Partnership, which delivered training to help promote

¹³ Records held at The National Archives under series BW 90 and BW 91.

¹⁴ Records held at The National Archives under collection reference FB

¹⁵ Figures taken from British Council Annual Reports 1954-55, 1979-80 and 1996-97.

connectivity in less developed countries. An internal review of libraries in 1997 concluded that they should remain if they supported teaching operations. Therefore the British Council developed Knowledge and Learning Centres (KLCs) which provided computer and video conference facilities as well as books and information. The first opened in Delhi in 2001, and there were 24 in operation by 2003. However, with the rise in home computer access, the KLCs declined in relevance.

Between 2001 and 2010 there was a widespread closure of libraries around the world, with only a few remaining in South Asia. The decision to close libraries was made by individual country directors, rather than as a global policy decision. Procurement for the remaining libraries was transferred to the India country office. The department which managed libraries, book promotion and work with publishers was merged with IT, and these activities were phased out.

From 1976, when development of Direct Teaching of English facilities became a priority, the provision of teaching facilities was extended. By 1999 there were 135 centres in 58 countries.

Organisation

Each country operation was headed by a Representative (now a Country Director), who answered directly to London HQ.

The British Council's work in an individual country was often formalised by an Agreement of Technical, Scientific or Cultural Understanding, which were first used in 1948. These agreements were originally proposed by the Allied Ministers of Education Conference (later UNESCO). They allowed both governments to co-operate in the promotion of each other's country and included exchanges, recognition of academic qualifications, and use of books and films. Progress was reviewed at regular Mixed Commission meetings.

In certain countries, mainly the states of the Soviet Union and China, Cultural Exchange Programmes were used. Proposed activities had to be stipulated and agreed by both sides under strict rules of reciprocity.

The overseas network was grouped into three divisions, called Overseas A, B, and C. The exact geographical borders changed over time, but broadly speaking:

- Overseas A: originally the Commonwealth states, and later Africa and the Middle East.
- Overseas B: The Americas, Asia and the Pacific
- Overseas C: Europe

In 2005 the Overseas Divisions were replaced by 13 regions, each headed by a regional director who directly line-managed the country directors. The regions were intended to promote strategic resourcing decisions and reduce administrative and operational duplication. In 2010 this was reduced to seven regions, and the regions were restructured so as to synchronise with the key business areas.

Within the UK, the British Council had a network of offices based in university cities. These were originally responsible for the welfare of overseas students, but also maintained relationships with local educational and arts institutions and managed the delivery of arts tours, school visits, study tours and other events in their area. Ten of the 25 Area Offices were closed between 1980 and 1983. The remainder were closed in 2006, other than offices in Belfast, Cardiff and Edinburgh.

1.5.7. Departmental Structure

Until the early 1990s, the British Council was organised into a number of activity-based divisions based in the UK. Each division provided guidelines for activity, which staff in-country would (with a fair amount of autonomy) apply to local circumstances.

The Divisional Directors answered directly to one of two Assistant Director Generals, whilst the overall administration of the British Council was the responsibility of the Director General (now the Chief Executive). Advisory Committees or Panels provided external expertise on particular areas of activity.

In the early 1990s, the divisions were arranged under three service areas, reflecting the different income streams of the British Council:

- Grant-Funded Services (e.g. arts activities, which were funded by the Grant-in-Aid);
- Educational Enterprises (the British Council's own revenue-earning activities, such as PES, teaching and examinations); and
- Development and Training Services (management of contracts for funding agencies, and private clients).

The head of each service area reported to the Director General.

From 2010 the British Council was organised into three Strategic Business Units (SBUs). The SBUs formed a matrix structure with the overseas regions, allowing greater co-ordination between policy development and delivery.

1.5.8. Activities

The main types of core activity (excluding agency work conducted on behalf of a government department) have been:

- Provision of scholarships, fellowships and bursaries for overseas students.
- Welfare of overseas students in the UK - the provision of information, accommodation and support to overseas students. This area of activity was considerably reduced in the early 1980s, following a cut in the Grant-in-Aid.
- Medicine and Science: curriculum development, researcher collaboration, science and maths education in schools.
- Educational visits, exchanges and study tours: including visits to the UK for professional groups, youth exchanges and civic links (also known as town twinning).
- Book, library and information services: including the provision of books and periodicals to educational establishments, the British Council's own publications (such as *British Book News*, *British Medical Bulletin*, and *Britain Today*, the library network, and promotion of the British book industry through book fairs and other activities.
- Arts: the organisation of tours, exhibitions and events, and the commissioning of new work in the media of the Fine (or Visual) Arts, Music, Literature, Drama, and Film.

- English Language teaching: including direct teaching activities, and production of teaching resources in a variety of media. For example, in a long-running collaboration with the BBC, the British Council has created a number of English teaching TV programmes.
- English Language Teaching development: including development of national or local education systems, teacher training, the development of syllabus's and teaching resources. This included teaching English for a variety of purposes, such as for technical subjects. Services in this area were the basis of PES (Paid Educational Services) activity.
- Test development and delivery: the British Council has collaborated with the University of Cambridge's Local Examinations Syndicate (UCLES) since 1941, to develop and deliver English Language tests overseas. These included the English Language Test Battery, and the International English Language Testing System (IELTS), which is managed with UCLES and IDP Australia.
- Promotion of UK universities and higher education institutions: including exchanges visits for academic staff, provision of information on studying in the UK, and collaboration with the higher education sector to attract international students to the UK. In 1984 the British Council created the Education Counselling Service, with a number of universities, which co-ordinated their marketing efforts and studied trends and data to plan for future student recruitment.
- Other support of education services: including the appointment of academic staff, teachers and educational directors into key posts; inspection of English teaching institutions in the UK, funding for schools (e.g. the General Wingate School in Ethiopia).
- Secretariat for committees and conferences: including the Conference of Allied Ministers of Education (1942-45); the Soviet Relations Committee (from 1955), the Great Britain-China Committee (from 1972) and the Pontignano Conference (1993).

In addition to this, the British Council also delivered services as an agent of UK Government, or other organisations. These have included:

- The administration of a number of scholarship, bursary and fellowship schemes (including Erasmus, the Tullow Group Scholarships Scheme and the Access to Commonwealth English scheme), which either provided opportunities for overseas students to study in the UK, or for UK students to study overseas.
- The administration of the Technical Cooperation and Training Programme on behalf of ODA, in the fields of agricultural, technical, industrial education, public administration and management development.
- The administration of examinations overseas, on behalf of universities, exam boards and professional and vocational awarding bodies.
- Youth exchanges (including school exchanges) and civic links: youth exchanges and civic links (town twinning) became a major activity in Europe in the 1980s, to raise the profile of the UK among the European Community. The Youth Exchange Centre (see 1.5.5.) became the British national agency for the Youth for Europe Scheme in 1989. Activities such as school linking and skills development among young people were extended in the 1990s.

- The overseas arm of three of the four societies comprising the British Volunteer Programme¹⁶: this involved examining and evaluating proposed projects in consultation with the local authorities, negotiating conditions of service and assisting with the briefing, training and welfare of volunteers.

1.6 Functions, activities, and recordkeeping

The British Council is a company incorporated by Royal Charter in October 1940; a registered charity since January 1963,¹⁷ an executive non-departmental public body, and is classified as a Public Corporation for budgetary and national accounts purposes.

The overall aim of the British Council is: to create international opportunities for the people of the UK and other countries and build trust between them worldwide.¹⁸

In addition to the Grant-in-Aid provided by the Foreign and Commonwealth Office, the British Council generates over 75% of its income from partners, paying clients, and customers. Services include the management of externally funded programmes and projects, the teaching of English, and the administration and development of examinations.¹⁹

1.6.1. Objects and Powers

The terms of the Royal Charter, reissued in 1993, underpin all British Council activity. The objects of the British Council are:

'To advance, for the public benefit, any purpose which is exclusively charitable and which shall:

- a) promote cultural relationships and the understanding of different cultures between people and peoples of the United Kingdom and other countries;
- b) promote a wider knowledge of the United Kingdom;
- c) develop a wider knowledge of the English Language;
- d) encourage cultural, scientific, technological and other educational cooperation between the United Kingdom and other countries; or
- e) otherwise promote the advancement of education.

The Charter also provides the British Council with a number of powers, including: to enter into contracts; acquire and hold land and property; and work jointly or in co-operation with any other society or body.²⁰

1.6.2. Governance

In line with the requirements of the Charter, the British Council is governed by a Board of Trustees, headed by a Chair. One member of the Board is nominated by the Foreign and Commonwealth Office.

¹⁶ The Catholic Institute for International Relations Volunteer Programme; the United Nations Association International Service Programme; and Voluntary Service Overseas (VSO)

¹⁷ Charity number 209131 in England and Wales; and SC037733 in Scotland.

¹⁸ <http://www.britishcouncil.org/organisation> [accessed 12/04/2016]

¹⁹ <http://www.britishcouncil.org/organisation/transparency/funding> [accessed 12/04/2016]

²⁰ British Council Royal Charter and Bye-laws 1993, Section 3-4

The Board of Trustees determines the British Council's performance framework, ensuring that it is compatible with the charitable objectives outlined in the Charter; and supports the UK's long-term international aims as defined by the Foreign and Commonwealth Office.

The Board has delegated powers to five sub-committees:

- Audit & Finance Committee
- Remuneration Committee
- Nominations Committee
- Contracts Committee
- Risk Committee

In addition, the Country Advisory Committees and the Digital Advisory Group report to the Board of Trustees.

The British Council produces an annual Governance Statement, which sets out the governance, risk and compliance framework and the management of major risks to the achievement of the strategic objectives.

1.6.3. Management

The Chief Executive, appointed by the Board of Trustees, is responsible for the management of the public funds. He/she heads the Executive Board, responsible for the overall strategy, direction and management of the British Council. The Executive Board is made up of the heads of the key business functions.²¹

The Management Board develops and monitors work plans in line with the organisational strategy, and supports the delivery of work across the global network. It is made up of the Executive Board plus the Regional Directors (representing the British Council's global interests).

Under the Management Board sit a number of other committees, managing issues such as Health and Safety, Security, and Information Assurance.

In addition, four sector Advisory Groups report to the Management Board and the Chief Executive, which correspond to the British Council main activity areas. These are for Arts & Creative Economy; English Language, Education, and Society.

1.6.4. Profile and external relations

The British Council's Corporate HQ is responsible for the presentation of the British Council to the wider world.

This includes the maintenance of the British Council's digital estate and printed communications; control of brand and corporate identity.

It also supports the British Council's understanding of 'cultural relations' through research and supporting relationships with external stakeholders.

1.6.5. Legal Responsibility and Accountability

Part of the function of the British Council's Corporate HQ is to ensure that the British Council operates legally under UK and international laws.

²¹ <http://www.britishcouncil.org/organisation/structure/executive-board> [accessed 28/07/2015]

The British Council's legal staff and external legal advisers provide advice on issues including: co-creation partnerships, cross-border legal conflicts, and oversight on major contracts. They also oversee legal risk, and provide support on issues such as intellectual property, child protection, diversity and employment legislation.

1.6.5.1 Legal status overseas

In 2006 a Status and Tax Programme began to identify an appropriate legal status for the British Council in each country where it operates. This was in recognition of the fact that often the status of the British Council in a country had been unchanged since it first commenced operations there, and this was no longer fit for purpose. In some cases, the British Council had no recognised legal status (i.e. was unregistered and did not hold diplomatic status).

The British Council, together with its subsidiary companies and independent charitable foundations described below, now forms the British Council group. The legally registered names of the entities in the British Council group are published on the 'Our Status' page of the [external website](#).

Branches

The preferred status solution for overseas operations is to register a branch of the British Council in each country. This is the most common status and the simplest status solution as, legally, the country operation remains fully part of the main British Council charity, rather than becoming a separate legal entity.

In addition to registration of branches, the status and operations in a country may be governed by Memoranda of Understanding (MOU) or other agreements with the host government.

Subsidiaries

Where a branch is not possible, or would not be able to undertake the full range of activities, the British Council has established subsidiary companies to run all or part of the operations in particular countries. We seek FCO approval before establishing each subsidiary.

These subsidiary companies are wholly owned by the British Council, but are separate legal entities. They have their own boards of directors (or equivalent) with legal responsibility for the company, but they must still operate within British Council policies and delegated authorities.

Examples of British Council group subsidiaries include the company established to operate the Shared Service Centre in India and the company established to operate the exams business in China.

Independent Charitable Foundations

In some cases we will consider registering a charitable entity such as a foundation or association, instead of a branch or subsidiary company. For example we might establish a foundation if a branch or subsidiary would not be permitted to undertake the full range of activities we wish to carry out, or where grant funding would otherwise be subject to tax.

The precise relationship between the charitable entity we establish and the British Council varies according to local law but generally, were we establish such entities, the British Council cannot own the entity and may have effective, but not formal, control over the charitable entity's activities.

Examples of charitable foundations in the British Council group include the Yayasan which undertakes the British Council's full range of charitable activities in Indonesia, and Friends of the

British Council, established to raise funds in the USA for activities in line with the British Council's charitable objects²².

1.6.6. Programmes and Services

The development of programmes and services, in line with the Charter's objectives, is currently the responsibility of three Strategic Business Units (SBUs). These were created in 2010.

The SBUs are:

- Arts
- Education and Society (E&S)
- English and Exams (E&E)

The functions of the SBU's can overlap, and many projects are managed co-operatively between two SBUs.

Each SBU has a leadership team; and operates on a 12–15 month planning horizon, in the context of the overarching corporate strategy and the agreed 3-4 year SBU and Regional Plans.

1.6.6.1 Arts

The purposes of the Arts SBU are: to promote and develop international perceptions of the UK by demonstrating British cultural expertise; to create markets for British and international arts and artists; and to create opportunities for artistic organisations and institutions to share their expertise and develop their skills.

The Arts SBU is made up of a number of teams specialising in particular areas. These are: Visual Arts (formerly Fine Arts), Music, Architecture, Design and Fashion, Film, Literature, Visual Arts, Drama and Dance, and Creative and Cultural Economy.

The Arts SBU develops a range of programmes, projects and events which:

- foster collaboration: supporting artists to meet, collaborate and experiment to produce new work;
- share arts work around the world: showcasing UK arts work internationally, and exhibiting international arts in the UK, providing opportunities for emerging UK artists to exhibit, and engaging new audiences in the arts;
- shape arts policy: building on the UK's reputation in skills, expertise and policy within the creative industries to help governments and organisations develop;
- develop skills and livelihoods in the arts: developing the economic capacity and skills of the international arts sector;
- build creative responses to crisis: artistic engagement with disadvantaged or displaced groups and communities.

In addition, the Arts SBU manages and exhibits the British Council's Collection, of over 8500 works – mainly by British artists. The Collection began to be formed in 1935, and is used to create touring exhibitions and loans to international or UK galleries.²³

²² The British Council's charitable objects are set out in the Royal Charter and listed on the [Our status](#) page of the British Council website [accessed 12/04/2016]

²³ The Collection can be viewed on the Art UK website: <http://artuk.org/> [accessed 11/04/2016]. It is anticipated that records relating to the use and display of the Collection may be transferred to the Tate Archive.

Much of this work is created or delivered in partnership with arts organisations, or individuals, who often share the costs of delivery. Other activities, such as skills development and work with disadvantaged communities, are funded by grant applications.

The British Council is a member of the Government's Creative Industries Council.

1.6.6.2 Education and Society (E&S)

E&S develops and delivers a range of projects and programmes, which are either contracts delivered on behalf of external funders, partnerships with other organisations, paid-for services, or products (such as training courses). These are particularly focused in emerging economies and countries eligible for development assistance.

Education work focuses on:

- Internationalising Higher Education: (enabling students from overseas to study in the UK, and vice versa through the promotion and administration of scholarship schemes and exchange programmes; promoting collaboration between higher education institutions, industry and Governments; research and analysis into higher educational trends)
- Schools: (connecting schools; developing the expertise of school staff, facilitating international benchmarking and best practice; supporting curriculum development, and facilitating international dialogue on policy, curricula and system reform).
- Vocational education: (encouraging skills development to improve employment prospects; this includes engagement with industry and employers to develop suitable training packages, and supporting individuals to access training).
- Science: (promotion and support of international research collaborations; public engagement in the work of scientists; development of early-career researchers and access to scientific education)

Society's work includes the delivery of development aid and technical assistance, either funded through its GiA or through contracts on behalf of DfID, the European Union, and donor agencies such as the World Bank. The focus of these projects is determined by the UK's aid and development priorities. This builds on the British Council's long history of delivering technical assistance programmes on behalf of the ODA.

Society's work focuses on:

- Governance and Civil Society: (collaboration with civil society organisations to enhance their capacity to contribute to the democratic process, deliver services on behalf of government, and work for the benefit of under-represented groups in society).
- Justice, Security and Conflict Resolution: (access to justice programmes, support to anti-corruption agencies, law reform, and dispute resolution)
- Social Enterprise: (provision of training, business consultation, mentoring, investment opportunities, study tours and networking opportunities to social entrepreneurs).
- Women's and girls' empowerment: (promoting access and opportunity for women and girls, skills development, and creating dialogues to raise the profile of women and girls in local society).

- Sport: (engaging and creating opportunities for young people, including developing sport policies, skills development, and community support).

1.6.6.3 English and Exams (E&E)

E&E manages the British Council's work in English Language teaching, and the administration of examinations.

Through its English activities, the British Council delivers English teaching, and also supports the development of better quality English teaching world-wide. This is achieved through:

- the delivery of face-to-face teaching, through a global network of over 80 teaching centres;
- the delivery of self-access learning through digital means;
- the development of digital, broadcast and published resources for English students of all ages and abilities;
- support of English language teaching and learning in public education systems, through policy advice to Education Ministries and professional development and support for teachers of English.

Through its Exams work, the British Council:

- administers and markets examinations on behalf of UK Exam Boards, universities, English Language Testing bodies, and professional and vocational qualification providers;
- administers IELTS (the International English Language Testing System), the world's most popular English proficiency test. IELTS is co-owned by the British Council, IDP: IELTS Australia, and Cambridge English Language Assessment;
- develops the British Council's own tests. The Aptis assessment service was the first such test, released in 2013. It enables organisations to assess the English language skills of staff or students against the Common European Framework of Reference for Languages.

The British Council is a world authority on English language teaching, learning and assessment. It undertakes research, and publishes on teaching and examination methodologies. This feeds into the development of its teaching and examination products.

With English UK (the national association of accredited English language centres in the United Kingdom), the British Council runs the Accreditation UK quality assurance scheme for English Language teaching in the UK; and promotes the UK as a destination for English language learners.

Examinations administration and, to a lesser extent, teaching constitute a large part of the British Council's income-generating activity.

1.6.6.4. Activities

Despite the wide-ranging nature of the British Council's work over time, the majority have been conducted through the types of activity listed below. Many projects fall into more than one activity type.

Technical Assistance: The provision of high-level expertise to support systematic change within a system or institution, usually offered as part of an aid / development programme.

For example: management of activities under Technical Co-operation Agreements, including technical education, industrial training, agricultural education, management and public administration training; partnership with the National Council for Arts and Letters in Kuwait to analyse the museums and galleries sector, and identify recommendations for improvement (2013).

Grants Management: The awarding of grants (often provided by external bodies) to individuals and institutions. In many cases the British Council bids for the right to manage and award these grants.

For example: AIDF (Artist's International Development Fund), co-funded by the British Council and Arts Council England; academic travel grants; grant to the Commonwealth Youth Exchange Council to support volunteer programmes.

Training and capacity building: Delivering or providing opportunities for formal education or skills development.

For example: English teaching; teacher training courses; the Active Citizens programme (which develops leadership skills in local communities); Accelerate (programme supporting the development of indigenous Australian artists by pairing them with UK companies).

Mobility: Enabling individuals to travel internationally, for education or training purposes.

For example: management the Tullow Group Scholarship Scheme, and as UK agent of the Erasmus+ scheme; funding study tours for artists, government workers and other professional groups.

Exhibitions and fairs: Planning and delivering events, such as art exhibitions, performances, screenings, or fairs. These can either be arranged by the British Council, or the British Council could contribute to such an event.

For example: management of the British Pavilion at the Venice Biennale; creation of a cultural programme for the London Book Fair; Education UK exhibitions, and other university fairs.

Conferences, seminars and workshops: Opportunities for discussion, training and focussed dialogue.

For example: the Pontignano Conference (Anglo-Italian conference discussing current issues for the EU); Going Global (International Higher Education conference); Asia Fashion Future (seminar for UK and Asian fashion designs and entrepreneurs to analyse key issues facing the Asian fashion industry).

Institutional linking and networks: Providing collaboration and partnerships for individuals, groups and institutions, with their international equivalents.

For example: town twinning; academic exchanges and collaborative programmes between academics and higher education institutions; collaborative arts projects; Connecting Futures programme, activities to connect young people from the Arab & wider Muslim world and the UK.

Accreditation and awards: Certifying the competency of individuals or institutions in a particular area.

For example: the conduct of examinations; the International School award; accreditation of private training institutions in the UK; ELTon awards (recognising English teaching products and services).

Content distribution: Development of written, filmed or interactive content and its distribution through a variety of channels.

For example: Education UK website; BBC / British Council English Language films; research reports (including “Examining the cultural skills gaps and shortages in: Germany, Greece, Poland and Romania” (2014) and “The Shape of Things to Come” (2013)).

Consultancy services: The provision of expert advice and support to institutions.

For example: BC SIEM (Services for International Education Marketing); delivery of art therapy workshops in Bahrain; consultancy and advisory services in educational media, distance education and educational broadcasting; Paid Educational Services activities.

1.6.7. Overseas Network

The vast majority of the British Council’s work is delivered overseas. Each overseas country operation is headed by a Country Director, who is usually based in an administrative centre in the capital city. Some countries also have a number of regional offices. Depending on the type of activities conducted, other premises may include teaching centres, information centres and libraries.

The countries have been grouped into regions, each headed by a Regional Manager and regional Senior Management team, which include the regional heads of each SBU.

There are currently seven overseas regions:

- Americas
- East Asia
- EU Europe
- Middle East and North Africa
- South Asia
- Sub-Saharan Africa
- Wider Europe

In addition, there is a UK region which creates and delivers the British Council’s strategy and activities in the UK outside the corporate centre.

Regional managers are members of the Management Board. They have overall responsibility for the strategic direction and management of the region, including production of the regional strategic plan.

Country directors contribute to the regional plan and are responsible for the day-to-day management of the British Council’s operation in each country, and the development of key relationships (with major institutions, the local representatives of the FCO and DfID, and local ministries for example).

The regions and SBU’s have a mutually dependent relationship: The regional strategies are developed from the overall corporate strategy and the priorities of each Strategic Business Unit; but the regional priorities and working conditions also inform the development of SBU plans.

A team based in UK Headquarters act as intermediaries between the regions and the UK. They ensure that geographical priorities are fed into the development of corporate strategies; provides liaison between the British Council and UK Government departments to determine geographical priorities; and co-ordinates the response to international incidents emergencies involving British Council staff and operations.

1.6.8. Staff support and welfare

The British Council supports three organisations which provide for the welfare and interests of British Council staff and their families.

The British Council Benevolent Fund, a registered charity, was established 1963. It provides relief and assistance to present and former staff of the British Council, their families and dependents, who are in need.²⁴

This could include support following a natural disaster, or in funding medical treatment where it isn't available locally. The charity is run by staff volunteers.

The British Council Families Association (BCFA) was created in 1966, as the British Council Wives Association. Its purpose is to support the families of British Council staff posted overseas, for example providing advice on relocating to a new country, and support in finding schools for the children of British Council employees, and employment for partners.

The British Council Association (BCA) was established in 1979 as the British Council Retirement Association. Membership is open to former and current staff, and anyone who has worked with or had contact with the British Council. Its aim is to facilitate the relationship between current and former British Council staff, and foster relationships between British Council, FCO and DfID staff.

Both the BCFA and the BCA are funded through membership fees, are governed by a constitution, and are managed by committee.²⁵

1.6.9. Record keeping

The British Council used a registry system, maintained by a central registry team, until 1990. After this, staff were responsible for assigning meaningful terms and retention periods to their records.

Many records from the 1990s onwards require further investigation to determine their naming conventions and structure, and decide whether they are of sufficient important to be selected for transfer to TNA.

1.6.9.1 Registry System

The registry system reflects the departmental divisions and national divisions in use before the major structural changes of the 1990s onwards. After the registry team was disbanded, many departments continued to use the registry system, albeit with less consistency than before.

The registry codes are divided into three sections:

Prefix: a short letter code indicating the country, region or division which the file related to, e.g.:

- MAL – files relating to Malaysia
- UKN – files relating to the UK offices

²⁴ Charity number 209131

²⁵ <http://www.britishcouncil.org/organisation/how-we-work/staff-alumni/british-council-families-association;>
<http://www.britishcouncil.org/organisation/how-we-work/staff-alumni/british-council-association/about-us> [accessed 12/04/2016]

- APAD – files relating to the Americas, Pacific and Asia Division
- GEN – ‘general’ files relating to the central management of the British Council’s activities

Central section: a three number code indicating the subject of the file, e.g.:

- 680 – policy
- 682 – relations [correspondence and agreements] with a Government department
- 701 – reports and handover notes

Suffix: another number code indicating more precisely what the file contains, e.g.:

- MAL/680/11 – country policy papers, Malaysia
- GRE/682/41 – relations with the ODA, Greece
- GEN/701/1 – reports and handover notes, general instructions for completion

Analysis of the registry codes is ongoing, as limited guidance as to their application exists. Agreed appraisal decisions for specific registry codes are in Appendix B.

1.6.9.2 Developments after 1990

The British Council introduced computers and printers across its global network between 1992 and 1994, shared drives between 1996 and 1999, and developed its first electronic file plan in 2000. It maintained a print-to-paper policy for business records until 2006.

In 2004 the British Council developed an in-house records management system, called BC Records. However, it failed to become established, and data was not migrated from shared drives to the new system.

In 2007, SharePoint was introduced, and is now (along with Shared Drives, personal drives and Microsoft Outlook) one of the primary repositories of British Council electronic records. The majority of records are now created electronically, although there is still a heavy dependency on hard copy documentation.

The majority of semi-current and historical paper records are held in offsite storage, both in the UK and in many overseas locations. It is not anticipated that many records held in overseas offices will be of historic interest, as the practice was to copy key records back to the UK. However, the Information Governance and Risk Management team plans to verify this.

An IKM team was established in 2003, its responsibilities including the development of records and archives management solutions across the global network. It has created retention schedules for the bulk of administrative functions and Corporate HQ, and begun the process of identifying and transferring records of historical interest to The National Archives. This team has been restructured, and the records and archives management function now sits within Information Governance and Risk Management (IGRM).

It is anticipated that the British Council will select paper over electronic records, where the choice exists, up until 2006. Whether it will continue to do this for later documents will depend on the relative quality and availability of paper and electronic documentation.

1.6.9.3 Records transferred

The British Council has transferred a significant number of files to The National Archives, mainly dated up to the mid-1980s. These were transferred before the British Council became a public records body in 2003²⁶, and are not public records. The bulk of these relate to:

- Policy and reports of activity in individual countries
- Policy and activity of the UK Area Network
- Minutes of Governance, Management and Advisory Committees
- Central policy and planning
- Centrally controlled activities, such as visits, artistic tours, creation of films
- Management of significant events, such as the Venice and Sao Paulo Biennale

Since 2014, the British Council has commenced regular transfer of overdue files to The National Archives. The majority of these relate to country and regional activities and policy and central management.

The British Council has also transferred records to other archive institutions:

- Tate Archive holds records of the Visual Arts team (formerly Fine Arts) including exhibition files, reviews and newspaper clippings.
- The British Library Sound Archive holds the work of the Recordings Unit, and a staff Oral History project.
- BFI holds as collection of films produced by the British Council in the 1930s and 1940s.
- The Modern Records Centre at the University of Warwick holds the records of the Staff Association and Trade Union Side.

The British Council is currently developing Memorandums of Understanding with these institutions in regarding to the management and ongoing preservation of current holdings and future transfers. The British Council will liaise with The National Archives to ensure these MoUs and future transfers are in accordance with the Public Records Act 1958.

1.7 Name of the parent or sponsoring department (do not use if Central Government Department)

Foreign and Commonwealth Office. The Engagement and Communications Directorate within FCO is the sponsoring team for the British Council.

1.8 Relationship with parent department (do not use if Central Government Department)

The relationship between the British Council and FCO is defined in a Management Statement and Financial Memorandum.²⁷ These are reviewed every three years.

The British Council is committed to strategically aligning its work to the long-term international policy priorities of UK Government, as set out by the Foreign and Commonwealth Office. However,

²⁶ <http://www.legislation.gov.uk/ukxi/2003/438/contents/made>

²⁷ Both available at <http://www.britishcouncil.org/organisation/transparency/reports-documents> [accessed 10/08/2015]

in carrying out its objectives, the British Council is operationally independent of Government, setting its own professional standards and devising its own programmes.

The British Council is not responsible for the development of government policy.

The British Council's country directors and FCO's Heads of Mission discuss and agree related objectives for individual countries. The British Council may contribute to the delivery of the FCO's objectives at country level.

1.9 Relationship with other organisations (agencies / NDPBs / departments / other statutory bodies)

In the formulation of its corporate priorities, the British Council consults with a number of government departments – the most recent Corporate Plan involved consultation with the Department for Education (DfE), UK Trade and Investment (UKTI), the Department for Business Innovation and Skills (BIS), the Department for Culture Media and Sport (DCMS), the Cabinet Office and the Department for International Development (DFID).²⁸ It also consults with the devolved governments of Scotland, Wales and Northern Ireland. Some of these departments provide small grants to the British Council to fund specific areas of work.

Through its advisory groups, the British Council maintains relationships with organisations within the arts, English, education and social sectors.

The British Council manages projects and programmes in relevant fields for British Government, including the FCO and DfID. The FCO's role as a purchaser of British Council services is kept separate from its role as the sponsoring department. The British Council also manages projects for international agencies, national governments of other countries, and private clients.

²⁸ British Council Corporate Plan 2015-2017, p.4

2. SELECTION DECISIONS

2.1 Areas of Policy Work and High-level Operational Work undertaken in the organisation

Record types have been taken from corporate retentions schedules, where they exist, or developed in consultation with the creating departments.

References to specific registry codes have been included, where they are known to correspond to particular document types.

2.1.1. Objects and Powers

Policy records to be selected will include the following:

- Original copies of the British Council's Charter, Supplementary Charters and Bye-laws (General Selection Criteria 2.2)

Operational records to be selected will include the following:

- Records relating to alterations to the terms or wording of the British Council's Charter or Bye-laws (General Selection Criteria 2.2).

2.1.2. Governance

Policy records to be selected will include the following:

- The establishment, disestablishment, or significant changes to the remit of any committees with devolved powers under the Board of Trustees (General Selection Criteria 2.2)
- Interpretation of the British Council's Charter and Bye-Laws (General Selection Criteria 2.2)
- The Corporate Plan, as signed off by the FCO (or equivalent) (General Selection Criteria 1.5 – see section 1.9)
- Signed agreements with the FCO (e.g. Management Statement and Financial Memorandum) (General Selection Criteria 1.5)
- Comprehensive Spending Review records, or equivalent (General Selection Criteria 1.5)
- High-level decisions on how Grant-in-Aid funding could be utilised by British Council, including limitations and setting criteria for the use of funding (General Selection Criteria 1.1)
- Establishment of performance objectives and remuneration terms for the British Council as a whole (linked to the Corporate Plan) (General Selection Criteria 1.5); and standards for impact and performance management (General Selection Criteria 2.7)
- Governance statement (General Selection Criteria 1.1)
- High level decisions on the use of finances (General Selection Criteria 1.1)
- Board code of practice (General Selection Criteria 2.1)
- External reviews of British Council activity (e.g. the Triennial Review by the FCO) which impacted or changed the way British Council operated (General Selection Criteria 2.4)

It is anticipated that many of these records will be found in the minutes and papers of the Board of Trustees.

Operational records to be selected will include the following:

- Selection of members to the Board of Trustees (General Selection Criteria 2.1)
- Proceedings of the Board of Trustees, and the conclusions of its devolved committees (General Selection Criteria 2.1)
- Appointment of the Chief Executive (General Selection Criteria 2.1)
- Appointment of the Chair and Deputy Chair (General Selection Criteria 2.1)
- Approval of major changes to British Council operations or structure (General Selection Criteria 2.7)

- Communications between the Board of Trustees and the Secretary of State for the Foreign and Commonwealth Office which led to a change in policy or which led to a change in how British Council operated (General Selection Criteria 1.1, 1.5)
- Planning and reports of major public appearances by the Chair, when publically representing the British Council (General Selection Criteria 2.1)
- Annual performance assessment of the Chief Executive evaluating their administration, decision-making, and impact (General Selection Criteria 2.1)
- Unpublished annual accounts (most accounts post 1995 have been published) (General Selection Criteria 1.5)
- Responses to specific external reviews of the British Council (e.g. the Triennial Review) which prompted actions and implementation of the review recommendations (General Selection Criteria 1.5, 2.7)

It is anticipated that the majority of these records will be found in the minutes and papers of the Board of Trustees, or within the records of the Corporate Affairs department.

2.1.3. Management

Policy records to be selected will include the following:

- Annual Corporate Plan (General Selection Criteria 2.1)
- Corporate Strategy (General Selection Criteria 2.1)
- Investment strategy (General Selection Criteria 2.1)
- Significant internal reviews of British Council activity (General Selection Criteria 2.1)
- Major organisational change (includes changes resulting from reviews by HM Government – see 1.5.4)
- The establishment, disestablishment or significant changes to the function of the Executive or Management committees, or any of their reporting committees (General Selection Criteria 2.1, 2.7)
- The establishment, disestablishment or significant changes to the Advisory Committees / Panels (General Selection Criteria 2.1, 2.7)
- Records showing the British Council's response to legislation, e.g. the establishment of a dedicated Child Protection team (General Selection Criteria 1.4)

Operational records to be selected will include the following:

- Corporate analysis reports, produced for the benefit of the Management and Executive boards (General Selection Criteria 2.1)
- Proceedings of the Management and Executive Boards, and conclusions and papers of their subsidiary committees, e.g. quarterly reports from Risk Board (General Selection Criteria 2.1)
- Proceedings of the Advisory Committees (General Selection Criteria 2.1)
- Major assessments and changes to the Corporate Plan and Corporate Strategy (General Selection Criteria 1.5)
- Management of organisational change programmes (General Selection Criteria 2.7)
- Membership of Executive Board (General Selection Criteria 2.1)

It is anticipated that the majority of these records will be found in the minutes and papers of the Executive Committee, or the records of teams within Corporate HQ.

2.1.4. Profile and external relations

Policy records to be selected will include the following:

- Policies relating to the promotion of the British Council's work or profile within the UK to the wider world (General Selection Criteria 1.1)

- Policies relating to the management of stakeholder relationships between the British Council and government departments / UK Parliament (General Selection Criteria 1.1).

Operational records to be selected will include the following:

- Reports and impact assessments of major projects and activities (e.g. The Great Britain Campaign, English 2000) intended to raise the British Council's profile within the UK (General Selection Criteria 1.6).

This function also covers the management of the British Council's digital estate; major websites should be gathered by the Government Web-Archive.

All records should be found among the records of the teams within British Council Corporate HQ.

2.1.5. Legal Responsibility and Accountability – need further clarification as to status of subsidiaries

Policy records to be selected will include the following:

- Certificates of incorporation for subsidiary companies (General Selection Criteria 3.1, 3.2);
- Intra-group agreements between British Council and its subsidiaries, or between subsidiaries (General Selection Criteria 3.1, 3.2);
- Signed versions of Memorandum and Articles of Association of subsidiary companies (and equivalents) (General Selection Criteria 3.1, 3.2);
- Approvals (FCO and Chief Executive and/or Board of Trustees) to establish a subsidiary (General Selection Criteria 3.1, 3.2);
- MOUs used to establish the status of British Council branches in individual countries (General Selection Criteria 1.5, 2.2);
- MOUs that govern the relationship between the British Council and host governments in individual countries (General Selection Criteria 1.5).²⁹

Operational records to be selected will include the following:

- Legal opinion relating to key issues, such as the British Council's legal status in a particular country, ancillary charities, equal opportunity and diversity policy, or resolution of major disputes (General Selection Criteria 1.5);
- Key records of the regularisation of the British Council's tax and status position in a particular country (for example, Business Cases and their approval) (General Selection Criteria 1.5);³⁰
- Records of the proceedings of Mixed Commission meetings (General Selection Criteria 2.1);³¹
- Minutes and papers of the General Meetings (AGMs and EGMs) of overseas subsidiaries;
- Minutes and papers of the Company Boards of subsidiaries.

The Legal branch maintains records for each of these subsidiaries. These would include records covered under 2.1.5; therefore The National Archives would expect British Council to select the relevant Legal branch file.

2.1.6. Programmes and Services

Policy records to be selected will include the following:

- Records relating to the creation, dissolution, or significant changes in the structure of SBUs or preceding departmental structures (General Selection Criteria 2.2, 2.7);

²⁹ 689/1 – Cultural Agreement, policy

³⁰ 680/20 – status of the British Council, 680/24 – tax position of the British Council

³¹ 689/4 – Mixed Commission proceedings

- Strategies for SBUs or preceding departmental structures, defining policy and activities in line with reference to wider organisational priorities (such as the Corporate Plan) (General Selection Criteria 1.1, 1.5);
- Business cases, reviews and other significant documentation relating to the assessment, creation or dissolution of services, products or types of activity within an SBU or department (General Selection Criteria 2.7);
- Statements or strategies relating to the terms of reference in which the SBU operates – how they develop their priorities and activities in line with their requirements under the British Council charter (General Selection Criteria 2.7);
- Minutes and papers of high level meetings of the SBU / departmental leadership team (or equivalent), or between the SBU and the Board of Trustees (General Selection Criteria 2.1);
- Minutes and papers of Advisory Committees and Panels (General Selection Criteria 2.1).

Operational records to be selected will include:

- Design and implementation of new products, programmes, projects, or services (General Selection Criteria 1.5);
- Final reports of events, projects and programmes, particularly those which had a significant impact internationally or in the country concerned (General Selection Criteria 1.5, 3.2);³²
- Records summarising the British Council's relationship with key partners, funding bodies and collaborators (General Selection Criteria 1.5);
- Summaries and impact assessments of activity; (General Selection Criteria 1.5);

Case study records, such as the records of individual scholars, applications, or the general management of projects, would not be selected unless they significantly impacted on the British Council (with reference to OSP 48).

Ceremonial records, such as photographs of events and activities, may be selected based on whether they illustrate significant activity.

2.1.7. Geographical network

Policy records to be selected will include the following:

- Records relating to the creation, dissolution or significant changes to the structure of Regions or preceding geographical management structures (General Selection Criteria 2.7);
- Records relating to the decision to open or close operations in a country, or to create or close regional offices (General Selection Criteria 2.7, 3.2);
- Regional and country plans, and key strategy documents (General Selection Criteria 1.5);³³
- Records otherwise demonstrating the development of country or regional policies, and the relationship between senior country or regional staff and corporate HQ (General Selection Criteria 1.1);³⁴
- Records demonstrating the British Council's formation of geographical priorities, in line with principles defined by HM Government or in consultation with centrally-developed business priorities (General Selection Criteria 1.1).

³² 702/2-4 – [various] festivals, British weeks, international cultural events

³³ 680/11 – Policy Inspection, 680/12 – Country Policy Paper

³⁴ 680/1 – Country policy and correspondence,

Operational records to be selected will include the following:

- Minutes and papers of Regional Senior Management meetings, or other meetings which relate to the planning or delivery of regional and country policy (General Selection Criteria 2.1);
- Annual reports, management reports or other regular returns summarising key activities and relationships, produced by a country director or senior country staff (General Selection Criteria 1.5);³⁵
- Records summarising key activities and performance at a regional or other high-level geographical division – this may include the performance reviews of regional managers (General Selection Criteria 1.5);
- Records illustrating relationships with government departments (primarily the Overseas Development Ministry), where these are the primary (original) source of information on British Council activities in country (General Selection Criteria 1.5);³⁶
- Handover notes and reports from senior country or regional staff which provide significant information on operations and local circumstances (General Selection Criteria 1.5, 3.2);³⁷
- Proceedings of Mixed Commission meetings, or agreed Cultural Exchange Programmes (General Selection Criteria 2.1).³⁸
- Records relating to the British Council's response to significant natural disasters, security incidences, and other significant international events in which the British Council's operations were affected (General Selection Criteria 3.2).³⁹

2.1.8. Staff support and welfare

Policy records to be selected include:

- Constitutions of the BCA, BCFA, BC Benevolent Funds and any preceding bodies, together with records showing the development of the constitutions (General Selection Criteria 2.1)

Operational records to be selected include:

- Minutes of the AGMs of the managing committees of these organisations (General Selection Criteria 2.1)

³⁵ 680/13 – Narrative Reviews and Statistical Profiles, 701/3 – Annual Reports / Country Briefs, 701/9 – Management Reports.

³⁶ 682/41 – Relations with ODA/ODM, 682/46 – Relations with FCO

³⁷ 701/5 – Staff Visits, 701/8 – Handing over notes,

³⁸ 689/4 – Proceedings of the Mixed Commission.

³⁹ 680/5 – Internal Emergencies, 680/114 – Emergency Unit

3. TECHNICAL REPORT: ANALYSIS OF RECORDS PRODUCED

3.1 Committee structure within the agency or parent department, including statutory committees directing the work of the organisation

Name of committee	Terms of reference	Select? Yes / No	Reasons for selection / non-selection, including comments on the quality of information
Board of Trustees ⁴⁰	The Board of Trustees are the guardians of the British Council's purpose and are ultimately accountable for the organisation. They hold the Executive Board responsible for the organisation's performance, strategy and policy.	Yes	High-level governance Board
Audit and Finance Committee	Sub-Committee of the Board of Trustees. On behalf of the Board it maintains an overview of the British Council's risk management and governance processes across the British Council group, ensuring that the system of internal control is satisfactory to deliver regulatory compliance, financial probity and value for money. It also reviews and challenges financial plans and performance including investment, in the interest of the long term financial viability of the British Council.	Yes	Significant sub-committee. Only its major conclusions are reported to the Board of Trustees.
Risk Committee	Sub-Committee of the Board of Trustees. The Risk Committee analyses top and emerging risks (with the exception of those related to financial plans, performance and related management processes and reporting, which are reviewed by the Audit and Finance Committee), and reviews the effectiveness of related mitigating actions. The Committee holds the executive to account for identifying and managing its key risks in line with the risk appetite articulated by the Board.	Yes	Significant sub-committee. Only its major conclusions are reported to the Board of Trustees.

⁴⁰ Board of Trustees <http://www.britishcouncil.org/organisation/structure/board-trustees> [accessed 12/04/2016]

Remuneration Committee	<p>Sub-Committee of the Board of Trustees.</p> <p>The remit of the Remuneration Committee is: to set annual performance measures for the Chief Executive; to agree the annual performance assessment of the Chief Executive; to determine the policy for the total remuneration and benefits, including performance-related pay and bonus payments, payable to the Chief Executive, and its application; to determine the policy for remuneration of members of the Executive Board; to review and agree the performance assessment reports, ratings and eligibility for bonus for those members of staff who are directly managed by the Chief Executive; and to consider the impact of the work of the Committee on remuneration policy for the organisation as a whole.</p>	No	Reports to Board
Contracts Committee	<p>Sub-Committee of the Board of Trustees.</p> <p>The Contracts Committee reviews the scale and nature of the global full cost recovery and partnership portfolios and the pipeline of high value contract and partnership opportunities. It also advises on the organisation's strategies in these areas.</p>	No	Reports to Board.
Nominations Committee	<p>Sub-Committee of the Board of Trustees.</p> <p>The Nominations Committee maintains an overview of the composition of the Board of Trustees and ensures that the Trustees collectively provide the expertise and experience required for the governance of the Council, as determined by the Board and the Charter. It also leads recruitment of the Chair, Deputy Chair and Chief Executive.</p>	No	Reports to Board
Executive Board ⁴¹	<p>The Executive Board is responsible for the overall strategy, direction and management of the organisation.</p>	Yes	High-level governance Board
Management Board	<p>The Management Board is the core leadership group for the British Council, and is made up of the Executive Board, the Regional Directors, Director Global Network, Director Operations and the Chief Information Officer.</p> <p>It creates and agrees the plans that translate the strategy into action; monitors and adjusts the plans and supports the Regions and Countries to deliver the work.</p>	Yes	Demonstrates the implementation of plans and strategies in more detail.

⁴¹ Executive Board <http://www.britishcouncil.org/organisation/structure/executive-board> [accessed 12//04/2016]

<p>UK country advisory committees⁴²</p>	<p>The UK country advisory committees, for Scotland, Wales and Northern Ireland report to the Board of Trustees, and the Chairs of the Advisory Committees take turns to serve as Trustees.</p> <p>The members serve in an advisory capacity and have no decision-making responsibilities. The role of the country advisory committees is to</p> <ul style="list-style-type: none"> • ensure that the British Council office in each UK country is kept informed of major developments in the public, educational, economic and cultural life of each respective UK country • serve as a channel of professional advice within the areas of expertise represented on the committee, keeping the British Council informed of major developments, offering fresh insights and identifying new opportunities • Provide input to each British Council UK country plan, and monitor the achievement of plan objectives • provide access to communities within the UK country for whom the British Council's work has relevance • act as an advocate for the British Council's work in each UK country and across the UK as a whole. 	<p>Yes</p>	<p>Provides context to decisions made by Board of Trustees</p>
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⁴² <https://www.britishcouncil.org/organisation/structure/advisory-groups> [accessed 12/04/2016]

<p>Sector advisory groups</p>	<p>There are five sector advisory groups. Four relate to the main subject areas of the British Council, and report directly to the Chief Executive: Arts and Creative Economy, English language, Education and Society. The Digital advisory group reports to the Board of Trustees.</p> <p>Members of the advisory groups are experts in the sector concerned. They serve in an advisory capacity and have no decision-making responsibilities.</p> <p>The role of the sector advisory groups is to:</p> <ul style="list-style-type: none"> • comment on opportunities, trends and issues of long-term strategic importance for the British Council • support the British Council in developing large scale global initiatives by acting as a sounding board and by stimulating new ideas • provide up to date information on major developments within the UK and help the British Council to establish contact with relevant individuals and organisations • act as advocates of the British Council in the UK • participate as appropriate and required in supporting specific British Council projects/initiatives <p>The sector advisory groups replaced the Advisory Committees.</p>	<p>Yes</p>	<p>Provides context to decisions made by Board of Trustees</p>
<p>Advisory Board</p>	<p>The Advisory Board was a policy forum, which supported the Board of Trustees and the organisation by providing a wider view of, and different perspectives on, the external context of its work and to encourage innovative thinking about that work. Unlike the Board of Trustees, members of the Advisory Board could be either British citizens or from overseas.</p> <p>The Advisory Board was created c.2002, following a restructure of the Advisory Committees. It was dissolved c.2009.</p>	<p>Yes</p>	<p>Provides context to decisions made by Board of Trustees</p>

<p>Advisory Committees and Panels</p>	<p>The first Advisory Committees were established in 1935, to represent the interests of the various sectors with which the British Council worked. The exact committees changed, according to the types of activity the British Council was engaged in. They included: Visual Arts, Literature, Film, Television and Video, Science and Technology, Law, Libraries and Information, English Teaching, and Universities Advisory Committees.</p> <p>Advisory Panels were smaller subject specific groups, usually falling under an advisory committee. For example, the Literature Panel fell under the English Language Advisory Committee.</p> <p>In c.2001, the Advisory Committee structure was reviewed, and the subject specific committees were replaced by a smaller number of sector advisory groups.</p> <p>Advisory Panels have remained, albeit on a less formal footing, to advise the British Council on specific legal or subject areas. For example, the Disability Advisory Panel and the Acquisitions Panel which support the Art Collection.</p>	<p>Yes</p>	<p>Provides context to decisions made by Board of Trustees / Executive Committee</p>
<p>Other Committees</p>	<p>The British Council provided the secretariat for a number of inter-organisational committees. For example, the Soviet Relations Committee, the Great Britain-China Committee and the Joint Twinning Committee.</p> <p>It also ran committees related to specific education services: CICHE (inherited from the IUC), the Education Counselling Service Board of Directors, and the English in Britain Accreditation Scheme Board. These were reviewed and absorbed into the Advisory Board c.2002.</p>	<p>Yes / Review</p>	<p>Provides context on major areas of activity. Minutes will be selected unless held elsewhere by another department</p>

3.2 Information in Special formats and systems

No information in special formats or systems is being considered by this report at present.

3.3 Publications

The British Council has produced a range of publications, which include, but are not limited, to:

- Annual Reports
- Text books and syllabuses
- Research Reports
- Periodicals on British activity in particular areas (e.g. *British Medical Bulletin*)

Publications, films, syllabus' and other products produced as a result of programmes and activities, where copyright resides with the British Council and not preserved elsewhere, will either be deposited with the British Library or the British Film Institute.

Internal publications, such as staff newsletters, will be considered for transfer to The National Archives or the British Library in line with OSP 36 (Publications and Grey Literature).

3.4 Scientific and research records

As part of its work in promoting cultural relationships, British Council conducts research reports on various issues and events, as well as the perception of the UK within other countries. Unpublished research reports, research data, and opinion pieces produced by the British Council (including those relating to the role of cultural relations in the individual, national or international context) will be selected based on the criteria outlined in this report.

Unpublished research reports which are in electronic format fall outside the limits of the Appraisal report at this time. The British Council and The National Archives will discuss the selection and future transfer of electronic records.

3.5 Significant issues and events

The list below shows significant internal developments of the British Council, or the British Council's reaction to major external events, which are not mentioned elsewhere in this document. Records demonstrating the British Council's response to these events will be selected under Section 3.1.3 of the Records Collection Policy.⁴³ This list is a guide only - to assist in the selection of any files that record reviewers encounter which refer to these events or issues. It does NOT reflect actual holdings or existence of special collections.

Year	Description
1935	Gift from Lord Wakefield of £1,000 a year for three years for the Arts Department, which is used for the purchase of drawings and prints. The works purchased from these funds became known as The Wakefield Collection
c.1935	British Council-Travel and Industrial Development Association (TIDA) Joint Committee formed, for the circulation of documentary films
1938	Assumes responsibility for the Venice Biennale
1939	Resident Foreigners Division created, later renamed Home Division, with responsibility for supporting refugees and military personnel in the UK
1940	Partial evacuation of British Council's London operations, to avoid the Blitz. Opening of the British Council School in Madrid – the only school completely run by the British Council
1941	Creation of Overseas Divisions
1943	Creation of InterAllied Liaison Division, which worked with Allied military personnel in the Middle East. British Council begins sponsoring recordings of British music and literature, in partnership with Argo. The music recording scheme is passed to the Arts Council c.1976
1945	First Library Development project, in Trinidad and Tobago

⁴³ Section 3.1.3: The state's interaction with the lives of its citizens; records relating to individuals or national and international events of significant contemporary interest or controversy.

	<p><u>The Findlater Stewart Enquiry (1945)</u>: commissioned by the Foreign Office and the Chancellor of the Exchequer to consider the British Council's role in the post-War environment. It recommended that it should remain operationally independent of Government, and be given a consistent Grant-in-Aid. A copy was not shown to the British Council for a number of years</p>
c.1945	Creation of Student Welfare Department
1946	<p>Publication of Foreign Office Circular (known as the Definition Document) outlining the limits of the Diplomatic Information Services and the British Council</p> <p>Press and Films Department transferred to the Central Office of Information (COI).</p> <p>Launch of <i>English Language Teaching Journal</i> (later <i>ELT Journal</i>).</p> <p>25 works are selected as a donation from the collection built up by the War Artists Advisory Committee for inclusion in what later became the Permanent Collection. A special grant of £1,000 is also given to acquire paintings for the Collection</p>
1947	<p>Introduction of British Council bursaries.</p> <p>Change to management structure: creation of the Director-General's post and reorganisation of divisions.</p> <p>The Executive Board allocates £500 for the purchase of works of art to decorate Institutes overseas (known as the Institutes Collection)</p>
c.1948	British Council starts to administer fellowship schemes on behalf of external organisations
1950	Given responsibility for welfare of Colonial students studying in the UK. This prompts a massive expansion of work with overseas students
1951	Establishment of the Sao Paulo Biennale: the British Council manages the British Pavilion
1952	British Council begins managing the British stall at the Frankfurt Book Fair
1956	Suez Crisis: considerable disruption of British Council activities in the Middle East
1959	Launch of the Public Library Development Scheme, originally funded by the Commonwealth Relations and Colonial Offices. It ends in 1980
1960	Nutford House Conference, on 'University Training and Research in the Teaching of English as a Second/Foreign Language'. Recommendations include establishing a career structure for ELT professionals
1961	<p>Creation of English Teaching Information Centre (ETIC): it was closed in 1986.</p> <p>Establishment of Overseas Students Welfare Expansion Programme (OSWEP), which helps universities and voluntary associations to support overseas students. The programme ends in 1978.</p> <p>Launch of the ELBS Low Priced Books Scheme, providing low-cost textbooks</p>
1962	<p>The Department of Technical Co-operation makes British Council responsible for selection and welfare of its students and trainees.</p> <p>Launch of Aid to Commonwealth English Scheme (ACE) proposed at the second Commonwealth Education Conference.</p> <p>Production of <i>Walter and Connie</i> – an English teaching programme - with the BBC. This was the first of a number of such collaborations</p>

1963	<p>Language laboratories are provided in English Teaching facilities.</p> <p>Begins acting as overseas arm for Voluntary Service Overseas, managing volunteers in developing countries. Later extended to the Catholic Institute for International Relations Volunteer Programme and the United Nations Association International Service Programme. This ends between 1976 and 1978</p>
1965	<p>Introduction of the English Proficiency Test Battery (EPTB), the first English proficiency test for overseas students coming to the UK</p>
1967	<p>British Council sponsors creation of Association of Teachers of English as a Foreign Language (ATEFL, later IATEFL).</p> <p><u>Beeley Report (May 1967)</u>, which recommended an increase in the arts and entertainment (cultural) activities of the British Council.⁴⁴</p>
1970	<p>British Council provides funds for British participation in the 1970 World Exposition in Osaka, Japan (Expo '70)</p>
c.1970	<p>Expansion in the British Council's support for English teaching in Commonwealth countries. ACE scheme is extended; and a Commonwealth Unit is added to ETIC. This was a recommendation of the fourth Commonwealth Education Conference (1966).</p> <p>A working party reviews English Literature work, with particular focus on the content of 'English Studies' courses</p>
1971	<p>Following publication of report of a joint British Council-ODA-FCO Working Party on Books, Periodicals and Libraries, a co-ordinated books aid programme is constructed. This includes the Book Presentation Programme, the Low-Priced Books Scheme, the Library Development Scheme, and training for overseas librarians. A Books Division is created at British Council headquarters.</p> <p>Publication of the <u>Report of the Select Committee on Overseas Aid (March 1971)</u>: as part of its review of the Overseas Aid programme, this report criticises the overlap between the British Council and the ODA.</p> <p>Publication of the first report of the <u>House of Commons Expense Committee, Sub-Committee E (April 1971)</u>. It examined the British Council's geographic and strategic priorities: recommended greater definition of the respective roles of the British Council and the ODA; an increase in inspections, analysis and evaluation; and a review of the career structure</p>
c.1971	<p>Following agreement made between with the ODA c.1969, the British Council assumes responsibility for the administration of educational aid in twenty-one countries and for the administration of the Technical Co-operation Training Programme (TCTP). The ODA's Training Executive's staff are transferred to British Council on secondment. This leads to an FCO / ODA working party which increases ODA's contribution to the Grant-in-Aid (GiA).</p> <p>The British Council takes over the organisation of Council of Europe symposia and similar activities in England and Wales from the External Relations Branch of the Department for Education and Science (DES)</p>

⁴⁴ Report on the Overseas Information Services, (1967)

<p>1972</p>	<p>In anticipation of the UK's entry to the European Economic Community (EEC), additional funds are provided to increase activities in Western Europe. This includes: a programme of cultural and educational exchanges between the UK and France; assumption of the secretariat of the Joint Twinning Committee, and creation of a new Academic Links Scheme.</p> <p>English Teaching Division created, combining English Language Teaching Institute, ETIC and the divisional inspectorate.</p> <p>The Executive Committee asks the Civil Service Department to carry out a Senior Management Review, with a view to recommending HQ reorganisation.</p> <p>Regular programmes for overseas students are reduced, as universities and colleges are better able to provide for their needs. However, the Students Centre (London) and Area Offices continue to arrange weekend and day visits and events</p>
<p>c.1972</p>	<p>English as a Foreign Language (EFL) scheme launched – this compliments the Aid for Commonwealth English Scheme, aimed at for non-Commonwealth countries.</p> <p>British Council takes over the UK stall at the Belgrade Book Fair</p>
<p>1973</p>	<p>UK joins the EEC: British Council begins work with the Council of Cultural Relations at the Council of Europe; and the Festival of Europalia 1973 is dedicated to UK arts.</p> <p>Liaison arrangement established with UKCOSA (UK Council for Overseas Student Affairs), allowing joint discussion on issues of common interest.</p> <p>Begins to support the National Panel for Film Festivals</p>
<p>1974</p>	<p>ODM transfers administrative responsibility for the Commonwealth English Fellowship Scheme to the British Council.</p> <p>Creation of Literature Department</p>
<p>c.1974</p>	<p>Introduction of Forward Plan (internally agreed strategic plan developed every five years). Senior staff overseas and in the UK are asked to submit their ideal plans for a five-year period of development</p>
<p>1975</p>	<p>Publication of the 'New Aid Strategy', which has significant impact on the focus of the TCTP, and bids for ODM-funded projects.</p> <p>Policy inspection of Spain shows the profitability of English teaching, this results in a renewed focus on teaching activities.</p> <p>Creation of Paid Educational Services (PES) unit, coordinating commercial educational training services</p>
<p>1976</p>	<p>Governance restructure, Board of Trustees replaces Executive Committee, and Committee structure altered.</p> <p>The three art collections (Wakefield, Institutes and Permanent) are amalgamated to form the British Council Collection</p>
<p>1977</p>	<p>Report of review of British Council's library services recommends increased centralisation and co-ordination in this area.⁴⁵ Global Cataloguing Service introduced in 1980.</p>

⁴⁵ 'The Library and Information Services of the British Council', Wilfred Saunders & Max Broome

	<p>Key English Language Teaching (KELT) scheme introduced, replacing ACE and EFL schemes.</p> <p>Creation of the Visiting Arts Office: a joint venture between the British Council, the UK's Arts Councils, the Crafts Council and the FCO. It encourages the inward flow of foreign arts into the UK. It becomes an independent charity in 2001.</p> <p>Acquisition of first computer terminal at British Council headquarters, for use in library and information services.</p> <p>Publication of the <u>Berrill Report (August 1977)</u>: recommended either that the British Council be dissolved, or that it take over all British educational work overseas and undergo a considerable reduction in its overseas premises. This was followed by a government White Paper (August 1978) rejecting these recommendations.⁴⁶</p>
c.1978	Commissions external review to advise on the marketing of British educational services
1979	<p>Soviet invasion of Afghanistan: British Council suspends support for exchanges and arts events in response. Limited local contacts are maintained.</p> <p>Creation of the Educational Training and Export Committee, which the British Council chairs. It comprises representatives from Government Departments and specialist organisations</p>
c.1979	<p>A British Council officer is seconded to the European Commission.</p> <p>Establishment of a coordinating unit at HQ to manage the teaching centres; and of BRICOLINE, an online information retrieval service which works internationally</p>
1980	<p>HM Government policy to impose full cost recovery fees on overseas students (who formally paid at a reduced rate) is introduced. The result is a dramatic decline in overseas students applying to study in the UK.</p> <p>English Language Testing System (ELTS) replaces EPTB as the standard test for English proficiency</p>
c.1980	Development of a new Academic Links and Interchange Scheme, to promote contact and research between institutions with mutual scientific or academic interests
1981	<p>Consultation with key stakeholders (including FCO and ODA) held at Ditchley Park. Combined with a Staff Conference in 1980, this results in a new definition of the British Council's purpose and review of its geographic priorities. Purpose amended to 'to promote an enduring understanding and appreciation of Britain in other countries through cultural, educational and technical cooperation'.</p> <p>Reduction in student welfare activities, including closure of the Overseas Students Centre, in response to budget cuts</p>
c.1981	<p>Completes a review of geographical priorities in consultation with FCO and ODA.</p> <p>Internal review conducted into requirements for IT and computerisation of services. Results in reorganisation of technology and information departments, and launch of a five-year priority programme in 1982 to create databases, computerise records and expand word-processing facilities. Also begins experimenting with Computer-Assisted Language Learning.</p>

⁴⁶ Central Policy Review Staff's 'Review of Overseas Representation' (1977)

	Board approves proposal to seek business sponsorship for some activities, e.g. Arts events. Appointment of a Director of Public Relations and a Sponsorship Officer
1982	<p>Creation of the voluntary English Language Schools Recognition Scheme (later Accreditation UK), for independent UK institutions specialising in TEFL. This replaced a service formally delivered by DES.</p> <p>Following the report of the Seebohm Review, pre-20th works of art in the Collection are sold</p>
c.1982	<p>Reform of Advisory Committees, including creation of the Film and Television Advisory Committee.</p> <p>The FCO reaffirms the British Council's role as an independent body established under Royal Charter and responsible only to its governing body, in a letter to all Ambassadors. This describes new procedures by which Country Representative's agree cultural policy with Heads of Missions</p>
1983	<p>ODA launches a revised aid policy, with greater focus on 'manpower development aid'. This demands more rigorous efforts to monitor and evaluate progress in projects.</p> <p>Commencement of a series of systematic reviews of activity areas, to assess their efficiency and potential for restructure. Completed c.1989, they lead to departmental restructure.</p> <p>Report of independent review of the British Council's work in youth exchanges produced</p>
c.1983	Launch of pilot scheme for Computer-Assisted Language Learning, in partnership with Acorn Computers International Limited
1984	<p>Two staff members are assassinated in Athens by the Revolutionary Organisation for Socialist Moslems. This prompts a global security review and introduction of more rigorous security procedures.</p> <p>Launch of Educational Counselling Service (ECS) – a recruitment scheme to encourage overseas students to study in the UK. It initially targets students in Malaysia, Singapore and Hong Kong.</p> <p>Publication of the catalogue of the British Council Collection</p>
1985	British Council's 50 th Anniversary. An official history is published; the Royal Mail launches a set of commemorative stamps; and a new design style is created
c.1985	<p>Introduced the Senior Fellowships Award, aimed at people of the highest distinction.</p> <p>External review of earnings and teacher services conducted by Pear, Marwick, Mitchell and Company: recommends more investment in teaching centres to increase earning capacity</p>
1986	<p>Report of the Policy and Financial Management Review (Pilatsky Review) produced. Prompts the Foreign Affairs Committee to launch an enquiry into cultural diplomacy, and the British Council to create its first Corporate Plan.</p> <p>Opens six software promotion centres in overseas offices, with funding from the Department of Trade and Industry (DTI)</p>
c.1986	Relaunch of <i>British Book News</i> , and development of a comprehensive English studies information service, in support of increased work in books and information services

1987	<p>Signs a country-specific agreement with ODA for educational aid projects in India: this becomes the biggest single focus of ODA-funded activity.</p> <p>Publication of 'The British Council and the Arts' – report by Richard Hoggart. Criticises the low amount of spent on the arts activities</p>
1988	<p>The British Council produces its first Corporate Plan (for 1989-1992), introducing output and performance measures.</p> <p>Creation of the Education Promotion Service (EPS), to promote further and higher education colleges and institutes in the UK to overseas students.</p> <p>Appointment of a business relations unit to strengthen relations with commerce and industry, and encourage business sponsorship of activities</p>
c.1988	<p>Major review of library and information services conducted. As a result, each library services are focused on target groups, e.g. students, or electronic information for business and academic research.</p> <p>Production of a Code of Practice for the recruitment of overseas students and their welfare in Britain, created in partnership with UKCOSA</p>
1989	<p>Fall of the Berlin Wall. A GiA increase is provided for expansion in Eastern Europe. Also a number of initiatives are implemented, funded by the Government's Know-How Fund for Eastern Europe.</p> <p>Increase in activity in Western Europe, in preparation for the Single Market in 1992. The Foreign Secretary launches a major cultural initiative, 'Britain in Europe', designed to raise Britain's profile in the European Community (EC).</p> <p>International English Language Testing System (IELTS) replaces ELTS.</p> <p>Following the development of the Code of Practice for overseas students, a pilot 'Professional access' scheme is launched, in collaboration with DTI, to build international links between students and industry, commerce and professions</p>
c.1989	<p>MOU signed with ODA, which sets out new arrangements for the management of ODA projects. This follows an assessment of the TCTP by the Prime Minister's Efficiency Unit</p>
1990	<p>Report of a study into the British Council's role in supporting environmental priorities is presented to the Board. It is a response to the White Paper on the environment.⁴⁷ Range of environmental activities initiated in consequence.</p> <p>English Language Teaching Contacts Scheme (ELTECS) established, to put educational professionals and ministries in contact.</p>
c.1990	<p>Restructure of the libraries, books and information work. Aid and Projects Unit created to identify and implement relevant projects funded by ODA, donor agencies and clients.</p> <p>Review by the Foreign Affairs Committee of the House of Commons, report particularly praises activities in Southern Africa.</p> <p>Merger of the ECS and EPS.</p>

⁴⁷ Our Common Inheritance, September 1990

	European Community Operations Office opens, specifically to work on EC-contract bids. The UK Research and Higher Education European Office (partnership with the UK Research Council) opens in 1991
1991	<p>Major change in relationship with ODA: programmes are now provided in one-year contracts; ODA puts programmes out to competitive tender from 1993.</p> <p>British Council commits to reduce overheads in the UK by 30% over 3 years. New efficiency measures introduced: strategic study of personnel and financial systems; pilot project to measure effectiveness and impact of activities; and examination of the UK's development priorities.</p> <p>Creation of the Chancellor's Financial Sector Scheme, created in response to a request of President Yeltsin: it aims to support the development of financial services industries in the former Soviet Union</p>
c.1991	Investment programme into the Direct Teaching Operation (DTO) completed, which grows classroom capacity by 8%. Quality audits and inspections also introduced
1992	<p>Completion of a major UK restructure, including relocation of part of the headquarters from London to Manchester; and reorganisation of departments into strands, according to funding source: Development and Training Services; Educational Enterprises and Grant-Funded Services (abolished in c.2004). A review of the UK Area offices completed in 1993.</p> <p>Commissions an external review of DTO – report recommends it operate as an 'internal agency'. A Direct Teaching Agency Board is created, to provide advice.</p> <p>Creation of a 'Women in Development' post, and launch of the 'Women's Network' newsletter, to share good practice among staff and returned trainees.</p> <p>Launch of the British Council's 'New Writing' series: an annual anthology promoting the best of contemporary British literature</p>
c.1992	<p>Establishes a Development Priority Fund (of £200,000) from which overseas staff can bid for funds for innovative development activities; and an Environmental Projects Fund.</p> <p>Increases involvement in British Studies: launches a new publication (<i>British Studies Now</i>), opens first British Studies Centre, and develops textbooks.</p> <p>Joins the Whitehall Export Promotion Committee</p>
1993	<p>First Memorandum of Understanding signed between the British Council and the Foreign and Commonwealth Office.</p> <p>Supplemental Charter of Incorporation granted.</p> <p>Introduction of performance measures and indicators, from 1992-93:</p> <ul style="list-style-type: none"> • Government grants as a % of total operating income; • Private-sector sponsorship (£m); • Number of institutions subscribing to the Education Counselling Service • Number of UK ELT institutions accredited by the Council • Turnover from UK Government contracts (£m) • Turnover from other contracts (£m) • Teaching centres turnover (£m) • Teaching centres class hours (thousands)

	<ul style="list-style-type: none"> • Number of British examinations (thousands) <p>First DTI / BC joint seminar for education and training exporters. The Minister for Trade established an Education and Training Sector Sub-Group, under the Overseas Projects Board, which the British Council joins. The first Education trade mission is also planned.</p> <p>Further expansion in the EC: joins the Academic Co-operation Association; and co-creates the European Foundation for Educational Capacity Transfer (EFFECT).</p> <p>Agreement signed with the British Library, setting out a strategy for the delivery of British Library services through the British Council's library network.</p> <p>Scottish English Language Teaching in Consortium (SELTIC) is set up, to promote Scotland as a quality venue for learning English</p>
c.1993	<p>Launch of <i>Look Ahead</i>, a collaborative multi-media project to teach English worldwide, using TV and radio programmes and self-access resources.</p> <p>Works with the FCO, the Office of Science, and the DTI to develop best practice in representing and promoting British science and engineering overseas</p>
1994	<p>Creation of the Audit Committee.</p> <p>Supports the first African Biennale, held in Johannesburg</p>
c.1994	<p>'Information for Development' project refocuses the library network in developing countries, to better cater for NGOs.</p> <p>Strategy developed to improve the UK's market share of education and training overseas, in partnership with DTI and Department for Education (DfE)</p>
1995	<p>MOU signed with the FCO re-emphasising the purpose and key strategic objectives objectives of the British Council. The objectives are:</p> <ul style="list-style-type: none"> • to extend the use and improve the teaching of English; • to promote international partnerships in cultural, educational and scientific fields; • to demonstrate the vitality and excellence of British arts; • to extend Britain's contribution to overseas development; • to promote, in response to overseas demand, the use of British goods and services in education and training. <p>Restructure of the UK offices, resulting in loss of over 350 posts. Further efficiency savings result in 46% reduction of HQ space by 1998.</p> <p>Introduction of additional corporate performance indicator: Council share of cost of arts events (%).</p> <p>Review by the Foreign Affairs Committee highlights the British Council's central role in furthering British interests overseas.</p> <p>Launch of English 2000: a five-year initiative to identify changes in demand for English learning resources in the millennium</p>
c.1995	<p>Launch of first website and email system.</p> <p>Teaching network produces first CD-ROM of interactive multimedia English language</p>

	material: <i>Network English</i>
c.1996	<p>Diversification of teaching network by: satellite' and branch centres in suburban areas, and young learners' centres are opened.</p> <p>Forms partnership with the Design Council, prompted by growing international demand for information about British design.</p> <p>Launches a playwriting competition (The British Council International Playwriting Awards).</p> <p>Commissions a research report, which estimates the value of 'cultural industries' to British exports as over £9 billion annually</p>
1997	<p>Asian Financial Crisis: event held to advise education and training institutions to manage the potential drop in student numbers. Becomes agent for the British 98 Scholarship Scheme, providing 2700 scholarships.</p> <p>Manchester office relocates from to Bridgewater House: part of the restructure of UK operations.</p> <p>Introduction of additional corporate performance indicator: Corporate overheads as a % of turnover.</p> <p>Internal review of library network in Europe, after proposal to close Athens library is met with local resistance. Concludes that libraries can remain if supporting teaching operations.</p> <p>Commissions and publishes "The Future of English?" by David Graddol: which considers the potential global impact of English.</p> <p>Launch of International School Award, to encourage schools to form international links and projects.</p> <p>Co-creates the Global Knowledge Partnership with the World Bank and other partners, which aimed to help bridge the digital divide and increase access to online information in the developing world.</p> <p>Ran activities at the 13th Commonwealth Conference of Education Ministers, in Botswana; and the Commonwealth Heads of Government Meeting, in Edinburgh.</p> <p>Visiting Arts Office completes a three-year refocus of its activities, and launches its first website</p>
c.1997	<p>Begins establishment of a single IT infrastructure over a three-year period.</p> <p>Establishment of British Training International (BTI), in collaboration with a number of partners.</p> <p>Publishes a new edition of the British films catalogue, launched at the Berlin Film Festival</p>
1998	<p>Appointment of first female chair, Baroness Helena Kennedy, who restructures the Board to reflect greater diversity, creates Executive Sub-Committee, and orders reviews of finance systems, HR management and grant-funded activities.</p>

	<p>Ten-Year Strategic Plan is presented to senior staff at the 'Gatwick Conference'. It includes changes to the operational and senior management structures and reprioritisation of country operations.</p> <p>Develops first online English course for intermediate learners, <i>Network English</i>.</p> <p>FCO creates the Human Rights Project Fund. The British Council manages or implements over half the projects funded by this in the first year.</p> <p>British Film Office (BFO) opens in Los Angeles. Funded by a consortium including the British Council, it markets British film-making skills to American film producers</p>
c.1998	<p>Introduction of new corporate strategic objectives:</p> <ul style="list-style-type: none"> • project the UK's creativity, cultural diversity and recent achievements, and challenge outmoded stereotypes of the UK abroad • build the UK's role as a leading provider of educational and cultural services for people overseas • promote wider and more effective learning of the English language overseas, especially as a means of influencing young people's views of the UK • position the UK overseas as a committed partner in tackling key reform agendas and promoting sustainable development • demonstrate the UK's commitment to strengthening ties within Europe and developing European cultural and intellectual exchange • encourage a greater international awareness in the UK, especially among young people, and enrich the international dimension of British education and culture. <p>Signs MOU with the British Tourist Authority, agreeing to open 12 British visitor centres in its offices in 1999.</p> <p>Reviews aid priorities in order to secure additional funding from DfID and other aid organisations.</p> <p>During the UK's EU Presidency, the Youth Exchange Centre runs a seminar 'Safety and Security of Young People on International Visits'. This prompts the Home Office to launch an investigation into child safety whilst away from home</p>
1999	<p>Launch of the Prime Minister's Initiative – a three-year strategy to attract more international students to the UK. The brand, Education UK, is launched in 2000.</p> <p>Commissions MORI to conduct a poll among young professionals in 13 countries, to assess perceptions of UK</p>
c.1999	<p>Foreign Affairs Committee review concludes that the British Council is underfunded and recommends increase to the GiA.</p> <p>External review of the HR Department; leads to appointment of a Diversity Manager. Diversity Strategy and Network launched in 2001.</p> <p>Creation of Senior Management Team.</p> <p>Signed MOUs with the World Bank (identifying six areas for collaboration); and with the BBC World Service (for partnerships in education).</p> <p>Commissions an external evaluation of the science programmes in the context of the wider strategic aims; this results in a re-orientation of science work.</p>

	<p>Touring multimedia exhibition, <i>Football Nation: The British Experience</i>, is assembled - in support of England's bid for the 2006 World Cup</p>
2000	<p>Revised performance indicators are introduced (agreed with FCO in 1998):</p> <ul style="list-style-type: none"> • Perceptions of the UK [% of users of British Council services who have a favourable impression of the UK] • Number of international students in UK higher education • Number of international students in UK further education • Country operations rated by Heads of Mission as making an essential or important contribution to the achievement of Post objectives • Satisfaction rating on user surveys • Private-sector sponsorship (£m) • Corporate overheads as a percentage of turnover <p>Publication of a business plan proposing new products and services for the global information network. This includes Knowledge and Learning Centres (KLC) to provide computer and video conference facilities as well as books and information.</p> <p>Launch of the Learn English website, and Culture Lab-UK, a website promoting the UK's expertise in science, engineering and technology.</p> <p>Global Environmental Policy published.</p> <p>Launch of the annual British Council's Independent Lecture Series.</p> <p>Pilot education call centre (Study UK) opens, in Spain</p>
c.2000	<p>Launch of a staff strategy, including new recruitment procedures, staff planning, targets for gender, race and disability, and professional development.</p> <p>To mark the one-year anniversary of the Scottish Parliament, launches 'The Bookcase', the first showcase of contemporary Scottish writing. Partnership with Scottish Arts Council and Edinburgh International Book Festival.</p> <p>The Art Collection awarded the ARCO Prize for best international art collection.</p> <p>First mobile phone service launched, in Japan</p>
2001	<p>September 11th attacks: funding redirected to Muslim countries, and launch of Connecting Futures programme in 2002, designed to build mutual trust between young people from the Arab & wider Muslim world and the UK.</p> <p>Launch of a five-year strategy to improve impact and effectiveness of operations. Creation of a global network, exploitation new media and strategic partnerships, and change in geographical priorities</p> <p>Launch of Human Rights Network, to provide relevant information to civil servants, academics, lawyers, students, activists, and others interested in human rights</p>
c.2001	<p>Introduction of new strategic objectives:</p> <ul style="list-style-type: none"> • build appreciation of the UK's creativity and scientific innovation among people overseas, and strengthen their engagement with the diversity of UK culture; • increase international recognition of the range and quality of learning opportunities from the UK, to promote the learning of English, and to strengthen educational co-operation between the UK and other countries;

	<ul style="list-style-type: none"> enhance awareness of the UK's democratic values and processes, and work in partnership with other countries to strengthen good governance and human rights. <p>Innovation UK, a touring exhibition exploring issues in science, wealth creation and social well-being, is launched</p> <p>Launch of The Selector, a weekly radio show promoting new British music</p>
2002	<p>Incorporation of a civil association to provide English language teaching and exams in Mexico: the first separate local legal entity to run British Council programmes.</p> <p>Launch of 'TeachingEnglish' website, in partnership with the BBC World Service</p>
c.2002	<p>Changes to the Charter agreed by the Privy Council: included a reduction in the number of Trustees</p>
2003	<p>Allied invasion of Iraq. Operations in Middle East disrupted, with 15 teaching centres and 34 offices temporarily closed.</p> <p>SARS epidemic in East Asia: several centres are temporarily closed.</p> <p>Introduction of the performance scorecard, piloted the year before. This replaces the performance indicators, and measures performance against the corporate objectives.</p> <p>Major scientific events to mark the 50th anniversary of the discovery of the double helix structure of DNA: includes a touring exhibition, educational activities and talks by UK scientists.</p> <p>Launch of ELTon Awards, recognising outstanding products and services in the English Teaching sector.</p> <p>Global Sports Festival. Young leaders in 20 countries use e-mail and video-conferencing to link with partner schools in the UK.</p> <p>Launch of the annual British Council lecture</p>
c.2003	<p>The Minister for Education and Skills launches Global Gateway, an online portal to assist schools and colleges to develop international dimensions to their work</p>
2004	<p>Incorporation of BC Trading (International) Ltd, the British Council's wholly owned trading arm, to enable the receipt of sponsorship funding</p> <p>Introduction of the corporate values: valuing people, integrity, mutuality, creativity and professionalism</p>
c.2004	<p>Launch of Strategy 2010, which implements structural changes to overseas regions and UK establishment, introduction of overarching programme areas, and closer alignment with the corporate sector.</p> <p>Changes to Senior Management Team, addition of new role (Director Learning, Creativity and Society), replacing Directors of Grant-Funded Services, Development Services and Educational Enterprises.</p> <p>Reform of staff terms and conditions, introducing parity between UK and overseas staff.</p> <p>Introduction of risk management strategy.</p> <p>Introduction of new finance and business system (FABS – later SAP).</p>

	<p>Publication of two studies on the growth of international education. One with UK Trade and Investment and the Department of Trade and Industry; and another with IDP Australia and Universities UK.⁴⁸</p> <p>Establishment of a strategic partnership with the Scottish Arts Council.</p> <p>Launch of ZeroCarbonCity, a global campaign to raise awareness of climate change and energy challenges</p>
2005	<p>Internal review conducted, on control of spending.</p> <p>In partnership with Community Service Volunteers and Voluntary Service Overseas, launched Global Xchange, an international volunteering exchange programme for young people</p>
c.2005	<p>Investment in infrastructure, focused on: overseas premises; security; global finance and business systems; and upgrading global internet connectivity.</p> <p>Introduction of internet-based examinations</p>
2006	<p>Following an aggressive tax investigation of the operation in Russia, the Status and Tax Programme is launched - an internal review to regularise the British Council's legal status and tax liability in each country of operation.</p> <p>Foreign Affairs Committee review of Lord Carter's report on public diplomacy. It recommends that the FCO commission an independent review of the British Council in the 2007 Comprehensive Spending Review to examine '<i>what the British Council does, why it is doing it, what it should be doing, and whether any of its activity would be better conducted in other ways or by different organisations.</i>' Instead the British Council is given more funds to increase its work in the Islamic world</p>
2007	<p>Incorporation of subsidiary in India (wholly-owned by BC Trading International) to receive sponsorship funding</p>
c.2007	<p>Creates three overarching programme areas, to which all British Council activities contribute: intercultural dialogue, creative and knowledge economy, and climate change. These are replaced c.2010.</p>
2009	<p>Launch of English Language Teaching Research Awards (later ELT Research Partnerships Scheme), in which the British Council funds academic research into aspects of English Language Teaching</p>
2010	<p>Incorporation of BC Holdings (United Kingdom) Ltd, a holding company set up to provide ownership and governance of subsidiaries.</p> <p>Incorporation of British Council Management Services Private Limited (BCMS), an Indian subsidiary to manage global accounting and an IT shared service centre; and a second Civil Association in Mexico to receive tax-deductible donations</p>
2011	<p>Incorporation of three Thai-majority owned companies established to deliver programmes in Thailand.</p> <p>Establishment of Friends of British Council USA, a not-for-profit foundation established to receive US tax-deductible donations</p>

⁴⁸ *The value of UK education and training exports*, Johnes, G (2004); *Vision 2020: Forecasting international student mobility*, Böhm, A; Marcelo, F; Hewett, A; Jones, S; Kemp, N; Meares, D; Pearce, D; Van Cauter, K (2004)

2012	<p>Launch of APTIS, the first English Assessment solely developed by the British Council.</p> <p>Incorporation of a Singapore charitable subsidiary (company limited by guarantee) to run operations in Singapore and an East Asia regional head office</p>
c.2012	<p>Increases share of funding to Arts activities, after criticism from diplomatic missions that Arts activities lacked impact. This is mainly directed to digital activity and projects to support skills and creative entrepreneurship.</p>
2013	<p>Incorporation of a wholly-owned limited liability company and educational subsidiary to run operations in Ukraine; and of a limited liability company to run income-generating work in Turkey.</p> <p>Publication of 'Culture Means Business', a report conducted by Ipsos MORI and YouGov, to examine the relationship between participation in cultural activities and people's propensity to do business with the UK.</p> <p>A report by the Independent Commission for Aid Impact praises the response of the British Council and the FCO to the Arab Spring. The British Council 'has proved effective at its core goal of skills development and individual empowerment, with some wider impact through social mobilisation'.⁴⁹</p> <p>Publication of report by the Department for Business, Innovation and Skills, emphasising its partnership with the British Council for the development of educational exports.⁵⁰</p> <p>Creation of the Acquisitions Advisory Panel</p>
2014	<p>British Council launches its first MOOC, in partnership with FutureLearn.</p> <p>Establishment of a charitable foundation to run operations in Poland, and a charitable association for Brazil. Incorporation of limited liability companies in China and Russia to run exams</p>
2015	<p>Re-establishment of limited liability company in India, to run exams and English teaching contracts.</p> <p>Incorporation of limited liability company in China to receive sponsorship income, and limited liability partnership in Kazakhstan for income-generating work</p>

3.6 Internal Administration

It is anticipated that historically significant information related to pay and conditions, staff development, diversity and equality policy, and recruitment will be found in the records of the Management or Executive Boards.

Some records related to property management may be worthy of permanent preservation: some British Council premises overseas were showcases for British architecture and design and the building plans and records of renovations may be of interest to architectural historians. However, it is likely that these would not be transferred to The National Archives.

⁴⁹ FCO and British Council Response to the Arab Spring (Commission for Aid Impact, 2013)

⁵⁰ International Education: Global Growth and Prosperity, Department for Business, Innovation and Skills, 2013

4. Additional information and follow-up

4.1 Additional Checks

4.1.1. Operational Selection Policies

The Operational Selection Policies (OSPs) which were used when developing the Appraisal Reports were:

- OSP 35, Board and Committee Minutes. The OSP covers minutes and papers produced by major and short-term committees within departments and agencies.
- OSP 36, Publications Grey Literature. The OSP covers publications produced by departments and agencies which are, generally, not formally published or externally available.

Other than these, the OSP's were not applicable to the records of the British Council. To determine the record types produced by the British Council, current and former retention schedules were examined, and discussions held with staff in the major business functions.

To develop accurate descriptions of former business functions, consultations were held with long-standing and retired members of staff. Research was also conducted using annual reports, official histories, and internal newsletters and staff journals.

4.2 Implications of this report for the selection of records held in related departments / agencies

As many of British Council's functions and activities involve collaboration and discussions between themselves, FCO and the Department for International Development, many of British Council's records contain copies of FCO/DfID documentation. British Council, in reviewing its paper records, makes the assumption that any policy, legislation, issue or event which these two departments were the lead (and which did not impact on the operations of the British Council) will not need to be selected.

4.3 Implications of the report for the review and selection of paper records relating to the functions covered here

The Council's Departmental Records Officers will ensure that high-level guidance and criteria for the selection of paper records in the backlog transfer of paper records, and for the selection of electronic records, are developed in consultation with The National Archives. If electronic records (when assessed) confirm a radically different record keeping structure, the appraisal report will be updated to reflect this.

4.4 Follow-up

This appraisal report will be reviewed, updated and republished every five years or following a major restructure of the British Council. In the interim, the British Council's Departmental Records Officer will ensure that this document is updated internally to reflect any changes to the British Council's organisation, or core functions.

Attachments

Code review

This table shows the Registry Codes where decisions have been made for selection (automatic transfer or destruction), or where a review remains necessary. At present these file types only relate to British Council activities in the overseas network, but new file types will be added over time.

These decisions were reached following three months in which over 1500 files related to overseas policy and activity were reviewed. Where a consistent decision could be made, or where no consistent value could be determined when comparing a large number of files, it has been recorded and will be followed heretofore.

NB: On rare occasions a 'transfer' file may be destroyed, if it contains no information of value.

File Code	Description	No. files reviewed	Review decision	Justification
680/1	Country / Regional Policy	721	Review	Files of inconsistent value
680/5	Internal Emergencies	33	Review	Files of inconsistent value
680/11	Policy Inspection	72	Transfer	Creation and analysis of country policy
680/12	Policy Paper	45	Transfer	Creation of country policy
680/13	Narrative Review	90	Transfer	Description and analysis of country activities
680/14	Local Management Plan	36	Destroy	Short term management aims
680/20	Status	23	Transfer	Legal advice and decisions on the British Council's status overseas
680/24	Tax	6	Review	Files of inconsistent value
680/106	Country Briefs / Briefing Materials	22	Destroy	Material duplicated in Policy Papers and Policy files
680/115	Country Management Plan	62	Destroy	Duplicated in Management Reports
680/118	New Money Implementation & Reports	17	Review	Files of inconsistent value
680/140	Emergency Unit	11	Review	Files of inconsistent value
682/41	Relations with ODA / ODM	99	Destroy	Low-level correspondence, significant documents duplicated in Policy files
682/41/1 OR 682/41 A	ODA Education Advisers' Reports, review of ELT programmes	94	Transfer	Description and analysis of British Council-run activities
682/46	Relations with FCO	55	Destroy	Low-level correspondence, significant documents duplicated in Policy files
689/1 OR 680/1A	Cultural Agreement with a national government	73	Review	Files of inconsistent value
689/2	Cultural Agreement	9	Review	Files of inconsistent value

	with a national government (correspondence)			
689/3	Mixed Commission – Arrangements for Meetings	84	Destroy	Low-level correspondence and administration
689/4	Mixed Commission – Proceedings of Meetings	40	Transfer	Minutes of meetings, showing official cultural relationship between the UK and other national governments
689/5	Mixed Commission – Follow-up and General Correspondence	30	Destroy	Low level correspondence
689 – various	Cultural Exchange Programmes	41	Review	Files of inconsistent value
701/3	Country Annual Report	18	Transfer	Have been transferred previously. Description and analysis of country activities
701/8	Handing Over Notes from senior staff	8	Transfer	Have been transferred previously. Description and analysis of country activities
701/9	Management Reports	5	Transfer	Have been transferred previously. Description and analysis of country activities