

### What our client wanted

As part of its *Strategy 2010* review the British Council introduced a project commissioning model that was designed to meet the needs of the organisation's complex array of country, regional and UK policy needs. One of the first initiatives using this model was the production of a magazine designed to communicate images of a creative Britain to young Muslims in the Middle and Far East. The British Council wanted to review the project and draw lessons for both the commissioning model and the wider process of strategic organisational change within *Strategy 2010*.

### What Frontline did

Our team interviewed a range of British Council stakeholders at central, regional and country levels to analyse and map the process by which the magazine project was conceived and delivered both to British Council offices and the client group of young Muslims. There was a particular focus on the reasons for differences between countries.

The project required sensitivity as operating the new model exposed gaps in systems and communication between stakeholders, and the difficulties of balancing the requirements of several different country offices and London.

### What difference we made

The lessons learned report identified a number of important issues for the British Council in the operation of the commissioning model that have now been addressed. More significantly, the report suggested a number of organisational culture issues that, if not addressed, would be barriers to the successful implementation of *Strategy 2010* change.