Foreign &
Commonwealth
Office

Fairness For All

The FCO's Inclusion & Diversity Strategy 2008-13 (Final)

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email: diversity2@fco.gov.uk or call 0207 008 5179*

Stonewall

DIVERSITY CHAMPION

CONTENTS

CONSULTATION APPROACH

This strategy has been formulated following an organisation-wide consultation using various channels in October/December 2008. All FCO employees and stakeholders were invited to get involved and have their say on how to make the FCO a more diverse and inclusive organisation. Specific strategy consultation sessions included:

- **Diversity Focus Group at the European HR Regional Conference** (Prague, 1 October 2008), with 8 European posts contributing.
- **FCO Board-mandated Equality Steering Group (**London**,** 8 October 2008), which is chaired by the Minister with responsibility for equality and diversity, and which includes FCO Board Diversity Champions, Employee Network Chairs, Human Resources and Union representatives.
- **South Asia Diversity and Inclusion Workshop** (Delhi, 16-17 October 2008), with representatives from 5 regional FCO posts.
- **A dedicated on-line forum on FCONet**, (World-wide, 12-28 November 2008). FCONet is the FCO's internal intranet, which had 111 viewings and 3 comments.
- **Asia Pacific Directorate 'One Team' Conference** (Bangkok, 13-14 November 2008), with representatives from 25 regional FCO posts.
- **Three consultation sessions** for Chairs of Employee Network Groups, Union Representatives, Directorate Diversity Representatives, Human Resources (London, 26-27 November 2008) and Hanslope Park (21 November 2008).
- **Individual meetings between the Permanent Under Secretary** and Employee Network Groups in order to identify current priorities and issues that each network would like to raise.
- **Directorate General Europe & Globalisation:** various workshops including the Communications, Institutions, Treaty and Iberia (CITI) Group in EU Directorate.
- **A dedicated email (**diversity2@fco.gov.uk**)** and various walk/dial-in sessions open to all.
- **Employee Network Groups** involvement including FCO Lesbian & Gay Group; Ethnic Minority Action Group; Ethnic Diversity Advisory Group; Gender Network; SMS Women's Network; Secondees Group; Disability Action Group and Flexible Working Network.
- **Gender Survey** to 120 FCO UK-based women, which asked what the perceived/actual barriers to progression were. 59 responses to-date, which will be fed into the action plan.

- **FCO Board of Management endorsement:** both of an early draft on 31 October 2008 and of the final draft on 12 December 2008.

> **"If we aspire to represent modern Britain, the Foreign Office needs to look like it, from top to bottom. If we can achieve this, it will make the organisation stronger because creativity depends on having more diversity: not just in terms of ethnicity, age and disability, but diversity in terms of skills mix, experience and personality."**
>
> **"We should develop a global reputation for being the generator of new ideas to global problems."**
>
> *Foreign Secretary*
> *March 2008*

1. INTRODUCTION

1.1 '*Better World, Better Britain*' – from climate change to countering terrorism, the UK's national security and prosperity depends on how we work with people from other nations and cultures. This requires a modern and effective Foreign & Commonwealth Office (FCO) that can **seek and understand different perspectives** in the way it formulates policy, delivers services and employs its 16,000 staff in 145 countries.

1.2 The current economic climate and the associated pressure on departmental resources, means the need to **make the most of all the talent we have** and to **think and work in different and creative ways** has never been more important. The starting point for achieving both is an inclusive working culture where difference can flourish.

1.3 This strategy entitled '**Fairness For All'** outlines in straightforward terms how a more diverse and inclusive FCO can help us deliver better performance, policy and services, and, what we are going to do over 2008-13 to get there. It explains:
- why having a diversity and inclusion strategy is important;
- who this strategy is for;
- what it will achieve (i.e. intended outcomes).

2. VISION

2.1 Our vision is to be acknowledged as a leader in diversity and inclusion as an employer, service provider and policy developer by 2013. It is a vision for all staff to own.

2.2 By '**leader**', we mean: top quartile performance in benchmark studies by external accreditation bodies (e.g. *Stonewall*, *Opportunity Now*, *Race for Opportunity*, *Employers Forum on Disability*, *a:Gender* etc); leading, by example, other UK Civil Service government departments and foreign ministries; and year on year improvement in feedback from service users (i.e. British nationals) and our own staff.

2.3 By '**diversity**', we mean difference in its widest sense: for example different ways of thinking and working, as well as, other perspectives such as gender, gender identity, sexual orientation, age, belief, disability, ethnicity, social or educational background.

2.4   By '**inclusion**', we mean creating a working environment that addresses discrimination, promotes equality of opportunity and allows difference to flourish, so that <u>all staff</u> feel valued and able to realise their full potential.

3. WHY THIS IS IMPORTANT

3.1   **It can increase organisational and individual performance**. Diverse teams and thinking styles are a source of creativity and innovation. Flexible working, where practical and where there is a clear business case, encourages a focus on outcomes and greater work/life balance. An inclusive working environment will empower our staff to be themselves at work, feel valued, contribute ideas and be more willing to go the extra mile for the FCO.

3.2   **The nature of diplomacy is changing**. Globalisation is changing the world in which we live. Our work does not exclusively rely on government to government communication but on our ability to engage with a much wider range of people with an interest in the UK's foreign policy. This means using different skills and understanding different perspectives in order to influence the opinion of the public and the organisations with which we work.

3.3   **Diversity and inclusion is in our work**. We believe that societies that respect and promote human rights will be less vulnerable to conflict and more able to peacefully resolve disputes. A lack of respect for difference is at the heart of many conflicts. At the heart of the FCO's policy goals is a desire to ensure the human rights of all peoples are respected and promoted.

3.4   **We operate in a global environment**. We have over 260 British embassies/consulates world-wide. It is therefore imperative for us to reach out to people from different cultures who hold different views. It's also core to the success of our UK-based and local staff working together for UK interests.

3.5   **We must represent modern Britain world-wide**. We cannot credibly represent modern Britain globally unless we better understand and represent it as an organisation. An estimated 9.8m or 22% of the UK population have a long-term disability. Around 6% of the population are gay, lesbian or bisexual. 7.5% are another religion other than Christian; 8% are ethnic minorities. By 2011, only 20% of the UK's full-time workforce will comprise white, able-bodied men under the aged of 45[1]. Projections show that in less than 10 years time there will be two million more jobs in the economy, 80% of which will be filled by women. The working-age population will increase by a million in the next 10 years, and that minority ethnic communities will account for more than half that increase.

3.6   **We must build an organisation fit for 2020.** To retain our reputation as one of the world's best foreign services, we must have the very best people, drawn from the broadest pool of applicants. Viewing this diversity as an opportunity to improve policy development and our credibility on the world stage, rather than as a threat to the very foundations of 'Britishness' is key to our future.

3.7   **It's a public duty**. The FCO, in common with other public sector employers, has public duties in law to promote equality of opportunity and community cohesion and to eliminate

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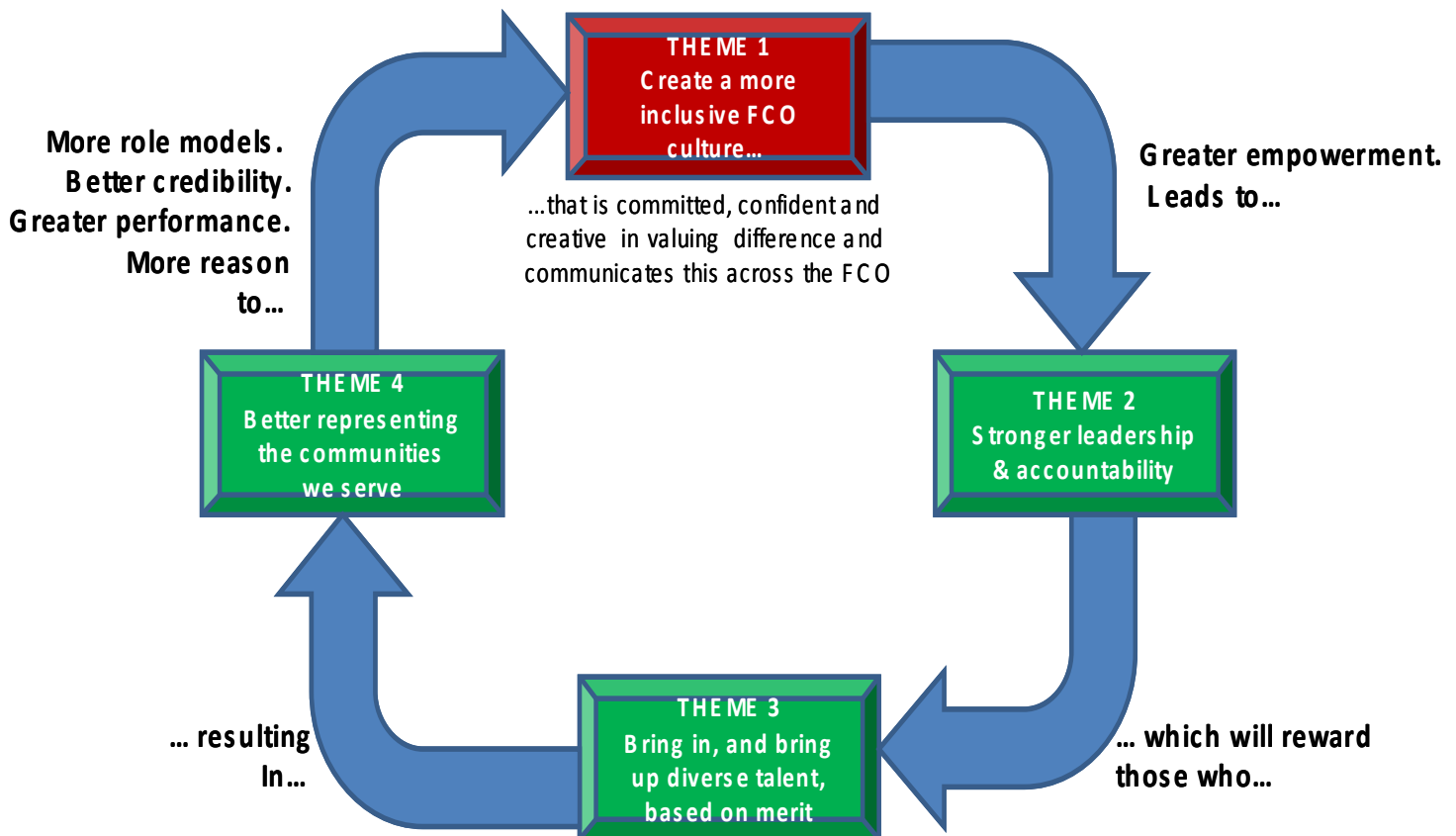[1] Institute of Employment Studies

discrimination and harassment. Our stated intent is to reflect the spirit of the duties wherever in the world we operate. Our expectation is that all our posts will as far as possible follow the spirit of UK legislation unless local legislation states otherwise. We will be held to account for our public equality duties by the Equality and Human Rights Commission (EHRC).

4. WHO THIS STRATEGY IS FOR

4.1   The FCO has around 6,000 UK-based staff working in various UK and overseas locations and 10,000 locally recruited staff globally. This strategy is for all FCO staff, at all levels, wherever they work, whatever they do, regardless of contract type. It is also for those staff from **partners across government** who work with the FCO at home and at post, and, our suppliers.

4.2   This is about **fairness for all**, not about tokenism, favouritism or lowering the bar. It is about creating a working environment where all our staff, regardless of background or walk of life can contribute and where harnessing different views, ways of working and thinking is used in order to make better policy, increase performance and productivity.

4.3   We are not starting from scratch.   This strategy builds on an initial organisation-wide consultation in early 2008 and key involvement with our stakeholders. The key themes below will continue work already in progress. (Refer also to Appendix 1 on page 15).

5. KEY THEMES

5.1   Four key themes, aligned to those in the Civil Service's proposed strategy and modified to reflect the FCO's unique global network, so that they deliver both the aims of the Cabinet Office Diversity Strategy as well as our own specific requirements. They are:
* Theme 1: create a more inclusive FCO **culture**
* Theme 2: Strong **leadership** and accountability
* Theme 3: Bring in and bring up diverse **talent**, based on merit
* Theme 4: Better **represent** the communities we serve.

More role models. Better credibility. Greater performance. More reason to…

THEME 1 Create a more inclusive FCO culture…

…that is committed, confident and creative in valuing difference and communicates this across the FCO

Greater empowerment. Leads to…

THEME 4 Better representing the communities we serve

THEME 2 Stronger leadership & accountability

… resulting In…

THEME 3 Bring in, and bring up diverse talent, based on merit

… which will reward those who…

6. Theme One: Create a more **inclusive FCO culture** that is committed, confident and creative in valuing difference and communicates this across the FCO**.**

Outcome: a working environment where all staff feel valued for what they bring to the organisation, the different perspectives they bring to their work, and the different outcomes they can achieve, leading to higher organisational performance.

6.1   We know from the FCO's first Cultural Audit in September 2008 ('the audit') that we are generally seen as a genuine meritocracy and equal opportunity employer. We start from the position that that no-one in the FCO will experience discrimination or harassment and all staff (and customers) will be treated with dignity and respect – at all levels, at all locations.

6.2   This requires a culture that is **committed**, i.e.:
- all staff to manage the impact that their own behaviour and attitudes have on others;
- practising the inclusive behaviour expected of others;
- Zero tolerance of discrimination, bullying and harassment.

6.3   We are not yet there. In some cases the way we behave is preventing some of our staff from reaching their full potential and adversely impacting on our ability to deliver. The Audit revealed that our culture can be too cautious, conformist, consensual, bureaucratic and risk-averse and that we can lack confidence. Some of our colleagues do not feel able to contribute their perspectives and take managed risks. Others believe working and having a work/life balance in their lives are mutually exclusive. To change this requires us to be **confident** and **creative**.

In other words:
- Understanding how harnessing difference in its widest sense can facilitate change by providing a source of different perspectives
- Using those different perspectives and skills to develop new approaches and solutions to issues and problems and to achieve high performance based on outcomes rather than 'time put in'.

6.4   Finally we need to **communicate**:
- Sharing and using diversity best practice; keeping messages simple and short so that all staff, including those with English as a second language can understand them.
- Celebrate local successes in breaking down barriers and creating a more inclusive culture.

There is other important evidence which gives us an insight into the FCO culture. This includes the annual All-Staff Survey, and the wide-ranging material which is being gathered as part of the current review of the Local Staff Strategy. This wider evidence will be incorporated into our on-going action to make the FCO's culture more inclusive.

6.5   Over the course of this strategy we will:

- Improve our **flexible working proposition** with a clearer policy and new workshop.
- Continue our **conversation** with all staff about the FCO culture and how to make it more inclusive. This will be through a variety of channels and technology.
- Continue roll-out of the FCO's Diversity **Behaviour Scorecard** (committed, confident, creative and communicate) to all posts and directorates through the '*Making The Most of Difference*' training module.
- Refine our **core competences** so that diversity of thinking and working style and work/life balance are embedded. (Note: this does not mean creating a standalone 'diversity/inclusion' competence).
- We will use the introduction of **F3G technology** to do two things: firstly break down some of the barriers which hamper the development of a more open and inclusive working environment in our posts. Secondly, to encourage different ways of secure working.
- Look at ways to ensure that experience **outside the FCO** (e.g. inward and outward interchange; other sectors etc) is recognised, understood and valued in key employment decisions.
- Look at clearer definitions and **examples** of inclusive and exclusive behaviour.
- Devise a **common behavioural standard** at Posts, for all staff at post, including partners across government to subscribe to.

6.6   *Measures of success 2008-13 for 'inclusive FCO culture':*
Note: a clear baseline and annual milestones for each measure will feature as part of the action plan.

1. % of staff who think the FCO respects individual differences increases year-on-year (Staff Survey – 65% in 2007).

2. % of staff who believe they are treated with fairness and respect increases year-on-year (Staff Survey – 75% in 2007).

3. % of staff who believe they have experienced discrimination and/or bullying or harassment falls year-on-year (Staff Survey).

4. % of staff who believe their senior manager is committed to diversity and inclusion to increases year-on-year (Staff Survey – 60% in 2007).

5. % of staff who feel able to strike the right balance between work and home life increases year-on-year (Staff Survey – 66% in 2007).

6. % of staff who feel that the FCO fosters a culture where different ways of working can be openly talked about and supported increases year-on-year (Staff Survey 53% in 2007).

7. Upwards trends for measures 1-6 for local staff and by gender, ethnicity, disability, contract type, belief, age, sexual orientation, gender identity and working pattern type.

8. *'Making The Most of Difference'* is rolled out to all posts who request it.

7. Theme Two: Stronger **leadership and accountability**

Outcome: diversity and inclusion embedded into everything we do, as an employer, service provider and policy developer.

7.1 The FCO's leadership in the UK and overseas needs to set the tone of the organisation. Part of this will be the agreed ways in which we will behave and respect our colleagues, as **an employer**. (see Theme 1).

7.2 But strong leadership is more than simply tackling discrimination and harassment and challenging unacceptable behaviour. We will also need to:
- Create opportunities to engage with people from different backgrounds, in order to make better policy and to optimise the use of our resources in pursuit of the DSOs
- 'Role model' inclusive behaviour. Visibly challenging exclusive behaviour at all levels.
- Continue to ensure recruitment, development and promotion decisions on the basis of merit, while ensuring the widest pool of candidates, and encourage colleagues from under-represented groups to apply.
- Promote and use equality impact tools to ensure major policies/initiatives do not have any disproportionately negative impact on some of our staff.

7.3 As a **service provider** (i.e. *supporting the British economy*, *British nationals abroad* and *managed migration*), we will need to aim, subject to resource constraints and in a proportionate way that:
- Diverse groups and their needs are catered for in contingency planning (e.g. evacuations of British nationals).
- Offices are physically accessible for all customers. Likewise with web and other channels.
- Customers are surveyed to ensure equal access to our services and similar satisfaction rates between under-represented/majority population groups.
- Alternative ways of service delivery are looked at (e.g. partnerships).
- Our suppliers and government partners subscribe to the same expectations of behaviour as we do.

7.4 Finally, as a developer and **deliverer of UK foreign policy goals** (*counter terrorism*, *prevent and resolve conflict, promote a low carbon, high growth, global economy* and *develop effective international institutions*) we will need to:
- Promote anti-discrimination in other countries e.g. promoting take-up and adherence to international conventions such as UNSCR1325 on women, peace and security; CEDAW (Convention on the Elimination of All forms of Discrimination), UN Conventions on Disability Rights etc.
- Provide financial and technical support for programmes that target under-represented or marginalised groups locally and other wider UK interests (e.g. Conflict Prevention Pool; Strategic Programme Fund; Chevening etc).
- Use cultural awareness to help create dialogue between parties and thereby resolve conflict.
- Consult in different ways with diverse stakeholders when formulating policies.

http://www.fconet.fco.gov.uk/Doing+my+Job/Diversity/Business/FCO_DI_2008-13_FINAL_Jan09.doc

7.5 Over the course of the strategy, we will:

- Ensure that the FCO leadership from the Board down is **held to account** for promoting a diverse and inclusive cultural and physical environment (including access), and mainstreaming D&I into every aspect of their business.
- Devise a **simple self-assessment framework** for all posts and directorates in the FCO to benchmark how they are progressing.
- Ensure that those leaders and managers who have successfully embedded D&I (diversity and inclusion) into their business objectives (e.g. Country Business Plans, Departmental Strategic Objectives and service delivery) are **rewarded and recognised** for doing so.
- Replace the stand-alone diversity objective with **refined competency wording** so that inclusive behaviour and valuing difference in its widest sense are hardwired into the way we operate (for all staff). This does not mean a separate diversity/inclusion competence.
- Identify and showcase successful role models of diversity and inclusion.

7.6 ***Measures of success 2008-13 for 'leadership and accountability':***
Note: a clear baseline and annual milestones for each measure will feature as part of the action plan.

1. % of country business plans and departmental strategic objectives that clearly demonstrate how they have harnessed local staff resources/skills to develop and achieve objectives, increases year-on-year. 100% by 2013.

2. 100% of Directors/HoM signed up to benchmarking tool. Feedback on leadership in D&I part of everyone's mid-term and end-of-year appraisal.

3. % of posts that have a Diversity and Inclusion plan in place (based on the *Committed*, *Confident*, *Creative*, *Communicate* scorecard) increases year-on-year. 100% by 2013.

4. All formal grievances and complaints are acted upon and resolved within agreed policy timescales by 2013.

5. All relevant policies have undergone Equality Impact Assessment Training by 2011.

6. All new major policies and bills impacting FCO staff or customers have been equality impact assessed.

7. Equality Schemes combined into a single Scheme, positioned as a key action plan for this strategy; then implemented, monitored and reviewed.

8. FCO's performance in diversity and inclusion rated 'best in class' in future Capability Reviews.

9. FCO consistently improves its position in leading external diversity leadership indices and Civil Service Diversity & Equality Awards.

8. Theme Three: **Bring in & bring up** diverse talent, based on merit**.**

Outcome: talented staff from all backgrounds are attracted to, retained and progress in the FCO on the basis of merit, world-wide.

8.1   As part of the FCO's wider talent management approach, we need to be much more systematic about the way we identify, seek out and encourage talented staff of all backgrounds – and at all grades. This also includes reaching out to the widest talent pool possible outside the FCO. Staff from under-represented groups must be provided support[2] so that they can compete for roles and promotion on an equal footing.

8.2   Over the course of the strategy we will aim to **bring up** talented staff from different backgrounds:
   - Pilot a series of development schemes and short attachments for talented staff from under-represented groups with the potential to reach the Senior Management Structure.
   - Launch an upwards mentoring initiative that will provide talented staff from all backgrounds contact with senior leaders in the organisation.
   - Put in place a mechanism for regular career attachments for talented local staff in the UK and regionally.

8.3   We will also continue our efforts to **bring in** people from the widest pool of talented staff possible. We will:
   - Continue our Partner University Placement Scheme (PUPS) initiative and other summer placement schemes.
   - Seek the support of our senior team and Ambassadors to get the message out to local communities, schools and universities UK-wide that the FCO is a great place to work. To be built in to future Leadership Conference outreach initiatives.
   - Sponsor three Windsor Fellowship students.
   - Work with Consular and other areas to ensure aligned and complementary outreach messages and targeting by the FCO.

8.4   Supporting the above must be **robust quantitative** and qualitative data highlighting the perceived and/or actual barriers which dissuade talented candidates from applying and which prevent talented staff from progressing within the FCO.

   We will:
   - Ensure key data for the entire employment cycle (recruitment, selection, development, promotion and exit) is identified and included in the requirements specification of the FCO's management information planning project (MIPP).
   - Support the new Assistant Director (Talent) in identifying talent at all levels of the organisation, providing support for the move to interviews for all jobs.

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[2] Positive action is the provision in equality legislation that allows employers and others to provide training and encouragement to people from particular under-represented groups. It is designed to create a level playing field to enable people to compete on equal terms. Appointments in the FCO are based on merit.

8.5   We will work closely with FCO **staff network groups** to identify the barriers to progression for members and jointly agree how we can support going forward. Key areas identified by the groups include the following:

- review and 'impact assess' proposed modifications for the **FAB promotion** scheme.
- Increase awareness, take-up and understanding of **management skill training** courses at B/C levels.
- Increasing the numbers of **overseas postings available for LGBT staff** by looking at ways to remove or work around restrictive visa requirements for partners, and improve information relevant to LGBT staff.
- Consider to take forward **transgender** issues within the FCO.
- Look at how inward **secondees** can support outward secondees and ways for talented secondees to fully apply their different skills and experience in the FCO at home and overseas.
- Review the **reasonable adjustments** and Ability Match process.
- Improve awareness of **mental health** issues to line managers and the wider FCO.
- Look at practical ways to improve communication between **deaf staff** and their stakeholders, including issues relating to tendering for deaf staff support.
- Work to identify how we can further support our staff who have **child, eldercare** or **dual career** considerations.

8.6   ***Measures of success 2008-13 for 'bring in and bring up talent':***
Note: a clear baseline and annual milestones for each measure will feature as part of the action plan.

1. Talent review of diverse staff completed for all grades, including local staff, with development and support requirements identified and agreed (By 2011).

2. Recruitment initiatives feature as a key element of the Annual Leadership Conference outreach programme (annual).

3. Pilot, monitor and evaluate Next Steps (BME), Stonewall Leadership Workshop (LGBT), Thresholds, Co-Coaching and FTSE100 Mentoring programmes (women), with a view to wider rollout. (2009-10).

4. Business-driven local staff attachments to the UK and regionally in place as part of a longer-term career plan (2009 onwards).

5. Increased, business-driven secondments for talented staff, including Band A and B.

6. Targeted outreach to universities and communities across the UK in order to bring in staff, building on the success of the Partner University Programme.

7. Increased presence in external media (e.g. Stonewall Recruitment Guide) to profile and promote the FCO as a great place to work. (Year-on-year increase).

9. Theme Four: **better represent the communities** we serve at home and overseas

Outcome: a Foreign Office that credibly represents and reflects the diversity of modern Britain at home; missions that reflect the diversity of the communities and cultures in which they operate.

9.1 We will only know if the FCO is becoming more diverse and inclusive if its starts to **feel <u>and</u> look different**. Themes 1-3 of this strategy have proposed targets and measures for monitoring progress on our culture and how we work.   In the same way, we need to continue to propose measures for tracking how representative our workforce is of modern Britain.

9.2 Twenty years from now, an estimated 90% of the world's labour force will live in the developing world. The demographics of Britain itself will also have fundamentally changed. For the FCO to retain its status as one of the world's leading Foreign Services, the need for our future FCO leadership to understand and **better represent** the diversity of all the cultures in which we operate will never be greater.

	1Nov08 (latest data)		1Apr13		Variance	
	%	No.	%	No.	%	No.
SMS						
Women	20.1%	73	28.0%	103	+7.9%	+30
BME	3.9%	14	5.0%	19	+1.1%	+5
Disabled	2.2%	8	5.0%	19	+2.8%	+11
Band D						
Women	32.4%	352	40.0%	345[3]	+7.6%	-7
BME	2.9%	32	5.0%	43	+2.1%	+11
Disabled	2.6%	28	5.0%	43	+2.4%	+15
OTHER MEASURES						
Flexible working	Increase in % of jobs specifically advertised as suitable for flexible workers					
Other strands	Management information (PRISM) is adjusted to have the future <u>ability</u> (should this be required as part of the Single Equalities Bill) to capture sexual orientation and religion/belief as part of the declassification project.					
Age	No significant difference in satisfaction levels for key staff survey diversity and inclusion questions, by age.					

Further analysis on the targets is available. Contact diversity2@fco.gov.uk

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[3] As at 1 November 2008 the total size of Band D is 1,086 and Band C is 1,859. For the purpose of our Strategic Workforce Plan (SWP) and in profiling the FCO's Diversity targets for the next 5 years, we will be excluding UKBA and FCO Services staff. Therefore the size of Band D by 2013 will be 862. This comment applies to the recommendations for targets for Band D for disability and BME too.

9.3   Over the course of the strategy we will closely monitor the impact of our talent management initiatives (see Theme 3) in order to reach these targets.

9.4   The proposed targets for women, BME, disabled have been developed with the involvement of Employee Networks and based on in depth analysis of historic trends, net in/outflows into the SMS, Assessment Development Centre (ADC) pass rates, Strategic Workforce Plan numbers, Current and proposed positive action initiatives and their impact and global mobility issues. A separate, more detailed paper is available on request.

9.5   We also must increase diversity data declaration rates and ensure that the data is collected on a consistent and, efficient and cost effective way. We will need to extend this to local staff ensuring the FCO's rich diversity is fully captured.

9.6   The likely introduction of a **Single Equality Bill** over the life of our new strategy will in any case legally require us to broaden our definitions of diversity and to have the <u>capability</u> of at least measuring data should it be necessary. We will be required to monitor our progress and report to the Equality and Human Rights Commission in all of these areas. DSU will monitor developments and make recommendations to the Board-mandated Equality Steering Group re capturing data on other diversity strands.

9.7   ***Measures of success 2008-13 for 'representing communities':***
Note: a clear baseline and annual milestones for each measure will feature as part of the action plan.

1.   Agreed targets for the SMS and Band D are achieved or exceeded by 2013.

2.   Diversity data is known for 95% of the FCO's global workforce by 2012.

3.   Additional measures and targets agreed with key stakeholders and monitored – with an improving year-on-year trend.

4.   All Post Diversity Action Plans include measures to ensure they are reaching out to all aspects of the communities in which they operate when recruiting.

10. STRATEGY IMPLEMENTATION: OWNERSHIP, GOVERNANCE, ALIGNMENT WITH OTHER FCO CHANGE INITIATIVES AND RESOURCING

10.1   This strategy has outlined the vision, key themes, intended outcomes and measures of success for an FCO that is more diverse and inclusive by 2013. Underpinning it will be a **detailed Action Plan**, which is currently being developed as part of the FCO's Single Equality Scheme. The Action Plan will include interim milestones, owners and 'RAG' status indicator. Both the Strategy and its Action Plans will be rolling documents, to reflect the changing environment and needs of our key stakeholders.

10.2   Development, monitoring, communication and risk identification of the Strategy, Single Equality Scheme and Action Plan will be the responsibility of the FCO's **Diversity Strategy Unit** (DSU), led by the Assistant Director (Diversity & Equality). DSU will work with key stakeholders to collectively implement central initiatives.

10.3   Post and Directorate Action plans and initiatives will be for local implementation, with support and guidance from DSU. Other **key stakeholder involvement** (e.g. external bodies and accreditors, Board Diversity Champions, Employee Network Groups etc) will be co-ordinated by DSU.

10.4   Overall **progress against the strategy** will be evaluated twice annually by the FCO Board of Management. Detailed analysis of Equality Scheme/Action Plan progress will be undertaken twice annually by the Board-mandated Equality Steering Group.

10.5   Alignment with **'One Team' Local Staff Strategy**. DSU will continue to work closely with the Local Staff Strategy Review Team to ensure that the Diversity and Inclusion Strategy supports and complements the revised Local Staff Strategy, with no duplication of effort. To further ensure alignment, a local member of staff will be attached to DSU London.

10.6   Alignment with **Capability Review** work. This strategy will look at and help achieve two specific Capability Review benchmarks:
  *   Promoting and facilitating flexible working (Benchmark 1)
  *   Improved performance on visible diversity by getting closer to 25% women in the SMS (Benchmark 2).

10.7   **Resourcing**: the main additional budget requirement will be for specific coaching and mentoring initiatives, where annually an estimated £48k will be required. Additional resource requirements will be highlighted at six-monthly DG Change & Delivery budget spending reviews.

APPENDIX 1
Snapshot of work already begun and progress made

The FCO has fundamentally transformed its approach to diversity and inclusion over the last 18 months, moving from targets and perceived tokenism to embracing difference in its widest sense, in order to increase performance and productivity.

Our approach is starting to work. *Externally*, in 2007, we rose 66 places from 92nd to 26th in the Stonewall Index of the UK's top 100 LGBT friendly employers. In July 2008, our progress was recognised in the FCO Stakeholder Survey, where we were perceived by our most influential stakeholders to be a more diverse and inclusive organisation. In October 2008, for the first time, one of our submissions for the 2008 Civil Service Diversity & Equality Awards (British Embassy Kinshasa) was highly commended. *Internally*, all 2007 Staff Survey key diversity/equality progress indicators improved on 2006's survey findings.

So there has been tangible progress, but not enough. Many of our directorates and missions are showing real leadership in promoting diversity and inclusion. But we need to continue to transform our culture or we risk losing talented staff and our credibility externally. The Board agreed four areas of action to increase momentum: **culture**, **leadership**, **information** and **working styles**. These are based on an organisation-wide consultation early 2008. <u>Much of this work will continue under our new strategy</u>.

What staff have asked for	What we have done about it
Our culture: what are the perceived/actual barriers in the FCO's culture that prevent staff from reaching full potential?	FCO's 1st Cultural Audit undertaken. Includes challenges to all managers to empower and support staff to deliver and have full confidence in doing so.
Practical support: for people running busy posts.	Guidance updated to make it clear that Posts should consider personal circumstances when considering requests for Residence Managers.
Childcare: more places needed.	FCO nursery provision increased by 10 places. 5% discount negotiated with HO Nursery for FCO staff.
Civil rights: lobby other countries	Sexual Orientation Board Champion written to Beijing and Washington to pursue visa and status for same sex diplomatic partners
More guidance: to ensure we are assessing policy impacts	New training and toolkit developed. For rollout 2009.
Make Board Committees more open	HR Committee re-designed to include greater diversity of balance in membership.
More access to senior staff	Upward mentoring successfully piloted in DG Europe/Globalisation. To roll out organisation-wide 1Q09.
Scrap the diversity objective 'tick box'	Done. In its place, new wording for the competences.
More role models/information	FCONet pages redesigned and to be launched by January 2009. To include a selection of role models.
More coaching mentoring and job shadowing	Pilots of Next Steps Mentoring Programme, FTSE 100 Mentoring Programme, job shadowing scheme with Private Office, Thresholds cross-Whitehall coaching Programme all either under way or to launch imminently