EIGHTH REPORT FROM

THE FOREIGN AFFAIRS COMMITTEE

SESSION 2005-06

FOREIGN AND COMMONWEALTH OFFICE

ANNUAL REPORT 2005-06

RESPONSE OF THE SECRETARY OF STATE

FOR FOREIGN AND

COMMONWEALTH AFFAIRS

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RESPONSE OF THE SECRETARY OF STATE FOR FOREIGN AND COMMONWEALTH AFFAIRS

The Secretary of State for Foreign and Commonwealth Affairs welcomes the Eighth Report from the Foreign Affairs Committee in Session 2005-06 on the 2005-06 Annual Report of the Foreign and Commonwealth Office (FCO). This Command Paper sets out the Government's detailed response to the Report, in particular to the Committee's twenty-four specific **conclusions and recommendations**.

Form of the Annual Departmental Report and related papers

1. We recommend that the FCO explain why it has discontinued cost-benefit analyses in its Departmental Reports and that it reintroduce them in its Report for 2006–07. (Paragraph 6)

FCO Response : In their response to the FCO Departmental Report 2004-05, the Committee recommended a reduction in the overall length of our Report for 2005-06. At the same time, we were required by the Treasury to include more detailed PSA reporting on two sets of targets (SR02 and SR04).

As the Committee notes, much of the information typically contained in the cost-benefit analyses is covered in the expanded section on performance assessment against PSA targets. That, coupled with our efforts to reduce the size of the Report, led to our decision to omit the cost-benefit analyses in the main narrative sections.

Although the inclusion of cost-benefit analyses in Departmental Reports is not a mandatory requirement of the Treasury, in view of the Committee's previous recommendation, we shall include examples in next year's Report where they provide useful additional information not already contained in the section detailing our performance assessment against the PSA targets.

Relations with Parliament

2. We conclude that the FCO's over-cautious attitude towards publication or disclosure of documents or information about its management practices is a relic of a bygone age, when secrecy was endemic in public life. There is now a culture of freedom of information, and a presumption that information will be disclosed unless there are very strong, valid reasons not to disclose it, such as security or personal confidentiality. We recommend that the FCO reappraise its policy on disclosure, to bring it more into line with modern attitudes. We further recommend that the FCO take a critical look at the way it applies the Whitehall-wide protective marking criteria to information about its internal management or administration, and that it ask itself whether in some cases these are being used over-protectively. (Paragraph 17)

FCO Response : The FCO is fully committed to the principles of freedom of information and to meeting its statutory obligations under the Freedom of Information Act (FOIA). Our disclosure policy when considering public release or publication of information is based on the principles of the FOIA and, where appropriate, the balance of the public interest test that applies in each particular case. Under FOI principles it is the content of the document, not its security classification, that governs the release of documents. This applies whether the information is about the FCO's internal management or administration, or whether it relates to policy or any other FCO matter. The FCO's decisions on all FOI requests are open to scrutiny from the Information Commissioner and, ultimately, the Information Tribunal.

The FCO's protective marking criteria are the same as those set out in the Cabinet Office's Manual of Protective Security, Section 5. They are separate from the FOI principles and, as the FAC Report quoted the Foreign Secretary as stating, are designed to govern the handling arrangements for the transmission and storage of classified documents, not our publishing policy.

The FCO follows FOI principles in decisions on the release of documents including those on its internal management and administration.

3. We recommend that the FCO adopt the methodology used by the Department for Constitutional Affairs when reporting on its handling of freedom of information requests. (Paragraph 21)

FCO Response : The FCO conforms fully to the Department for Constitutional Affairs' statistical requirements, providing all statistics in the format required. The statistics quoted in the FAC Report came from a report that the FCO originally produced for its own internal management purposes, including resource management. Its purpose was thus distinct from that of meeting the Department for Constitutional Affairs' monitoring requirements, although the raw data from which both sets of statistics were derived were the same.

The FCO will continue to comply fully with the Department for Constitutional Affairs' statistical requests and will continue to use the Department for Constitutional Affairs' calculation methodology. For internal management purposes however, the FCO will continue to analyse freedom of information data in the way that is best suited to achieve the efficient management of its resources.

4. We recommend that FCO managers review the practice of recording personal information in FCO files, in order to ensure that in future it is well-founded, relevant to the context in which it is recorded, and properly expressed, and that in its response to this Report the FCO set out the steps it has taken towards this end. We further recommend that serious breaches of good practice be treated as a disciplinary offence. (Paragraph 25)

FCO Response : The FCO fully shares the FAC's concerns about the need to be scrupulous in the recording of personal information in FCO files. FCO guidance on compliance with the Data Protection Act (DPA) is available to all staff on its Intranet, as is specific guidance on political reporting including the accurate recording of personal data. The Permanent Under-Secretary (PUS) recently sent a personal message to all staff reminding them of their obligations under the (DPA) and requesting them to re-read the guidance.

A detailed guide to the Data Protection Act for staff will be published in 2007 and will be accompanied by a high profile launch to ensure FCO-wide awareness. In addition:

- A desktop e-learning package on the Freedom of Information Act (FOIA) and the Data Protection Act (DPA) is available to all staff;
- New entrants to the FCO are given DPA and FOI awareness training as part of their induction;
- One-day classroom-based Information Rights training courses are provided for all departmental practitioners, as well as quarterly update meetings;
- Three staff are currently studying for a Diploma in Information Rights with the University of Northumbria to increase their professional skills.

The FCO is satisfied that the existing rules on inappropriate conduct contained in the Diplomatic Service Regulations provide adequate opportunity for management to bring misconduct proceedings against any member of staff who commits a serious breach of the Data Protection principles. Guidance on the FCO's Intranet sets out step-by-step instructions for senior management to engage these disciplinary procedures. Future breaches of the DPA will be considered in the light of the circumstances and may result in misconduct or serious misconduct procedures being initiated.

Management and leadership

5. We recommend that in its response to this Report the FCO provide statistical information for the calendar year 2006 on: (a) how many heads of mission have participated in the leadership programme; (b) how many senior managers have held how many one-to-one coaching sessions; (c) how many SMS and Band D officers have participated in the performance management programme; and (d) how many members of the FCO Board have participated in how many coaching and developmental events. We further recommend that the FCO provide us with a copy of the agenda for a typical four-day leadership programme, with further information on the performance management programme, and with details of the coaching and development events held for the Board. (Paragraph 28)

FCO Response : a) 72 new Heads of Mission, including 2 senior Heads of Mission, have participated in the leadership programme, which includes nine hours coaching for each participant, since its launch in October 2005. The leadership programme has been a compulsory element of preparation for all new Heads of Mission posted since the programme was introduced. Annex 1 contains a typical agenda for the leadership programme;

b) 44 senior FCO staff (Senior Management Structure Pay Band 2 or above) have received a total of 88 one-to-one coaching sessions since the coaching programme was launched in late 2004. This includes all current FCO Board Members. From October 2006 we have offered up to nine hours coaching to all SMS officers. So far 72 SMS officers have enrolled in this programme. In addition, all new entrants into the SMS since 1999 have received at least 3 one-to-one-coaching sessions as part of the SMS Assessment and Development Centre and preparatory courses.

c) 303 SMS and Band D officers have completed the Performance Management Programme. This accounts for 21% of staff in these grades. We are rolling out the programme to posts overseas and to date have held workshops in Paris, Madrid, Washington and New York. We will hold further workshops in Asia, South America, Africa, the Middle East and Europe in 2007. We expect all staff in these grades, at home and overseas, to have participated in the programme by the end of 2007. Annex 2 contains an outline of the Performance Management Programme.

d) At the end of 2005 we conducted a training needs analysis for Board Members, and identified a programme of developmental events in response. In addition to the coaching sessions mentioned in (a) above, the Board have undertaken:

(i) two Project Management courses run by the National School of Government;
(ii) two Communications workshops run by Ashridge Consulting;
(iii) Ad hoc informal briefings on information and communications technology and diversity; and
(iv) On-the-job coaching in risk management.

Details of Board Training are attached at Annex 3

The Board's training needs will be reassessed in early 2007 and their training for the year will be planned on this basis. However formal training in risk management, and a session on the use of management information are already planned for early 2007.

6. We recommend that in its response to this Report the FCO set out what it has done to follow up each of the recommendations in the 2006 stakeholder survey. (Paragraph 34)

FCO Response : Immediately after the publication of the stakeholder survey we appointed Sarah Kline, formerly of Oxfam and with a background in communications and advocacy, to the new position of Strategic Stakeholder Manager. She has been working to implement the recommendations contained in the survey. A summary of progress is attached at Annex 4.

The first step was to create a more formal structure for stakeholder management. As recommended in the report, we have established a network of stakeholder managers, each responsible for oversight of the FCO's relationship with a particular stakeholder group. They have clear terms of reference, which include acting as a frontline contact for that particular group. Their contact details are now listed on the FCO website (http://www.fco.gov.uk/servlet/Front?pagename=OpenMarket/Xcelerate/ShowPage&c=Page&cid=1070037763223), thus addressing another of the report's recommendations.

The stakeholder managers also act as a conduit for feedback from stakeholders through regular meetings, and we have provided them with guidance on monitoring and evaluating both the state of stakeholder relationships and the extent to which these relationships are helping to deliver FCO objectives. The Prime Minister's Delivery Unit carried out another formal stakeholder survey this autumn in connection with the Capability Review and we plan to conduct a further survey of our own towards the end of 2007, to gauge progress.

The stakeholder managers have drawn up strategies for FCO-wide engagement with their particular group, which will be published early in 2007 on the FCO website. Implementation of these strategies will help us to address the central theme of the report, that the FCO's approach to stakeholder relations was too reactive and ad hoc, and insufficiently strategic. Already they have triggered initiatives in a number of areas of policy development, delivery and debate. For example:

- we are involving academic experts and think tanks in the development of our counter-terrorism and climate change policies
- we have organised a Responsible Business Month to engage NGOs, business and international

organisations in delivering our objectives on this area of sustainable development and good governance
- we have made greater efforts to explain and discuss our policies, for example with faith groups and NGOs on Lebanon.
- we have been proactively supplying copies of speeches, press releases and other information explaining our policies and services to stakeholders, some of whom have then made use of the material in their own communications with their membership networks

Our next priorities are:

- to ensure that our business systems such as submissions templates and board papers build in stakeholder needs and potential contributions from the start
- to develop relevant skills. We have already placed guidance and tools for effective stakeholder communication on FCONet and developed and started to roll out a linked training module. The survey's recommendation on standards of customer service will be met through the introduction from March 2007 of an NVQ in customer care.
- to increase staff interchange. Staff headcount constraints currently restrict the number of inward loans, but we are planning an internal interchange/secondment event in February 2007 to highlight to staff the opportunities for outward interchange and secondment. Individual stakeholder managers are also considering opportunities for shorter term exchanges with outside organisations eg the devolved administrations.

7. We reiterate our conclusion of March 2006 that the FCO should bring itself into line with the rest of Whitehall, by recruiting more professionally qualified, experienced people to top and middle roles in management and we recommend that in its response to this Report the FCO set out what it is doing or will do to achieve this. (Paragraph 38)

FCO Response : We are filling more jobs through open competition or inter-departmental Whitehall trawls, improving the skills and diversity of the FCO. We have now recruited a professionally qualified Finance Director General through open competition, who joins the FCO in January 2007. We are in the process of appointing a professionally qualified Chief Information Officer, who will join the FCO in the first part of 2007, following an open competition. The new Finance and Human Resources Directors in FCO Services were also recruited through open competition, as was the new Assistant Director, Human Resources (Diversity and Equality). Internal FCO candidates were successful in an open competition for the positions of Consul General and Director of Trade and Investment, New York, and inter-departmental trawls for the positions of Permanent Representative to the EU and Director, Consular Services.

Performance and efficiency

8. Poor programme management was one of the major failings identified in the Collinson Grant study and we conclude that improving it must be a priority for the new Permanent Under-Secretary. (Paragraph 46)

FCO Response : The new Permanent Under-Secretary said in a message to all staff on 9 November that *"Programme and project management skills are also essential now for all aspects of our work."*.

Training is now available for all levels within the organisation. The entire FCO Board attended a

day of programme and project management training on 3 February 2006. A new course for senior managers, aligned to the Professional Skills for Government agenda, is currently being developed. Two pilot courses were delivered in October and November 2006. A two-day training course to raise awareness of PPM across the office is available in-house for all staff.

Where programmes require PPM skill sets of a professional level, either FCO staff are given the external training required to bring them to this level (as demonstrated by their passing the professional exams) or, where this is impractical or impossible, contracted specialist project and programme managers are engaged. As the numbers of FCO staff with professional level skills increases, the need for the latter will decrease.

It will take some time to fully embed this skill across the workforce, and reap the full benefits.

9. We conclude that the FCO Board is right to seek input from the private sector and from the NAO into its financial control and auditing arrangements. We recommend that the FCO inform this Committee of the outcomes of these exercises as soon as they are available. (Paragraph 48)

FCO Response : The FCO internal audit partnership contract was awarded to PricewaterhouseCoopers (PwC) on 1st September 2006. Work is already underway in a number of areas where their specialist skills will help to enhance and support the FCO's in-house auditing and financial control service (e.g. Oracle systems). The NAO will review the FCO's financial controls - terms of reference for the work have been agreed. Their report is expected in early 2007.

10. We recommend that in its response to this Report the FCO provide information on posts outside the senior management structure that have been created or abolished in the past year. (Paragraph 51)

FCO Response : Because of ongoing reorganisation and restructuring necessary to ensure that the FCO is well-placed to deliver the Strategy Priorities and achieve the Spending Review 2004 efficiency targets, there have been several thousand changes in jobs outside the senior management structure in the past year. Some are merely changes in job titles or designations; but it would require an enormous amount of manual checking to differentiate these from deletions/additions or changes to job responsibilities on our HR management information system. Even after filtering out the name changes the resulting list would still be unmanageably large.

In overall terms the net changes in staff numbers below the senior management structure over the past year (1 December 2005 to 1 December 2006) have been:

FCO Main	+33
UKvisas (self-funded)	+128
Consular (self-funded)	+20
UKTI	-30
FCO Services	-125
OVERALL CHANGE	**+26**

11. We recommend that the FCO Board ensure that, in focusing on the top five risks it faces at any one time, it has full information on the broad range of risks facing it, including those that relate to existing hot-spots such as Iraq and the Middle East. (Paragraph 57)

FCO Response : We agree with this recommendation. We have recently reformed the way risks are reported to the Board, to ensure that the Top Risks Register covers the range of different types of risk which require Board-level input to ensure that the strategy for addressing the risk is appropriate and that the resources allocated to managing the risk are sufficient. We have good systems in place for capturing risks from all parts of the FCO (including the Directorates working on Iraq and the Middle East) and ensuring they are elevated to the appropriate level. These systems for managing risk are kept under constant review.

12. We recommend that the FCO keep this Committee informed of progress towards aligning its Public Service Agreement targets with its strategic priorities. (Paragraph 61)

FCO Response : We are discussing our Public Service Agreement for 2008-2011 with HM Treasury and, where PSA targets are set, we will ensure that they are fully aligned with our strategic priorities (see also response to recommendation 13).

13. We recommend that the FCO share its draft Public Service Agreement with this Committee, before the negotiation process with HM Treasury is completed. (Paragraph 69)

The FCO acknowledges the Foreign Affairs Committee's interest in matters relating to its performance against current Public Service Agreement targets. As noted in previous responses to the committee, the FCO will release full details of the 2008-2011 Public Service Agreement to the FAC as soon as it has been agreed.

14. We recommend that the FCO inform this Committee promptly, and if appropriate before it is made public, of any fraud which is significant in terms of the sum lost, or which involves important questions of principle, or which raises doubts about the effectiveness of existing systems, or which contains lessons which might be of wider interest. (Paragraph 76)

FCO Response : The FCO accepts the recommendation that the significant frauds should be reported promptly to the FAC and is now doing so. The FCO further accepts that financial loss should not be the only factor in assessing the significance of a fraud and is therefore using the criteria suggested by the Committee in assessing whether a fraud should be reported to it.

Consular services

15. We conclude that FCO Ministers and diplomatic, cultural and consular staff — including many locally engaged staff — in London, Cyprus and Lebanon, as well as HM Forces, should be congratulated on their rapid reaction to events in Lebanon and on the successful evacuation away from danger of thousands of British and other nationals. (Paragraph 80)

FCO Response : We welcome the FAC's endorsement of the FCO's response to events in Lebanon in July this year.

As the FAC notes, and the Foreign Secretary said in her statement to Parliament, this was a whole of government effort. The FCO is proud to have played a key role in evacuating over 4,600 people (including 2,230 British passport holders) from Beirut to Cyprus and proud of all its staff who participated in London, Beirut and Cyprus. It was a difficult and complex task because of the simultaneous naval blockade and aerial bombardment of the country. The FCO did so with the full support of the Armed Forces and the close co-operation of key domestic departments and the Police.

The FCO continues to work closely with domestic departments in its handling of consular crises overseas and has recently signed a framework agreement with the Department of Culture, Media and Sport which set out the ways in which the UK government can support British nationals returning to the UK following a crisis of this kind.

The FCO deployed Rapid Deployment Teams consisting of 114 staff to Cyprus and Beirut to assist with evacuations. The FCO used its rapid deployment capability to respond to consular crises 7 times in 2006 and continues to recruit and train volunteers from among its staff to play this important role. In addition to FCO Staff, Rapid Deployment Teams now always deploy with Red Cross support workers, and International SOS medical assessors who carry out an assessment of local medical capabilities in the event of a crisis. Regional Rapid Deployment Teams have also been set up in North America and Hong Kong.

Response to consular crises is an important element of the FCO's range of consular services overseas. In recognition of this importance, it has recently completed a new Consular Crisis Centre with an expanded call handling capability to respond to future crises. The FCO looks forward to welcoming the FAC to this new facility. FCO posts and the Consular Directorate in London continue to review and test their emergency preparedness and crisis response on a regular basis.

16. We intend to look more closely at the new opportunities, risks and priorities referred to by the FCO, in the course of our forthcoming inquiry into the strategy White Paper, Active Diplomacy for a Changing World. Meanwhile, we recommend that in its response to this Report the FCO provide more information on how it carried out the zero-based review of its European Posts, what the outcome of that review has been, and whether the FCO has any plans to carry out a zero-based review of its entire global network. (Paragraph 85)

FCO Response : As part of the Comprehensive Spending Review, each Government Department carried out zero-based reviews of one or more parts of its business. The terms of reference for the zero-based review of the European Network addressed two questions:
How do we re-allocate frontline resources across the European network to address our priorities more effectively ?
How do we manage our resources more efficiently ?

The context in which the European network operates is evolving. Globalisation has changed our international priorities. EU enlargement is changing the dynamics of decision-making. Easy travel and communications facilitate stronger direct links between European experts in capitals. The zero-based review looked from first principles at the allocation of resources to the European network. We need to cut costs and we want to maximise delivery of agreed Government objectives, with the ability to respond flexibly over time to changing demands. The goal is to achieve a more effective and efficient network: people with the rights skills in the right place at the right time.

As a major change programme, the review involved over 100 people across the European network, including UK Based and Local Staff. They developed proposals on modernising policy delivery, improving management systems, modernising delivery of public services (in close liaison with UKVisas, Consular Directorate and UK Trade and Investment), and releasing resources through efficiencies.

The review has identified savings that form part of the FCO's Comprehensive Spending Review (CSR) value for money efficiency savings. In addition, work is continuing to refine and implement proposals on modernisation of systems, policy and service delivery in advance of the new Spending Review period, under the supervision of the Europe Management Board within the Europe Directorate General of the FCO.

We do not plan to undertake a zero-based review of our entire global network, but we do, of course, keep the network under constant review to ensure that best practice is spread across the network, resources are aligned with our priorities, and our operations are delivered in a way that provides value for money for British taxpayers

17. We recommend that the FCO provide this Committee with full and accurate information about its plans for changes in representation overseas, as early in the process as possible. (Paragraph 89)

FCO Response : As the Committee acknowledges, in a context of limited resources the evolution of existing - and emergence of new - interests has a continuing impact on the UK's network of diplomatic posts. We therefore constantly review the shape of our network to ensure our resources remain aligned most effectively to our strategic international priorities. Where decisions are made to adjust the configuration of our diplomatic network, we will inform the Committee of them at the earliest opportunity.

18. We conclude that whilst having just one permanent UK-based diplomat may be reasonable in some subordinate posts, we do not consider that this is adequate at an embassy in a European state aspiring to EU membership, such as Montenegro. We recommend that the FCO review its policy towards one-person UK-based diplomatic representation at Embassy and High Commission posts. (Paragraph 90)

FCO Response : The size of our representation abroad is determined by our business needs, prioritised in accordance with the available resources. We have no policy as such on the issue of one-person posts abroad. But where they exist this is because we have assessed that our business needs in a particular location can be delivered effectively by a single diplomat supported as appropriate by effective local staff. We keep the level of representation abroad under frequent review and often adjust it in the light of changing circumstances. In the case of Montenegro, we judge that our present business needs in this small and stable country can be met with minimal numbers of UK staff based in Podgorica (there will be two UK-based staff initially), along with the continuing contribution from our very capable local staff. We will of course review this as Montenegro develops, taking into account for example any change in the number of British tourists and Montenegro's developing relations with the European Union.

19. We conclude that any further round of sales of parts of the FCO estate should be based, not on a revenue raising target but on the merits of each case. We recommend that, if further

sales such as that recently concluded in Bangkok can be made without disproportionate impact on the quality of diplomatic, consular or commercial representation they should be considered solely on their merits. We further recommend that the proceeds of the Bangkok sale should count against any target for asset sales which may be agreed between the Treasury and the FCO as part of the Comprehensive Spending Review. (Paragraph 96)

FCO Response : We welcome and note the Committee's comments on the recent sale of land in Bangkok. While sales and purchases are part of normal active estate management, sales of this magnitude will remain exceptional. In common with all other Whitehall Departments, the Treasury have asked the FCO to contribute to the Government's overall £30bn asset disposal target, setting the Department an asset recycling target of £140m over the period 2004-05 to 2010-11. The Bangkok sale will count against this target.

20. We recommend that the FCO inform this Committee immediately of any obstacle, including within government, to implementing necessary security measures, such as a shortage of resources. (Paragraph 100)

FCO Response : We welcome the Committee's interest in this matter. As the Committee is aware, the Treasury met in full the security element of the FCO's 2004 SR bid. The additional £200 million this provided, for the four years from 04/05 – 07/08, is being used in a number of ways. Staff in the most dangerous places, such as Iraq and Afghanistan, undergo more extensive pre-posting training, live and work in hardened accommodation, travel in armoured vehicles and are guarded by close protection teams. Funds have also been used to provide security enhancements to the overseas estate and most Posts have benefited from additional security expenditure (variously to provide additional "stand off", blast resistant glazing and better perimeter security). Some missions in especially vulnerable locations, such as Sana'a, are being moved to new, more secure sites.

We attach the greatest importance to the security of our staff. Given current threat levels, further security enhancements and upgrades will be necessary from 08/09 onwards, including further investment in the overseas estate. We shall be seeking funds from the Treasury to meet these requirements

Public Diplomacy

21. We recommend that in its response to this Report the FCO set out the progress made so far by the new Public Diplomacy Board on identifying geographical priorities, target audiences, priority themes, action plans and measurable outcomes for public diplomacy work. We further recommend that the FCO explain how the Government proposes to measure the overall value and effectiveness of its public diplomacy expenditure and how it intends to assess the opportunity costs of public diplomacy expenditure vis-à-vis work undertaken by the Government and its Non-Departmental Public Bodies. (Paragraph 112)

FCO Response : The Public Diplomacy Board has agreed that the purpose of public diplomacy should be to achieve the government's International Strategic Priorities (ISPs). For the purposes of piloting the new approach, three ISPs have been identified (supporting the UK economy and business; achieving climate security; and promoting sustainable development and poverty reduction underpinned by human rights, democracy, good governance and protection of the

environment). Integrated plans have been developed to step up public diplomacy work on these themes in selected pilot countries over a two-year period from January 2007.

An externally commissioned consultancy has scoped a new approach to performance measurement which will initially be implemented in the pilot environments. It focuses on short and longer term outcomes and will enable an assessment of the contribution made to the achievement of the ISPs by public diplomacy from the FCO, British Council and BBC World Service. Informed by the results of the pilot process, resource will be identified to scale up effective public diplomacy work following the new approach in countries identified as priorities.

British Council

22. We recommend that in response to this Report the FCO provide a full assessment of the British Council's performance in measuring the impact and value of its work and that it outline what, if any, improvements are necessary to the way the Council's performance is assessed. (Paragraph 122)

FCO Response : We welcome the Committee's approval of the changes that were made to the format of the 2005-06 British Council Annual Report with the aim of simplifying and better explaining the British Council's activity and performance. Taking note of the positive feedback it has received, the British Council is making further improvements to its framework for monitoring, assessing and communicating its core purpose and achievements. Central to this, the British Council is working to measure and assess its contribution to the long-term International Strategic Priorities alongside the other public diplomacy partners.

23. We recommend that in its response to this Report the FCO explain the basis for the proposed closures of the British Council's teaching centres in Kosice, Varna, Chittagong, Istanbul and Tel Aviv, whether it has approved each closure, and what assessment it has made of the effects of the British Council's withdrawal from these cities in terms of the benefit that language teaching brings to the overall public diplomacy effort. (Paragraph 129)

FCO Response : The British Council provides English language teaching as part of its overall public diplomacy offer and does this on a commercial basis, without recourse to its Grant in Aid. The Council's extensive teaching centre network is scrutinised by the British Council's Board and reviewed by NAO and internal audit as well as its own Board of Management. As Sir David Green informed the Committee in June 2006, two factors that are central to decisions about the viability of individual centres are commercial sustainability and the effectiveness of their contribution to wider public diplomacy objectives. Two other criteria are security, which can have a major impact on costs, and the balance with other public diplomacy activity in the country and region concerned. Kosice, Varna, Chittagong, Istanbul and Tel Aviv did not meet some or all of the criteria. The British Council consulted us concerning the proposed closures, in accordance with the management statement which sets out the framework within which the British Council operates.

In the case of Istanbul, which the Committee highlighted, we agree that Turkey remains a high priority for public diplomacy. The decision to close the teaching centre in Istanbul was made on the grounds of the high security risk in that suitable premises could not be found. It also took into account a change in strategy, with the British Council increasing its engagement with the state sector and collaborating with the Ministry of Education to reach target audiences more effectively.

It is too soon to measure the effects of these closures but the British Council will, of course, be assessing its reach and impact within each country and be able see what, if any, lasting effects each closure has had.

BBC World Service

24. We recommend that in view of the central importance of BBC World Service's new television service in Arabic to a range of key government policies, the Government make an exceptional grant, outside of the regular Spending Review process, of the £6 million required to enable the Arabic service to broadcast, not for only 12 hours a day as planned initially, but for 24 hours a day from its inception.
(Paragraph 147)

FCO Response : We are glad that the FAC supports the launch of the BBC World Service's Arabic TV channel and recognizes its importance to a range of government policies. The FCO gave approval for Arabic TV only after receiving evidence, including polling, that a 12-hour service would make a significant impact. The FCO and BBC World Service remain confident that a 12-hour Arabic TV service will be a valuable addition to BBC World Service's output.

The Director of BBC World Service has previously told the Foreign Affairs Committee that he would like to move to a 24-hour Arabic TV service. We therefore support the BBC's bid for additional funds for this purpose as part of the Comprehensive Spending Review.

Annex 1: The Foreign & Commonwealth Office Corporate Leadership Programme - Hub Course Oct 06

Monday 30 October 2006	Tuesday 31 October 2006	Wednesday 1 November 2006	Thursday 2 November 2006
Pre Programme MBTI Session (VW) (09.15-12.00) Welcome & Intro (GR) (12.00 – 13.00)	Collective Leadership The Power of Teams (9.15 – 13.00 VW & JH)	(parallel sessions 09.15 – 13.00: VW) Building My Leadership Brand Personal Impact (Partners) (MB/JvH/SK)	My Leadership Point of View (09.15-13.00 – VW, JH & JvH)
Lunch/Networking (13.00 - 14.00)			
Corporate/Shared Leadership A View from Post (14.00-15.00 – John Grant) Corporate/Shared Leadership The View from Centre (Dickie Stagg – 15.00-16.00) (tea 16.00-16.15) ---------- Self Awareness (VW (16.15-17.30)	Exemplary Leadership ---------- Power Stress (both VW 15.30 – 17.00) Panel Questions (VW/MB) (17.00-17.30)	(Parallel sessions 14.00 – 16.00) Personal Impact HOMS (JvH/SK) -Choices & Stepping into the Future- 14.00 – 16.00 (VW) Corporate Leadership A Personal Perspective (Video 16.00-AC to ensure room set up & video link) An External Perspective (Matthew Kirk 16.30-17.45)	Best Fit Coach 14.00-14.40 Coach intros 1st round 14.40 – 15.00 Coffee/swap 15.00 – 15.40 Coach intros – 2nd round) ----------- Coaching for Performance VLRC (Parallel session – VW 14.00-15.40) Close

Q&A Panel + Evening Reception (18.00 for 18.30)	Ambassadors in Transition Ongoing post programme Executive Coaching VLRC

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ANNEX 2

Foreign &
Commonwealth
Office

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LEADERS IN PEOPLE STRATEGY

Performance Management – Band D and SMS

Our Philosophy

The theory of performance management is not difficult. The difficult part is actually doing it.

Managers therefore need to feel that they have:-
- support from the FCO (Module 1)
- the tools to do the job (Module 2)
- the confidence to do the job (Module 3)
- support from colleagues, peers, others in the organisation (Module 4)

Our course is built around these key concepts.

Format

4 pithy sessions of around 2 hours each. Modules 1, 2 and 3 are spaced about one month apart with Module 4 taking place three to six months after Module 3. We take this 'little and often' approach to ensure greater osmosis of key messages and faster, more efficient cultural change.

We use a can-do style, with a heavy emphasis on practice. We have clear views on what works and what doesn't in management, and express them. We also invite participants to express their views and engage them in rigorous, thought-provoking exercises, discussion and role-plays, in order to challenge cultural norms as well to experience and practice our techniques themselves.

We pride ourselves on an intelligent dialogue, backed up by a solid and thorough understanding of the Foreign Office, its stakeholders, and the attendant cultural challenges.

Content

Module 1 – Introduction, The Big Picture

This module takes the form of a punchy 'lead lecture' examining:
a) why performance management should be accorded great priority within the FCO, particularly at Band D and SMS levels
b) the extent and potency of any obstacles to more effective performance management within the FCO

Attendees are asked to come with an open mind

Module 2 – Skills Development

This module sets out the key characteristics of effective performance management within the FCO, from accurate identification of types of performer through to 360 feedback and effective appraisals through to ultimate resolution of performance issues, particularly poor performance.

Band D and SMS officers are asked to consider the various performance management tools at their disposal and their practical application.

Module 3 – Skills Practice

Building on and using the tools discussed in Module 2, this module gives attendees the chance to interface with Couraud's seasoned actors on a one-to-one basis and, using a role-play format, integrate the various skills and techniques discussed in order to practise delivering a 'joined-up' approach to performance management.

Module 4 – Review and Reflection

Module 4 provides a reiteration of the key messages of all three earlier sessions, and facilitates a discussion between participants of their experiences of performance management in practice since having completed Module 3.

Participants learn from each others' performance management successes, failures and techniques and further enhance their confidence and skill set in managing and getting the best from staff.

Course Administration
The course is supported by a user-friendly booking administration system provided by Couraud which greatly reduces the course administration to be undertaken by HM FCO.

ANNEX 3

THE FCO BOARD, LEARNING AND DEVELOPMENT

For the last two years the Board has regularly invited external tutors, facilitators and coaches to work with them, to improve both individual and Board performance.

An observer was invited to Board meetings to note those behaviours that were supporting and detracting from the Board's performance. This data, supported by Professional Skills in Government training needs assessment, was used to design a programme of training.

All Board members have an executive coach to work with them, on their own specific needs. In addition, they have undertaken the following training activities as a group, facilitated by Ashridge Business School and the National School for Government:

1. Coaching centred on how the Board **communicates** with each other; and as a Board with the whole organisation. Each Board member received personal feedback based on two psychometric tests: the Myers Briggs Type Indicator [MBTI step II] and Fundamentals of Interpersonal Orientation Behaviour [Firo B]. The Board then analysed the profiles collectively to identify what were the strengths and potential blindspots of a Board with this profile. The Board also discussed the latest theories on **Leadership**, considering where they performed well and where action needed to be taken to ensure exemplary leadership.

2. Study of the suite of **learning and development** activities available to all staff. Suggestions were made to improve individual programmes; to ensure that they complemented each other; and had Board level involvement as appropriate. This work has recently been used by the Board to help them to devise a strategy for **talent management.**

3. Discussion on **branding**, in terms of perceptions of the FCO: whether these perceptions are an accurate reflection of the truth and then building both a current and an aspirational Brand. This discussion was then broadened to consider issues such as **diversity**, aspects of which are championed Board members.

4. A second session on effective **communication**. The purpose of the session was to go beyond communication theory to appreciate the Board's capacity to communicate based on the knowledge of its own preferences (which change as Board members change). Some frameworks from Neuro linguistic programming [NLP] were used as a way to see the FCO and its activities through the eyes of different members of staff and external stakeholders.

5. Two half-day programmes conducted by the National School of Government on the Professional Skills for Government agenda, specifically:

- The key concepts and principles **of Programme and Project Management**;

- The importance of leadership and governance in the programme environment;

- The role of senior managers as part of the benefits delivery mechanism for programmes;

- Using PPM in policy making.

The sessions aimed to give Board members (particularly those who don't deal with programmes and projects every day of their working lives) more familiarity with the processes of programme management. This has developed the Board 's knowledge and skills to " interrogate" those involved in an effective way to test out whether what they, or the Board, are advocating actually stands up to critical examination.

ANNEX 4

STAKEHOLDER SURVEY FOLLOW-UP: IMPLEMENTATION PLAN

PRIORITY AND TIMESCALE	ACTION POINT	WHAT DO WE NEED TO DELIVER THIS?	LEAD OTHERS TO BE INVOLVED	RESOURCES REQUIRED	PROGRESS
A. FORMAL RECOMMENDATIONS					
Medium Stakeholder engagement strategies developed and communicated to stakeholders by November 2006 Regular monitoring of implementation by stakeholder managers Formal monitoring through Capability Review survey autumn 06 and FCO survey winter 07	**1. Improve communications to stakeholders about implementation of UK's international priorities**	● Stakeholder engagement strategies rooted in the government's international priorities ● A process for communicating this to stakeholders ● A process for ongoing dialogue over progress and partnership in implementation	<u>Stakeholder Managers</u> Strategy Team, DSI DGs as owners of SPs	Once strategies developed (see 9 below), 1 person week per strategy to communicate, plus ongoing commitment to implementation. Monitoring covered under item 10 below	Stakeholder strategies anchored in White Paper priorities developed and being used as a vehicle to convey priorities to stakeholders.

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A. FORMAL RECOMMENDATIONS

PRIORITY AND TIMESCALE	ACTION POINT	WHAT DO WE NEED TO DELIVER THIS?	LEAD / OTHERS TO BE INVOLVED	RESOURCES REQUIRED	PROGRESS
Low Guidance updated by January 2007 Review effectiveness of guidance in light of CSR 07 experience	**2. Engage stakeholders in decisions regarding post closures**	● A mechanism for ensuring that decisions about post closures are taken with reference to stakeholder interests	<u>FPPD</u> Heads of Mission Geographical Directorates Stakeholder managers, esp for business, consular, visa, OGDs, Parliament	2 x person days to review guidance on post closures, ensure need for stakeholder consultation is adequately covered Ongoing monitoring function to ensure this guidance is followed	Guidance on post closures currently under review and will include revised guidance on engagement with stakeholders.

A. FORMAL RECOMMENDATIONS

PRIORITY AND TIMESCALE	ACTION POINT	WHAT DO WE NEED TO DELIVER THIS?	LEAD OTHERS TO BE INVOLVED	RESOURCES REQUIRED	PROGRESS
Medium Review complete and options identified by Oct 06. Awareness of stakeholders and staff of interchange possibilities measured every 6 months	**3. Implement more two-way staff exchanges**	● Additional signposting (beyond existing FCONet) to assist staff to identify outward interchange and secondment opportunities ● Staff and stakeholder buy-in to value of interchange ● Interview training for staff considering applying for outward interchange and secondment opportunities ● Clearer, more detailed guidance on FCONet on applying for interchange and secondment and on reintegration back into the FCO on completion of their loan	<u>Interchange Section</u>, HRD Workforce Planning, HRD L&D, HRD Internal Comms Team Stakeholder Managers	10 x person days for HR and Internal Comms to review and develop suggestions for way forward. Additional resources dependent on measures identified. Paybill implications to be cost-neutral or cost-saving	Review complete. Headcount constraints rule out inward secondments, but stakeholder managers are looking at the scope for short-term attachments and job-shadowing. FCO-wide exercise in train to identify key targets for outward secondment. Plans in hand for event in February 2007 to highlight outward secondment opportunities.

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A. FORMAL RECOMMENDATIONS

PRIORITY AND TIMESCALE	ACTION POINT	WHAT DO WE NEED TO DELIVER THIS?	LEAD OTHERS TO BE INVOLVED	RESOURCES REQUIRED	PROGRESS
Medium Review and recommendations complete by November 2006 Consult stakeholder managers and stakeholders on any changes by Jan 07 Review arrangements June 07	**4. Be clearer about what services can and cannot be provided and at what price**	● Clear statement of services available to stakeholders ● Recognition and acceptance that there would be some trade-off over flexibility	<u>Service Providers</u> PRDT UKTI Consular Directorate UKvisas FPPD (for SLAs with OGDs)	10 person days to review current arrangements, consult stakeholders and make recommendations Resources beyond this dependent on measures recommended	Extensive consultation with stakeholders in connection with the FCO's Simplification Plan under the Better Government initiative. Consular Guide fulfils this requirement in respect of consular services. Improvements carried out to UKvisas websites, including alignment of all post sites to ensure accuracy and clarity in setting out services and prices. Redesign of UKvisas website currently in progress, new site to be ready for testing autumn 2008. Most UKTI services are designed to be tailored to the individual needs of businesses using them. However, all UKTI services can be viewed on the main UKTI website, as well as the sites of the UKTI regions. International Trade teams in the regions can advise companies on the services available according to their needs. Stakeholders were consulted as part of the 2006 Strategy Review. Guidance developed on services to <u>Select Committees</u> in relation to overseas visits, and provided to all Committees

PRIORITY AND TIMESCALE	ACTION POINT	WHAT DO WE NEED TO DELIVER THIS?	LEAD OTHERS TO BE INVOLVED	RESOURCES REQUIRED	PROGRESS
A. FORMAL RECOMMENDATIONS					
Low More detailed picture of stakeholder needs obtained by Dec 06	**5. Establish extent of stakeholder problems with IT**	• A consultation process to ascertain stakeholder needs and ensure they are addressed • An IT system that enables those outside the organisation to send and receive communications quickly and easily	<u>ITSU</u> Stakeholder managers	Part of ongoing development of Future Firecrest	Already being taken forward by ITSU. An upgrade programme is already in place to improve the communications infrastructure at Posts, which will result in greater reliability and speed of e-mail and phone communications. Consultations are already underway with stakeholders to ensure Future Firecrest delivers as much interconnectivity as possible. The Future Firecrest design includes a new Universal tier which will enjoy greater connectivity to the Internet, thus improving the capability to communicate with non-government stakeholders. In the lead-up to the introduction of Future Firecrest a team is working to deliver improvements in the performance of the current infrastructure.

PRIORITY AND TIMESCALE	ACTION POINT	WHAT DO WE NEED TO DELIVER THIS?	LEAD OTHERS TO BE INVOLVED	RESOURCES REQUIRED	PROGRESS
A. FORMAL RECOMMENDATIONS					
Medium More detailed picture of stakeholder needs obtained by Dec 06	**6. Establish with users of FCO back-office services what would represent value for money and how this could be provided**	• A consultation process with those who share our back-office services • Services that meet customer expectations and FCO's own needs in a cost-effective way	<u>Shared Services</u> Co-ordinator Management Sections at posts FCO Services	Part of ongoing CSR shared services work Time for consultation with stakeholders Resources beyond this dependent on needs expressed and solutions derived.	Being taken forward in context of shared services agenda eg in considering how best to structure shared accounting procedures.

PRIORITY AND TIMESCALE	ACTION POINT	WHAT DO WE NEED TO DELIVER THIS?	LEAD OTHERS TO BE INVOLVED	RESOURCES REQUIRED	PROGRESS
A. FORMAL RECOMMENDATIONS					
High Team of stakeholder managers in place by September 06. Training needs analysed and addressed by Oct 06	**7. Appoint staff as accountable and visible points of contact for key clients or groups of clients and give them overall responsibility for the relationship**	● A set of designated stakeholder relationship managers with appropriate skills ● Clarity for stakeholders on who is managing the relationship with them	Sarah Kline Stakeholder manager network DGs, Directors and Departments	10 x person-days to identify potential stakeholder managers, define their roles and responsibilities, brief, communicate role toa staff Ongoing requirement for each stakeholder manager to develop and implement an engagement strategy and for Stakeholder Manager to co-ordinate Possible training costs	Team of stakeholder managers established and operating, identified to stakeholders. Terms of reference agreed, guidance provided on FCONet, training module developed, ready for delivery. Staff informed via FCONet, Connect, News and Views, targeted communications with individual Directorates and Groups

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A. FORMAL RECOMMENDATIONS

PRIORITY AND TIMESCALE	ACTION POINT	WHAT DO WE NEED TO DELIVER THIS?	LEAD OTHERS TO BE INVOLVED	RESOURCES REQUIRED	PROGRESS
High Review of contact point and other website information by Oct 06 Recommendations on training for enquiry point staff by Nov 06, training in place by April 07	**8. Improve the FCO's front-line points of contact.**	● A clear and accessible set of enquiry points ● Enquiry point staff who have the information and skills they need to handle enquiries efficiently and effectively ● FCO website information which meets stakeholder needs	Sarah Kline FCONet team (for FCO Directory) e-media team HR Direct Enquiry Point staff HRD - Learning and Development Posts Stakeholder managers	2 x person days to investigate information currently available, propose improvements, secure approval and ensure implementation Possible training costs	Stakeholder managers named as front-line points of contact on FCO website http://www.fco.gov.uk/servlet/Front?pagename=OpenMarket/Xcelerate/ShowPage&c=Page&cid=1070037763223 Further transparency for stakeholders to be factored into FCO website revamp in 2007. NVQ training in customer service to be piloted from March 2007. Customer Focus forms part of appraisal process for all staff in Bands A-D

A. FORMAL RECOMMENDATIONS

PRIORITY AND TIMESCALE	ACTION POINT	WHAT DO WE NEED TO DELIVER THIS?	LEAD OTHERS TO BE INVOLVED	RESOURCES REQUIRED	PROGRESS
High Strategy drawn up for Board approval by Oct 06 Communication to staff Nov 06 Reviews every 3 months	**9. Develop a stakeholder engagement framework and implement it across the organisation**	• A strategy for stakeholder engagement with clear objectives, responsibilities, time-frames and review mechanisms • Organisation-wide understanding and commitment to the strategy	Sarah Kline Stakeholder managers Internal Comms team Whole organisation	50 x person days to develop strategies and secure approval 10 x person days for dissemination to staff, face-to-face where possible ongoing monitoring and review	Strategies for each stakeholder group developed. Overall strategy to Board December 2006. Extensive communication to staff through Connect, News & Views, FCONet and targetted briefings and training sessions for Directorates
Medium M&E tools in place by December 2006 Full stakeholder survey end 2007	**10. Develop systematic feedback mechanisms from stakeholders**	• Light-touch but meaningful mechanisms for checking stakeholder satisfaction, picking up and dealing with problems	Sarah Kline Stakeholder managers	2 x person days to identify appropriate M&E mechanisms regular meetings with stakeholders by stakeholder managers budget for formal stakeholder survey end 2007	Feedback mechanisms established in all engagement strategies, M&E guidance provided to stakeholder managers.

B. OTHER ISSUES FOR FOLLOW-UP

PRIORITY AND TIMESCALE	ACTION POINT	WHAT DO WE NEED TO DELIVER THIS?	LEAD OTHERS TO BE INVOLVED	RESOURCES REQUIRED	PROGRESS
Medium Improved training programme in place by April 07 Feedback meetings to take place quarterly	a) Improve consistency in service delivery, particularly at junior levels	● Continued emphasis on customer focus in training and appraisal ● Systems for capturing, disseminating and rewarding best practice ● Mechanisms for customer feedback ● Clarity on expectations and guidance for staff	<u>HRD Learning and Development</u> Stakeholder Managers Posts and Directorates	Training budget for customer service courses Regular meetings between stakeholders and stakeholder managers to be used to identify problems and gauge progress	NVQ training in customer service to be piloted from March 2007. Customer Focus forms part of the appraisal process for all staff in Bands A-D All service provision departments carry out regular customer satisfaction monitoring. Capability Review survey and FCO's 2007 Survey will provide other channels to monitor progress

B. OTHER ISSUES FOR FOLLOW-UP

PRIORITY AND TIMESCALE	ACTION POINT	WHAT DO WE NEED TO DELIVER THIS?	LEAD OTHERS TO BE INVOLVED	RESOURCES REQUIRED	PROGRESS
Low Future plans clarified by December 06	b) Embed commercial awareness and economic literacy in staff training and ensure a senior management lead for this skills development is in place and communicated	• Business, economic and financial training programmes for all relevant staff, including HoMs • Appraisal process to take account of specialist skills acquired	Global Economic Issues Directorate (economic training), UK Trade and Investment (commercial training)	Part of ongoing training implementation and review process	Training: All staff with a significant economic or commercial component to their job undergo specialist training. Economists in the FCO have a Head of Profession and continual professional development requires all officers to undertake 100 hours of training every year, which must include 50 hours of specialist economics training. UKTI's Professional Development Unit ensures that trade and investment staff have the knowledge and skills to understand customer needs and to deliver advice and support, through a programme of courses in the UK and overseas, and online learning. Staff also have the opportunity to study for the UKTI Diploma in Management, Trade and Investment, a post-graduate business qualification developed by the OU Business School and tailored for UKTI. Appointments: Global Economy Group and UK Trade and Investment respectively are involved in all appointments with significant economic or commercial components. Appraisal: The requirement for 360 feedback from customers as well as colleagues ensures that effectiveness in meeting customer needs is captured in the appraisal process. An annual survey of satisfaction with economic reporting, and regular UKTI customer satisfaction surveys also ensure ongoing monitoring of standards

B. OTHER ISSUES FOR FOLLOW-UP

PRIORITY AND TIMESCALE	ACTION POINT	WHAT DO WE NEED TO DELIVER THIS?	LEAD OTHERS TO BE INVOLVED	RESOURCES REQUIRED	PROGRESS
Medium Review completed by November 06 Recommendations implemented Nov 06 onwards Review June 07	**c) Develop understanding of minority communities and faiths among FCO staff**	• Training and development opportunities for all staff • Appraisal process to take account of efforts in this area	<u>Stakeholder Managers for Faith Groups and Muslim Outreach</u> HRD Internal comms team	5 x person days to review current arrangements and make recommendations Possible training/events budget	Recommendations agreed for seminar to plan Faith Awareness Course and for continuation of programme of talks by different faiths, for implementation by spring 2007. Appraisal process includes compulsory diversity objective
Medium Strategy developed Oct 06 Review in run-up to FAC report on FCO Annual Report	**d) Improve transparency and openness with Parliament and media**	• Increased staff awareness	<u>PRDT</u> Press Office	Staff time to explain requirements	PRDT running active programme of briefings for staff at team meetings on needs of Parliament Press Office to launch a one-day media awareness course from January 2007 Improved information provided on FCO web site

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B. OTHER ISSUES FOR FOLLOW-UP

PRIORITY AND TIMESCALE	ACTION POINT	WHAT DO WE NEED TO DELIVER THIS?	LEAD OTHERS TO BE INVOLVED	RESOURCES REQUIRED	PROGRESS
Low Initial sense of action required by end Dec 06	e) Ensure e-grams visible and directed at right audiences	• Understanding and awareness of best means of reaching OGD audiences	<u>Comms Centre</u> Posts, desks	Regular dialogue with OGDs to establish bottlenecks and alternatives	Comms Centre is dealing with known difficulties in distribution. Deputy Stakeholder Manager contacting all OGDs to ascertain distribution patterns
Medium Ideas developed by December 06 Review June 07	f) Frequent rotation of staff frustrating for stakeholders	• Systems that ensure business continuity when staff change: • List of key stakeholders to be kept by each staff member with external-facing role • Notice of change in personnel to be sent to all relevant stakeholders by outgoing staff member	<u>Stakeholder managers</u> Job-holders and managers Internal comms HR	minimal	Business Continuity incorporated in Stakeholder Manager Terms of Reference. Contact lists established. Deputy Stakeholder Manager to investigate scope for inclusion of continuity for stakeholders in all letters of appointment

PRIORITY AND TIMESCALE	ACTION POINT	WHAT DO WE NEED TO DELIVER THIS?	LEAD OTHERS TO BE INVOLVED	RESOURCES REQUIRED	PROGRESS
B. OTHER ISSUES FOR FOLLOW-UP					
Medium recommendations developed by Nov 06	**g) Commit to fewer set-piece initiatives, ensure initiatives have a long-term plan and the resources to follow them through**	● Long-term, strategic approach to policy development and relationship management	<u>Directors, DGs and Ministers</u> Stakeholder managers Internal comms to whole organisation	5 x person days to look at training in strategy development Embed in ongoing planning processes	Professional Skills in Government course in Strategy to be piloted in spring 2007. Stakeholder strategies have introduced a more long-term perspective to relationship management, and are underpinned by a budget for stakeholder outreach. Next step is to look at scope to embed long-term stakeholder planning into all business planning processes (eg through the submissions template, Board objectives, risks register)

PRIORITY AND TIMESCALE	ACTION POINT	WHAT DO WE NEED TO DELIVER THIS?	LEAD OTHERS TO BE INVOLVED	RESOURCES REQUIRED	PROGRESS
B. OTHER ISSUES FOR FOLLOW-UP					
Medium Recommendations developed by October 2006, review of implementation June 2007	**h) recognise and celebrate strengths, while presenting a more open, clear and confident external image**	• System for capturing and recording successes and achievements • Strong and regular expressions of support and appreciation to staff by Ministers and managers • Strategy for external corporate communications, including through media, website and via stakeholders	Strategic Communications Group Internal Communications Team, Press Office, Stakeholder Management Team, Public Diplomacy Group, Consular Directorate	0.5 x Strategic Comms Team Leader in Press Office, support from other members of cross-Department Strategic Comms Group	Strategic Communications Group established and meeting monthly to co-ordinate cross-FCO communications planning. External communications strategy in place around key CSR themes and planning in hand for long-term corporate comms strategy. Quarry of case studies of FCO successes collected, placed on FCO website (http://www.fco.gov.uk/servlet/Front?pagename=OpenMarket/Xcelerate/ShowPage&c=Page&cid=1161590565639). Internal communications strategy in development, early vision set out by PUS and cascaded through managers. Robust statements by Ministers in response to media criticism of FCO, drawn strongly to staff attention. Major speech by Foreign Secretary on FCO achievements Nov 2006.