



Foreign &
Commonwealth
Office

Foreign and Commonwealth Office 2014 Improvement Plan

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1. Foreword

Foreword by the Departmental Board

“... My ambition is a Foreign Office that is the best diplomatic service in the world. I want to see an even more confident and more capable Foreign Office, one in which ideas thrive and the status quo can be challenged fearlessly, that provides the creative and innovative ideas which help Britain to stay ahead and that has all the attributes of a thriving democratic institution that people want to belong to and are proud to work for, that looks after its staff, invests in the next generation of young diplomats and that is a centre for excellence in every way. .” Rt Hon William Hague MP, 08/09/11

Our vision

By 2015 we aim to be the best diplomatic service in the world, recognised as ambitious, confident, proud of what we do, and highly rated for our **policy analysis** and for creative and action-oriented delivery. **Our staff** will be highly regarded for their expertise in languages, local affairs and cultures, sought after for their diplomatic skills in influencing and negotiation. We will continue to attract, retain and invest in exceptional people with diverse backgrounds, skills and views.

We will recognise and reward great work that develops our organisational capability and advances our national interest. We will work together effectively with a wide range of partners to make a difference for the UK. Our strong, agile global **network of Diplomatic Missions** will serve all of HMG. Our modern efficient estate will be supported by ICT and knowledge networks that enable us to excel in our core business of information, analysis, advice and diplomacy.

How we did in 2013

In 2013, the FCO made good progress against a number of its aims for improvement and in innovating the way we work, localising and regionalising our services to make efficiencies. Our management of information has improved in a number of ways, as has our financial management. We now have a system for measuring our progress and impact against our Foreign Policy priorities, notoriously difficult to measure; and our assessment of risk has improved. We have developed and begun to implement our plan for delivering the FCO's future workforce, have made good progress on ensuring we have a unified workforce, and are on track to achieve the efficiency savings required of us.

There is of course more to do and there are a number of areas, where, whilst we have made some progress, further attention is required. The FCO's management of knowledge is still a cause for concern and we will be taking further steps to ensure that our public record is up to scratch. Despite the Board's absolute commitment to a diverse workforce, we have not met the targets that we set for ourselves. We are pleased that our staff engagement scores remain 10 points ahead of the Civil Service average but we are determined to create an even more committed workforce with engagement scores up across the board. We want our staff to feel proud of working for the FCO and feel able to challenge the way things are done in the organisation. We must provide them with the right tools (IT) to achieve our ambition and ensure that we tackle issues of overstretch.

Finally, we are pleased to report this year that the FCO will be placing additional emphasis on enhancing our policy capability, increasing diversity and making progress on the One HMG Overseas Agenda.

1. Foreword

Who we are and what we do

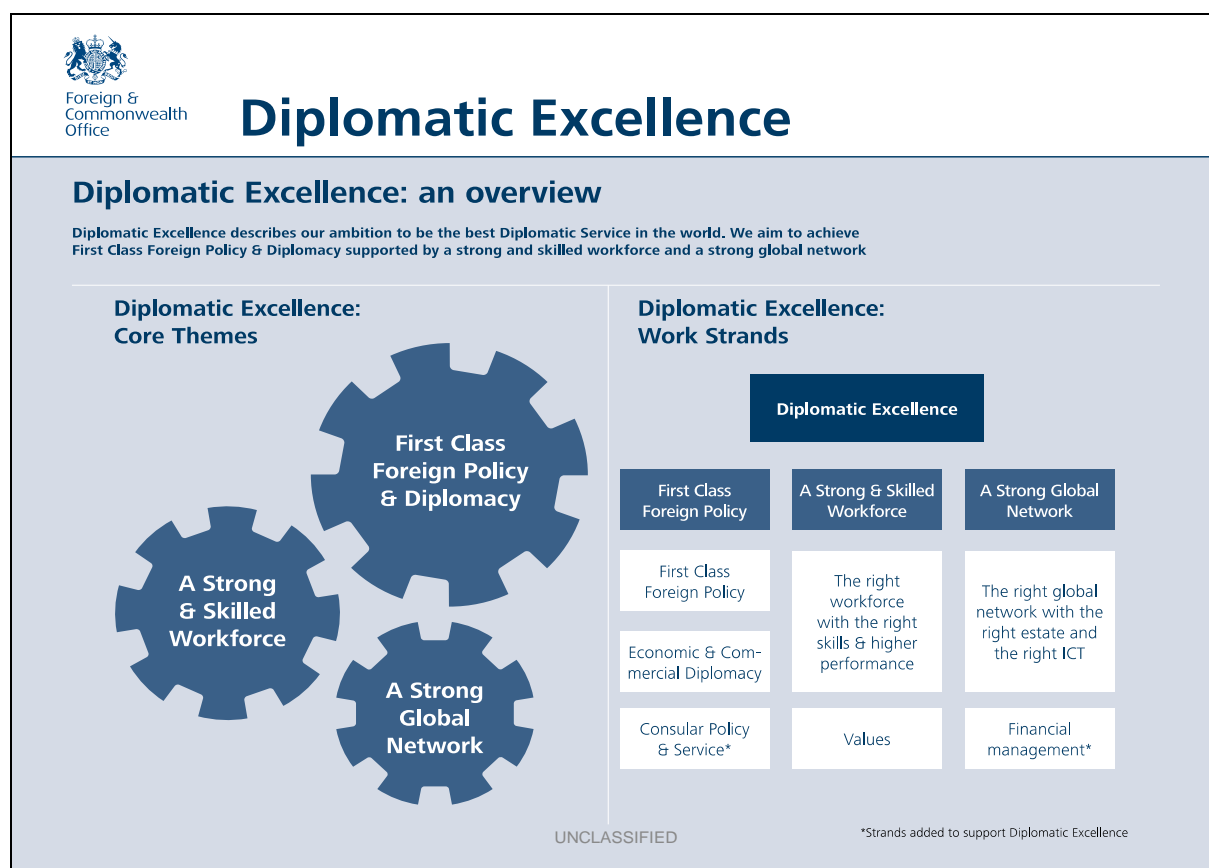
The Foreign and Commonwealth Office leads the Government's efforts to protect and promote the UK's interests and values overseas. Through a worldwide network of embassies and consulates, employing over 14,000 people in nearly 270 diplomatic offices we build alliances, networks and connections across the world to promote UK growth, defend our security, and protect British nationals overseas. At home and abroad, the FCO uses its skills and influence to advance the efforts of the whole of the British Government.

How we work – Diplomatic Excellence

The FCO's main tool to deliver these aims is Diplomatic Excellence, our continuous improvement strategy, launched in 2011 and aligning fully with Civil Service Reform. This Departmental Improvement Plan is an integral part of Diplomatic Excellence.

There are three strands to our campaign of Diplomatic Excellence: the first is ensuring we are producing and implementing, through diplomacy, first class foreign policy with British interests at its heart. The second is having the right people, UK Civil Servants and staff recruited locally, with the right skills to do their jobs, who understand their role and give their best. The third is through our worldwide network of posts making sure we are operating as cost effectively as possible, in the right places, with the right IT, buildings and security. We aim to provide the best possible service and value to the British taxpayer.

Diplomatic Excellence has been recognised externally, winning an 'Inspiration of Government Award' (March 2013) from the Institute for Government and also a Highly Commended award for best international programme by the CIPR (Chartered Institute for Public Relations).



2. Assessment

Overall Assessment

The FCO has assessed where it is in the four critical areas of:

- 1) Performance
- 2) Strategic risk and leadership of change
- 3) Efficiency and innovation
- 4) Capability

In addition, we have reviewed our performance against the 2013 Departmental Improvement Plan and our scores on Diplomatic Excellence. ***Annex B contains our measurement of progress against the metrics set out in the 2013 Departmental Improvement Plan.***

For 2014/15, the Board has decided that the Department will focus on the following eight areas, which include two new priority areas: improving policy capability and making significant progress on the One HMG Agenda. These eight priorities will form part of our Diplomatic Excellence agenda.

FCO Improvement Plan Priorities

1. Enhance our ability to devise and deliver excellent policy
2. Ensure we have the very best workforce – skilled, professional and affordable
3. Do more to recruit, retain and advance the most talented people from all backgrounds - a diverse and inclusive workforce
4. Maintain staff morale – tackling pay and overstretch
5. Better IT – ensuring it is fit for purpose and helps us achieve our ambition
6. Manage knowledge to support first class foreign policy
7. Make significant progress on the One HMG Overseas agenda
8. Improve Management Information (MI) to support high level decision making

NB This DIP assesses the period covering the Financial Year 2013/14 and sets out the FCO's Improvement Plan for the Financial Year 2014/15.

2. Assessment

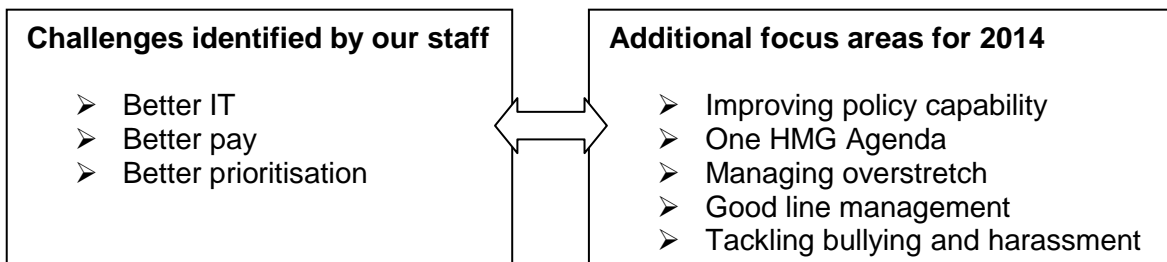
OUR KEY CHALLENGES

Our key challenge for 2014 remains the same: balancing ambition with austerity.

The Spending Review 2010 (SR10) required us to make 10% real terms efficiency savings by 2015. Together with subsequent funding cuts, high overseas inflation and reductions in income from other Departments on the FCO platform, we need to deliver annual cost reductions of at least £169m by 2015, equivalent to 19% of our non-ODA (non - Official Development Assistance funds) spending at that point.

At the same time, we are striving to be the best Diplomatic Service in the world and increasing the reach of our network overseas. Our intention is that the FCO in London and our posts overseas should bring together and support the whole of Government in pursuing international priorities and in doing more to promote the UK's domestic agenda. The complex and changing world we live in means we have to direct resources more often to political and consular crises, recently including Syria, Ukraine, Nairobi and Iraq.

Our ambitious approach to foreign policy, matched with economic constraints, means that we have to seek innovative approaches to the way we work. Within this context, we have identified a number of specific challenges to address in 2014.



2. Assessment

1) ASSESSMENT OF PERFORMANCE

Summary

We have achieved **seven** of our fifteen Priority Outcomes in FY 2013/14. **Six** have been partly achieved and two have not been achieved.

A table assessing our performance against each of the fifteen Priority Outcomes, together with our impact scores, can be found in Annex A.

Our 2013/14 Priorities

The UK pursues an active and activist foreign policy, working with other countries and strengthening the rules-based international system in support of our values. In FY 2013/14, we set ourselves fifteen priority outcomes under the three foreign policy headings of security, prosperity and consular. These do not represent the totality of our work around the world but do help us focus on practical outcomes in key areas.

How do we evaluate success?

Judging success in foreign policy is notoriously difficult. Causal links between foreign policies and specific outcomes are very hard to prove, may not be seen until years later and are often subjective. Despite these difficulties, the FCO is committed to measuring progress against our Foreign Policy priorities as well as the impact we have made. We assess our effectiveness through regular reviews of business plans and monthly impact monitoring by the FCO Management Board (the "Board"). We record evidence of the FCO making a difference against stated priority outcomes and wider foreign policy objectives. Further evidence of our impact is cited in our Annual Report and Accounts.

Examples are scored from 0-5 (5 being the highest score), depending on whether the event was tactical or strategic and whether the FCO's role was significant or vital.

Strategic impact shows that we have achieved an end, following a series of tactical engagements – it is something that has resulted in a change.

Tactical impact makes an incremental step forward in our overall strategy or is a part of the overall strategy.

A vital role means the FCO led or acted independently and we critically assess whether this would have happened without the FCO.

A significant role means the FCO was involved and had an important, but not leading, role to play.

Crisis or consular responses and the value of commercial deals are also considered. Scores are given by an independent, internal panel each month and by partners from outside the FCO.

In 2014/15, we will consider mapping the proportion of staff resources and costs against each of the priority outcomes, thus giving us an overview of the relative resources allocated to each of our priority areas. This will also provide us with better information as to what proportion of our resources is spent on other business.

2. Assessment

2) ASSESSMENT OF STRATEGIC RISK AND LEADERSHIP OF CHANGE

Summary

We have a clear mechanism for managing foreign policy and operational risks.

We have made improvements on knowledge management but it is a longstanding weakness and continues to present a strategic risk. Our Management Information has improved considerably but will continue to be an area for further progress.

The majority of staff remain dissatisfied with their pay and benefits package.

The FCO scores significantly above the Civil Service in staff survey scores on engagement, including leadership and management of change which increased for the second year in a row. But scores on Bullying, Harassment and Discrimination are slightly worse than the Civil Service Average. Many of the scores in the My Manager theme, while better than the Civil Service average, have fallen slightly.

a) ASSESSMENT OF STRATEGIC RISK

How we manage risk

Every month the FCO Management Board reviews the organisation's Top Risk Register (TRR) to ensure governance and oversight of the top foreign policy and operational risks facing the organisation. Risks are highlighted in both Country and Directorate business plans, for which Heads of Mission and Directors General take responsibility. Deep reviews of the individual risks are led each month by the Policy Unit. The Board reviewed our risk management approach after its first year in operation and concluded that the system was effective. The Audit and Risk Committee also reviews the management of operational risk.

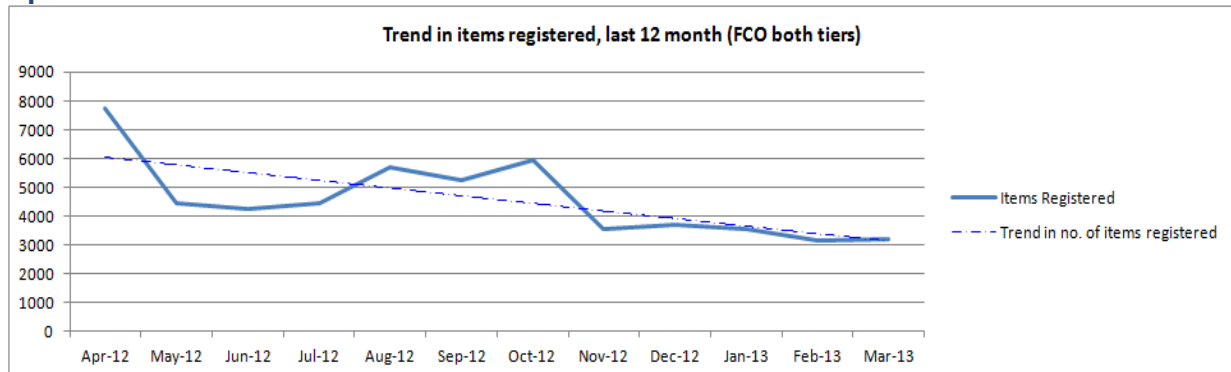
Longstanding risks

While we have made some progress on **Knowledge and Information Management**, it remains problematic. A National Archives report in 2012 commended structural and governance changes since 2011 but identified training and staff understanding as remaining areas of weakness. Despite a better trend in record keeping (see graphs below), gaps in our record keeping cause reputational and financial risk to the FCO. Registration of documents improved last year, with a 21% increase in records registered (66,404 documents) but falling short of our target of 68,670 documents. To improve our performance, the FCO Executive Committee has agreed a plan for embedding information specialists to raise information management standards across the office. As well as ensuring we have better systems for managing knowledge, we need to change the culture in the organisation so that all staff are better at recording and retrieving important documents.

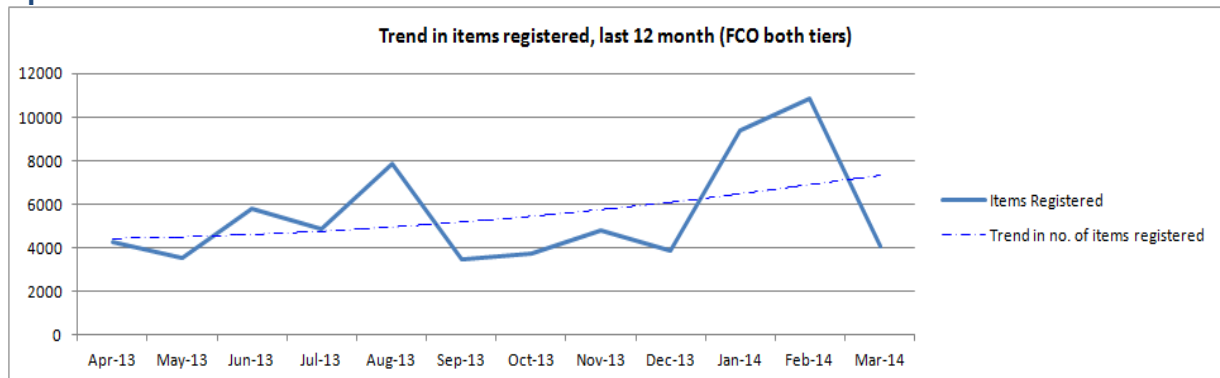
Both the Cabinet Office, in its *2013 Security Risk Management Overview Best Practice Guide*, and the Information Commissioner's Office have commended the FCO's information management "Health Checks" as an innovative and effective way of raising staff awareness on information risk issues.

2. Assessment

April 2012 – March 2013



April 2013 – March 2014



Knowledge and Information Excellence Achievements in 2013/14

- In 2013, the FCO completed the transfer to The National Archives of 20,000 colonial administration files which were reviewed over the 2011-2013 period.
- Approximately 7 million unique public records were migrated onto the current IT system.
- We continue to work closely with The National Archives and the Lord Chancellor's Advisory Council on National Records and Archives on a release programme for the FCO's 600,000 special collection files, most of which are overdue for review under the Public Records Act.
- Four data incidents were recorded in 2013, down from 11 in 2012, maintaining our "high assurance" rating from the Information Commissioner.
- The FCO's Knowledge and Technology Directorate (KTD) conducted ten Information Management Health Checks, including 3 overseas and completed nine 12-month reassessments. Seven business units improved their ratings.
- KTD delivered a full programme of knowledge assistance to the wider FCO.
- We continue to deliver "Our FCO, Our History" series of talks and seminars.

2. Assessment

Other Risks

We have identified a number of risks to our performance that are being actively managed and which the Management Board reviews regularly:

- **Security:** As well as external threats to our staff from violent crime, terrorism and civil / political unrest, expeditionary diplomacy to more inherently risky places increases our vulnerabilities.
- **Staff morale:** In particular, concerns about increasing workloads and dissatisfaction with pay and benefits package.
- **IT:** Failure to maintain a rapid, reliable and secure global ICT network and effective information management systems impacts on our ability to deliver.
- **Financial Pressures:** Successive 1% cuts to the FCO's non-ODA budgets during SR10, a further 8% real-terms cut to non-ODA budgets in 2015-16 and an increased proportion of ODA funding puts delivering foreign policy priorities at risk.
- **UK Estate Reform:** Risk to our ability to operate if the procurement timetable slips or staff buy-in wanes.
- **Aggregated Effect of Operational Change:** The multiple change programmes across Whitehall and in the FCO (e.g. UKTI, Home Office Visas, Civil Service Reform, One HMG, Regionalisation) could cause confusion, change fatigue or additional burdens on staff.

2. Assessment

b) LEADERSHIP OF CHANGE

The staff engagement index from the 2013 Staff Survey was 68%, an increase from 67% in 2012 and 10 points above the civil service average. Set against challenging internal and external factors, it is pleasing that the score has increased. We recognise however, that we need to do more and have prioritised Line Management and Bullying, Harassment & Discrimination as areas on which to focus. It should also be noted that Engagement levels differ between grades with Bands A2 and B3 showing comparatively low scores. It is clear that staff remain concerned about their pay - only 33% of staff felt that their pay adequately reflected their performance and only 26% believed that their pay was reasonable compared to people doing a similar job in other organisations.

Of the 5 statements which make up the engagement index (see below), one decreased, one rose and three stayed the same. In 2012, all 5 statements recorded significant increases from the 2011 results, and the scores are above the civil service average (CSA).

5 questions which make up the Employee Index	2013	Diff from FCO 2012	Diff from Civil Service 2012
I am proud when I tell others I am part of the FCO	78%	No change	+22
I would recommend the FCO as a great place to work	61%	+ 1	+16
I feel a strong personal attachment to the FCO	60%	No change	+14
The FCO Inspires me to do the best job	58%	No change	+15
The FCO motivates me to help it achieve its objectives	55%	-1	+15

The Leadership & Managing change theme, which has the strongest association with employee engagement, has increased to 51% (up 1 point) for the second year in succession and it continues to be significantly above the Civil Service average.

	2009	2010	2011	2012	2013
CSA	38%	37%	38%	41%	42%
FCO	53%	52%	48%	50%	51%

Notable areas within this theme where the FCO significantly outperforms the CSA include:

Leadership and managing change	2013	Change from 2012	Difference to CSA
I have the opportunity to contribute my views before decisions are made that affect me	44%	+2	+7
I believe the actions of senior managers are consistent with the FCO's values	57%	+2	+14
Overall, I have confidence in the decisions made by the FCO's senior managers	51%	+1	+10
Senior managers in the FCO are sufficiently visible	60%	+1	+9
I feel that the FCO as a whole is managed well	57%	+1	+14
I think it is safe to challenge the way things are done in the FCO	46%	+1	+7
I feel that change is managed well in the FCO	40%	-1	+12
When changes are made in the FCO they are usually for the better	35%	-1	+8

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3) ASSESSMENT OF EFFICIENCY AND INNOVATION

Summary

We are on track to deliver our efficiency savings by 2015. The requirement to make £100m baseline savings in the current Spending Review period has driven us to modernise and innovate in the way we work. Our programme to regionalise elements of corporate services provision will save £5m each year and introduce a more professional service.

We have also made progress on our vision for One HMG Overseas, through which we are working to improve the coordination of UK overseas activities, deliver efficiencies for HMG through the removal of duplication and maximise the UK's global impact through greater collaboration between Departments working overseas.

Efficiency Savings – headlines

Under the SR10 settlement, we were obligated to save £100m in administration costs by the end of the Spending Round. We saved £69.1m in 2013/14 and will make the necessary savings by the target date. We have done this by:

- Introducing new ways of providing support to our functions overseas. This has meant a reshaping of our work force by reducing the number of A and B based staff who are posted overseas. Last year, this saved £12.9m.
- Restructuring our UK and overseas estate by reducing the costs of office and residential accommodation, saving £17.4 last year.
- More efficient and accountable procurement saved £5.2m last year.
- Restructuring our corporate services by consolidating finance, HR and purchasing functions into global or regional hubs and replacing UK-based staff with local staff where it was cost-effective to do so, saving £33.6m last year.

Detail of efficiency programmes

Working Differently

The **Working Differently** programme is changing the way we deliver mission critical support to the overseas network, and supporting the reshaping of our workforce. The programme has focused on adjusting rules and procedures, making greater use of locally engaged staff, maximising information and automation technologies, and the roll-out in FY 2013/14 of a new Regional Technical Support Service supplied by FCO Services. This service has re-engineered and improved the delivery of technical security and ICT support across the network. By the end of the programme in 2015, we will have cut or localised just over 300 UK-based band A and B positions overseas, enabling savings of around £23m per annum.

Our Anti-Bureaucracy Deal that was introduced last year remains in place. In the 12 months since its introduction in February 2013, 45 ideas were submitted by staff, 75% of which have been implemented in part or in full. For example, we implemented a centralised online system for booking meeting rooms in response to one suggestion. Implementation remains our default position unless doing so would have a disproportionate or undesirable impact on costs, security or efficiency of operations elsewhere in the organisation.

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Modernising our Corporate and Consular Services

The operational transaction processing for our overseas locations will be based in our offices in Milton Keynes and Manila, achieving global coverage and reduced costs. We are also transitioning some finance, procurement, and human resources work from individual locations to regional hubs to create further operational and financial efficiencies allowing us to support more frontline work.

We established three new consular customer contact centres, in Malaga, Ottawa and Hong Kong, which provide consistent first line response covering 241 posts and responding to over 20,000 calls per month. 80% of queries are resolved immediately, whilst urgent or serious cases are escalated to specialist consular officers.

Innovations in the way we work

One HMG Overseas

The One HMG Overseas agenda aims to remove barriers to joint working, so that all staff working for HMG overseas can deliver the UK's international objectives more effectively and save money for the British taxpayer. We do this through:

- ❖ **Collaboration:** dovetailing individual HMG partner objectives into single country business plans and working together as a single team to deliver cross-departmental objectives in-country.
- ❖ **Co-location:** bringing all HMG personnel together into single buildings or compounds that are provided by the FCO.
- ❖ **Regionalisation:** gathering corporate service functions into global and regional "centres of excellence", both in the UK and overseas.
- ❖ **Consolidation:** establishing a single corporate services team in every post. In early 2014, DFID took the decision to move fully onto the FCO's corporate services platform in its 28 offices overseas by April 2015.
- ❖ **Harmonisation:** working towards the same terms and conditions of service for all HMG staff overseas, depending on their cadre (UK based or Locally Engaged).

The FCO's global network now provides a platform for around 4,000 staff from 26 other Government Departments, Arms Length Bodies and Devolved Administrations in 159 of our 268 Posts around the world. Plans are in hand for other major moves – e.g. projects to co-locate DFID on the FCO platform in Kathmandu and New Delhi. We have introduced shared policies for HMG staff deployed overseas – e.g. on freight and storage of baggage - and a shared methodology for FCO/DFID/UKTI/UKVI to calculate Cost of Living Allowance for UK-based staff overseas. The One HMG overseas agenda is creating real savings for HMG, and further savings are anticipated from the continued consolidation of corporate services teams overseas. The costs of running HMG's overseas platform are shared by HMG Departments on the basis of a cost-sharing MoU. This expires in March 2015 and we are in the process of negotiating a successor MoU, which once agreed should be clearer, more consistent, more flexible and more transparent.

This work is overseen by the cross-Whitehall One HMG Overseas Network Board, chaired by the FCO's Chief Operating Officer. The Network Board has agreed an ambitious set of objectives for 2014 and monitors progress through quarterly meetings. Of course there are challenges, in particular around the harmonisation of local staff pay. Our existing guidelines have come under strain with the different pressures on Departmental budgets, with some Departments now able to pay their staff more than others. We also face recruitment and

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retention challenges in certain grades in some areas of our network. The Network Board has commissioned work to update our LE harmonisation methodology but it has proven difficult to make progress. In the longer term, harmonisation of UK-based staff terms and conditions will only be possible as part of a cross-Departmental review of UK staff salaries; for the time being we are focusing on areas which we all have in common, such as pre-posting administration and certain shared allowances.

Co-location with other Diplomatic Missions

We continue to look for opportunities to co-locate with like minded countries where it makes sense to do so. We are now temporarily or permanently located with partners in over 20 countries, including with Canada, Australia, New Zealand, Germany, France and other European partners. We have just begun a review of our co-locations to evaluate the political and economic benefits, and to find out what lessons we should apply to future co-locations.

Aligning Resources to Priorities and Monitoring Expenditure

We have strengthened our Medium Term Financial Planning process which links budget allocations to plans for delivering our Foreign Policy Priorities. We have integrated business and financial planning and, for the first time under this process, have set budget allocations not only for the immediate financial year (2014-15) but, provisionally, for the following year (2015-16). This has provided greater clarity on available resources and enabled longer term planning by Directorates and Posts.

Budgets are formally delegated to Director Generals (DGs) by the Permanent Under Secretary and monitored through the Key Performance Report (KPR) process. Directorates scrutinise their expenditure, forecasts and financial risks against their budgets. This process is subject to challenge by Finance Directorate ensuring that the correct FCO, HMT budgeting policies and accounting principles are adhered to. Financial management is approved by DGs and reviewed monthly by the FCO Management Board.

A more thorough KPR review is carried out at the end of each quarter, with greater analysis of spending patterns, forecasting accuracy, and financial risks maintained on the Financial Risk Register. Each quarter, the FCO Management Board considers the financial position and recommendations from Finance Directorate and takes decisions to ensure that FCO stays within budget. We also introduced new Core Monthly Finance Dashboards in 2013. These provided budget holders and senior managers with oversight of Departmental and Embassy budgets. We developed Financial Performance and Compliance Indicators (FPCIs) to monitor financial management in FCO operations in the United Kingdom. These will be revised and combined with metrics already in place for overseas posts in the first half of 2014-15. Together, these online tools should provide senior managers with the financial detail they need to make robust decisions.

During FY13-14, we successfully implemented an online version of the KPR, making it available to all budget holders within FCO. This is underpinned by a streamlined budget management process which ensures all forecasts and budget adjustments are made through the system. The new on-line tool has given managers access to better quality management information, while saving an average of one week per month in the budgeting process.

These processes have resulted in real improvement to our financial management. For FY13-14, we have met our Diplomatic Excellence target of remaining within 99-100% of the budget. We have under spent by 0.89% of the budget, well within the limit of 1%.

2. Assessment

4) ASSESSMENT OF CAPABILITY

Summary

Diplomatic Excellence is our campaign to improve our capability in terms of our policy, our people and the network. This DIP is aligned to our Diplomatic Excellence programme.

- On Policy, we aim to deliver first class foreign policy and diplomacy. We want to improve policy capability and consistency of policy advice across the FCO.
- On People, we aim to have the right people with the right skills in the right places.
- On Network, we aim to retain and strengthen our global diplomatic network.

First Class Foreign Policy

While we continue to make progress, we have made enhancing **policy capability** a priority this year. The International Policy faculty of the new Diplomatic Academy will play a leading role in supporting this priority.

In 2013, we ran courses and tailored training to ensure our staff understand and use the **International Policy Framework** and to improve their creative policy making. We launched a **better briefing** taskforce to raise the quality of briefing by improving process, substance and drafting. We use internal and external expertise, including across government and major think tanks, to ensure more open and strongly evidence-based policy. We run **Challenge Sessions**, enabling these experts to challenge the FCO's thinking on a range of policy issues – 2013 included sessions on the Eurozone crisis, Burma and Afghanistan. We are making more use of Knowledge Groups, which help the FCO retain the experience and expertise of internal alumni; in 2013, we launched Knowledge Groups for our Asia-Pacific, Americas and Prosperity cadres.

The Digital Transformation Unit has also been considering how digital tools and technology can enhance policy work. This has included looking with the Government Innovation Group and Government Digital Service at the scope for a number of big data/digital analysis pilots; providing online consultations, for example around the Balance of Competences review of Consular services; holding a “hackathon” to develop technology solutions to help end sexual violence in conflict; and putting in place new training and guidance for policy staff.

Our latest survey of senior customers in the FCO and across Whitehall suggested that the quality of policy advice, the policy making process and our focus on implementation had all improved since 2012. However, in some areas the quality of our advice remains inconsistent and we aspire to be even better, as well as to further improve the way we evaluate our impact. We want our staff to be proactive, to take responsibility for providing good, timely and strong advice and for ensuring that advice is clear and concise. To do this we need to ensure we build on the expertise we have, finding the right people for the right job and giving them the tools (e.g. IT) to do their jobs efficiently. We will make more use of sharing and encouraging good practice; using flexible resource to provide support to policy departments, such as through the Projects Task Force; and making policy excellence a central part of the new Diplomatic Academy curriculum.

We are committed to building **EU policy skills** across the FCO and Whitehall. In 2013, we established both the FCO Europe Cadre and a cross-Whitehall EU Network to support the development of the knowledge and skills that all staff need to deliver first class Europe policy

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– the networks now have over 1000 members from more than 40 departments. We run courses and workshops on understanding, working with and influencing the EU both in the UK and in the Europe Network. We also have dedicated EU and EEAS Staffing units supporting potential British candidates for priority jobs in the EU Institutions. Separately, we are working to ensure our staff have sufficiently deep legal awareness to be able to influence reform of the European Court of Human Rights. The development of the Europe Faculty and Multilateral Policy Faculty curriculums of the Diplomatic Academy will further embed our skills in European diplomacy.

We are working to improve **commercial skills** among our staff, encourage innovation and develop our measurement of achievements against our prosperity goals. The FCO has a key role to play in increasing exports, towards the £1 trillion target, and in increasing foreign direct investment, towards the £1.5 trillion ambition. The FCO is developing a mechanism for aggregating its impact on prosperity work, the first of those being the business wins form introduced in December, which assesses the extra value the FCO helps British business to win. The FCO's role is to help create the conditions for global growth - opening markets, creating opportunities for British business, ensuring sustainable economic growth and resources, and building Britain's reputation. Trade & investment figures over the past year, show the progress this new approach is making¹.

The Foreign Office is trialling a new and innovative form of **Government to Government (G2G) contracting**. In the new model the FCO is establishing a network of private limited companies, wholly owned by the FCO, to provide advice and support to foreign governments in development of infrastructure programmes. This work is wholly funded by the client governments – the G2G programme made a profit for the FCO in its first year of operation although the programme is still operating as a start-up. Success will depend primarily on whether we are able to finalise some of the major bilateral deals currently in the pipeline.

The 2013 National Audit Office survey reported that in 80% of emerging economies, most of our staff had had some form of **commercial training**. Some 830 staff worldwide have completed commercial diplomacy training. An understanding of this work remains essential and forms a significant element of our new Prosperity induction training. We are working closely with UKTI to link our training programmes including on client relationship management. The Diplomatic Academy's Prosperity and Economic Faculty will also support commercial skills.

A Strong and Skilled Workforce

We launched our '**Excellence Through People: One Global Workforce**' HR Change programme in December 2012. The two year programme has already made a positive impact on our human resource (HR) policies and processes. This includes stronger performance and talent management frameworks, based on Civil Service HR models, which aim to reduce the financial and human resources spent on HR processes, and improve performance management.

The Programme is also helping us to build the value, voice and visibility of our **locally engaged staff**, through: i) adoption of a single grading structure for all FCO staff be they UK-based or locally-engaged; ii) the introduction of 'Global People Principles' which set clear expectations for all staff and managers; iii) greater development support for senior staff; and iv) greater local staff representation in corporate decision making bodies.

¹ For example, UK goods exports to the following countries experienced significant growth in Nov-Jan 14 compared to the same period a year previously: China (+22.1%), South Korea (+46.5%), UAE (+23.5%) and Turkey (+10.0%).

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We have a **Strategic Workforce Plan (SWP)**, reviewed annually and updated quarterly, to manage and monitor supply and demand of staff through the SR10 period, and we have begun work on a future SWP from 2015. We are back-on-track to deliver a 10% smaller organisation over SR10 and into SR13. There remains a disconnect between corporate and operational requirements – demand for staff continues to run ahead of supply in high priority business areas. The appointment of an HR Management Information expert in 2013 is helping us to ensure we have the right information to inform our future workforce planning.

Our **Skills Audit** for 2013/14 showed 'Leading Change' as a strength for the FCO, with good progress but further to go on 'Commercial' and 'Project Management' skills. We are strengthening both through a combination of Learning and Development programmes, a new Procurement Strategy Approval Board, and the promotion of PPM best practice throughout the FCO. For example, we have simplified our procurement guidance and set up a SharePoint site which is visited by over 800 colleagues across the network each month. 'Digital' was seen as the area needing most attention to enhance our capability. We have now established a Digital Transformation Unit to ensure a coherent approach to digital skills across the FCO, and we will draw on Civil Service Learning (CSL) as well as specialised FCO courses and the new Diplomatic Academy to build capability.

We are also improving the self-service area of the FCO's Enterprise Resource Planning (ERP) system (Prism) to enable staff to record more easily their skills, languages and experience under headings which reflect the new Diplomatic Academy Curriculum and Civil Service Capabilities Plan.

We opened a new state-of-the-art **language centre** in September 2013. It is now operating at near-full capacity with over 160 full-time language students and over 400 part-time students using the Centre on a regular basis. We are currently undertaking a global review of speaker slots to ensure we have speakers in the right places across the network, placing a particular focus on Arabic and Mandarin.

Work has begun on a **Diplomatic Academy**, the first in this organisation's history, which will help to develop and nurture exceptional people, draw on the talents and experience of all our staff and ensure that vital knowledge and skills are passed from one generation of diplomats to the next. It will open formally in early 2015 but learning materials and master-classes have already been made available to staff.

Improving the FCO's record on **diversity, equality and inclusion** is fundamental to our aim of becoming the best diplomatic service in the world. We are therefore committed to measuring our progress and success by participating in external benchmarking exercises. The [2014 FCO Diversity and Equality Report](#) sets out our policy in this area.

We are committed to recruiting and developing the most talented people from the widest pool. Diversity brings different views, perspectives and ideas that strengthen our performance. To achieve this, the FCO runs a number of programmes: tailored sponsorship; leadership programmes; supporting flexible and part-time working; promoting unconscious bias awareness training; an outreach programme to universities and schools; the Black and Ethnic Minority (BME) campaign designed to increase BME applications to the FCO and to help BME staff reach their full potential; improving the reasonable adjustment provision for disabled staff; and engaging in government intern schemes. The FCO is engaging with women across its global network to consider radical measures to improve our diversity.

2. Assessment

We have laid some strong foundations for progress on diversity. Forty per cent of the FCO Management Board is now female, and we currently have 39 female Heads of Mission overseas, up from 22 in 2008. In November 2013, the FCO was recognised as one of the Top Ten public sector organisations for gender progression. But there is more to do. In 2013, we fell short of our targets e.g. we had 105 female SMS officers when we needed 114 to reach our target of 28%. The Board has re-committed to reach, if not exceed, these targets in addition to a set of new targets (in the SMS: 28% women, 5% BME, 5% staff with disabilities, 24 additional female HoMs over the next 4 years, 50% of external SMS recruitment to be women). We are considering developing longer term and more ambitious targets in our next iteration of the Diversity Strategy, which will go to the Board in September 2014. The PUS's personal objectives reflect the organisation's diversity priorities and the Foreign Secretary, Ministers and Board members all give visible support to diversity.

We continue to monitor closely our scores on **bullying, harassment and discrimination (BHD)**. Having risen slightly since 2012, our scores on **discrimination** are of concern (see figures below). The FCO Board has made clear that this is unacceptable, and there is no place for these behaviours in the organisation. We continue to evolve our plan on how to make a real difference, led by a member of the Board. We will provide tools for the leadership downwards on how to spot possible instances of BHD and how to tackle such behaviour. Measures include improved central communications on BHD and read across to the Good Line Management Campaign; working across the network and through One HMG to bring together the different cadres; reviewing the role of the First Response Officer network; working closely with posts and departments where scores are poor; and training and empowering staff to challenge behaviours that make them feel uncomfortable.

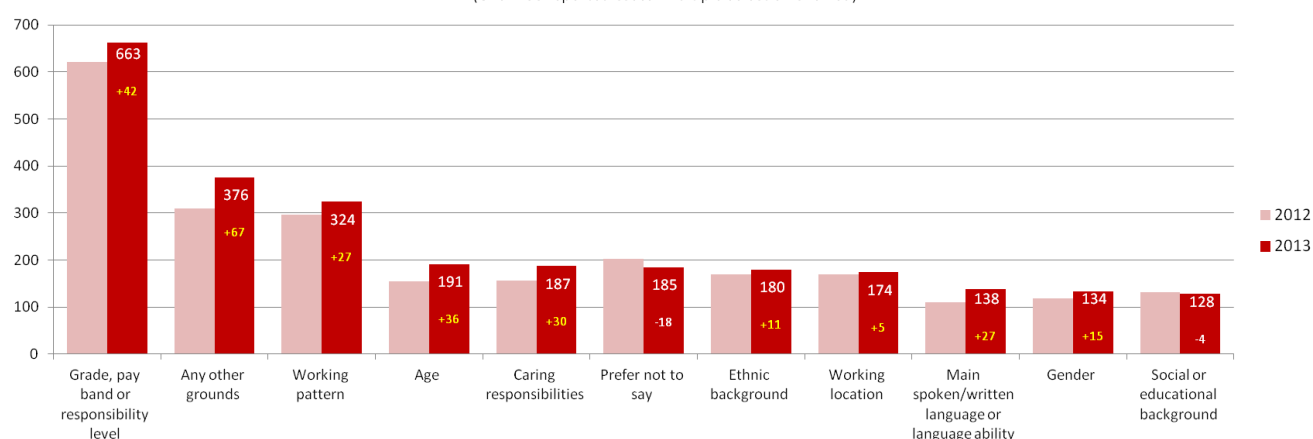
Discrimination, harassment and bullying



Reported reasons for discrimination at work

Comparison of Staff Survey 2013 and 2012

(Over 100 reported cases. Multiple selection allowed)



2. Assessment

Communications

Communication is core business for the FCO. We have a communication network that spans our 268 Posts. In 2014, we will publish the FCO Communication Strategy, setting out how we will use communication to help deliver foreign policy priority outcomes for 2014/15 and domestic priorities abroad through the network of diplomatic missions overseas.

The FCO communication function was reviewed as part of the cross-Whitehall capability review programme in 2013. The review highlighted the organisation's achievements in media management, internal communications, professional development, digital communication and some good campaign planning. It recommended work to: enhance strategic planning and resource allocation; grow communication capability and status; improve insight and evaluation, as well as campaign management and delivery; and clarify roles and responsibilities across the network. The strategy sets out the programme of work underway to implement recommendations from the review.

We have also recently produced a new **Internal Communication** Strategy, resulting in better coordinated and clearer communications to staff, who are then empowered to take any appropriate action.

Digital by Default

The [FCO Digital Strategy](#) was published on 21 December 2012. The strategy set a clear vision— making use of digital tools to improve foreign policy work; continuing to improve our digital communications; and moving to provide our services digitally

Digital by Default Achievements 2013

- Set up new core training for policy officers on how to use digital tools to enhance foreign policy.
- Completed the move of our web presence to GOV.UK, saving the FCO £1.5m each year. The transition involved over 200 worldwide sites in over 30 languages. Streamlined our most used online product – our travel advice, which is visited over 1.5m times a month.
- Delivered innovative digital communications, for example our “thunderclap” campaign on ending sexual violence in conflict reaching an audience of 2.4m. The number of Ambassadors and senior officials using social media has continued to increase (103 at last count).
- Improved our online customer service, with consular staff directly answering queries from British nationals on twitter (@fcotravel).
- Ran a number of digital transformation projects including our crisis hub to handle and collect crisis information – nominated for a UK Agile Award.
- Established a Digital Transformation Unit to provide specialist capability to achieve our digital ambitions. That Unit has developed a road-map for how we will transform our services and provide future training needs.

The Right Global Network

Through our **Network Shift programme**, we have deployed more staff to the emerging powers and the fastest growing regions, upgrading existing posts and opening new ones. Since 2011, we have upgraded or opened 14 posts. In FY 2013/14 we opened 3 posts - Mogadishu, Port-au-Prince and Asuncion, as well as opening a post in Seattle in early 2013.

2. Assessment

We are on target to deploy 300 extra frontline staff by 2015, having deployed an extra 250 staff to date. The cost of the Network Shift has been offset partly by savings the FCO has made as a result of reducing our diplomatic footprint in Iraq and Afghanistan and partly by the restructuring of the FCO's subordinate post network and delivery of efficiencies in Europe. We have stepped up our assessment of the impact of our new Posts and expanded resources, and have seen significant achievements as a result of our network strengthening.

We have improved our management of our **UK and overseas estate**. In the UK, we are on track to consolidate all London staff into our King Charles Street office by November 2015. This will save around £5 million a year in running costs and free up our Old Admiralty Building which will be occupied by the Department for Education. The King Charles Street office will house Directorates working on foreign policy issues, consular and crisis management and operational policy.

We have developed a Global Asset Management Plan, which is updated annually. In 2013-14 we sold nearly £40m of assets and reinvested the net proceeds into our estate. We delivered a major capital investment programme with a value of about £49m, completing 25 projects including a new Embassy in Jakarta, a new Residence in Khartoum, new offices and residential accommodation in Mogadishu and a new Language School in our King Charles Street offices.

We continue to improve the FCO Management Board's governance of **major projects**. The Board takes investment decisions at key stages in the Major Projects Authority process and monitors progress. In July and August 2013, an internal audit was carried out to make an assessment of the high level governance and assurance controls around the FCO's major projects to ensure they were sufficiently robust. The strength of risk management was considered 'moderate', with key strengths identified as including the systematic completion of business cases and reports to the Major Projects Authority. Weaknesses included the lack of a formal SRO training strategy, and a need to document formally lessons learned, and to track benefits. We are taking steps to respond to these recommendations.

IT continues to be a cause for concern and we are determined to make further progress. A significant improvement package to improve speed and stability overseas is now underway. However, frustrations remain, with continuing hitches in the main FCO system (Firecrest) and the associated network, along with delays to the first phase of the Knowledge Excellence (KE) Programme. The percentage of positive responses in the 2013 Staff Survey around 'tools to do the job' declined from 73% to 70% and the Diplomatic Excellence score declined from 6.8 at mid-year to 6.1 at year end.

IT Achievements in 2013/14

- Global roll-out of Echo Programme (new telephony and IT network with better capabilities to support flexible and mobile working) completed.
- Smooth transition to new IT suppliers and IT management system on 1 April 2014, bringing in more professional support and project management, and with major Technology Overhaul on track to start in 2014-15.
- RTSS (Regional Technical Support Service) bringing significantly improved technical support overseas, and NCP (more stable and secure overseas laptop connection) rolled out.
- Upgrade of the IT in the Beijing Embassy's Kerry Centre project delivered 'against the clock.'
- Successful changes to introduce the new Government Security Classifications.
- Improved satellite backup systems at 21 Posts across FCO's global network, better bandwidth for others.
- Other IT improvements and changes delivered across the global network as part of a new approach to engagement, for example Wi-Fi in UK buildings and larger mailbox sizes.

2. Assessment

Measuring our Capability/Diplomatic Excellence

A measuring framework for assessing the FCO's performance towards delivering our Diplomatic Excellence ambition was developed in March 2012 with input from the Office for National Statistics. In 2013 it was quality assured by ONS' Methodology Advisory Service. This framework gives us a single metric (an overall score out of 10) based on measuring progress against each of the work streams associated with the key themes of Diplomatic Excellence i.e. Policy, People and Network.

Scores, (both internal and external), since the inception of the measurement framework are given in the table below.

Diplomatic Excellence Scores		
Reporting period	FCO overall Internal score out of 10	FCO overall External panel score out of 10
Full Year 2011/2012	6.15 (Baseline score)	6.8
Mid-Year October 2012	7.3	
Full Year 2012/2013	7.2	7.1
Full year 2013/2014	7.2 (Latest score)	6.9

The fact that the overall score for work strand assessments has not changed – and our external score is even lower - is disappointing. We are, however, encouraged that our staff survey scores connected to Diplomatic Excellence have risen for the second year in succession. With only one more full-year assessment likely and a target of 8+/10, we will be focussing on areas where we can make the greatest impact, including establishing an internal campaign to celebrate the successes achieved and find meaningful ways for staff to deliver excellence in their work.

At the FCO Leadership Conference in May, Heads of Mission identified relieving overstretch as the most important challenge to address in the year ahead.

3. Improvement Plan

Building on the 2013 Improvement Plan, we will focus on the following areas, forming a part of the FCO's ongoing commitment to Diplomatic Excellence.

Policy

1. Enhance our ability to devise and deliver excellent policy

- Launch the Diplomatic Academy to further embed our culture of learning, diplomatic expertise and development.
- Make better use of existing expertise and innovation in policy making.
- Continue to improve our EU policy skills.

People

2. Ensure we have the very best workforce – skilled, professional and affordable

- Revise the 2014-15 Strategic Workforce Plan.
- Meet workforce demands, with gaps below 2% through headcount caps.
- Plan the next stage of the Strategic Workforce Plan for 2015-2020
- Improve further still digital and communications/PPM skills.

3. Do more to recruit, retain and advance the most talented people from all backgrounds – a diverse and inclusive workforce

- Use talent management and prioritisation to match high performing staff to business critical roles.
- Introduce Talent Management for Band D staff.
- Meet existing and new Board diversity targets.
- Tackle bullying, harassment and discrimination.
- Encourage staff to challenge the way things are done in the organisation.

4. Maintain staff morale – tackling pay and overstretch

- Implement the Good Line Management Campaign.
- Relieve overstretch through simplification, prioritisation and flexibility.
- Align pay more closely with other Whitehall Departments and comparator employers.

Network

5. Better IT – ensuring it is fit for purpose and helps us achieve our ambition

- Deliver radical plans to overhaul the FCO's main IT system, including replacement of hardware and software and improvements to the capability and resilience of the system (FCO Board decision July 2014).
- Improve reliability, ease of mobile working and information management.

6. Manage knowledge to support first class foreign policy

- Expand the Knowledge and Information Management (KIM) Improvement Project to increase understanding by FCO staff of information the FCO holds.
- Provide a new intranet, online GeoCentre and Digital Library.

3. Improvement Plan

- Eliminate backlog of documents to be registered to provide a more authoritative FCO and public record.
- Deliver Phase 1 of Knowledge Excellence – a new intranet, a knowledge and skills directory, an extranet and “communities of practice” sites.
- Undergo an external assessment by The National Archives in 2014.
- Prepare for Phase 2 of Knowledge Excellence, which will allow the automatic registering of certain documents.

7. Make significant progress on the One HMG Overseas agenda

- Implement the objectives on collaboration, co-location, regionalisation, consolidation and harmonisation, set by the cross-Whitehall HMG Overseas Network Board.
- Communicate the FCO role and the benefits that One HMG Overseas brings.
- Prepare longer term options and implications for the FCO operating model.

8. Improve Management Information (MI) to support high level decision making

- Review and revise the 2013 MI Delivery Plan.
- Ensure continuation of 100% completion rate for Quarterly Data Summary.
- Improve our predictive analysis.

4. METRICS TO MEASURE IMPROVEMENT

Improvement being made	Metric used to measure progress	Date to review metric & details of who undertakes review	Trigger that will signal mitigating action needs to be taken
Policy			
1.Enhance our ability to devise and deliver excellent policy	Comprehensive international policy curriculum relevant to all FCO staff designed by October 2014.	October 2014, International Policy Faculty	Insufficient progress made by July
	Policy faculty of Diplomatic Academy fully functioning by March 2015.	March 2015, International Policy Faculty	Progress on faculty behind schedule in October 2014
	A policy feedback and lessons mechanism agreed and introduced in FCO by November 2014.	November 2014. Policy Unit	Proposal for mechanism not finalised before August 2014
	Feedback from ministers' private offices indicates improvement in quality of policy advice and briefing.	6 monthly, Policy Unit	Feedback indicates no improvement or deterioration in quality of policy advice
	Targeted policy making support provided to FCO departments, where needed.	Quarterly, Policy Unit	Fewer than 2 FCO Directorates received additional support by October
	80% of all policy staff to have completed International Policy Framework training by March 2015.	March 2015, Policy Unit	60% completion not achieved by October 2014
	Increased use of policy making tools across office, including challenges session and knowledge networks across the network.	March 2015, Policy Unit	If 10% increase not achieved by October 2014

4. METRICS TO MEASURE IMPROVEMENT

Improvement being made	Metric used to measure progress	Date to review metric & details of who undertakes review	Trigger that will signal mitigating action needs to be taken
	Increased number of Learning Needs Analysis exercises undertaken with Directorates to support culture of learning and development.	Human Resources Directorate (HRD)	Low number of Learning Needs Analyses undertaken
	Europe curriculum relevant to all staff designed by January 2015.	November 2014, Europe Directorate - Europe Faculty	Insufficient progress made by October 2014
	Procedures agreed to ensure that EU considerations are built into key stages of FCO planning and policy development.	April 2015, Europe Directorate - External	Insufficient progress made to agree new procedures by December 2014
People			
2.Ensure we have the very best workforce – skilled, professional and affordable	Review of current Strategic Workforce Plan (SWP) undertaken and assessment made of progress.	Management Board to assess progress and agree actions and priorities to ensure delivery, June 2014	Regular monitoring of priority actions indicates interventions required to remain on track.
	A new Strategic Workforce Plan developed for the period 2015-20.	ExCo to assess new draft SWP by March 2015	Feedback indicates further work required to develop plan in line with organisational priorities.
	Headcount milestones and caps re-introduced, actively managed and met.	Headcount, demand and corporate pool usage reviewed monthly, HRD	Headcount and gaps remain above agreed targets

4. METRICS TO MEASURE IMPROVEMENT

Improvement being made	Metric used to measure progress	Date to review metric & details of who undertakes review	Trigger that will signal mitigating action needs to be taken
	Workforce demand met within caps; gaps consistently below 2%.	Monthly approval process for new positions, headcount trading and prioritisation, HRD	Headcount and gaps remain above agreed targets
	Corporate pool deployment at 92%.	Target level monitored by HRD	Corporate pool usage drops below 85%
	90% of speaker slot holders attain target levels.	Target level attainment monitored annually by HRD	Analysis from current Global Validation Exercise shows numbers stagnant or decreasing. Current levels (at 50%) fail to increase despite the range of measures being implemented in 2014/15.
	<p>Improve further still digital and communications/PPM skills including by:</p> <ul style="list-style-type: none"> -conducting a review of posts to assess their digital skills and determine further training and guidance needs. That review will provide a baseline against which to measure progress in future years. -running 48 courses over the year for staff on the four priority areas of planning, implementing and evaluating campaigns; digital and social media, 	<p>Engagement and Communications Directorate (ECD)</p> <p>Digital Transformation Unit</p> <p>ECD</p>	<p>If review not completed by December 2014.</p> <p>If there is a low take up by staff of courses</p>

4. METRICS TO MEASURE IMPROVEMENT

Improvement being made	Metric used to measure progress	Date to review metric & details of who undertakes review	Trigger that will signal mitigating action needs to be taken
	internal communication; and strategic communication.		
3.Do more to recruit, retain and advance the most talented people from all backgrounds – a diverse and inclusive workforce	Successful completion of six-month pilot by January 2015 to identify our business critical roles in the SMS and in the delegated grades and to match these with skilled staff in Asia-Pacific Directorate, SAAD, Consular Directorate and HRD.	HRD	Business critical roles unfilled
	Validation and talent management process completed for all Band D officers.	HRD	Delay in roll-out of talent management. Lessons learned exercise reveals significant problems
	Completion of the 2014 Promotions Review and process of implementation started.	Board to review HRD recommendations by September	Delay in implementation due to rejection of recommendations or request for further work
	New Board diversity targets met. Radical Ideas on Diversity agreed by the Board and implemented.	Diversity targets monitored annually by HR Directorate	No or limited progress on Board targets Little progress on implementation of Radical Ideas
	Staff survey results show year on year increase in leadership and managing change metrics QB40-49.	Annually, ECD	Decline in positive responses to QB40-49

4. METRICS TO MEASURE IMPROVEMENT

Improvement being made	Metric used to measure progress	Date to review metric & details of who undertakes review	Trigger that will signal mitigating action needs to be taken
	The A/B Hawker review is presented to ExCo and recommendations are accepted and implemented over 12 months – recommendation implementation plan in place by end July 2014.	Implementation plan reviewed at the same time as HR Business Plan, HRD	ExCo do not accept recommendation - clear communications to be issued to staff setting out what has and has not been accepted and why. Some recommendations are dependent on reviews/recruitment/new IT/external dependencies (UKVI) and when risks are raised, HRD Leadership Group should be made aware to discuss mitigating actions.
	Tackle bullying, harassment and discrimination through: Holding three meetings of the BHD Action Group in Spring 2014. Revised communications on BHD launched in Summer 2014. HRD Diversity team followed up with Directorates and Posts where scores are a concern. All of these will be measured by improved scores on Annual Staff Survey, and monitored through “FCO Staff Voice” – a new	HRD Diversity Team, ECD	BHD scores on the quarterly surveys fall

4. METRICS TO MEASURE IMPROVEMENT

Improvement being made	Metric used to measure progress	Date to review metric & details of who undertakes review	Trigger that will signal mitigating action needs to be taken
	quarterly survey sent to a representative sample of FCO Staff.		
	Increase in staff survey scores on ability to challenge – specifically Q.B49 “I think it is safe to challenge the way things are done in the FCO” as well as increasing scores in the new FCO Staff Voice quarterly survey.	Policy Unit and ECD	Stagnant or declining score to Q.B49 on Annual Staff Survey and quarterly surveys.
4.Maintain staff morale – tackling pay and overstretch	<p>100% implementation of One Global Workforce (Global People Principles, Unified Grading, one appraisal)</p> <p>Better scores in the Annual Staff Survey on how staff rate their Line Managers (theme score) and in the following areas: how poor performance is dealt with; whether performance feedback is delivered regularly and helps staff to improve; consideration of work-life balance; and increase in awareness of the Good Line Manager Campaign.</p>	HRD and ECD	Stagnant or declining scores to in the “My manager” category of the Annual Staff Survey and the FCO Staff Voice survey

4. METRICS TO MEASURE IMPROVEMENT

Improvement being made	Metric used to measure progress	Date to review metric & details of who undertakes review	Trigger that will signal mitigating action needs to be taken
	<p>Relieving overstretch to be measured by Annual Staff Survey scores, specifically through:</p> <ul style="list-style-type: none"> -a new question on the 2014 Survey asking whether enough is being done to relieve overstretch -Q.B10 on whether manager is considerate of work outside life -Q.B35 "I have an acceptable workload" -QB36 on work-life balance. 	Policy Unit, HRD, ECD	Stagnant or declining scores to in the "Resources & Workload" category of the Annual Staff Survey and the FCO Staff Voice survey
	Percentage of improvements implemented under the Anti-Bureaucracy Deal.	January 2015, Operations Unit	A steep increase in staff suggestions/Decrease in staff survey results
	<p>Further improve staff engagement:</p> <ul style="list-style-type: none"> - FCO Board to collect radical ideas on diversity and inclusion from across the office, followed by establishment of a Radical Ideas Action Group with proposals to be discussed by ExCo in June 2014, followed by implementation. - call for all staff to comment on the current promotion system. - Question Time with PUS and blogs on current topics where 	HRD and ECD	

4. METRICS TO MEASURE IMPROVEMENT

Improvement being made	Metric used to measure progress	Date to review metric & details of who undertakes review	Trigger that will signal mitigating action needs to be taken
	staff can voice their opinion and comment.		
	Pay and reward package seen as acceptable by more staff – no decline in Staff Survey results on pay and reward.	HRD, reviewed annually	Numbers decrease in 2014 Staff Survey
Network			
5. Better IT – ensuring it is fit for purpose and helps us achieve our ambition <i>(NB action is already in hand to replace our aging and underperforming IT as a priority so triggers focus on any additional danger signs.)</i>	Dip Ex strand 6 /IT Customer Board (ITCB) : pulse surveys on reliability, ease of mobile working and information management.	Six-monthly, ECD	Worsening perceptions identified by pulse survey
	Other ITCB feedback or feedback from new Engagement approach with Directorates and Posts, including as improvements come in.	Quarterly, IT Department and Strategy and Engagement Dept, KTD	Substantive new negative feedback, especially in relation to intended improvements
	Staff Survey result QB34 increases year on year.	Annually, ECD	Decline in QB34 results

4. METRICS TO MEASURE IMPROVEMENT

Improvement being made	Metric used to measure progress	Date to review metric & details of who undertakes review	Trigger that will signal mitigating action needs to be taken
	Customer satisfaction surveys (CSATs) to be collated and monitored by KTD's contracted IT Managers (SMI). Improved metrics coming with new tools (expected Sept 2014). Output shared at service management delivery board.	Monthly, KTD's IT Managers	CSAT scores drop; lack of rise as planned improvements come in
	Overall scores on Directorate IT dashboards improving by end 2014-15.	Quarterly from Q3 2014, Business Engagement and Strategy Team, KTD	Scores not improving by Q1 2015
6.Manage knowledge to support first class foreign policy	Better access to information and evidence in order to improve quality of advice for Ministers – measured through the Delivery of Knowledge Excellence phase 1 by August 2014 - which includes a better online staff directory; Communities – a new networking tool which can replace e-mail for many activities; and a new FCO Intranet which will have increased functionality and FCOwiki to share FCO knowhow.	KTD <i>NB Issues below will be escalated to the Knowledge Excellence Committee when necessary</i>	Programme delivery is off track against plan

4. METRICS TO MEASURE IMPROVEMENT

Improvement being made	Metric used to measure progress	Date to review metric & details of who undertakes review	Trigger that will signal mitigating action needs to be taken
	Improved access for staff across the network to FCO in-house knowledge and expertise - Delivery of Knowledge Excellence phase 2 by April 2016, which will include tools to manage information better, including automated registering of important documents - 'Making the right thing to do, the easy thing to do'.	KTD	Programme delivery is off track against plan
	A more robust and authoritative FCO record (including public record) - 15% increase in number of documents registered in iRecords.	To be reviewed quarterly by KTD and statistics published on FCONet	If 10% increase not achieved by end of 2014
	Chief Scientific Adviser (CSA) to conduct a series of science "health checks" on departments within the FCO.	Annually, Chief Scientific Adviser	If no plan for health checks is in place by 31 July 2014
	FCO better able to respond swiftly and efficiently to public enquiries, judicial reviews and FoI requests: -Establishment of FOI Virtual Workspace under Knowledge Excellence phase 2, as part of a wider strategy to streamline	By December 2014 – KMD	If delivery of key milestone slip by more than one month

4. METRICS TO MEASURE IMPROVEMENT

Improvement being made	Metric used to measure progress	Date to review metric & details of who undertakes review	Trigger that will signal mitigating action needs to be taken
	FOI request administration.		
	- 10% year on year reduction in email traffic as a result of SharePoint site usage, communities and internal social media by April 2015.	By end 2014 - KMD	If 5% reduction not achieved by end 2014
	-9 Information Managers embedded in Departments on a rolling basis with 25% of all Departments receiving additional IM support by April 2015.	KMD will provide annual summary to Knowledge Excellence Committee	Information Managers diverted to other higher priority tasks or departments unwilling to work with them
	- improved scores in The National Archives (TNA) Information Management Assessment in July 2014 (compared to 2009).	TNA will issue a report to the PUS after completing the Assessment	Any areas still assessed as "Development Needed"
7.Make significant progress on the One HMG Overseas agenda	<p>Implement the objectives on collaboration, co-location, regionalisation, consolidation and harmonisation, set by the cross-Whitehall HMG Overseas Network Board –</p> <p>By end 2014-15, expected to deliver £5m of savings and delivery hub in each region for all HR, finance and procurement functions that can be</p>	Review at quarterly Network Board meetings chaired by Chief Operating Officer and at working level Steering Groups chaired by Head Operations Unit	Mid year review of strategy by July Network Board

4. METRICS TO MEASURE IMPROVEMENT

Improvement being made	Metric used to measure progress	Date to review metric & details of who undertakes review	Trigger that will signal mitigating action needs to be taken
	<p>regionalised.</p> <p>FCO/DFID Consolidation Programme Board established to manage sequencing, support & comms.</p> <p>Undertake review of Post Joint Management Boards.</p> <p>Agree new cost-sharing MOU by July 2015.</p> <p>Compile and share best practice on integrated business planning.</p> <p>Harmonise underlying methodologies for calculating allowances and work on external COLA analysis.</p> <p>Revise existing LE pay harmonisation model to provide greater VFM and less bureaucracy.</p>		
	Prepare longer term options and implications for the FCO operating model – draft to be presented to Board post-election.	Operations Unit	Inability to progress live efficiency projects if strategic decision delayed.
8.Management Information (MI) to support high level	Review and update a more detailed MI delivery plan.	Finance Directorate, by December 2014	If review has not started by end September

4. METRICS TO MEASURE IMPROVEMENT

Improvement being made	Metric used to measure progress	Date to review metric & details of who undertakes review	Trigger that will signal mitigating action needs to be taken
decision making	Continue to ensure 100% completion rate for Quarterly Data Summary.	Finance Directorate	If completion rate drops below 100%
	Improvement to our predictive analysis, measured by qualitative feedback from senior uses and Board members.	Finance Directorate, six monthly	If there is no improvement reported

ASSESSMENT OF ACHIEVEMENTS 2013

ANNEX A - Assessment of Achievement against our 2013/14 Priority Outcomes

	Priority Outcomes	Impact Score Totals	RAG Rating Mid-Year Review 13/14	RAG rating End-Year Review 13/14	Assessment	Comment
Security						
PO1	Afghanistan: Facilitate the opening of an Afghan peace process with the Taliban; cooperation to stabilise border regions in a way that reduces the terrorist threat to the UK; and the conclusion of a long-term strategic partnership between Afghanistan and Pakistan	18			Partly achieved	The UK's niche role in Afghanistan has helped keep the peace process afloat. We have worked closely with partners and bilaterally to encourage the opening of an Afghan peace process with the Taliban, help the development of effective institutions for government and strengthen Afghanistan's regional relationships including with Pakistan. Our role in ensuring attendance at the trilateral leaders meeting in October was critical to helping keep these processes on track. Over the past twelve months the terrorist threat to the UK emanating from Afghanistan has not increased.
PO2	Syria: Accelerate political transition in Syria and prepare for the aftermath; prevent chemical and biological weapon proliferation; provide humanitarian support and minimise the impact on the region	45			Not achieved	In Syria the crisis continues to worsen. Whilst we did not achieve our in year goals, the UK played a significant role in securing participation in the Geneva II Conference. We helped to deliver a UN Security Council resolution demanding access for aid, and brought the total UK humanitarian contribution to £600million. And our practical support was central to international efforts to deal with Syria's chemical weapons.
PO3	Iran: Work with international partners to prevent Iran from acquiring a nuclear weapon, through diplomacy and international pressure	23			Partly achieved	Following the election of President Rouhani in June 2013, we have made some progress in improving bilateral relations with Iran . The UK played a leading role in securing the November 2013 deal between the E3+3 (China, France,

ASSESSMENT OF ACHIEVEMENTS 2013

	Priority Outcomes	Impact Score Totals	RAG Rating Mid-Year Review 13/14	RAG rating End-Year Review 13/14	Assessment	Comment
						Germany, Russia, the United Kingdom and the United States) and Iran, addressing our most urgent proliferation concerns. We and Iran have appointed non-resident Chargés D'Affaires.
PO4	Middle East: Work for the launch of a US-led Middle East Peace initiative for a two state solution. Support countries in transition to strengthen their economies, democratic institutions and respect for human rights	26			Not achieved	The strategic objectives of a Middle East peace agreement and democratic change in key states remain elusive. We had some tactical successes, securing an EU commitment to provide an unprecedented package of support to Israel and the Palestinians in the event of a peace agreement. Through our Arab Partnership fund we delivered a number of projects that built capacity amongst journalists in the region, increased the political activity of women and youth and improved access of the electorate to government structures.
PO5	Somalia and the Sahel: Work with partners to prevent conflict and reduce the level of risk to the UK from terrorism. Host a conference to help the new government of Somalia improve security, justice and public financial management	28			Partly achieved	In Somalia and the Sahel we have seen success with an 80% reduction in piracy attacks, our role in a renewed offensive on Al Shabab, and the Somalia conference in London in May confirming international agreement for the Federal Government of Somalia's plans to help stabilise and reform the country, securing funding commitments of over USD 300m. We opened our Embassy in Mogadishu in April 2013, the first Western country to re-open an embassy in Somalia. However tensions and conflict in the region risk undermining these fragile successes.

ASSESSMENT OF ACHIEVEMENTS 2013

	Priority Outcomes	Impact Score Totals	RAG Rating Mid-Year Review 13/14	RAG rating End-Year Review 13/14	Assessment	Comment
PO6	Falklands: Protect the Falkland Islanders' right to determine their political future and to develop their economy, and build international support for this	13			Achieved	We helped to protect the Islanders' right to determine their political future by supporting the results of the 2013 referendum on their political relationship with the United Kingdom, and building international support for their rights. A notable outcome was the announcement by Australian Foreign Minister, Julie Bishop, supporting the rights of the Falkland Islanders.
PO7	Develop a new International Protocol on the investigation and documentation of sexual violence in conflict and secure new international commitments to address impunity	21			Achieved	Our political and communications campaigns continued to deliver further international support for our work on the Prevention of Sexual Violence Initiative with 146 states having now endorsed the declaration.
PO8	Achieve the adoption of a UN Arms Trade Treaty and campaign for at least 30 ratifications	7			Achieved	In April 2013, the United Nations General Assembly voted by overwhelming majority to adopt the Arms Trade Treaty , the culmination of a 7 year UK-led campaign. As of 2 April 2014, the UK along with 30 other member states had ratified the Treaty, among the 118 signatories.
Prosperity						
PO9	Measurable progress through economic diplomacy towards the Government's trade and investment targets, including through strengthening UK Chambers of Commerce, reducing trade barriers and improved understanding of the UK visa regime	183			Partly achieved	Economic diplomacy had a significant role in delivering numerous trade and investment agreements, large and small (three contracts worth a total of £3bn). We have seen progress in reducing trade barriers such as the China health and elderly care projects and the Singapore OECD agreement on tax cooperation. We worked with the Home Office to agree improvements in 10 visa posts. A notable result is the 39% rise in visa

ASSESSMENT OF ACHIEVEMENTS 2013

	Priority Outcomes	Impact Score Totals	RAG Rating Mid-Year Review 13/14	RAG rating End-Year Review 13/14	Assessment	Comment
						service applicants from China.
PO10	Deepen and widen the EU single market, remove unnecessary EU regulations and secure the signature of EU free trade agreements with Canada and India, and launch negotiations with the USA	36			Partly achieved	On deepening the single market and EU reform , we signed more member states up to our better regulation agenda and had impact from our continued pressure to reduce EU administrative burdens. Barroso has reported an estimated saving of 32bn Euros per year so far. We played a leading role in securing the EU/Canada FTA, in discussions towards the launch of the Japan FTA and in landing the WTO deal at Bali.
PO11	Deliver the FCO's input into the Government's review of the balance of competences within the EU, including the foreign policy report in summer 2013	9			Achieved	We played an important role in elements of the balance of competences review , ensuring the reports landed well publicly. We have been praised for our rigorous and balanced approach.
PO12	Use the Olympic and Paralympics legacy and GREAT campaign to promote the UK's values and increase trade, tourism and investment	33			Achieved	Our GREAT and Olympic legacy campaigns have been a notable success, with coverage in 96% of our network. We have achieved our 4-year (2012-16) Olympic and Paralympics legacy target of adding £11 billion value to the UK economy in just over a year. Related statistics show a record breaking year for tourism in 2013, up 6% on 2012, and over 750 inward investment enquiries.
PO13	Open substantive negotiations on a post-Kyoto regime by the time of the 2013 UN Framework Convention on Climate Change in Warsaw.	22			Partly achieved	We have supported DECC in building momentum towards a post-Kyoto regime . The UK's key objective for the Warsaw climate change talks was met: all nations have now agreed to start or intensify domestic preparations for a global climate change deal in 2015. G8 agreement on

ASSESSMENT OF ACHIEVEMENTS 2013

	Priority Outcomes	Impact Score Totals	RAG Rating Mid-Year Review 13/14	RAG rating End-Year Review 13/14	Assessment	Comment
						climate security has been stalled by Russia.
Consular						
PO14	Implement the new consular strategy for 2013 – 2016: modernise our services, introduce contact centres, digitise more of our services and use social media effectively.	24			Achieved	<p>We launched and implemented the first year of the 2013-16 Consular Strategy, opening 3 global consular contact centres.</p> <p>In 2013, our Consular network dealt with more than 450,000 consular customers, including over 31,000 needing help with lost and stolen passports and emergency travel, and over 17,000 receiving personalised assistance. In 2013, we increased the focus on the most vulnerable by introducing a framework to help staff assess individual needs, and increasing specialist support, partnerships and guidance including on mental health, rape and sexual abuse, domestic abuse and forced marriage, and handling cases involving children and young people. 85% of hospitalisation cases and 87% of those who had been detained were contacted within 24 hours of being notified of their situation, in line with our public targets. For the period April- August 2013, 78% of customers who responded to our feedback survey rated our services as good or excellent.</p>
PO15	Complete the handover of overseas passport production to the Identity and Passport Service, ensuring good service through the transition, and achieving a more cost effective, secure and improved customer experience.	11			Partly achieved	<p>We completed the transition of overseas passport production on time (revised from 2013) and Her Majesty's Passport Office can now process 96% of passports within 15 days. The target is 90%. From 1 April this will deliver a 35% cut in costs to the customer.</p>

PROGRESS AGAINST METRICS 2013

ANNEX B

Key Improvements from 2013/14 Measured Against Metrics

Key Improvements from Year 1	Progress made (based on defined metrics)	Next steps (barriers to progress)
Knowledge and Information Management		
Higher quality analysis and improved evidence-based advice for Ministers and other key stakeholders (Delivery of Knowledge Excellence Phase 1 by Autumn 2013)	High Level Design delivered to July 2013 deadline; previous IT suppliers had extensive difficulties delivering system into live service plus Internet Browser required upgrading.	New Internet Browser being rolled out by new IT suppliers with Phase 1 delivered in Q2 of 2014.
Improved access for staff across the network to FCO in-house knowledge and expertise (Delivery of Knowledge Excellence Phase 2 by 2014/15)	<p>Due to delays with Phase 1 implementation, Phase 2 scoping study delayed until January 2014.</p> <p>FCO Chief Scientific Adviser input has ranged from crisis planning, health science and R&D investment, to nuclear security, science diplomacy and commercial opportunity. Science and Innovation Department and a new International S&I Strategy were created. S&I Network more visible across the FCO. Specific examples can be found in the S&I Network Annual Report, published in December 2013.</p>	<p>Complete Phase 2 detailed requirements (includes automated electronic record keeping); Outline Business Case and funding to be agreed in Q2 of 2014.</p> <p>To consolidate and build on the improved access to scientific advice, the CSA plans to pilot a series of science “health checks” on individual Departments within the FCO to ensure that key Departments and Posts are able to obtain and use science appropriately to underpin their Prosperity, Security and Consular work.</p>
A more robust and authoritative FCO record, including public record (25% increase in number of documents registered; feedback from CSA and other Heads of Profession indication year-on-year improvement in quality of evidence based advice).	Registration target of 68,670 records identified. 21% increase in records registered with documents 66,406 documents registered (a shortfall of 2,264 records). While target not met, there is a backlog in registering documents.	KTD publish quarterly statistics on FCO intranet; promote “Big Clear Out Days” and Knowledge and Information Management (KIM) Improvement Project. Big push to register backlog of submissions sent to Private Offices.

PROGRESS AGAINST METRICS 2013

Key Improvements from Year 1	Progress made (based on defined metrics)	Next steps (barriers to progress)
FCO better able to respond swiftly and efficiently to public enquiries, judicial reviews and FOI requests (10% year on year reduction in email traffic; 80% of staff to have complement information management e-learning; information managers embedded in departments by end of 2013 with 25% of departments receiving additional IM support thereafter; 50% of information management health check RAG ratings moved to green by 2015; benchmarking surveys conducted; improved scores in The National Archives Information Management Assessment in Sept 2013).	<p>27% decrease in emails globally - attributable to increased use of collaborative software (SharePoint site usage) but primarily due to increased usage of Instant Messenger and Presence (IMP). Fundamental review of FOI handling completed; recommendations which have been implemented included provision of more support for staff dealing with FOI/DPA requests and appointment of a Chief FOI coordinator to take a more strategic approach to FOI work.</p> <p>Information Management CSL eLearning module not made mandatory and not tracked centrally. E-learning promoted through Information Management Health Checks and refresher training sessions to Directorates in need.</p> <p>Three Information Managers embedded by end of 2013 (target met). KIM Improvement Project plans for 30% of Departments to receive additional IM annual support (target met).</p> <p>Health check RAG ratings on target. Of the 9 business units re-assessed 12 months after their original Health Check, 63% improved their ratings by March 2014. Excellent leadership was the key factor distinguishing top-performing business areas. Benchmarking surveys</p>	<p>Communities and business networking tools delivered as part of Phase 1 of Knowledge Excellence will reduce email traffic. KIM Improvement Project will promote record keeping and greater use of SharePoint site usage. FOI Co-ordinator appointed to triage FOI requests. Business case completed for casework management software to streamline the FOI process: next step will be to develop the system and roll out to staff.</p> <p>KIM Improvement Project scope encompasses other initiatives for promoting good KIM practice.</p> <p>KIM Improvement Project has scheduled 8 Health Checks, 9 Embeddings and 9 re-assessments of business units for 2014.</p> <p>9 Health Checks plus 7 re-assessments, and Post 'lite' Health Checks in Europe, the Americas, and Africa. Plan to refresh IMO Network to sustain work of embedded specialists in business units and refresh "Pass the Baton" awards to be finalised Q2.</p> <p>Project Task Force resource secured to lead on pre-Information Management Assessment process in Q2. We are on track for significantly improved scores.</p>

PROGRESS AGAINST METRICS 2013

Key Improvements from Year 1	Progress made (based on defined metrics)	Next steps (barriers to progress)
	<p>conducted. Results secured high readership on FCO intranet (3rd highest of the quarter).</p> <p>The National Archives Information Management Assessment postponed at request of TNA until early July 2014.</p>	
Improved MI		
Improved MI to support high level decision making	<p>The FCO Finance Director was appointed as Head of MI and is responsible for departmental management information.</p> <p>A cross department virtual team was established and has focused on improving reporting quality; it achieved a 100% completion rate for Quarterly Data Summary (QDS) throughout 2013/14. In June, the FCO produced a MI Delivery Plan which was agreed by Cabinet Office Ministers. A step change to 'Predictive analysis' is still some way off and requires a significant resource investment.</p> <p>FCO business areas completed all internal MI requests and mandated Cabinet Office MI returns throughout FY13/14; there has been no negative feedback.</p> <p>Positive customer feedback on quality and usefulness of FCO MI although no pulse surveys were conducted.</p> <p>The FCO has now</p>	<p>A lack of resources in staff time, poor data and technological constraints are our major barriers to significant progress in improving MI. An education campaign for staff across the office would be useful.</p> <p>We would need to make a significant investment in resource and technology in order to make a step change to the way we do MI.</p>

PROGRESS AGAINST METRICS 2013

Key Improvements from Year 1	Progress made (based on defined metrics)	Next steps (barriers to progress)
	embedded Internal Audit recommendations following their review of the QDS in Autumn 2012.	
Post 2020 Workforce Modelling		
A skilled, professional and affordable workforce for 2020	<p><u>Strategic Workforce Plan (SWP)</u> Disconnect between corporate and operational requirements. Headcount and gaps remain above agreed targets.</p> <p>We are now back-on-track - thanks in large part to the Voluntary Exit Scheme (VES) - to deliver a 10% smaller organisation over SR10 and into SR13, although performance variable across cones.</p> <p>Delivery still predicated on Director Generals (DGs) delivering in full against their caps/targets.</p> <p>Closer working relationships with finance and RMD starting to bear fruit and will enhance the MTFP (Medium Term Financial Planning) process going forward.</p> <p><u>Talent Management</u></p> <p>Rolled out to SMS officers, with a developing link to senior appointments.</p> <p>Business critical roles unfilled.</p> <p>Draft business critical roles paper produced, and engagement with directors</p>	<p><u>Strategic Workforce Plan (SWP)</u> Update on progress towards headcount reductions presented to FCO Executive Committee (ExCo) in Feb 2014.</p> <p>Work to eradicate legacy/ghost slots progressing, helping us to better understand the true level of vacancies in the organisation.</p> <p><u>Talent management</u></p> <p>Talent management for Band D - the results from the rollout of the 9 Box Grid to Band D will be finalised at end July; following this we will evaluate and look at rollout to Band C.</p> <p>Considering how to best link talent management</p>

PROGRESS AGAINST METRICS 2013

Key Improvements from Year 1	Progress made (based on defined metrics)	Next steps (barriers to progress)
	<p>helped develop proposals for ExCo update in April.</p> <p><u>Corporate Pool</u> Corporate Pool usage has dropped below 85%. Deployment rates consistently over 90%. Building on the 4Ps reforms and using the improved MI, a number of measures were introduced to ensure staff are fully deployed: tighter rules on SUPL and on placing staff from the pool; mandatory three year tour lengths for jobs in SMS and D7; extensive use of pool staff to meet demand for surge staffing (crises and major events/conferences) as a result of close management and tracking of pool deployments; rigorous scrutiny of requests to put jobs out to interchange.</p> <p><u>Diversity</u> The Board met regularly to discuss Equality and Diversity priorities and the 'Fairness for All' strategy. In August 2013, the Board agreed to extend the Fairness for All targets for a further twelve months and agreed new targets. There was a Senior Appointments Board Discussion, and a follow up message from the PUS on our collective responsibility in achieving these targets.</p>	<p>policy in with workforce planning and appointments through identification of business critical/ pivotal roles.</p> <p><u>Corporate Pool</u> Keep deployment rates over 90%</p> <p><u>Diversity</u> The FCO Board recommitted to the SMS Fairness for All targets as well as ensuring that 24 additional female HoMs are appointed over the next 4 years; and that 50% of external SMS recruitment will be women. The Board also agreed to continue (i) with a Board level diversity champion; (ii) the SMS staff association sponsor model; and (iii) with the BME campaign for a</p>

PROGRESS AGAINST METRICS 2013

Key Improvements from Year 1	Progress made (based on defined metrics)	Next steps (barriers to progress)
		<p>further 18 months. The Board agreed to consider piloting more ambitious measures in parts of the network.</p> <p>The August 2013 Board commitments which continue to be implemented and monitored include i) work to increase our low declaration rates; (ii) the implementation of a twelve month 'good line manager campaign' launched in January 2014; (iii) compulsory unconscious bias training for line managers, interviewers and ADC assessors, (iv) a high profile Diversity lecture series; (v) SMS future pay and talent recommendations to explicitly consider inclusive behaviour and achievement on diversity (culture change); (vi) move to a three year cycle on external diversity and inclusion benchmarking.</p>
Ensuring IT is fit for purpose		
Ensuring our IT is fit for purpose	<p><u>Pulse survey</u> Dip Ex score declined from 6.8 at mid-year to 6.1 at year end, because of a few major IT outages - although user scores improved.</p> <p><u>Other ICTB feedback</u> Positive response from ICTB to new IT approach and plans, including Quick wins and £11m programme of improvements to IT reliability and stability.</p>	<p>Underlying issue being tackled through major Technology Overhaul including Knowledge Management transformation, with programme of 'Quick Wins' to mitigate user challenges in the meantime.</p> <p>New approach to Engagement also rolling out, so that future IT delivers what the FCO</p>

PROGRESS AGAINST METRICS 2013

Key Improvements from Year 1	Progress made (based on defined metrics)	Next steps (barriers to progress)
	<p><u>Staff survey</u> Percentage of positive responses down from 73% to 70%.</p> <p><u>Further metrics</u> ITCB discussed metrics but did not agree new measures. Contract with new IT suppliers requires them to produce better metrics, but delayed due to difficulties with installing their tooling.</p>	<p>needs.</p> <p>Recommendations made to senior leadership; comprehensive response to improve FCO IT under way.</p> <p>SMI to collate and publish customer satisfaction (CSAT) scores. Improved metrics due with new tools to be implemented Sept 2014.</p>
Staff Challenge		
More staff feel able to challenge the way things are done in the FCO resulting in more support for leadership of FCO (staff survey results show year on year increase in leadership and managing change metrics QB40-49)	Staff engagement index from the 2013 Staff Survey was 68%, an increase from 67% in 2012 and 10 points above the civil service average. Slight rise in the number of staff who feel able to challenge decisions – up 1 point to 46%.	Good line management campaign launched. Sessions at Leadership Week on inspiring leaders. Intensify action to tackle bullying, harassment and discrimination.
Remuneration		
Implementation of the 21 st Century lifestyle recommendations	Thorough study conducted of assignment costs identifying potential areas for reform.	Consultancy being procured to carry out follows up analysis on behalf of FCO/DFID. Reforms of travel package and other aspects of global mobility/allowances being progressed at inter-departmental level. Some action of harmonising methodology between departments although the going remains tough.
Better comparative data with Other Government Departments' pay levels	Report produced and shared with FCO Executive Committee and non-executive directors, with recommendations on next steps.	PUS and the Foreign Secretary considering the recommendations and will advise on next steps.
Pay and reward seen as	2013 pay award	Barriers: Little flexibility on

PROGRESS AGAINST METRICS 2013

Key Improvements from Year 1	Progress made (based on defined metrics)	Next steps (barriers to progress)
acceptable by more staff.	implemented, resulting in increase to London Location Allowance and the introduction of Outside London Location Allowance. Well received by staff, although staff survey data suggests it stemmed rather than reversed the decline in perceptions of staff pay. Survey of FCO pay commission.	pay awards or changing prospects for public sector pay. Currently implementing the Executive Committee's mandate for follow up.

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