



Department for
Business & Trade

**Further Return to an Address of the
Honourable the House of Commons dated
24 February 2026 relating to the
appointment of Andrew Mountbatten-
Windsor as Special Representative for
Trade and Investment in 2001**

July 2026

HC 498

(Continues from HC 222)



Department for
Business & Trade

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Honourable the House of Commons dated
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**Ordered by the House of Commons to be
printed on 9 July 2026**

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(Continues from HC 222)



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**HUMBLE ADDRESS: APPOINTMENT OF ANDREW MOUNTBATTEN-WINDSOR AS
SPECIAL REPRESENTATIVE FOR TRADE AND INVESTMENT IN 2001**

That a Humble Address be presented to His Majesty, that he will be graciously pleased to give directions to require the Government to lay before this House all papers relating to the creation of the role of Special Representative for Trade and Investment and Andrew Mountbatten-Windsor's appointment to that role, including but not confined to any documents held by UK Trade and Investment, British Trade International (BTI) and its successors, the Foreign, Commonwealth and Development Office, the Cabinet Office and the Prime Minister's Office containing or relating to advice from, or provided to, the Group Chief Executive of BTI, Peter Mandelson, the Cabinet Office and the Prime Minister regarding the suitability of Andrew Mountbatten-Windsor for the appointment, due diligence and vetting conducted in relation to the appointment, and minutes of meetings and electronic communications regarding the due diligence and vetting.

GOVERNMENT METHODOLOGY IN COMPLYING WITH THE HUMBLE ADDRESS

Overview

The Government has now completed searches for documents relating to the creation of the role of Special Representative for Trade and Investment in 2001 and Andrew Mountbatten-Windsor's appointment. In order to provide transparency to Parliament and the public, below is set out the process by which the Government gathered, processed and published material in relation to the Humble Address of 24 February 2026. This includes publication of material on 21 May and this second publication.

The Government's guiding principle in responding to the Humble Address has been to comply as fully and transparently as possible with the motion and Parliament's will, as swiftly as possible. In addition, it has been necessary for the Government to navigate the added complexity of an ongoing police investigation, which it has been consistently clear it will not prejudice in its response to the Humble Address.

Scope of Searches

The motion has required the discovery, assessment, analysis and preparation of historic documents relating to work that was organised very differently twenty-five years ago and has been through several machinery of government changes. From 1999 to 2003 government work on export promotion and inward investment was led by British Trade International (BTI), headed by Chief Executive Sir David Wright. BTI reported to a Board chaired by the Minister of State for International Trade and Investment, Baroness Symons of Vernham Dean, and was accountable both to the Secretary of State for Trade and Industry and to the Secretary of State for Foreign and Commonwealth Affairs. During this period, a committee of senior officials, the Royal Visits Committee (RVC), provided advice to Ministers and the Sovereign on inward and outward official overseas visits by members of the royal family. At the time this was chaired by the Cabinet Secretary.

Prior to his appointment as Special Representative, Andrew Mountbatten-Windsor was an officer in the Royal Navy.

As the current department responsible for trade and investment, the Department for Business and Trade (DBT), led and coordinated the government's response. The Secretary of State delegated lead Ministerial responsibility to the Minister of State (Minister for Trade) Sir Chris Bryant MP. Given the historic organisation of this work and the current ownership of historic records, the Propriety Assurance Team in DBT engaged all departments across government in scoping work but commissioned specific searches only from the Foreign, Commonwealth and Development Office (FCDO), the Cabinet Office and the Ministry of Defence (MoD).

Twenty-five years ago, Government Departments were largely operating paper-based record keeping systems. Departments have had to identify files that might potentially contain relevant information, recall these from storage and search files manually. Departments have also searched electronic archives from that period.

Assessment of documents

DBT officials reviewed archived paper files from 1999 to 2001, identified some 120 as potentially being in scope, and manually reviewed some 25,000 pages of documents. They also reviewed archived electronic documents from this period, though none were found to be in scope. FCDO and Cabinet Office officials undertook similar thorough searches of paper and electronic archives.

All documents identified as potentially being in scope underwent a series of checks including:

- An assessment to determine whether the material submitted was in scope of the Humble Address motion. Officials found multiple copies of some documents and identified the most authoritative and legible versions of documents. Officials disregarded obvious ephemera and drafts where a signed letter or final document was found.
- An assessment to determine whether material contained information which may prejudice UK national security or international relations. If so, the FCDO was consulted.
- A review conducted by civil servants to examine whether the documents contained: junior officials' names; legally privileged information; third party information; commercially sensitive information; or personal data (e.g. phone numbers or email addresses). Such material was flagged for potential redaction ahead of final publication.
- A review by the Director of the DBT Propriety Assurance Team to make final decisions on scope, commissioning, and judgements on specific principles and documents.

Preparation for publication

Following this process the DBT Humble Address team prepared the documents for publication. Documents have been declassified to allow for publication. Where a document shows a classification marking, this no longer applies.

Redactions

It is a longstanding practice across successive administrations that, when the Government responds to a Humble Address motion, it has a responsibility to consider whether it is in the public interest to place information into the public domain. In line with successive administrations, this is done using the principles of the Freedom of Information Act 2000 (FOIA), and in line with the Ministerial Code and the resolutions on ministerial accountability, passed by both Houses in 1997 which state that "ministers should be as open as possible with Parliament, refusing

to provide information only when disclosure would not be in the public interest, which should be decided in accordance with relevant statute."

The Government has therefore reviewed material for publication using the provisions of the Freedom of Information Act 2000 (FOIA) as a guide. This has included considering whether it is necessary to withhold information whose release would prejudice national security or international relations or would prejudice a live police investigation. This has also included considering the protection of certain public interest principles that have been maintained by successive governments including considering withholding:

- individuals' email addresses and phone numbers;
- the identities of junior civil servants;
- personal data of third parties where this is not in scope of the motion;
- legal professional privilege; and
- communications with or on behalf of the Sovereign.

The Government has applied a balancing public interest test and has sought to avoid unnecessary redactions given that the documents are already over 20 years old.

The Government acknowledges that there is a long-standing convention of confidentiality in relation to communications with or on behalf of the Sovereign - particularly advice to the Sovereign or information on the wishes of the Sovereign. In this exceptional case the Government has decided to release some communications about the then Duke of York's overseas visits, advice to the late Queen on his role, and the views of the late Queen on developing the Special Representative role for him.

Police process and further publication

The Government has now discharged its duties under the Humble Address when it comes to identifying relevant material within scope of the motion and preparing it for publication. The Government is cooperating fully with the Thames Valley Police investigation. If additional documents are identified and assessed as within scope of the Humble Address these will be provided to Parliament and published in the established way.

Given the age of these records, the Government will transfer relevant files to The National Archives as soon as possible in accordance with the Public Records Act 1958.

DOCUMENTS THAT MEET THE ABOVE REQUEST

Ref	Title	Pages
1	02/01/2001 - Draft letter from Sir David Wright to Duke of York about business lunch/dinner	1 - 2
2	30/01/2001 – Extract from minutes of Board of British Trade International (meeting of 19 December 2000)	3 - 5
3	15/02/2001 - Proposal for name of Duke of York's role	6 – 8
4	27/02/2001 - Extract from minutes of Board of British Trade International (meeting of 30 January 2001) meeting)	9 – 11
5	02/03/2001 - Letter to PS/Duke of York about his induction programme	12 - 16
6	29/08/2001 - Media coordination meeting minutes	17 - 19
7	13/09/2001 - Update to BTI minister on Duke of York's induction programme	20 - 24
8	01/10/2001 - Press Release - Duke of York's new role (published version)	25 - 26
9	01/10/2001 - Press Release: Duke of York's new role (version circulated internally)	27
10	30/10/2001 - Extract from minutes of Board of British Trade International (meeting of 25 September 2001)	28 - 31
11	Internal note on Duke of York's role and BTI operating guidelines	32 - 34
12	Transition plan for Duke of York to new role	35 - 39
13	Group Chief Executive's Report for October 2001	40 - 45

DRAFT

HRH The Duke of York
Buckingham Palace
London SW1A 1AA

02 January 2001

Sir David " [REDACTED]

- An excellent way, if I
may say so, to kick things
off. Another name - alternative
to Summers? **RECEIVED**
Lord Paul. 13 JAN 2001

- We have a date in your diary
to discuss X (15/1).

I should start this letter by wishing Your Royal Highness very best wishes
for the New Year. This is going to be an important year for British Trade
International. We will be progressively welcoming you to our activities
as the year progresses from April.

This year will also be important because by the time Parliament rose
before Christmas, we had pretty well completed all the tasks set out in the
Wilson Review. We now have to decide how, on the back of this, we
should work to extend further the process of improving Government
support for trade and investment overseas and investment into the UK.
This is going to be a major challenge and I am delighted that we are
going to be embarked on this path with Your Royal Highness's support
and direct involvement.

One of my first obligations this year will be to put some specific
proposals to you about how we envisage your participation in our work.

X The preparation of these proposals is now in hand and I hope to be able to submit them to Your Royal Highness in the coming weeks.

But over the Christmas holiday, I had one further thought about what might be a useful introduction for Your Royal Highness. The essence of what we do is driven by what business wants. I wonder whether Your Royal Highness might be willing to attend a lunch or dinner which I would give to bring you together with some of the business figures who have been most familiar with what we are seeking to do. It would be a small affair built around a discussion over the need to give you a chance to hear the views of those who are most familiar with what Government seeks to do in the trade and investment area. With Your Royal Highness and myself, I would suggest no more than 4 or 5 other guests. Those I have in mind are all representative of the interests of the businesses we deal with: Sir David John of British Oxygen and Vice-Chairman of the BTI Board, Sir Martin Laing former Chairman of the BOTB, Peter Godwin of West Bank, Paul Cautley of the D Group, Eric Peacock of Business Link Hertfordshire, and perhaps Andrew Summers of the Design Council.

I could add some other names if Your Royal Highness wished. But a group of that character representing many of the organisations and businesses with which we deal might give rise to a discussion which Your Royal Highness might find useful background at this stage.

DAVID WRIGHT

Seventeenth Meeting of the Board

Tuesday, 30 January 2001



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TRADE
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www.tradepartners.gov.uk

British Trade International

BTI (01)1

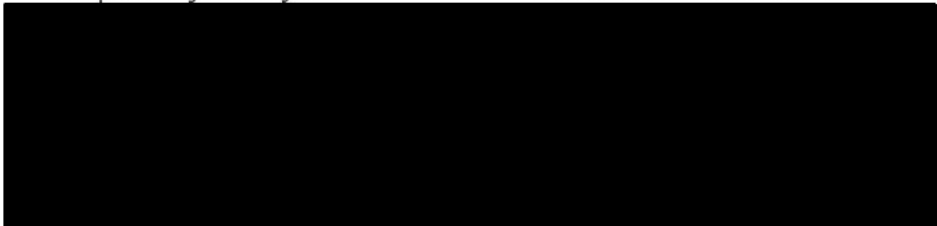
**Minutes of the 16th meeting of the Board of British Trade International
Tuesday 19 December 2000**

Members:

John Battle MP	Minister of State	Chairman
HRH The Duke of Kent KG		Vice Chairman
Sir David John	BOC Group Plc	Vice Chairman
Sir David Wright	Group Chief Executive, British Trade International	
John Bridge	One North East	
David Brown	Motorola UK	
Vivian Brown	ECGD	
Stephen Hampson	The Scottish Executive	
Alan Hingston	Trade International Northern Ireland	
Peter Mason	AMEC Plc	
Kirit Pathak OBE	Patak (Spices) Ltd	
Jonathan Spencer	DTI	
Andrew Summers	Design Council	
Bill Thomson OBE	Clyde Blowers	
Richard Turner OBE	Rolls Royce Plc	
Peter Westmacott	FCO	

Also present:

David Hall	British Trade International
Ian Jones	Trade Partners UK
Quinton Quayle	Trade Partners UK
Stephen Lyle-Smythe	British Trade International


Vicki Treadell British Trade International

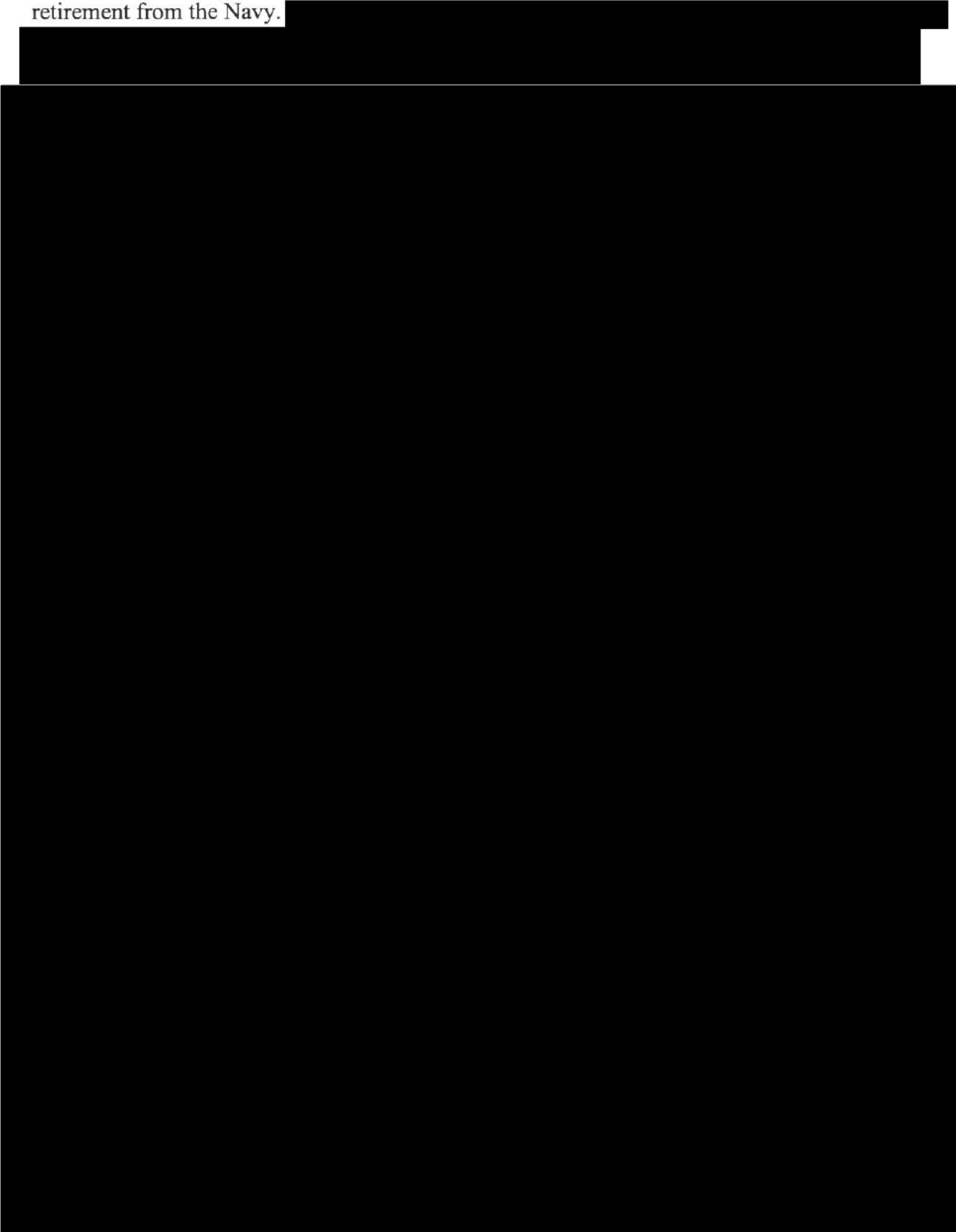
Board Secretariat:

Tel: 
Fax: 
E-mail: 

BTI (01)1

1.1 Welcome and Apologies

The Chairman welcomed the announcement that HRH The Duke of York had agreed to continue the Royal Family's long-standing connection with trade development work on his retirement from the Navy.



[REDACTED] - We want a
"yes" from BP.
Any comments?
Eun 15/2.

British Trade International

Kingsgate House
66-74 Victoria Street
London SW1E 6SW

Tel +44 (0)20 7215 5000

15 February 2000

Captain Neil Blair
Private Secretary
HRH The Duke of York
Buckingham Palace
(by e-mail)

[REDACTED]
Thanks. Fine. Let's
hope!
[REDACTED]

Dear Neil,

We have given careful consideration to titles for HRH The Duke of York in his new role with British Trade International. The conclusion is that "Royal Envoy for British Trade and Investment" provides the most suitable description for the activities we expect him to undertake, whilst retaining a distinctiveness befitting His Royal Highness' position. Sir David Wright endorses this proposal.

Clearly, it is essential that His Royal Highness is content with this proposal. We would therefore be grateful for advice. Once we have agreed a title, we will submit to Ministers for final approval.

It is not suggested that we promote His Royal Highness' title in an active way until he has undergone the larger part of his "induction" period with British Trade International. But it would be useful to have a title agreed early if only for reactive use in the face of steady, and no doubt over time, increasing press interest.

[REDACTED]
Strategy & Communications Group

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RECEIVED
10 FEB 2001

To:

ci: SMT

Sir David Wright

Peter McDermott

From:

Board Secretariat, Policy Unit, SCG 1
Bay 916
Kingsgate House

— See my earlier note too.
— X also avoids the 'BTI'
Issue which Quayle
Quayle — I think
rightly — worried
about.

See 13/2

PS I am not sure, on

Monday, 12 February 2001

referring to the
sued offer options
to the Palace.

M. Lyle - Say the
We dismissed. You
will be trying to outline
the Place and in the
light of their reaction putting
the proposal to Ministers.

for 12/11

TITLE FOR THE DUKE OF YORK

1. We need, sooner rather than later, to decide on a title for HRH The Duke of York in his new role with British Trade International; and to agree it with his office. I would welcome your thoughts and others' on the suggestions below, and for further ideas or inspiration.
2. Current suggestions for a name for HRH The Duke of York's BTI role are:
 - (Roving) **Ambassador for British Trade and Investment** – Used by the media. But is "Ambassador" suitable nowadays for a royal? Can be usefully shortened to "(British) Trade and Investment Ambassador".
 - (Royal/Special) **Representative for British Trade and Investment** – Used by the media. Too bland?
 - (Royal/Special) **Envoy for British Trade and Investment** – I tend to favour this one. Although "Envoy" is a bit American, it is also more "go-get" and focussed, and most often used when there is a specific task to be carried out (in contrast to an "Ambassador"'s role which is often wider-ranging). As above, translates easily into "(British) Trade and Investment Envoy".
 - (Honorary) **President of British Trade International** – suitably vague in job spec terms, but may lead to the belief that the role is more of an executive one; and confusion with the old title "President of the Board of Trade"?
 - **Honorary Chairman of British Trade International** – Any reference to (Vice) Chairman likely to lead to confusion with a Board role.

That's it, so far, apart from one or two facetious references to "Trade Czar".

3. Given the growing number of press enquiries about HRH, it strikes me that it would also be useful in due course to decide on an event we can label as HRH's first official duty in his new role. This will help with programme planning, allow us to differentiate between "induction" and "taking the reins", and control press feeds better. In practice, HRH's programme should be reasonably low-profile in the period before he officially leaves the Navy in early July (except perhaps the SE Asia trip). This suggests a high profile autumn event to launch his BTI career officially. It should not matter that there are "induction" elements after any official recognition of the new role. Grateful for thoughts.


Strategy & Communications Group

Eighteenth Meeting of the Board

Tuesday, 27 February 2001



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British Trade International

BTI (01)4

**Minutes of the seventeenth meeting of the Board of British Trade International
Tuesday 30 January 2001**

Members:

Rt Hon Richard Caborn MP	Minister of State	Chairman
Brian Wilson MP	Minister of State	
HRH The Duke of Kent KG		Vice Chairman
Sir David John KCMG	BOC Group Plc	Vice Chairman
Sir David Wright KCMG LVO	Group Chief Executive, BTI	
Dr John Bridge	One North East	
Sir David Brown KB	Motorola	
Vivian Brown	Chief Executive, ECGD	
Stephen Hampson	The Scottish Executive	
Alan Hingston	Trade International Northern Ireland	
Richard Orgill	HSBC Holdings plc	
Jonathan Spencer	DTI	
Andrew Summers CMG	Design Council	
Peter Westmacott CMG LVO	FCO	

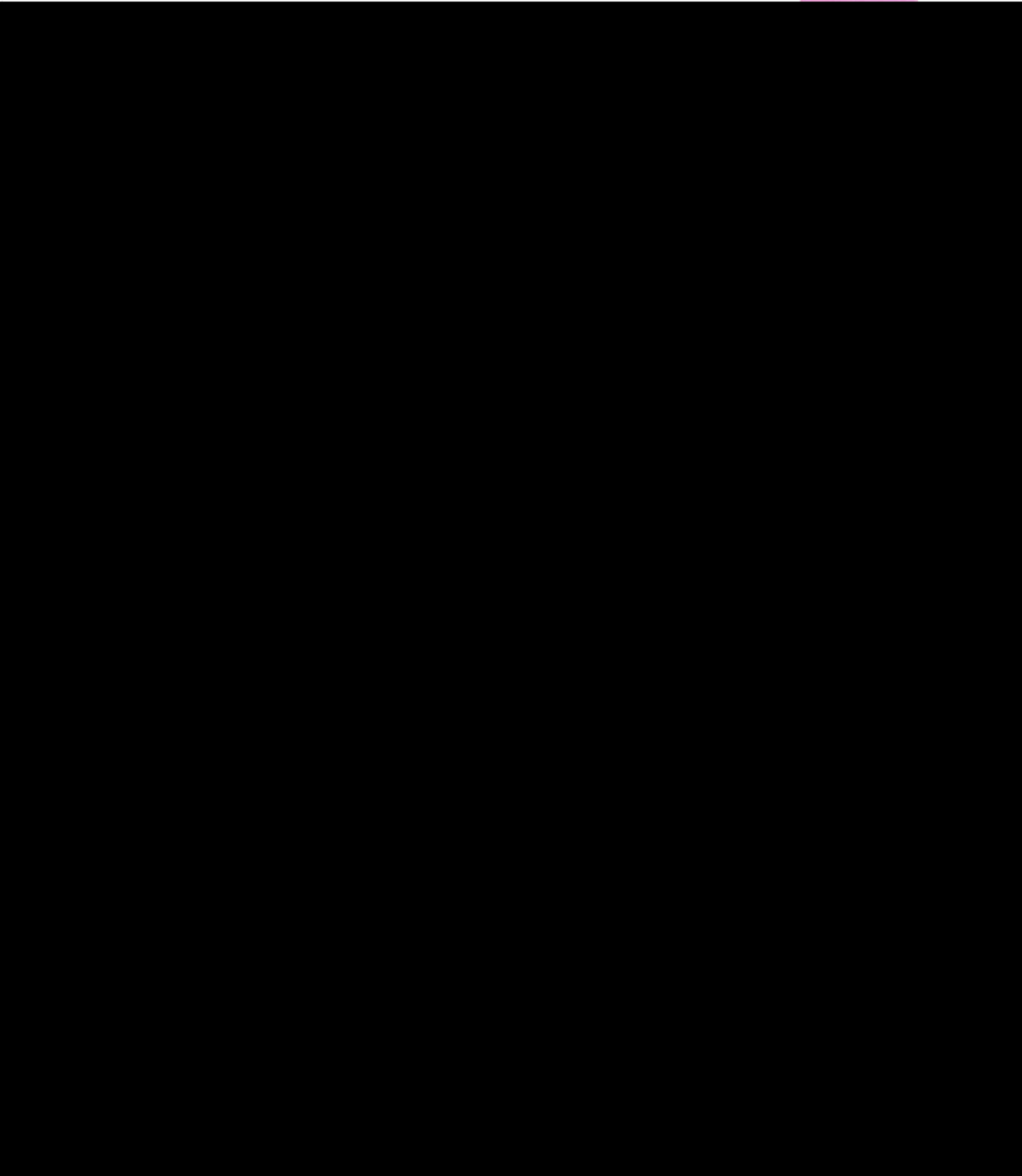
Also present:

Sir John Vereker	Department for International Development
David Hall	British Trade International
Alastair Morgan	Invest UK
David Cockerham	Invest UK
Ian Jones	Trade Partners UK
Quinton Quayle	Trade Partners UK

Stephen Lyle-Smythe British Trade International

Board Secretariat:

Room 916
Kingsgate House
66-74 Victoria Street
London SW1E 6SW
Tel: [REDACTED]
Fax: [REDACTED]
E-mail: [REDACTED]

- 
- A programme of events from April to October was being prepared for HRH The Duke of York's "induction" into his new BTI role. The Group Chief Executive would host a dinner for HRH The Duke of York in March, to include leading businessmen.
- 

British Trade International

Kingsgate House
66-74 Victoria Street
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Tel +44 (0)20 7215 5000

2 March 2001

Captain Neil Blair
Private Secretary
HRH The Duke of York
Buckingham Palace

(by e-mail)

Dear Neil,

Please find attached the latest draft of a programme of events for HRH The Duke of York's "induction" into his new role with British Trade International. I would be grateful if we could meet to go over this before HRH meets Sir David Wright for dinner on 7 March. It will not be Sir David's intention to discuss the programme in detail with His Royal Highness next Wednesday; rather to ascertain whether His Royal Highness is content with a programme along these lines.

You will see that the programme is essentially a menu of events designed to give His Royal Highness a broad understanding of the organisation and a feeling for the duties we will ask him to undertake in future. It is not meant to represent the final shape of events to the year end; nor are the dates fixed (except as far as the Royal Visits Committee concluded at its January meeting). Indeed there are one or two elements, particularly on the inward investment side, that we would like to develop.

invest-uk



TRADE
PARTNERS UK

All the visits abroad now appear to have some added value for British Trade International [REDACTED] In general, His Royal Highness would be expected amongst other things to visit British businesses and projects, open or attend trade fairs, lunches and dinners, including some speaking engagements. All visits are still in their planning stage. But I would be happy to provide any further details available. Events at home, whilst no less important in promotional terms, will tend to be more practically instructive than demanding of protocol. Again, I am happy to provide further detail as necessary.

Yours ever,

[REDACTED]

[REDACTED]

Strategy & Communications Group

Cc PS/Sir David Wright

[REDACTED]

**HRH THE DUKE OF YORK –
DRAFT PROGRAMME OF EVENTS FOR BRITISH TRADE
INTERNATIONAL "INDUCTION"**

(underlined engagements confirmed by RVC)

March

- ✓ 7 Dinner hosted by Sir David Wright (guest list includes business leaders / Board members)

April

3/4 - DSY planning mtg.

- wb 2 Introductory visit to British Trade International/Trade Partners UK
Kingsgate House

- meeting with Group Chief Executive and Senior Management Team
- briefing/presentation on British Trade International
- informal visit to International Group (2a - Korea, or 2c - SE Asia)

- wb 2 Introductory visit to Invest.UK
- meeting with William Pedder, Chief Executive

21-25 Official visit to Korea for Korean War commemorations

May

13-24 Regional visit to South East Asia – Indonesia, the Philippines, Malaysia, and Singapore (potential for association with Outward Mission in Indonesia)

~~30~~ OSO Board (or 11 April, ^{Poss} 5 September, 7 November)
to combine with

Meeting with Scottish Executive's Minister for Enterprise and Lifelong Learning, and

Visit to company in hi-tech end of oil and gas industries

June (unavailable dates are 5/6/22-26/29/30 June)

- wb 4 Calls on Mr Caborn and Mr Wilson, Board Chairmen

6 am

pref both

7 Second dinner with Board/business members

wb 4 Second dinner with business leaders and Board members

Visits to and meetings with customers of Trade Partners UK in North East.

Visit to Haani Cables, Hartlepool

Manufacturing Challenge meeting with 10 to 15 companies over lunch.

Guest speaker at North East Exporters dinner.

22-25 San Diego for Bio 2001

26 Board programme and meeting in Duesseldorf

July (3 July unavailable) avoid 2nd wk.

tb	Meeting with West Midlands International Trade Director (to include International Trade Team, Business Link, Regional Development Agency)
----	---

Meeting with West Midlands Strategy Chairman

Visit to Jaguar

tbc A day with a Business Link

tbc	Sectoral visit – meeting with sectoral business leaders (IT/automotive)
-----	---

tbc Visit to large inward investor

tbc First Secretary of Welsh Assembly

tbc Visit to Cambridge-MIT Institute

August

13 July Regional int.

Free

September

tbc London Fashion Week (NB - Trade Partners UK represented)

5 OSO Board (London or Scotland?).

14 Visit to Luxembourg - Official launch for Duke's new role.

21 Visit to Republic of Ireland (Ceremonial)

Looks good. → 25 Attend BTI Board in Northern Ireland (associated programme to include eg Sir Reg Empey)

tbc Visit to Bulgaria to open new British Embassy

October

tbc Visit to UAE, Oman, Kuwait (*Saudi?*).

November

tbc Attend launch of new *Range Rover?* Land Rover — *plans (with Balmoral in Spring 2002)*

8-9 London Business School Masterclass – “Global Strategy in the 21st Century – How to develop winning worldwide strategies” (to include meeting with LBS’ Enterprise 100)

27 BTI annual reception

December

3 EASB Awards Ceremony, Landmark Hotel, Marylebone

Further elements

- 1) Leading outward missions
- 2) Major inward investment promotions in the UK
- 3) Receiving prominent overseas trade and investment visitors as necessary

[REDACTED]

From: [REDACTED]
Sent: 29 August 2001 18:08
To: [REDACTED] McDermott Peter (Mr PA); [REDACTED]
Subject: Note of DoY meeting on 8 August - with attachment!
Importance: High

Dear all, (webeditor: please pass to Sam Cohen urgently)

Better late than never - attached is a brief account of the key points discussed in the meeting of 8 August, with action points. Corrections/amendments welcome. Aware that some of the issues have moved on since then (particularly the Duke's decision that the media handling should be done in-house at BP).

Sam has asked us to meet on Friday to update on things before she goes on leave - can you all let me know your availability for this?

[REDACTED]

Trade Partners UK
Tel: [REDACTED]
Fax: [REDACTED]
E-mail: [REDACTED]
<http://www.tradepartners.gov.uk>



minute8.8.doc

**Duke of York's New Role with British Trade International
Minutes of Media coordination meeting**

8 August, 2001, 14.00

Present: Peter McDermott - BTI


Sam Cohen - Buckingham Palace

**1. Joint Roles of British Trade International/Buckingham Palace/DTI/FCO
press teams:**

- 1.1. BTI press office to take the lead role in the majority of media issues related to the role of the Duke of York with BTI, informing and involving colleagues from DTI Newsroom, FCO News and Buckingham Palace Press Office as appropriate.
- 1.2. Working group on media issues to convene on a regular basis - ideally following the Duke's quarterly Programme Planning Meeting. Group to include representatives from press teams in BTI, DTI, FCO, BP, plus BTI policy team.

2. Distinctiveness of Duke's role:

- 2.1. Duke's view of his role is: working *with* BTI not *for* BTI. Wants to concentrate on profile and awareness raising. Sees it as a 'leadership role.'

- 2.2 Importance of agreeing procedures within BTI on bids for the Duke, including what criteria should be used in deciding whether the Duke or a Minister is invited. All bids be signed off by Senior Management Team?

Action:  to prepare internal BTI note on this

- 2.3. Bids will be better received if they coincide with the Duke's interests e.g. Hi-tech industries; IT; sports; science and medical (though NB – focus on job creation rather than technicalities).

- 2.4. Who pays for what?

UK visits – travel expenses paid from Privy Purse (not clear if this includes subsistence):

Action: to be discussed/agreed between BTI/BP

Overseas visits – precise details still to be defined. BTI budget for Duke's

expenses is £185,000/year. Suggested that costs for each visit should not be divided: BTI pays for visit if predominantly BTI business.

Action: BTI/BP to establish/agree a clear line to take on this

3. Media handling:

- 3.1. The template media handling plans for UK and overseas visits were briefly discussed (comments to be provided off-line by participants)
- 3.2. The Duke's first official engagement on BTI's behalf will be on 1 October in Yorkshire. Agreed that this should be a photocall accompanied by a joint press statement by the Duke and Sir David (no questions to be taken). Discussed use of pool for photos during factory visit; need for private sector endorsements etc.

Action: [REDACTED] to provide detailed programme for visit; BTI Press office to devise media handling plan.

- 3.3. Autosport 2002 (Birmingham, January 2002) was discussed as being a useful high-profile event for the Duke's consideration: focus on serious engineering while taking place in non-glamorous venue.

Action: BTI Press office to discuss with TPUK West Midlands on bid for the Duke

- 3.4. It was thought that the Hanover visit (February 2002) would make a useful first official overseas visit for the Duke. However, Ireland visit on 21 September will have BTI elements and Gulf visit on September 26-31 will be accompanied by Sir David (BTI elements may be limited to one day of visit)

Action: further details needed in order to develop media handling plan

- 3.5. It was thought that the Hanover visit (February 2002) would make a useful first official overseas visit for the Duke

Action: further details needed in order to develop media handling plan

4. Media training

- 4.1. Media training day to be organised in coordination between BTI and FCO News department (UPDATE 29/08/01 - understand from Sam Cohen that the Duke now prefers to have this done in-house at BP, however FCO and BTI will provide input).

[REDACTED]
TPUK press office
29 August 2001

RECEIVED

13.9

To: PS/Baroness Symons

ci: PS/Sir David Wright
John Reynolds

From: [REDACTED]
Strategy & Communications Group
British Trade International
[REDACTED]

Date: 13 September 2001

HRH THE DUKE OF YORK

Issue

1. An update on HRH's activities and programme in his new BTI role.

Timing

2. The Minister may wish to note before the September Board meeting, part of which HRH will attend.

Background

3. I attach HRH's programme to date and for the rest of this year, together with an outline programme for 2002. Both are subject to change. The Minister will have learned something of HRH's progress in preparing for his new role as Special Representative for International Trade and Investment when they met during the Offshore Europe exhibition in Aberdeen on 5 September. For public consumption, HRH has been undertaking familiarisation duties only since he left the Navy in July but in practice his induction has built since April towards his formal launch on 1 October (a regional visit to Yorkshire & Humberside).
4. Responses from business and BTI colleagues to HRH's role during this induction period have all been very positive. His willingness to engage on our behalf and promotional and networking skills in particular have been noted. It is also clear that, despite starting from cold, HRH has mastered the essential messages BTI seeks to convey. Singapore, San Diego and a regional visit to the North East all stood out in this respect. HRH's diary is now effectively booked up until the end of the year. From next year, we envisage two substantial overseas visits, punctuated liberally with regional visits in the UK, promotional activities and inward investment aftercare (amongst other proposals) at home and in nearby markets.

Media and Parliamentary

5. Media interest in HRH's new role, currently almost all directed at the Palace, remains high, and the BTI, DTI, FCO and Palace press offices have agreed lines to take. . A press release will issue shortly before 1 October. In addition, a telegram will issue shortly to posts abroad and BTI staff across the UK setting out details of his role and lines to take.

(see in
draft etc)



HRH THE DUKE OF YORK – PROGRAMME 2001-2

March

- 7 Dinner with business leaders and Board members

April

- 4 Introduction to Trade Partners UK

21-25 Visit to Korea

May

- 8 Introduction to Invest.UK

- 12 Meeting with First Minister of Welsh Assembly.

13-24 Visit to the Philippines, Brunei, Malaysia, and Singapore

June

- 13 Dinner with business leaders and Board members

22-26 Visit to San Diego for Bio 2001

July

- 3 Meeting with First Minister of Scottish Executive

16 Visit to North East

September

- 5 Visit to Offshore Europe exhibition and OSO Board, Aberdeen

21 Ireland (FCO visit) Attend charity fashion show

25 BTI Board meeting and inward investment event

26 Open BAe Systems Avionics' new premises in Basildon

October

1 Yorkshire and Humberside regional visit - launch event

4 Visit to NW region (TPUK and Jaguar)

9 Dinner with business leaders and Board members

10 London First Centre event for overseas investors.

15-17 UK in New York

17-19 Visit to Bulgaria to open new British Embassy

26-31 Visit to Kuwait, Oman and UAE

November

9 London Business School Masterclass – “Global Strategy in the 21st Century – How to develop winning worldwide strategies”

27 East Midlands regional reception

28 Birmingham Post Business Awards lunch

December

3 EASB Awards Ceremony, Landmark Hotel, Marylebone

2002

5-7 To receive the President of the Philippines

19 CeBIT, Hanover

20-21 Technopark, Switzerland

April

Scotland week in US

May

Croatia

St Helena

Ascension Island

July

Motorsport event at the British Grand Prix

Motorsport Industry Association's premier Industry Awards, House of Lords.

September

US Grand Prix, Indianapolis

October

3-6 Motorsport and Performance Show, Japan

Other possibles

Bahamas, Bermuda, Belize, Saudi Arabia, Qatar, Bahrain, Vietnam, Central and South America

01/10/2001 - Press Release - Duke of York's new role (published version)



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THE DUKE OF YORK STARTS NEW ROLE WITH BRITISH TRADE INTERNATIONAL

2001-10-01
PN2001/10/002

1 October 2001

THE DUKE OF YORK STARTS NEW ROLE WITH BRITISH TRADE INTERNATIONAL

HRH The Duke of York today marks the start of his new role as Special Representative for International Trade. His visit to Yorkshire company Thrall Europa and meetings with the local business community in his new role will help bring support and visibility to Britain's trade and investment efforts and

The Duke's activities in this new role will be in support of British Trade International (BTI), the UK companies trading internationally and encourage foreign investment. BTI provides support arms, Trade Partners UK, which helps UK companies trading overseas, and Invest UK, which is an investment location.

Activities undertaken by The Duke of York will include visits overseas in support of the UK's priorities; leading trade missions; and conducting business-focused tours in the UK regions in

Sir David Wright, Group Chief Executive of British Trade International, said BTI was looking for York to promote British products to overseas markets and stimulate inward investment in the

"The response from the British business community to The Duke's new role has been very positive. His Highness have been impressed by his enthusiasm for the role and believe he will be a real asset as a trade partner on the world stage."

The Duke of York said that it was a great privilege to be working with British Trade International

"One in four jobs in the UK is linked to business overseas. I am proud to be promoting and supporting both in the UK and overseas, and also encouraging inward investment into this country. The UK has a lot of fields including technology, research and development and financial services. Part of my role is to promote our achievements and our potential to the rest of the world."

The Duke's forward programme for October will include: October

1 Visit to Thrall Europa and the York business community

4 Visit to the International Trade Centre, Warrington and Jaguar, Halewood.

8 "businessdynamics" Reception at St James's Palace (charity event)

14-16 UK with NY Events - meeting with British company employees (TBC)

18-19 Visit to Bulgaria - Bulgaria Business Leaders Forum.

26-Nov 5 Visit to the Gulf States in support of UK interests with elements of BTI business in O

Notes to Editors

01/10/2001 - Press Release - Duke of York's new role (published version)

The Duke of York retired from the Royal Navy at the end of July after 22 years of service and on October 1. In the interim, HRH took part in a familiarisation programme that involved meeting how Trade Partners UK services are delivered in the regions.

This is not a paid position. BTI will pay travel and related expenses and those of supporting staff which are principally in support of BTI. The role is open-ended with no time limit.

An Assistant Private Secretary, seconded from the Foreign and Commonwealth Office with BTI role.

The Duke of York's role will be significantly different from that of The Duke of Kent. In addition investment visits The Duke of York will be making a significant number of visits to promote them. He will not be a member of the Board of BTI.

British Trade International (BTI) is the Government's organisation set up to support Britain's together the work of the FCO and the DTI on trade development and promotion of inward investment. Trade Partners UK, which aims to help UK companies trading overseas, and Invest UK, which as an inward investment location. Thrall Europa, based in York, is a subsidiary of the US, family manufacturer, Thrall Car Manufacturing Company. Thrall Europa is a volume manufacturer of such wagons in the UK. Thrall Europa currently employs in the region of three hundred local to the City of York.

**HRH THE DUKE OF YORK STARTS NEW ROLE WITH
THE DUKE OF YORK'S NEW ROLE WITH**

**DUKE OF YORK TO LAUNCH CHINA STRATEGY AND VISIT MANCHESTER'
NEW APPOINTMENT AND PR
HRH THE D**

DUKE OF YORK TO OPEN BRITISH

In your opinion...



From: [REDACTED]
Sent: Monday, 01 October, 2001 5:09 PM
Subject: BTI, Press Release, UNCLASSIFIED
v07 of 01-10-2001

UNCLASSIFIED
FROM NEW MEDIA SECTION
TO PRIORITY VERBATIM
TELNO VERBATIM 07
OF 011615Z OCTOBER 2001

THE DUKE OF YORK'S NEW ROLE WITH BRITISH TRADE INTERNATIONAL
(BRITISH TRADE INTERNATIONAL PRESS RELEASE
OF MONDAY 1 OCTOBER 2001)

Statement from Sir David Wright, Group Chief Executive, British Trade International.

'We at British Trade International are very much looking forward to working with His Royal Highness in his new role as Special Representative for British Trade and Investment. He will bring valuable support and visibility to British Trade International's activities at home and overseas.

'His activities on behalf of British Trade International will include visits overseas, for example leading trade missions, but also business focused tours in the UK regions including the devolved administrations. He will visit foreign investors and meet their workers, and see for himself the excellent work UK companies are doing in international trade in both goods and services.

'HRH will also meet high-level overseas government and business representatives at home and overseas, in promoting UK trade and investment.

'British Trade International will work closely with HRH's office in developing a forward programme of activities, which will be approved through appropriate established channels for Royal visits.

'The Duke officially starts his new role today. However, as we announced in April this year, BTI prepared a familiarisation programme to introduce to The Duke our range of trade development and inward investment services. He has already met a number of businessmen and women around the UK and has taken part in trade promotion events while on Royal Visits overseas.

'The response from the British business community to The Duke's new role has been very positive. All who have met The Duke have been impressed by his enthusiasm for the role and believe that he will be a real asset to those promoting the UK as a place with, and within, which to do business.

'The Duke's new role reflects the continuing importance attached by HM The Queen, Government Ministers, and the Board of British Trade International to the involvement of the Royal Family in the promotion of the UK's overseas trade and investment.'

NOTES FOR EDITORS

British Trade International (BTI) is the Government's organisation set up to support Britain's trade and investment effort. It brings together the work of the FCO and the DTI on trade development and promotion of inward investment. BTI's two operating units are Trade Partners UK, which aims to help UK companies trading overseas, and Invest UK, which aims to promote the whole of the UK as an inward investment location.

ENDS

Twenty-fourth meeting of the Board

Tuesday, 30 October 2001



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British Trade International

BTI (01)30

**Minutes of the 23rd meeting of the Board of British Trade International
Tuesday 25 September 2001**

Members:

Sir David John KCMG	BOC Group plc	Chairman
Sir David Brown KB	Motorola	Vice Chairman
Sir David Wright KCMG LVO	Group Chief Executive	
John Bridge	One North East	
Vivian Brown	Chief Executive, ECGD	
Stephen Hampson	The Scottish Executive	
Alan Hingston	Trade International Northern Ireland	
Peter Mason	AMEC Plc	
Richard Orgill	HSBC Holdings plc	
Jacky Stevens	Business Link Wessex	
Andrew Summers CMG	Design Council	
Richard Turner OBE	Rolls Royce plc	

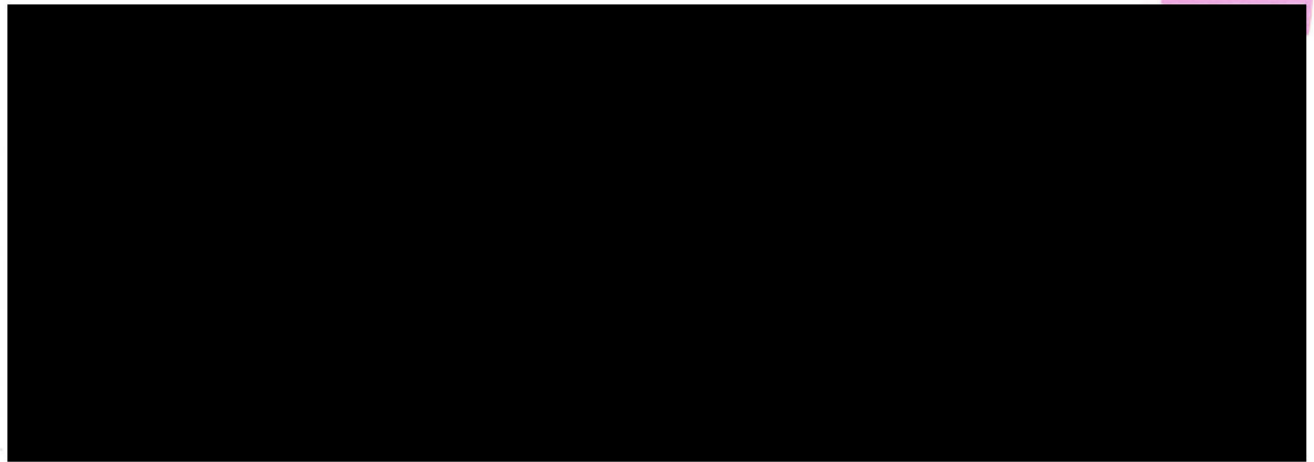
Also present:

HRH The Duke of York

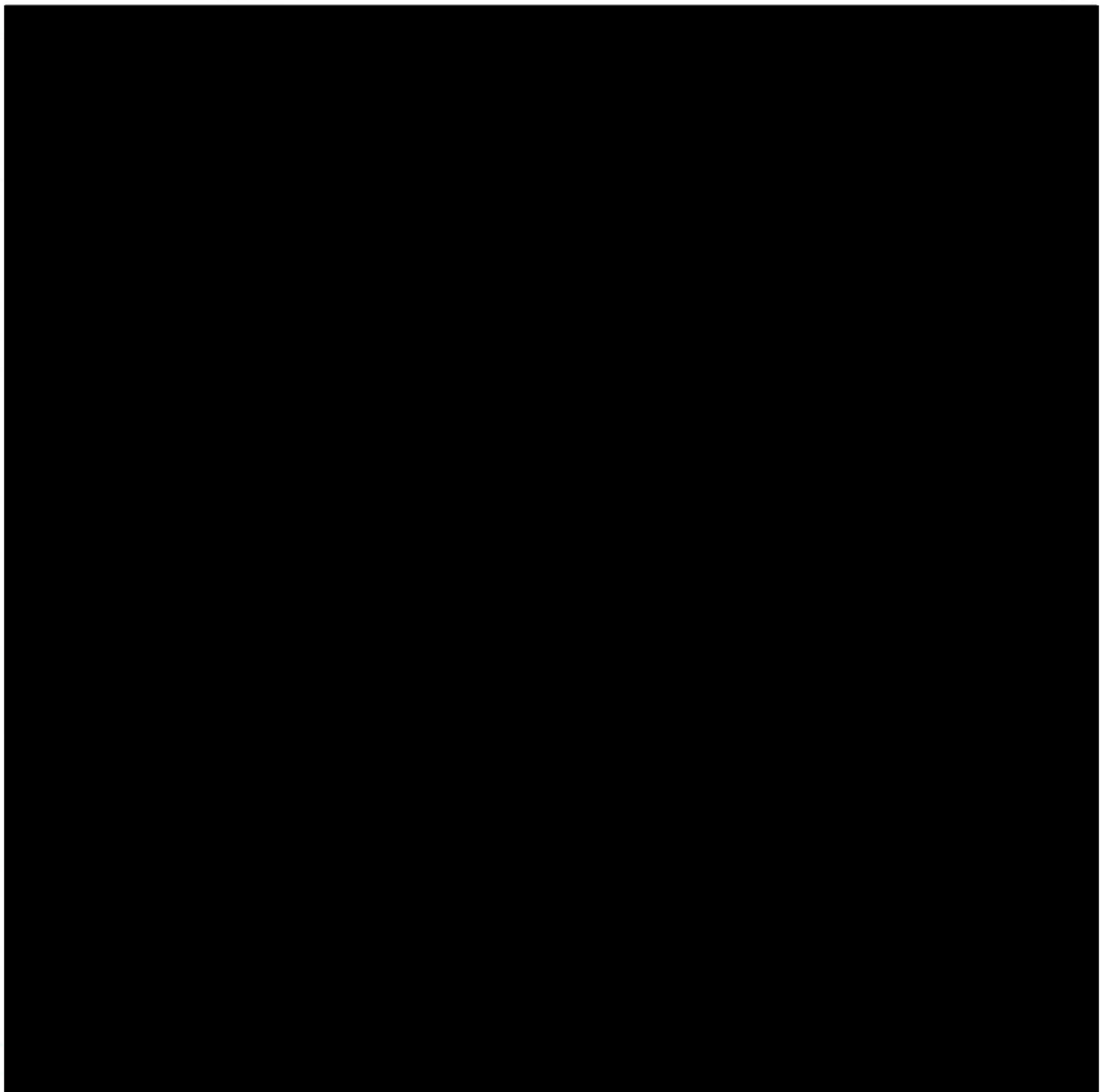
Leslie Ross	Chief Executive, IDB for NI
David Hall	Deputy Group Chief Executive
William Pedder	Chief Executive, Invest UK
Ian Jones	Trade Partners UK
Quinton Quayle	Trade Partners UK
John Reynolds	British Trade International

Board Secretariat:

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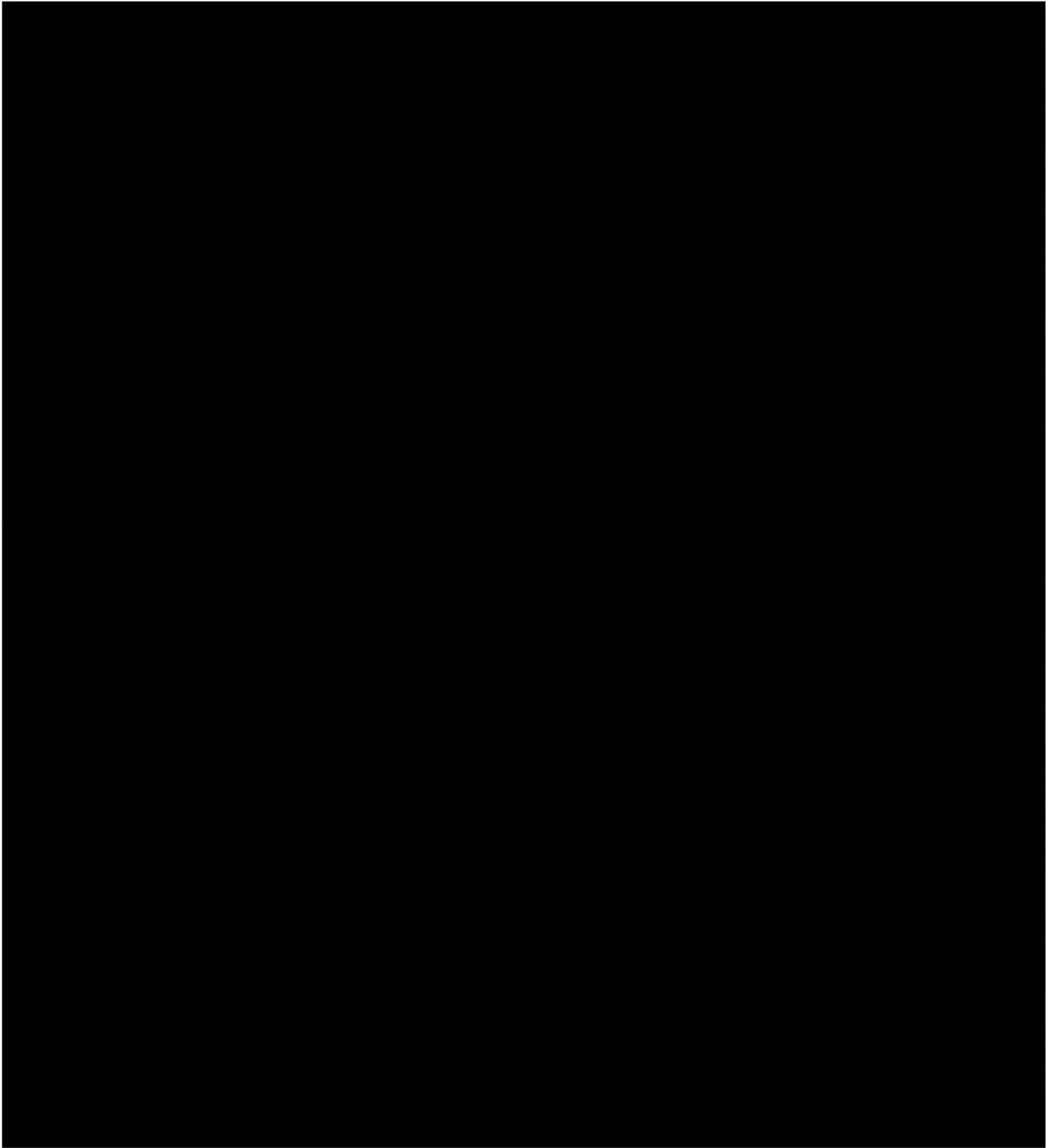


HRH The Duke of York would on 1 October begin formally his new role with British Trade International as "Special Representative for International Trade and Investment". His first engagement would be a regional visit to Yorkshire & Humberside.





The Chairman expressed the Board's thanks to HRH The Duke of York who was joining the Board meeting for the first time, in advance of his official launch as Special Representative for International Trade and Investment, and following a separate programme that day in Northern Ireland.



HRH THE DUKE OF YORK

SPECIAL REPRESENTATIVE FOR BRITISH TRADE AND INVESTMENT

With the agreement of Buckingham Palace and the Secretaries of State for Foreign and Commonwealth Affairs and Trade & Industry, HRH The Duke of York will from Autumn 2001 following his retirement from the Royal Navy assume a new role in promoting UK trade and investment. This reflects the continuing importance attached by HM The Queen, both Secretaries of State and the Board of British Trade International to the involvement of the Royal Family in the promotion of UK trade and investment.

This document sets out the broad principles underlying HRH The Duke's role and activities in this capacity.

Title

The formal title for this role will be "Special Representative for International Trade and Investment". Unofficially, terms such as "Trade and Investment Ambassador", "Business Ambassador" and "Ambassador for British Business" are likely to be in use in the media.

Objective

In his role as 'Special Representative for International Trade and Investment', HRH The Duke of York will support the interests of UK-based exporters and outward investors, and contribute to meeting the needs of potential and established inward investors, enhancing the profile of the UK as a competitive and preferred place to do business.

Nature and period of appointment

- a) The role is non-executive and is not time-limited.
- b) HRH will undertake representational and promotional activities, in support of UK trade and investment, on the advice of British Trade International. Such activities will typically include: visits overseas in support of UK market, sector and inward investment priorities; leading overseas trade missions; and, in the UK, promoting both trade development and inward investment by visiting companies and attending key events and launches. HRH will entertain high-level

dignitaries, at home and overseas, as appropriate.

- c) HRH will promote trade and investment issues on behalf of all parts of the UK including the Devolved Administrations. In respect of his British Trade International role HRH will promote a range of UK sectoral interests.

Operating Guidelines

- a) British Trade International will work in close co-operation with HRH's office in developing a suitable forward programme of activities and early discussion of particular events in accordance with agreed handling procedures. It will work through appropriate established channels, e.g. Royal Visit Committee machinery.
- b) British Trade International and HRH each recognise the importance of developing clear channels of communication. All communication with HRH's office in respect of this role will, so far as is practicable, be channelled through the Chief Executive or the Policy Unit of Strategy & Communications Group, as appropriate.
- c) British Trade International will develop guidance on HRH's briefing preferences to ensure a consistency of approach.
- d) In recognition of HRH's role in promoting UK trade and investment generally, British Trade International will not normally recommend participation in 'single company' promotional events except where there is a clear link to the wider UK interest, e.g. because of a substantial British supply chain, or as an example of UK prominence in a particular sector.
- e) British Trade International and HRH each recognise the importance of ensuring positive media coverage of events and visits, which will reinforce the image of UK trade and investment. British Trade and International and Buckingham Palace Press Office will work together in seeking opportunities to maximise the benefit of HRH's involvement, as a high-profile member of the Royal Family, in promoting trade and investment. Each will ensure that material for public release, relating to HRH's trade and investment role is cleared with the other.
- f) The Group Chief Executive will meet HRH at least annually to discuss the operation and development of HRH's role.

Remuneration

HRH will receive no salary or other remuneration in respect of this role. British Trade International will meet the cost of travel, accommodation and incidental expenses incurred by HRH and his immediate party (normally comprising a Private Secretary, equerry and personal assistant) in respect of agreed activity in this role.

British Trade International will agree arrangements with FCO for charging of costs for overseas visits comprising a mix of BTI and other official business, and advise HRH's office accordingly.

Confidential

Transition plan for The Duke of York and British Trade International

Objective:

This plan aims to ensure a smooth public transition from the official end of The Duke of York's career with the Royal Navy to his appointment as "*Special Representative for British Trade International*." It will cover the period from the end of July, when HRH leaves the Royal Navy until October 1, 2001 when he takes up the new position.

Background:

It has been publicly announced that on leaving the Royal Navy at the end of July, The Duke of York will thereafter adopt a wider range of duties in support of Her Majesty The Queen, including work on behalf of British Trade International.

There has been a great deal of media attention focused on HRH and the terms under which he will perform his duties with BTI. To date, the media has not given HRH favourable coverage for a number of reasons. There is also some confusion over the start date for the new role, his official title and the parameters within which he will be performing his duties.

This plan will attempt to provide an operational and strategic framework for the next six months in an effort to communicate the benefits of the role to both the media and the business community.

Definition of Role:

The Duke of York's role will include leading trade missions, receiving prominent foreign trade and investment visitors and working with the United Kingdom regions in support of national trade development and promotion activities.

The Duke of York will take over this position from The Duke of Kent who has been Vice-Chairman of BTI (formerly the British Overseas Trade Board) since 1975.

The Duke of York is now being referred to as "*Britain's Business Ambassador*" - a title which is more media friendly and concisely communicates the general scope of the role.

Confidential

Strategy:

In order to clearly mark out the shifts in duties and responsibilities, the transitional period can be divided into three distinct phases;

- 1) Exit from the Royal Navy - **end of July/first week in August**
- 2) Familiarisation and orientation - **August and September**
- 3) Official start of BTI appointment - **October 1**

Each phase will generate interest from the regional, national and international media as well as from the business community.

Phase One: Exit from Royal Navy

This is an opportunity to highlight HRH's distinguished service record over 22 years, particularly his role in the Falklands conflict and to signal the end of the first phase of his career.

A date has not yet been set for the Duke of York to formally leave the Royal Navy, however it is likely to be at the end of July, or the first week in August.

Several possibilities about the manner in which HRH would officially "exit" from the RN are currently being discussed. This event will present a good photo opportunity and planning should take this into account. A number of media requests have already been submitted for this occasion.

It would be advisable to put together a media package outlining HRH's naval career highlights, particularly his part in the Falklands conflict. There has recently been increased interest in HRH's involvement in the Falklands in the lead-up to the 20th anniversary of the conflict next year.

Phase Two: Familiarisation and Orientation

At the Duke of York's request, BTI has prepared a programme of events, commencing in May, to introduce HRH to the services and activities of British Trade International.

Main elements of the programme are;

meeting business contacts, industry leaders, sectoral interests, the BTI Board, business and government offices in the English regions and devolved administrations.

Confidential

examining the delivery of Trade Partners UK services in the regions, and how BTI works to maintain the UK as the biggest centre for foreign direct investment in Europe.

However, for media purposes, the “familiarisation” period will not officially begin until after HRH leaves the Royal Navy at the end of July.

In addition, there may also be an opportunity to organise sectoral lunches, hosted by BTI, to enable The Duke of York to get an overview of a cross section of industries. Guests would range from FTSE 50 companies to SMEs and individual entrepreneurs from each sector.

Suggested sectors would be;

Energy/Utilities

Retail

Banking/Finance

Telecommunications

Technology

There will be no interviews given during this phase.

There will, however, be good photo opportunities on site visits to regional areas.

An interview with the Financial Times is also being considered just before the announcement of the official start of HRH’s BTI role on October 1. This could be a submitted article, although the FT is more likely to request an interview.

A joint interview with Sir David Wright and The Duke of York would be the most appropriate option. The BTI media team has agreed that this would be a suitable publication through which to communicate its key messages, and to ensure that the angle is “business” rather than “royal”.

The possibility of media training from BTI has also been discussed. This would be a useful way of developing a number of “sound bites” that would ensure all parties were communicating the same key messages. It would also provide an opportunity to work through some of the more difficult media issues that may arise over the coming months.

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Phase Three: Start of Appointment

October the first has been provisionally booked as the launch date for The Duke of York's new role.

The announcement of HRH's official start with BTI will provide a good platform to outline the parameters of the role and highlight upcoming events.

Yorkshire has been suggested as the ideal location for the BTI/Duke of York launch due to HRH's popularity locally, the history of British industry in the region and access to regional media.

There may be an opportunity to tour businesses in the area, then introduce HRH at a small reception attended by members of the local business community, and BTI representatives.

There will be a great demand for one-on-one interviews with The Duke of York from this point, however it is unlikely that he will be ready to give detailed interviews at this stage. Each bid will need to be assessed on its merits.

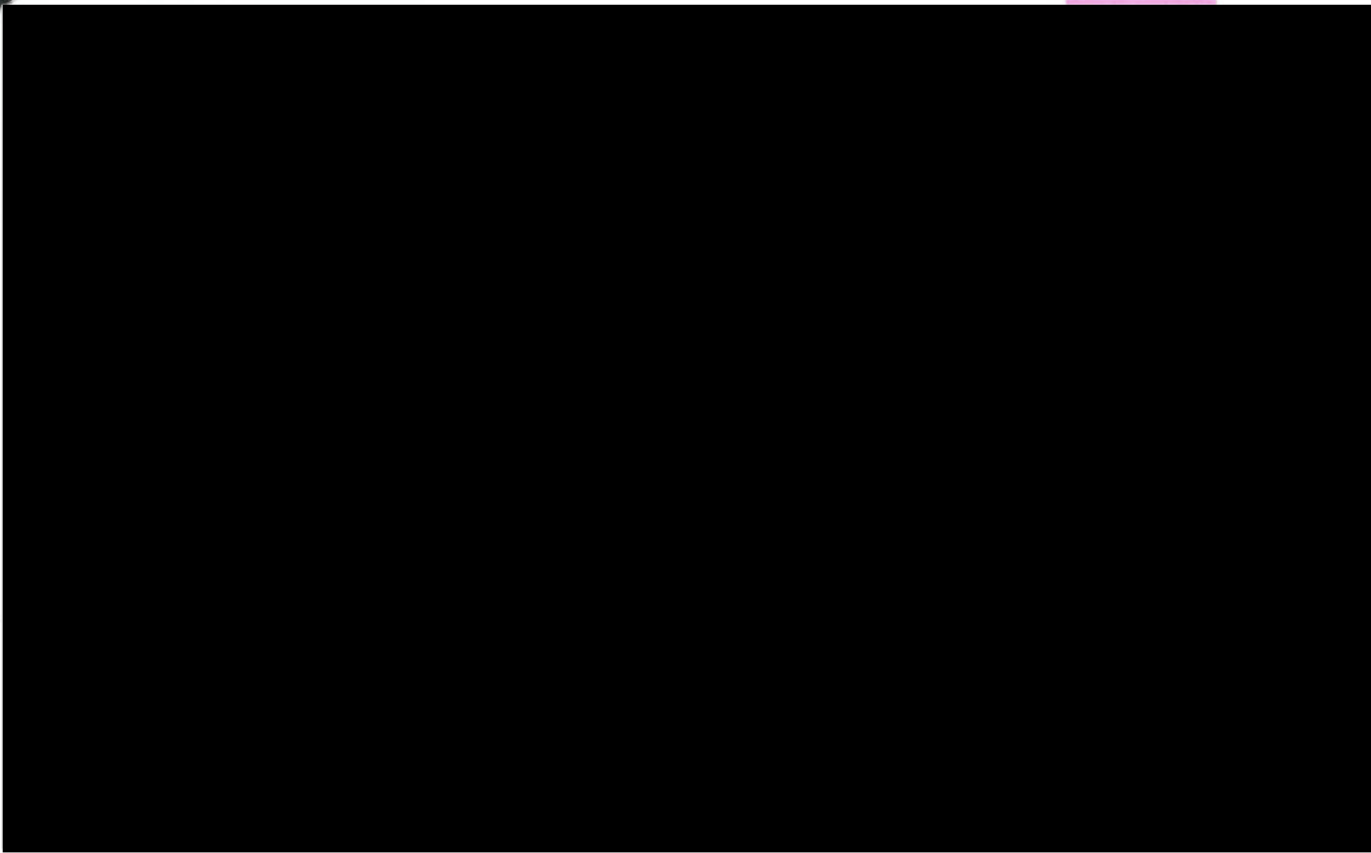
Attached is a draft timetable of events leading up to October 1, 2001. BTI will submit a detailed calendar of appointments for the familiarisation programme.

Date	Event	Media	Business	Planning
May	Trip to south-east Asia	Highlight HRH's role in the promotion of British trade and investment	Meeting with Invest UK.	Foreign and Commonwealth Office
June	San Diego Trade Fair Meeting programme		Meetings	BP/BTI
July	HRH officially leaves Royal Navy (TBC)	Photo opportunities only with package on RN career	Meetings and start of familiarisation programme	BTI
August	Familiarisation programme and summer holiday		Meetings and start of familiarisation programme	BTI/BP
Sept	Familiarisation Programme which includes: London Business School Masterclass Visit to Cambridge MIT Sectoral lunches	Lead-up interview Financial Times (submitted piece) Photo opportunities only with regional, national and international media	Familiarisation programme	BTI/BP
Oct	HRH starts new role with BTI Launch in Yorkshire (TBC) Visit to Bulgaria	Photo opportunities and possible interviews with regional media	Launch of The Duke of York's new role	Hosted by BTI

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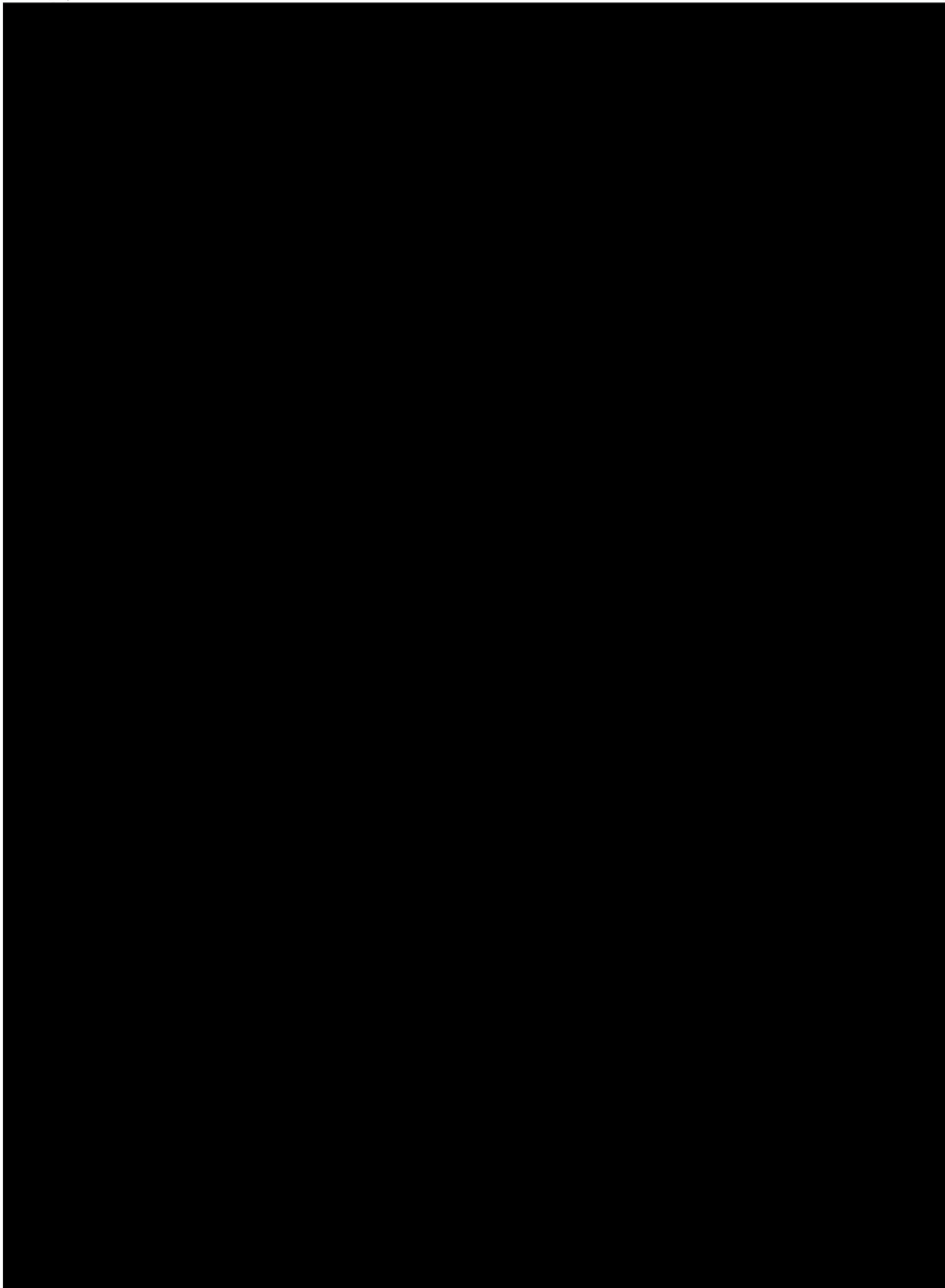
**GROUP CHIEF EXECUTIVE'S REPORT
OCTOBER 2001**

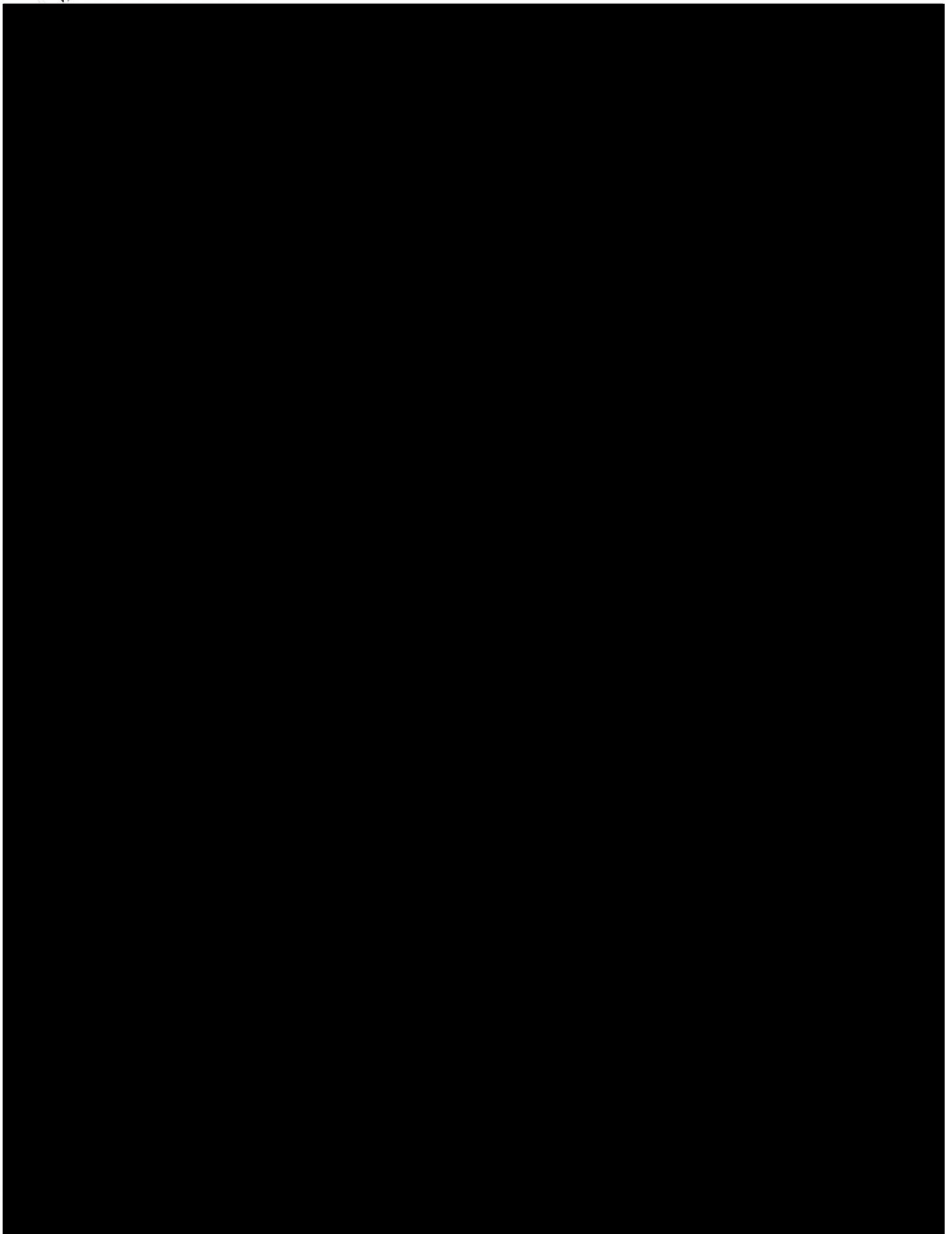


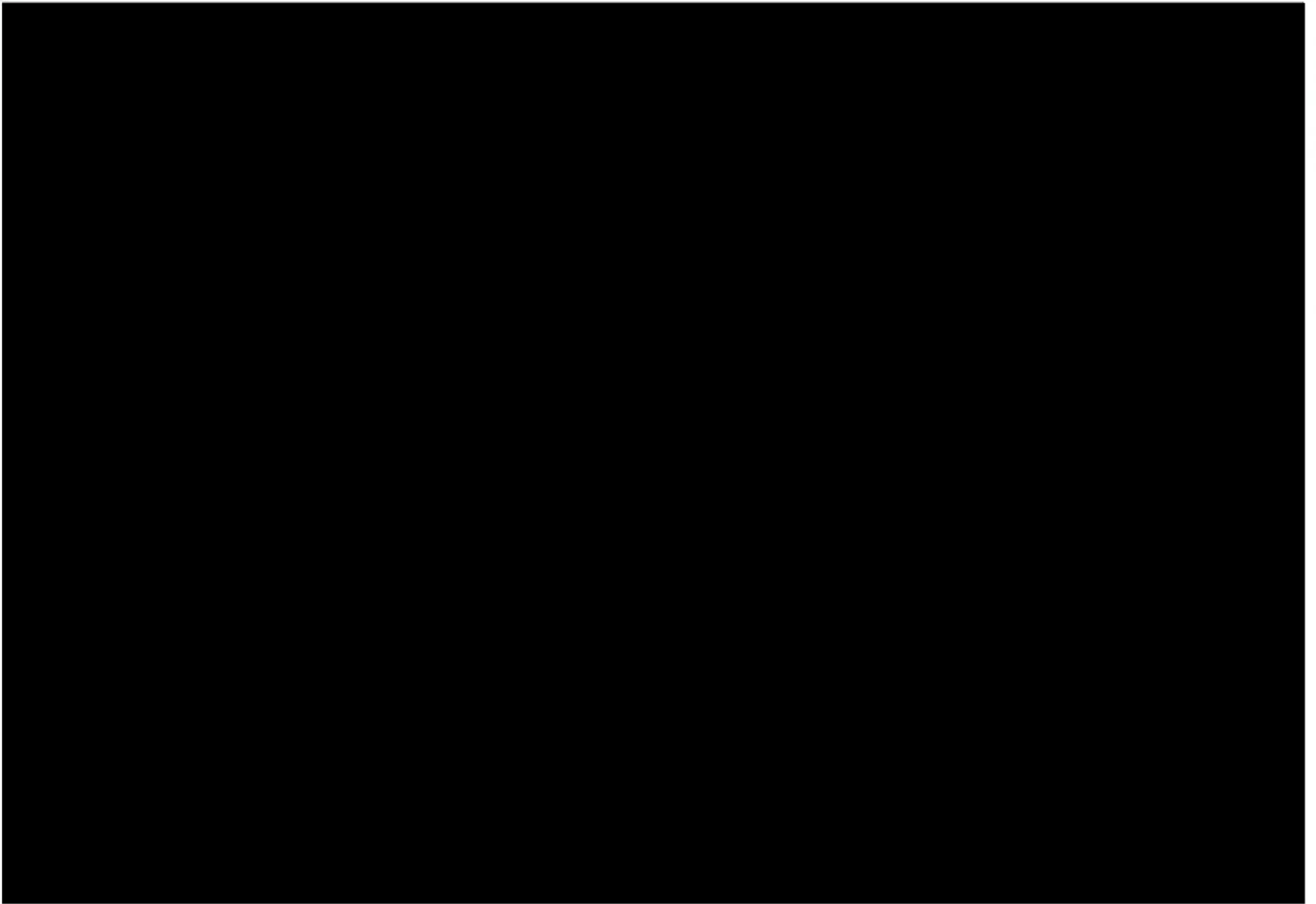
HRH launch in BTI role

7. The Duke of York formally took on his new BTI role on 1 October in York. He had a lively round table with a selection of the region's inward investors, met a wide range of the region's businesses at a reception at York racecourse, helped launch the Brazil First Timers package (a contract won by the Mid-Yorkshire Chamber of Commerce) and presented the regional Language for Exports Award. Both regional and national press coverage was broadly positive.
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