

## A Short Guide to the

# Foreign & Commonwealth Office





## About this guide and contacts

This Short Guide summarises what the **Foreign & Commonwealth Office (FCO)** does, how much it costs, recent and planned changes and what to look out for across its main business areas and services.



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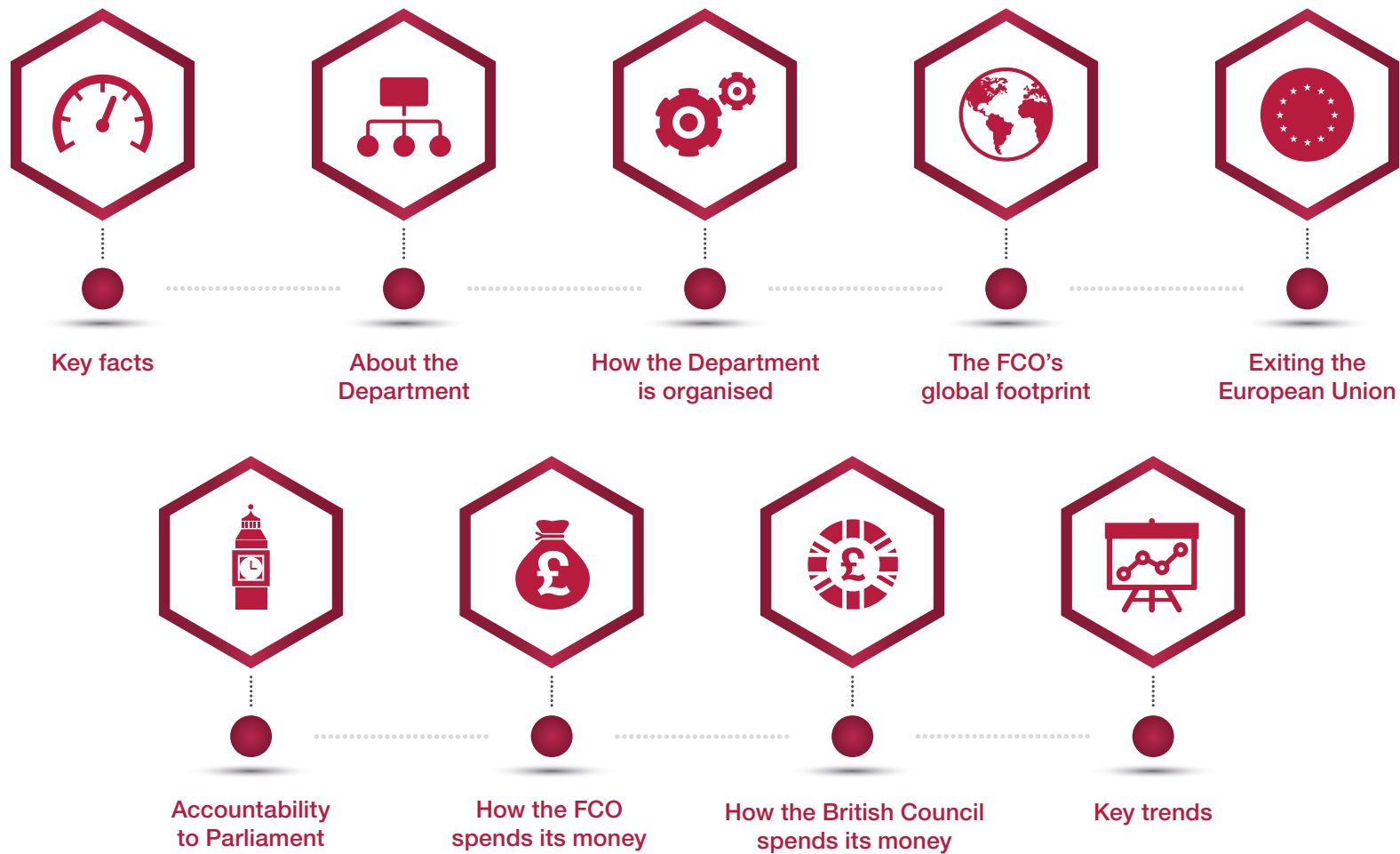
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The National Audit Office scrutinises public spending for Parliament and is independent of government. The Comptroller and Auditor General (C&AG), Sir Amyas Morse KCB, is an Officer of the House of Commons and leads the NAO. The C&AG certifies the accounts of all government departments and many other public sector bodies. He has statutory authority to examine and report to Parliament on whether departments and the bodies they fund have used their resources efficiently, effectively, and with economy. Our studies evaluate the value for money of public spending, nationally and locally. Our recommendations and reports on good practice help government improve public services, and our work led to audited savings of £734 million in 2016.

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## Overview



## Key facts



**£1.98 billion**

The FCO's net expenditure for 2016-17, a decrease of £51 million from 2015-16.



**26**

Number of crises that the FCO responded to in 2016-17, including natural disasters, terrorist incidents and political unrest, compared with nine in 2015-16.



**274**

The total number of locations in the FCO network, across 168 countries.



**23,311**

Number of new cases of consular support the FCO responded to in 2016-17, up from 18,179 in 2015-16.



**30%**

Increase in the FCO's core contribution to UK Official Development Assistance (ODA) spend between 2015 calendar year (£391 million) and 2016 (£512 million).



**12,865**

Number of staff employed by the FCO in 2016-17. Of this figure, 4,499 are UK based and 8,366 are locally engaged.

## About the Department

The Foreign & Commonwealth Office (FCO) is the government department leading the UK's foreign policy. It represents the government overseas, and promotes the United Kingdom's interests abroad, supporting UK citizens and businesses around the globe.

The FCO has updated its three main policy objectives in 2016-17. They are:



### Protect our people

Safeguard national security by countering terrorism, extremism, weapons proliferation and other state- and non-state-based threats in cooperation with allies and partners.

Support British nationals around the world through effective consular services and swift crisis response.



### Project our global influence

Protect and promote our values and influence, strengthening our partnerships and the rules-based international order.

Support good governance, democracy, rule of law and human rights; prevent and resolve conflict; and build stability overseas.



### Promote our prosperity

Promote the UK's prosperity by opening markets, driving economic reform, championing British business, and supporting free trade and sustainable global growth.

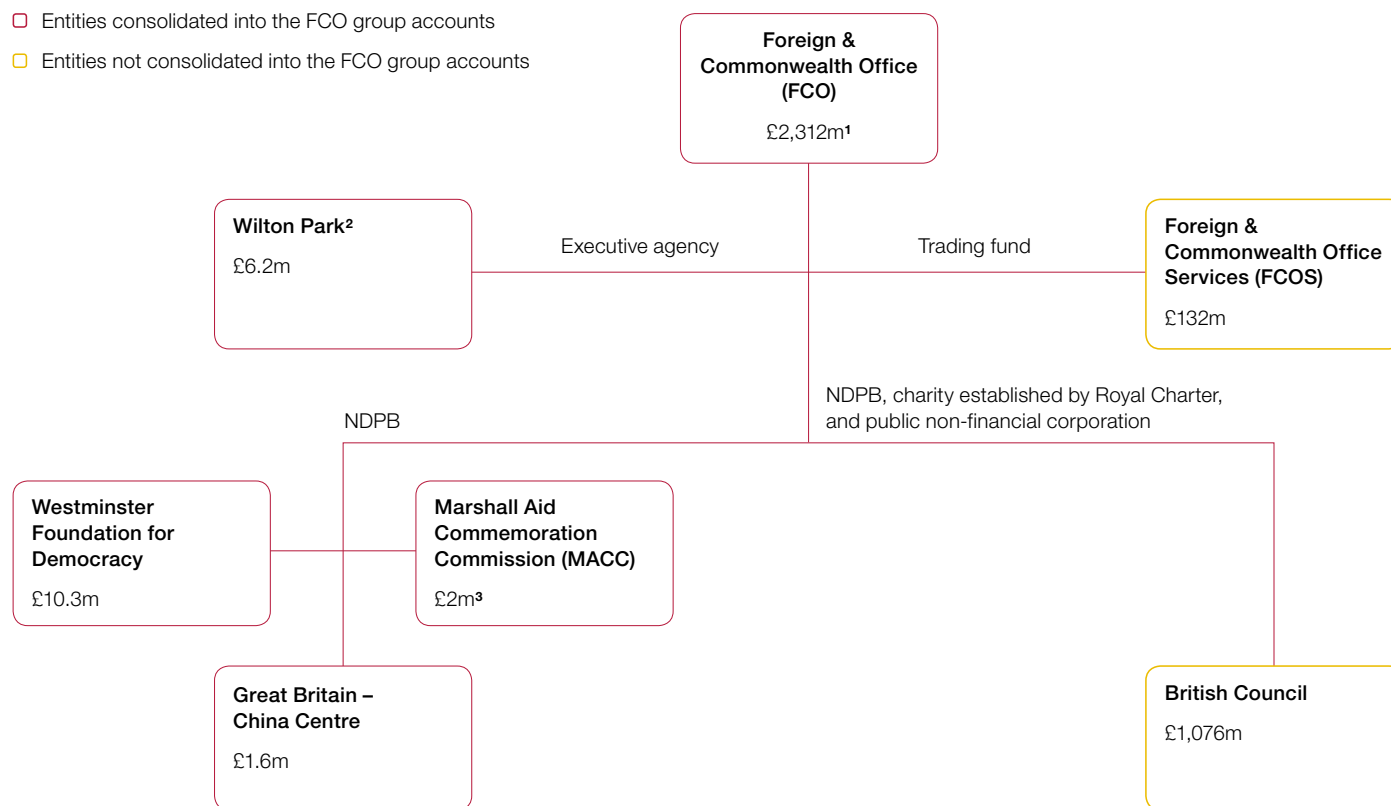
Following the outcome of the EU referendum, in July 2016 the Prime Minister announced a number of changes to the machinery of government, including the creation of the Department for International Trade (DIT) and the Department for Exiting the European Union (DExEU). As the department with overall responsibility for foreign policy, the FCO will be supporting these departments as they negotiate the UK's exit from the European Union and its future trading relationships outside it.

## How the Department is organised

The FCO's group structure contains a number of different types of organisation, including non-departmental public bodies (NDPBs), executive agencies and a trading fund.

□ Entities consolidated into the FCO group accounts

□ Entities not consolidated into the FCO group accounts



### Notes

<sup>1</sup> Gross expenditure figures for 2016-17 – Core Department only.

<sup>2</sup> Wilton Park provides a conference centre and programme for debate on world political, security and economic issues.

<sup>3</sup> Figures for MACC to be finalised but this is a reasonable estimate.

# The FCO's global footprint

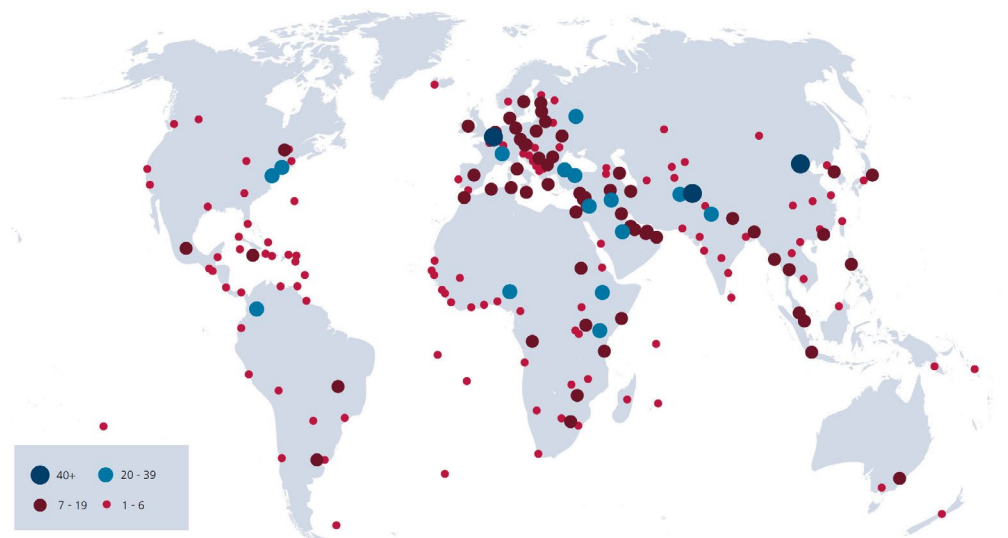


The FCO differs from most UK government departments in that the majority of its work takes place outside the UK. The FCO has built an overseas platform that includes offices in more than 274 locations overseas. Up to 29 UK government partners, such as the Department for International Development (DFID) and the British Council, make use of the FCO's overseas platform by sharing offices and facilities in many different countries.

In March 2017 there were 1,620 diplomatic staff distributed across the FCO's overseas network. These staff are UK citizens on UK employment contracts with the FCO but working overseas; they are therefore classed as diplomatic staff and hold diplomatic passports. The following map shows the distribution of FCO's diplomatic staff around the world.

There are additionally 8,366 locally engaged staff working in these same overseas locations, but they are employed under local labour laws and are not necessarily British citizens.

Diplomatic staff in FCO offices overseas



Source: FCO 2016-17 Annual Report and Accounts

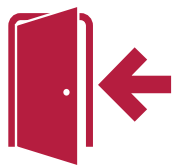
## One HMG Overseas

The One HMG Overseas agenda aims to remove barriers to joint working, so that all staff working for the UK government overseas can deliver the UK's objectives more efficiently and effectively.

The FCO runs the platform that other partners across government (such as DFID, the British Council and DIT) use around the world. This includes managing land and property, security, vehicles, and finance and HR functions in some locations.

The FCO charges its partners for the cost of using the platform, and reports that the introduction of One HMG Overseas has saved more than £48 million across government since it was introduced in 2010.

# Exiting the European Union



On 29 March 2017, the Prime Minister invoked Article 50 of the European Treaty, initiating the procedure for the UK to end our membership of the EU within two years. The FCO will support the Department for Exiting the European Union (DExEU) in the negotiations and lead on: foreign, security and defence policy; sanctions policy; and consular policy. It will provide expert advice to other parts of government on their areas of negotiations.

As per the May 2017 white paper, the government has stated that as the UK leaves the EU, the unique relationships that the Crown Dependencies of the Isle of Man, the Channel Islands and the UK Overseas Territories have with the EU will change. The white paper states that the Overseas Territories' priorities are understood through a range of engagement including new fora dedicated to discussing the impact of EU exit. These are the Joint Ministerial Council on EU Negotiations, with representatives of the governments of the Overseas Territories; a new Joint Ministerial Council (Gibraltar EU Negotiations) with the Government of Gibraltar; and formal quarterly meetings with the chief ministers of the Crown Dependencies.

The UK Representation to the European Union (UKRep) is, and will continue to be, one of the FCO's busiest locations, with a large team sourced from more than 20 UK government departments working to ensure that UK policies are represented to other EU member states, the European Commission and members of the European Parliament. The structure of UKRep varies from other embassies, because of the unique working nature of the EU. Sir Tim Barrow, the UK's Permanent Representative to the EU, has overall responsibility for the work of the mission and represents the UK at weekly Committee of Permanent Representatives (Coreper II) meetings in the Council of the European Union. Coreper II deals largely with political, financial, justice, policing and foreign policy issues.



Following the result of the EU referendum, the FCO transferred £2.8 million funding in respect of its Europe Department to DExEU. It also provided 44 members of staff, on loan, to give expert policy, legal and private office support to help establish DExEU. In addition, the FCO has reinforced its embassies across Europe, upgraded the seniority of ambassadorial positions in seven member states and created 50 new diplomatic positions. This is designed to strengthen bilateral partnerships and provide the best conditions to support the EU exit negotiations.



The 2016 Strategic Defence and Security Review stated that, in the context of national security, the threats and challenges to UK national security have not fundamentally changed as a result of the decision to leave the EU.

Only one of the 89 principal commitments within its 2015 Strategic Defence and Security Review will be directly affected when the UK leaves the EU – the commitment to champion the EU/India Free Trade Agreement, which the 2016 Strategic Defence and Security Review stated it will continue to deliver while the UK remains a member of the EU.

The 2016 Strategic Defence and Security Review stated that the UK remains fully and strongly committed to Europe's defence and security; that the North Atlantic Treaty Organisation (NATO) will remain an important part of European defence; and that the UK will seek to remain one of the principal security and defence actors in Europe and the world.



# Accountability to Parliament

The Accounting Officer for the Foreign & Commonwealth Office (FCO) is personally responsible and accountable to Parliament for managing the Department, its use of public money and its stewardship of assets, according to the four standards set out in [Managing Public Money](#): regularity, propriety, value for money, and feasibility.

HM Treasury has appointed Sir Simon McDonald, the FCO's Permanent Under-Secretary, as the Accounting Officer of the FCO. The Accounting Officer of the Department has appointed the chief executives or chairpersons of its sponsored non-departmental public bodies as accounting officers of those bodies.

The Accounting Officer of the parent Department is responsible for ensuring that any grants the Department provides to its sponsored bodies are used for the purposes intended, and that their expenditure and income are properly accounted for.

The accounting officers of the sponsored bodies are accountable for the use, regularity and propriety of the grants received from the Department and all other income and expenditure of the body they are responsible for.

The C&AG certified the [Foreign & Commonwealth Office's 2016-17 Accounts](#) on 3 July 2017, with an **unqualified** opinion (that is, the financial statements give a true and fair view, in all material respects, in accordance with the identified financial reporting framework).

## Challenges to accountability for the FCO

The NAO's report on [Accountability to Parliament for taxpayers' money](#) highlighted the following essential elements of accountability for any department. We have assessed these key elements against FCO's accountability structure and progress:



**A clear expression of spending commitments and objectives**

The FCO's objectives are clearly set out and published annually. Its expenditure is also included in the Whole of Government Accounts, which is improving the transparency of government spending.



**A mechanism or forum to hold to account**

The FCO does not currently have an Accounting Officer System Statement but states that it intends to produce and publish one soon. This statement should help clarify accountability mechanisms within its complex organisational structure.



**Clear roles and someone to hold to account**

The FCO's increase in programme spend will increase its overseas spending and its spending through multilateral organisations. The FCO will need to delegate financial and delivery responsibility where appropriate but still retain the ultimate accountability. As the FCO makes increased use of money from cross-government funds such as the Prosperity Fund and the Conflict, Security and Stability Fund, it will need to ensure that its accountability for this expenditure is clear and transparent.



**Robust performance and cost data**

Poor quality data is an endemic problem and government has failed to embed a strong culture of accountability for performance based on robust, relevant data. The FCO has an added complication in that it is spending across the globe, and sometimes with implementing partners with less mature financial management and reporting processes.

# How the FCO spends its money

## Breakdown of the FCO's operating expenditure in 2016-17

After spending reductions of 21.6% between 2010 and 2015, the 2015 Spending Review protected FCO funding in real terms until 2020. According to the Spending Review, this is to enable the FCO to support successful economic and financial dialogues with China, India, Brazil and others. The FCO is increasing its engagement in the Middle East and the Gulf to maximise the UK's influence on issues of security, stability and prosperity.



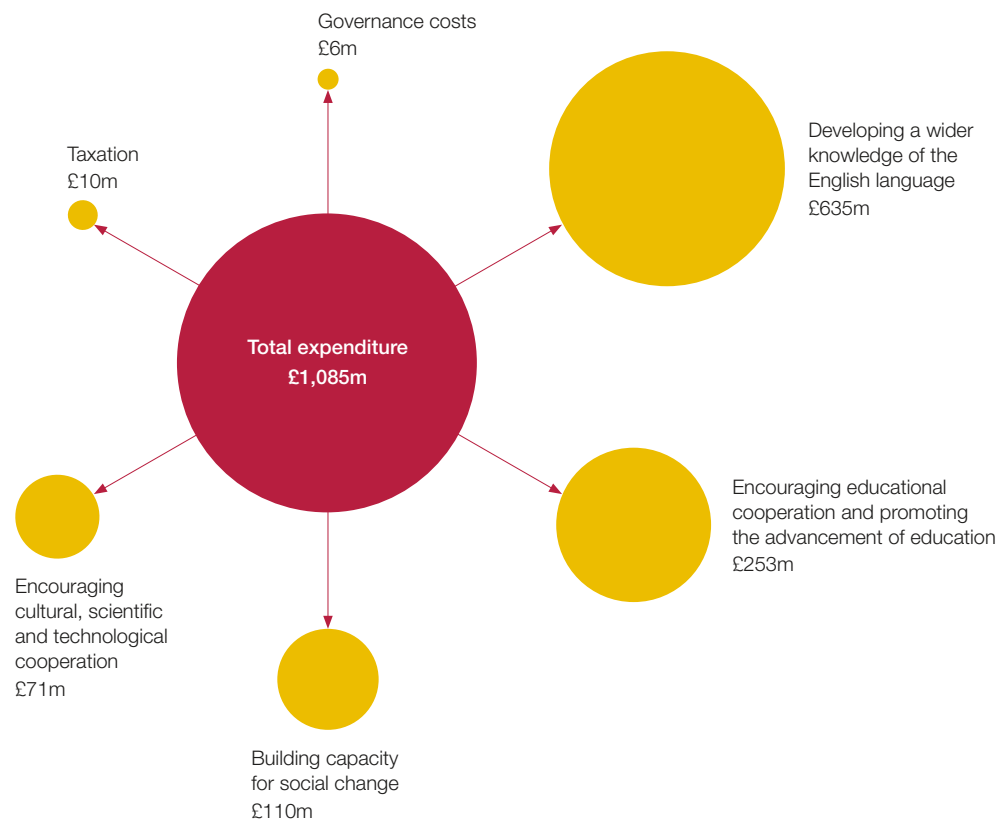
### Notes

- 1 The total figure is the amount of operating expenditure by FCO's departmental group from 1 April 2016 to 31 March 2017.
- 2 Subscriptions to international organisations includes the United Nations (£61 million), the Council of Europe (£25 million) and NATO (£17 million).
- 3 Other expenditure includes training costs of £12 million, medical costs of £12 million, and business hospitality of £9 million.
- 4 FCO programme spend includes £55 million from the Prosperity Fund.

Source: Foreign & Commonwealth Office, *Annual Report and Accounts 2016-17*

# How the British Council spends its money

## Breakdown of the British Council's expenditure in 2016-17

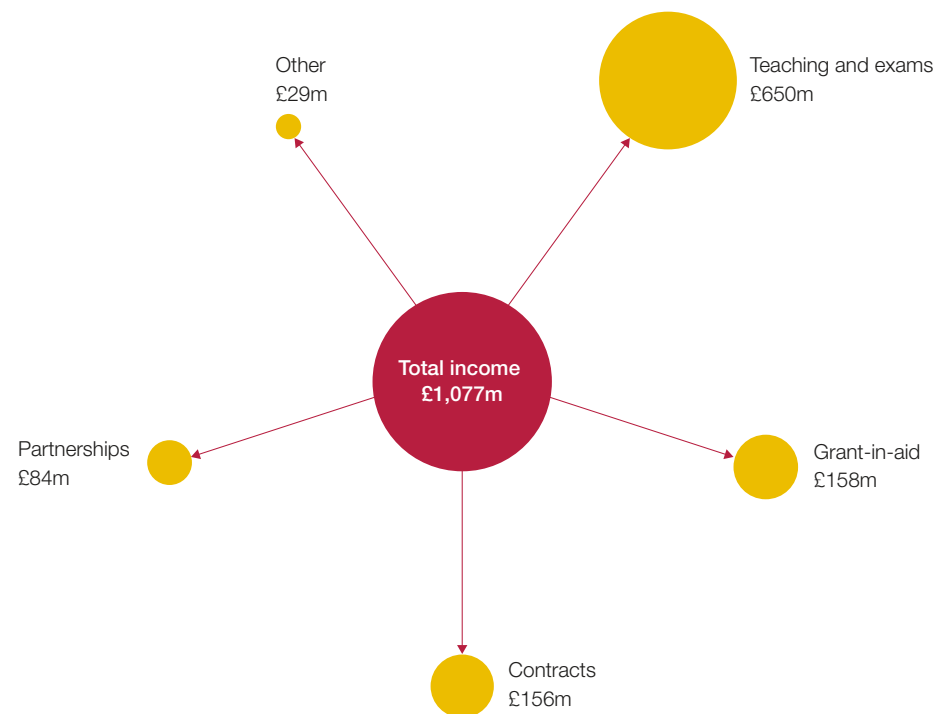


### Notes

- 1 Total pre-tax expenditure in 2016-17 was £1,076.4 million, an increase of 11.3% from 2015-16.
- 2 The British Council achieved its target of £119 million Overseas Development Assistance spend.
- 3 Figures may not add up due to rounding.

Source: British Council, *Annual Report and Accounts 2016-17*

## Breakdown of the British Council's income in 2016-17



### Notes

- 1 Total income in 2016-17 was £1,076.9 million, up from £979.6 million in 2015-16.
- 2 For every £1 of grant-in-aid received from the FCO, the British Council generated an additional £5.80 from other sources (£5.60 in 2015-16).
- 3 Other includes foreign exchange gains and profit on the disposal of fixed assets.

Source: British Council, *Annual Report and Accounts 2016-17*

## Key trends – programme management



The government has created two major cross-government funds – the Conflict, Stability and Security Fund and the Prosperity Fund – that departments, including the FCO, can bid into for funding to deliver programmes. Departments will successfully receive funding if they can demonstrate that the programme is in line with the fund's objectives. Departments must then report back to the fund's management to demonstrate that the money was spent as per the accepted bid. Most of this funding is classified as Official Development Assistance (ODA) spend.

As a result of this development, programme management has increasingly become core FCO business. This represents a shift in how the Department has traditionally operated, and building in-house capability in programme management will be a key priority for the FCO in the coming year.

### Conflict, Stability and Security Fund (CSSF)

The CSSF was announced in the 2013 Spending Round, with the aim of providing a more strategic approach to work in conflict-affected states where the United Kingdom has key interests, pooling new and existing resources from across government.

It launched on 1 April 2015, replacing the Conflict Pool.

The Fund had a budget of £1.033 billion in 2015-16 from the various departments involved. It will increase to £1.3 billion a year by 2019-20.

The CSSF operates under the overall direction of National Security Council (NSC), with regional strategy boards reporting to the nsc, and programme boards and teams in embassies or high commissions overseeing and managing specific programmes.

### Prosperity Fund (PF)

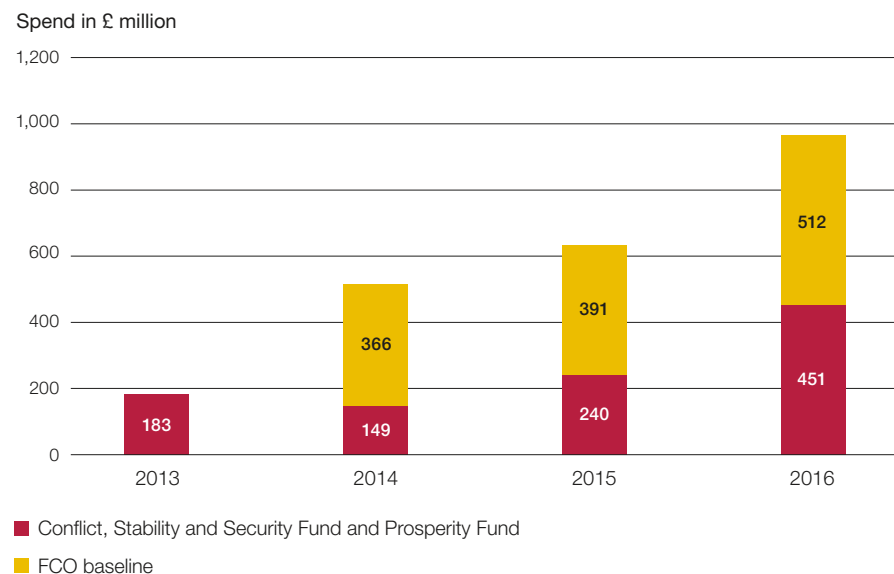
The cross-government Prosperity Fund was launched on 1 April 2016, replacing the FCO Prosperity Fund (2011 to 2016). The fund is now under the strategic direction of the NSC.

The Prosperity Fund aims to fund programmes that support economic reform and development needed for growth in ODA-eligible partner countries; provide technical assistance to improve the business climate; reduce barriers to trade, investment and economic growth; and support necessary reforms.

Its budget is £1.21 billion over six years.

## Key trends – Official Development Assistance

### FCO contribution to UK aid spend



The FCO spent £963 million in Official Development Assistance (ODA) for the calendar year 2016, which is approximately 7.2%<sup>1</sup> of the total ODA spend across government for 2016.

Of the £963 million spent by the FCO in 2016, £512 million is FCO baseline ODA spend, which is spent through core departmental policy programmes, international subscriptions and aid-related frontline diplomacy.

There is a clear upwards trend in the FCO's ODA spend. This increase is expected to continue in 2017-18, with the FCO's use of the Prosperity Fund expected to grow. The capability and capacity of the FCO to effectively manage this increased funding is a challenge going forward for the FCO.

The NAO has published a report [ODA – managing the 0.7% target](#), which examines how well the ODA budget is being spent by government departments such as FCO.

The report states that DFID and HM Treasury monitor other government departments' ODA expenditure. And each department, including FCO, has a responsibility to make sure all of its ODA expenditure secures value for money. But no single part of government has responsibility for monitoring the overall effectiveness and coherence of ODA expenditure.

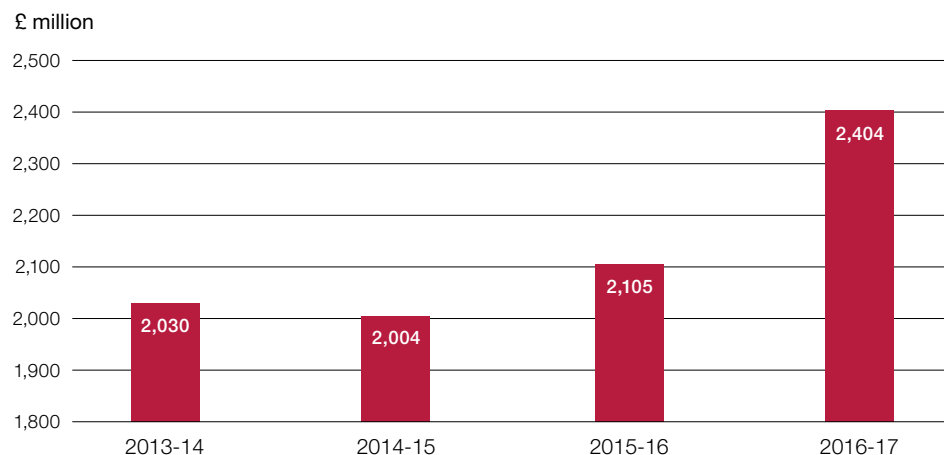
HM Treasury took an evidence-based approach to allocating ODA budgets but did not assess fully departments' capacity to manage increased expenditure. At the time HM Treasury allocated ODA budgets to other government departments, most recognised that there was a need to increase the number of staff with responsibility for an increased level of ODA expenditure, and that different skills were required.

#### Note

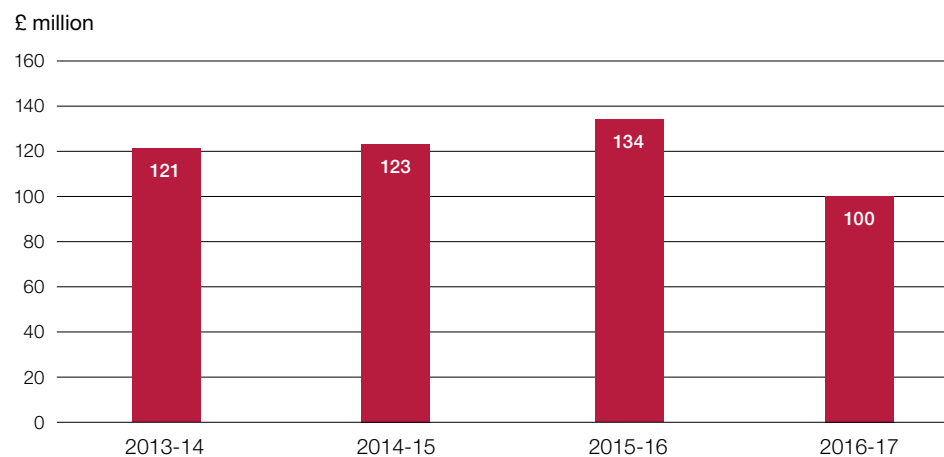
<sup>1</sup> Total ODA spend in 2016 is provisionally estimated at £13,348 million (see table 3 in [www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/606290/Provisional\\_UK\\_Official\\_Development\\_Assistance\\_as\\_a\\_Proportion\\_of\\_Gross\\_National\\_Income\\_2016.pdf](http://www.gov.uk/government/uploads/system/uploads/attachment_data/file/606290/Provisional_UK_Official_Development_Assistance_as_a_Proportion_of_Gross_National_Income_2016.pdf))

## Key trends – global assets

### FCO's land and property asset values



### FCO's purchases of property, plant and equipment



Source: Foreign & Commonwealth Office's published annual report and accounts

As at 31 March 2017, the book value of the FCO's property and land was £2,404 million. This includes some UK assets, but is mainly overseas property and land owned by the FCO. This figure has risen by £299 million, 14%, since 2015-16.

As the movement in the FCO's property, plant and equipment (PPE) additions purchased in-year (including all types of assets, not just property and land) in the graph demonstrates, there has been a decrease in the investment in the FCO's property, plant and equipment between 2015-16 and 2016-17, by £34 million.

The significant increase in the value of the FCO's property and land between 2015-16 and 2016-17 has been mainly driven by global markets, and the unusually significant movements in foreign exchange rates during 2016-17, and is not a result of investment by the FCO.

Unpredictable and occasionally volatile exchange rate fluctuations represent a significant challenge for the financial management of the FCO. As a result, the FCO obtains limited annual protection from HM Treasury for certain currencies.



## Protecting our people

Priority outcomes:

Safeguarding national security by countering terrorism, extremism, weapons proliferation and other non-state threats in cooperation with allies and partners.

Supporting British nationals around the world through effective consular services and swift crisis response.



Safeguarding  
national security



Consular  
assistance

# Safeguarding national security

## How is it delivered?

In 2016-17, the FCO's work towards this priority outcome centred around working towards security and regional stability in the Middle East and Northern Africa.

## Recent and planned developments

The FCO states that progress has been made towards inclusive political settlements in Syria, Iraq, Libya and Yemen. The key developments the FCO has reportedly made, and the spend in particular regions, is highlighted on the map to the right.

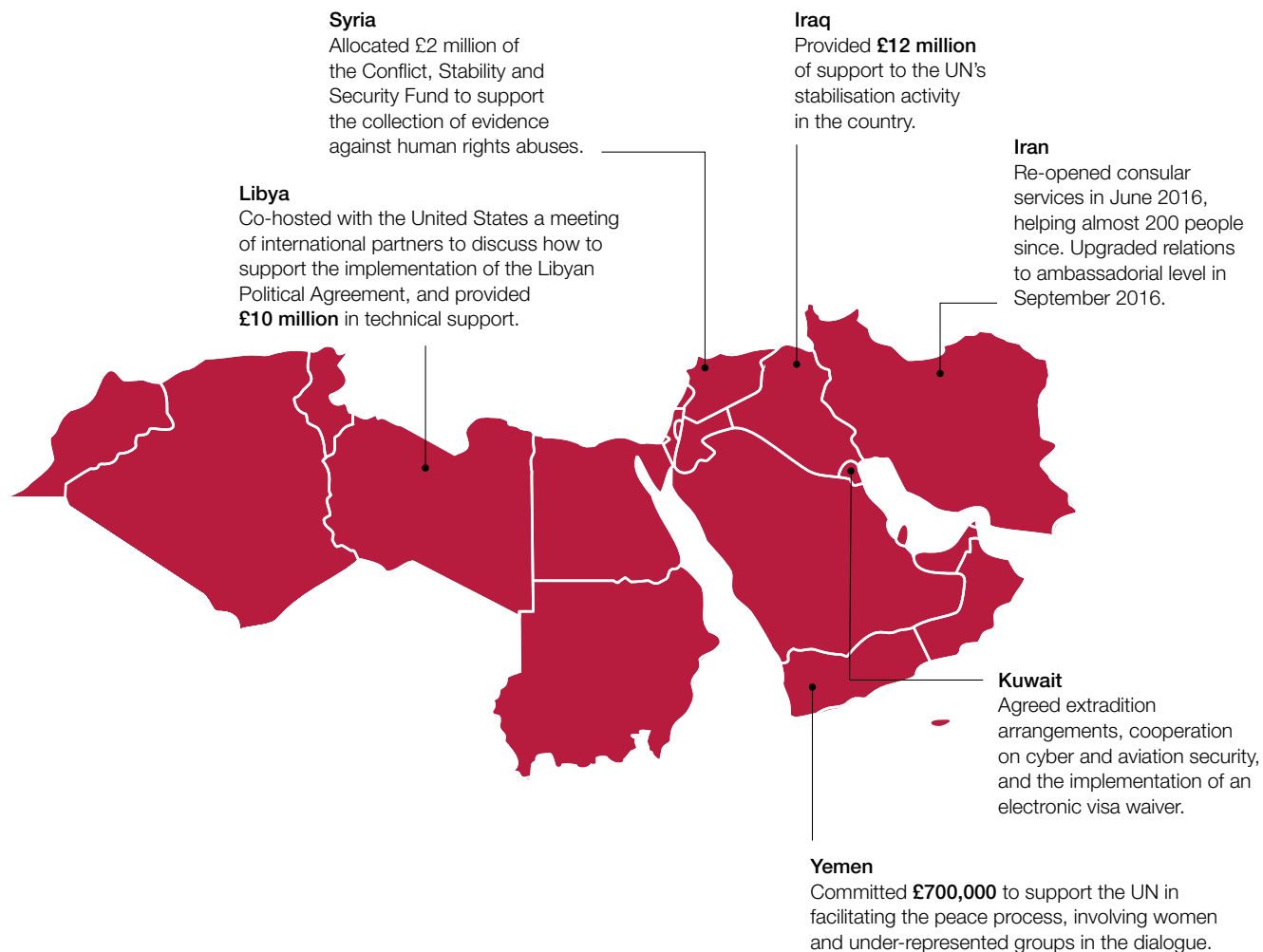
### Brussels Conference on Syria and the Region

The UK co-hosted the conference, which the FCO states secured pledges of £7.8 billion in aid.



**£1 billion**

pledged by the UK over the course of 2017–2019 to enable the provision of life-saving supplies and resources for internally displaced persons, refugees and their host communities.





# Consular assistance

## How is it delivered?

The FCO provides rapid responses to crises involving British nationals abroad, leading cross-government action overseas. This involves giving Consular assistance to British people overseas, and providing travel advice on gov.uk for 225 countries and territories, which the FCO states receives around 44 million unique views per year.

The support provided to British nationals abroad includes:

- travel advice;
- emergency travel documents;
- documentary services such as birth or death registration or marriage documents;
- help for British nationals who are the victim or cause of crime or who fall sick; and
- assistance during crises.

## Recent and planned developments

In April 2016, the FCO published a new strategy, *Helping British People Overseas: Consular Services 2016–2020*. The aim is to reduce the number of preventable consular incidents and minimise the risk to British nationals abroad, freeing up resources to be allocated to those most in need. Results are expected to become clear over the course of the next few years.

The FCO has also worked on developing its digital consular services. It reports that key progress has been made this year in building the capacity for applications for emergency travel documents to be completed electronically.



**23,311**

Number of new cases of consular support the FCO responded to in 2016-17



**5,492**

British nationals who were arrested or detained overseas in 2016-17



**1,285**

British nationals who were victims of crime abroad in 2016-17



**3,591**

British nationals who were hospitalised while overseas in 2016-17



**4,018**

Families of British people who died overseas in 2016-17



**29,768**

Number of emergency travel documents issued in 2016-17, generating **£24.3 million** in income



## Projecting the UK's global influence

Priority outcomes:

Projecting and promoting our values and influence, strengthening our partnerships and the rules-based international order.

Supporting good governance, democracy, the rule of law and human rights; preventing and reducing conflict; and building stability overseas.



Enhancing  
European security



Reducing international  
conflict and instability

## Enhancing European security

### How is it delivered?

The FCO works closely with NATO to strengthen the security of Europe and the wider European neighbourhood, for example to protect the sovereignty and stability of Ukraine. This involves responding to and engaging with Russia where necessary.

The FCO led the UK representation at the NATO Warsaw Summit in July 2016. NATO allies agreed a new hybrid strategy and a NATO-EU Joint Declaration based on a “modern concept for engaged defence and deterrence, as well as periodic and meaningful dialogue with Russia”.

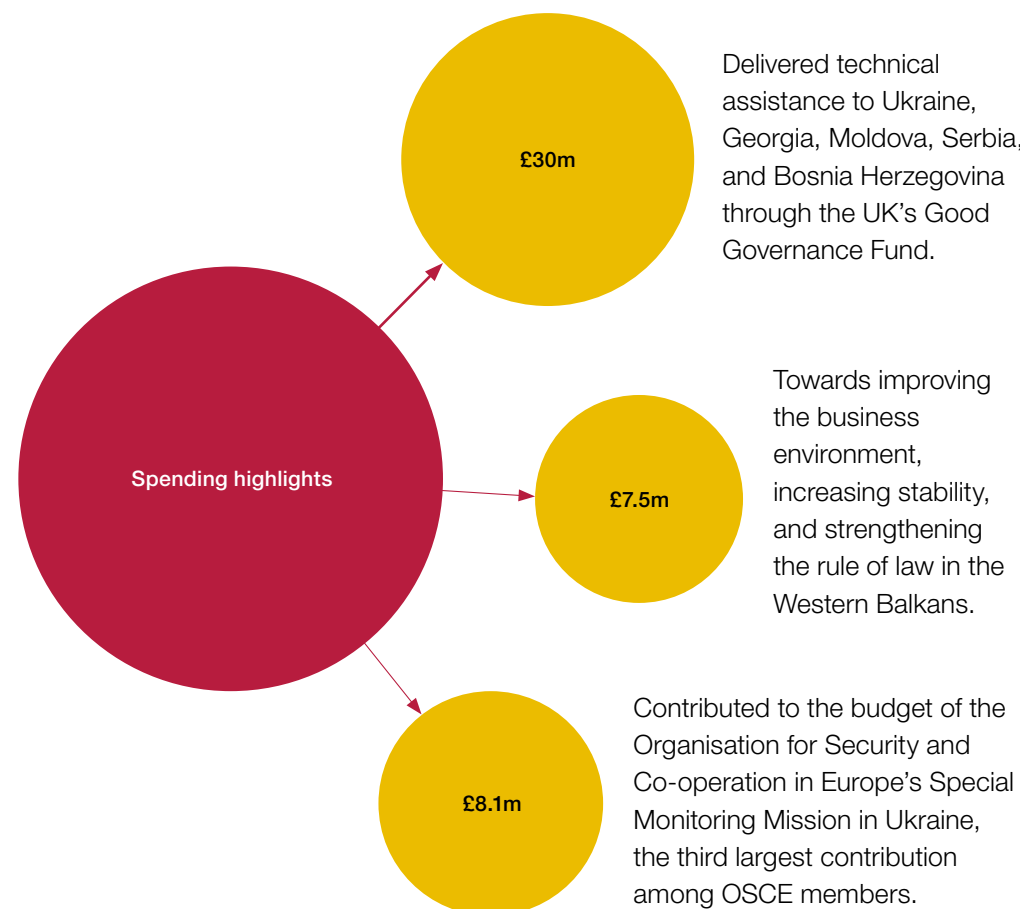
### Recent and planned developments



The newly agreed NATO hybrid strategy and the Joint Declaration include deepened cooperation in key areas such as cyber security and defence; countering hybrid threats, and defence and security capacity-building.



The UK has committed to lead one of NATO's four forward presence deployments, with approximately 800 troops based in Estonia, and 150 based in Poland.



# Reducing international conflict and instability

## How is it delivered?

In 2016-17, the FCO worked with other government departments to maximise efforts to prevent and reduce conflict by drawing on the UK's diplomatic, financial and military capabilities. In 2015, the UK became the first G7 nation to include in national law its commitment to spending 0.7% of gross national income on aid. The FCO spent £417 million of the Conflict, Stability and Security Fund in 2016.

## Recent and planned developments

The FCO reports the following key impacts during 2016-17:



### Afghanistan

The UK pledged up to £750 million in development assistance to 2020, helping to secure ongoing national support through the NATO summit and Brussels Conference on Afghanistan. The FCO Magna Carta Fund helped by training human rights workers and deploying 500 non-combat troops.



### South Sudan

The UK has provided £500 million in humanitarian assistance over the past three years. This year, the Foreign Secretary chaired a UN Security Council meeting, and provided 400 peacekeeping troops to the region.



### Colombia

The UK has led UN efforts to maintain a peace deal between the government and the Revolutionary Armed Forces of Colombia.



## Promoting prosperity

Priority outcome:

Increasing the UK's prosperity by opening markets, driving economic reform, championing British business, and supporting free trade and sustainable global growth.



The UK's partnership  
with Europe



Economic  
prosperity

# The UK's partnership with Europe

## How is it delivered?

The special partnership the UK has with Europe has become a key objective for FCO to prepare the ground to negotiate the best possible terms for the UK's exit from the EU, including in terms of the UK's prosperity. It aims to advance the British national interest through the EU on foreign and security policy and build stronger bilateral relationships with EU member states in preparation for a future outside the EU.



### £26m

Funding increase per year committed to the FCO and the Department for International Trade by 2019-20 to strengthen trade policy capability.



### 50

The FCO has reinforced embassies across Europe by upgrading the seniority of ambassadorial positions in seven EU member states, and bolstering embassies with 50 new staff positions.



### 44

The FCO provided 44 members of expert legal and policy staff to help establish the new Department for Exiting the EU in July 2016.

## Recent and planned developments

Reported progress in 2016-17:

- Established an international communications campaign, *Global Britain*, to highlight that the UK remains secure and prosperous, with global reach and influence.
- Organised multiple ministerial visits to capitals across Europe to reinforce bilateral relations and advance British interests.
- Reached out to UK citizens living abroad to understand and advise on their concerns regarding their residency status.

# Economic prosperity

## How is it delivered?

The FCO, alongside the Department for Exiting the European Union and the Department for International Trade, is responsible for developing the UK's trade policy relationships. It works at the international and bilateral levels – including in China, India and other emerging economies – to improve the business environment and tackle barriers to sustainable growth.

## Recent and planned developments

In 2016-17, the FCO reported it achieved progress in three key channels:

### Prosperity Fund



The FCO also focuses on creating economic growth overseas, through supporting structural reforms and creating business environments to develop existing and future trade partners.

In 2016-17, the FCO states that it has been at the heart of the £1.21 billion cross-government Prosperity Fund. It has reportedly delivered £55 million of activity on a range of programmes including work on education, healthcare, energy and anti-corruption.



### GREAT Britain campaign

This is the government's flagship branding platform for the UK. The FCO's involvement in the campaign since 2011 has reportedly helped generate £2.7 billion in economic return for the UK, with a further £2.6 billion being evaluated.

In 2016-17 the GREAT Britain campaign organised:

- the British House at the Olympics and Paralympics in Brazil, which is expected to deliver significant investment in British technology companies, in addition to generating more than £10 million in advertising value; and
- a tour of the Red Arrows to China, which became the second biggest media event ever seen by the British Embassy in China. The Department for International Trade has estimated that a proportion of £8 billion in long-term business deals could be accrued to this campaign's events and engagements.

### Bilateral



The FCO works closely with foreign governments and industries to secure beneficial trade agreements for the United Kingdom.

In 2016-17 the FCO worked with:

- HM Treasury in India to launch rupee-denominated bonds on the London Stock Exchange, reportedly worth £600 million; and
- the Department for Business, Energy & Industrial Strategy generated approximately a reported amount of £520 million of research and development funds, contributing to £300 million of exports and £90 million of inward investment.

This reportedly included:

- £54 million from Suzhou Industrial Park to build a research centre at Oxford University; and
- a £15 million contract for UK business delivered by a SIN Japan campaign on robotics for nuclear decommissioning.

## Appendices



Appendix One –  
Staff allocation



Appendix Two –  
Staff diversity profile



Appendix Three  
– Staff attitudes  
and engagement

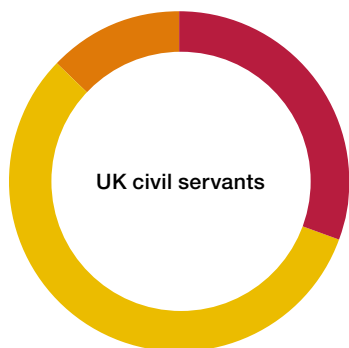


Appendix Four –  
Sponsored public bodies

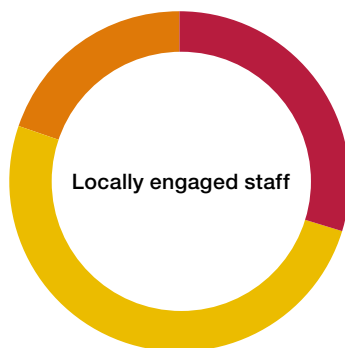


## Appendix One – Staff allocation

The FCO employed 12,865 people as at 31 March 2017, almost one-third of whom are UK civil servants. The remaining two-thirds are locally engaged staff based in more than 270 locations overseas.

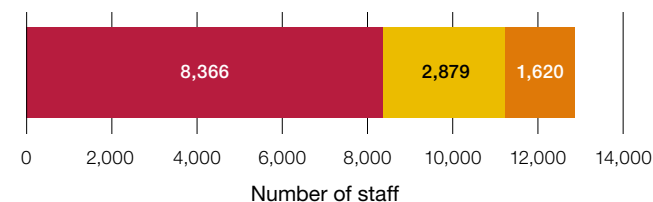


- Strategic objective 1: Protect our people (1,348)
- Strategic objective 2: Protect our global influence (2,476)
- Strategic objective 3: Promote our prosperity (555)



- Strategic objective 1: Protect our people (2,286)
- Strategic objective 2: Protect our global influence (3,892)
- Strategic objective 3: Promote our prosperity (1,513)

FCO staff headcount as at 31 March 2017



- Locally engaged staff working overseas (2015-16: 8,268)
- UK civil servants – working in the UK (2015-16: 2,749)
- UK civil servants – working overseas (2015-16: 1,546)

### Notes:

- 1 The allocations by strategic objective are calculated using average staff numbers throughout the financial year (total 12,228), as opposed to staffing levels at the 31 March 2017 (total 12,865).
- 2 The figures also do not include ministers, special advisors and other staff, of which there were 158 in 2016-17.

## Appendix Two – Staff diversity profile

As at 31 March 2017, the FCO's senior management structure was 30% female (30% in 2016), 5.6% black and minority ethnic (BAME) (4% in 2016), 7% disabled (10% in 2016) and 3.9% lesbian, gay, bisexual and transgender (LGBT) (5.3% in 2016). The detailed percentages for all grades as at 31 March 2016 are shown in the table.

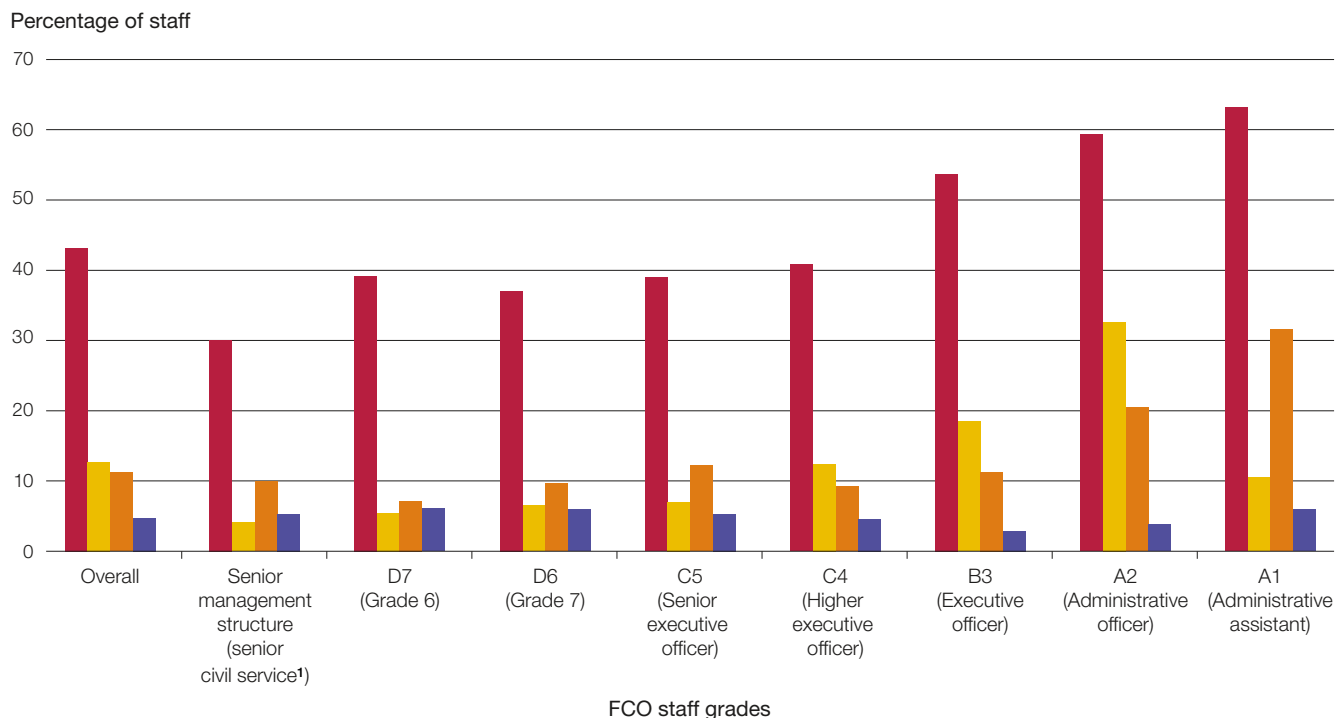
The FCO has set diversity targets for its senior management structure of 39% female, 7% BAME, 7% disabled and 6% LGBT, which it aims to achieve by October 2019.

The FCO has introduced a new Diversity and Inclusion Strategy to enable the FCO to reach these targets, built on three key aims:

- providing further support for talent from under-represented groups;
- inclusive leadership and management; and
- tackling bullying, harassment and discrimination.

The FCO attained silver status accreditation by the Business Disability Forum in February 2017, for its work in improving the accessibility of its major London office on King Charles Street. The FCO is reportedly the first ministerial department to receive this accreditation.

Percentage of UK staff by grade (as at 31 March 2016)



Female  
BAME  
Disabled  
LGBT

**Note**

<sup>1</sup> Grades in brackets are the civil service equivalent grades for comparison.

Source: Foreign & Commonwealth Office Diversity and Equality report 2015-16, [www.gov.uk/government/publications/fco-diversity-and-equality-report-2016](http://www.gov.uk/government/publications/fco-diversity-and-equality-report-2016)

## Appendix Three – Staff attitudes and engagement

The government has conducted its Civil Service People Survey annually for the past eight years. The most recent survey was published in November 2016.

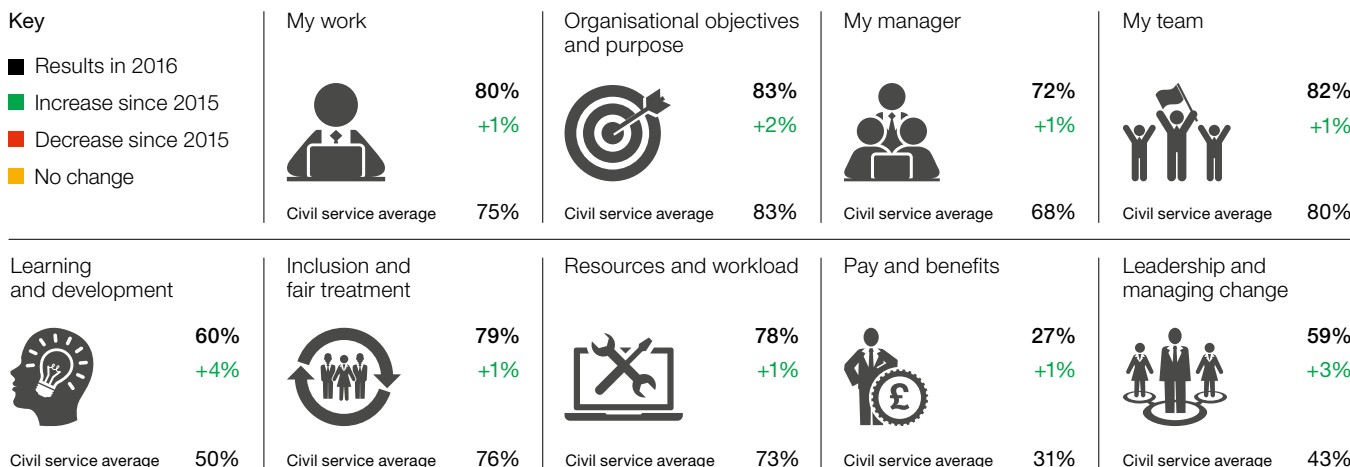
The FCO's results improved in every criteria compared with its results in the previous year, with the greatest change being within attitudes towards 'Learning and development'.

The FCO's results were above or equal to the civil service average for all but one criteria, the exception being 'Leadership and managing change'.

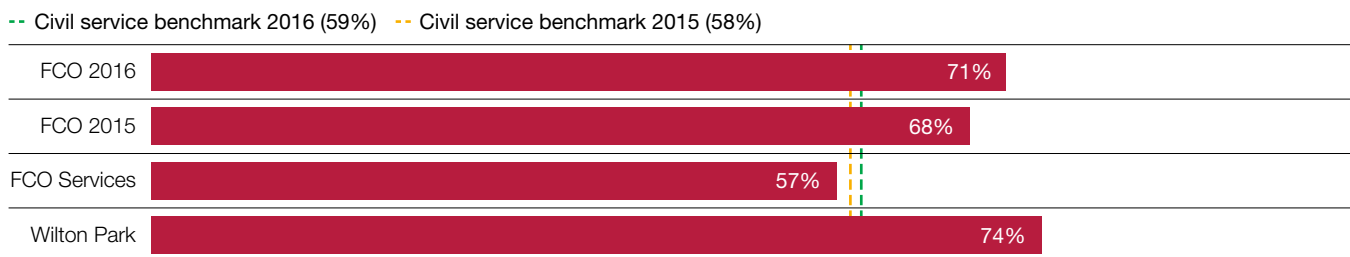
A key measure from the People Survey is the employee engagement index, which measures an employee's emotional response to working for their organisation.

The employee engagement index score for the FCO is 71%, which is 12 points above the civil service average, and three points above the FCO's results in the previous year.

### Attitudes of staff in 2016 compared with 2015 – Foreign & Commonwealth Office



### Engagement index 2016



Sources: Civil Service People Survey 2016 and 2015

## Appendix Four – Sponsored public bodies

### Links to the website of sponsored bodies/arm's-length bodies, executive agencies and executive non-departmental public bodies

#### Wilton Park

Wilton Park is an executive agency of FCO providing a global forum for strategic discussion. It organises more than 50 events a year in the UK and overseas, bringing together leading representatives from the worlds of politics, business, academia, diplomacy, civil society and media. Events focus on issues of international security, prosperity and justice.

[www.wiltonpark.org.uk](http://www.wiltonpark.org.uk)

#### Westminster Foundation for Democracy

The Westminster Foundation for Democracy (WFD) supports democratic practices and institutions in developing democracies. Working with partner organisations, it strengthens the institutions of democracy, principally political parties, parliaments and institutions that make up civil society. Westminster Foundation for Democracy is an executive non-departmental public body, sponsored by the Foreign & Commonwealth Office.

[www.wfd.org/](http://www.wfd.org/)

#### Marshall Aid Commemoration Commission

The Marshall Aid Commemoration Commission (MACC) administers the British Marshall Scholarships, which finance young Americans of high ability to study for a graduate degree in the UK. MACC is an executive non-departmental public body, sponsored by the Foreign & Commonwealth Office.

[www.marshallscholarship.org/](http://www.marshallscholarship.org/)

#### The Great Britain China Centre

The Great Britain China Centre (GBCC) promotes mutual trust and understanding between the UK and China, building long-term connections between decision-makers in both countries. GBCC works for shared prosperity through dialogue and the promotion of rule of law, good governance and sustainable development. GBCC is an executive non-departmental public body, sponsored by the Foreign & Commonwealth Office.

[www.gbcc.org.uk/](http://www.gbcc.org.uk/)

#### British Council

The British Council is a charity, public corporation and non-departmental public body (NDPB) governed by a Royal Charter which sets its Charitable Objects. The FCO provides the British Council with grant-in-aid, but the majority of the British Council's income and expenditure stems from its own earned income. The FCO's chief operating officer is a member of the British Council Board of Trustees. FCO ministers and senior officials meet the British Council chair and chief executive regularly. The British Council must seek the agreement of the FCO if it proposes opening or closing any representation overseas.

[www.britishcouncil.org/](http://www.britishcouncil.org/)

#### FCO Services (FCOS)

FCOS is an agency of FCO, and has also been a trading fund since April 2008. As a trading fund it generates its own income to fund its activities. Ultimate responsibility for FCOS as an organisation rests with the Foreign Secretary, who delegates responsibility to an FCO minister.

[www.fcoservices.gov.uk/](http://www.fcoservices.gov.uk/)