



**Foreign and Commonwealth Office**

London SW1A 2AH

*OR*

Telephone 01-210 4059

Mr C D Powell  
10 Downing Street

Your reference

Our reference

Date 23 August 1990

*Dear Mr Powell,*

LONDON ECONOMIC SUMMIT: 1991

1. Economic Relations Department in the FCO is the lead department responsible for the smooth running of the Economic Summit due to be hosted by the British Government in 1991. The Head of Department, Roger Bone, has requested our assistance in providing the appropriate IT equipment for:
  - a) Political departments - responsible for briefing material;
  - b) The secretariat - responsible for the administration of the Summit and,
  - c) The delegations at the Conference itself.
  
2. I have employed a consultant from an IT company, PRAXIS Systems Plc, with the brief to:
  - a) Analyse the working of the Summit;
  - b) Analyse the responsibilities and the inter-relationships between the various Government organisations involved;
  - c) List current IT equipment used in Departments in the FCO and Ministries in the Whitehall area;
  - d) Recommend where new equipment might be necessary.
  
3. The consultant has produced his report on Phase I of the Project and I have pleasure in attaching a copy. Also attached is a summary of the main conclusions and recommendations of the Report.



4. Since the Report has been produced progress has been made on the first two sections of Phase II of the study which has been broken down into its five main components, namely:

- a) equipment for the the Conference Secretariat;
- b) possible electronic communications between the Briefing Departments;
- c) equipment for the Briefing Departments,
- d) equipment for the Government Hospitality Fund of the FCO and,
- e) equipment for the Conference Delegates.

Secretariat:

- a) The hardware, software and operating system suitable for the Secretariat have been identified and an Invitation to Tender to hire the equipment for 11 months has been issued to IT companies. It is expected that the equipment will be installed in the FCO during the first week in October in anticipation of the the first section of the Secretarial staff taking up their appointments during the second week in October.

Electronic Communications:

- b) The importance of quick and efficient communications between officers involved in preparing briefing material within the FCO and other Government Departments is recognised. A further study has been commission to identify any bottlenecks in communications and to recommend solutions to ease the information flow taking into account cost, time available for implementation and security. The Report has just been received and the recommendations are currently being analysed. Copies of this Report will also be issued to interested parties in due course.



5. I would welcome any comments you have on either the attached Report or on any aspect of the work so far.

Yours sincerely,

A handwritten signature in dark ink, appearing to read 'K Willis', written in a cursive style.

PP K Willis  
Information System Division  
(Projects)



## SUMMARY OF THE CONCLUSIONS AND RECOMMENDATIONS

### 1. REQUIREMENTS

An analysis of the information requirements for the Summit are:

#### a) Briefing Departments:

(i) The DUSS, Mr Bayne, Economic Relations Department (ERD), Policy Planning Staff and Security Co-ordination Department (SCD), require facilities to prepare, store, review, revise and print briefs and other documents for the preparatory meetings and the Summit.

(ii) They also need an efficient method of receiving briefing documents from relevant FCO and other Government departments involved, editing and returning them. Documents should reach their destination within minutes and should not need to be retyped to incorporate amendments.

#### b) Secretariat

(i) The Secretariat require facilities to store information, prepare correspondence, produce plans, publish documentation and project manage all conference activities. At present there are no IT facilities available for their use.

(ii) The Secretariat will be required to provide facilities for delegates and their support staff at the Conference Centre. Delegates need equipment for the simultaneous transmission of meeting notes to the staff while meetings are in progress. Delegate support staff require facilities for the preparation, editing and printing of documents.

#### c) Government Hospitality Fund (GHF)

(i) The Government Hospitality Fund require facilities to produce high-quality dinner invitations, table plans, menus and transport plans.

#### d) Press Centre

(i) It is anticipated that all Press arrangements will be sub-contracted out (probably to the Central Office of Information). We have assumed that the COI will have the necessary IT facilities to deal with the administration involved and that they will not require any links into the Secretariat's or other FCO computer equipment.



## 2. CONCLUSIONS

We have reviewed the requirements and reached the following conclusions:

a) the equipment currently available to the DUSS, ERD, Policy Planners, SCD and GHF does not meet the needs of these departments. The equipment used by the DUSS does not have sufficient storage capacity. The current equipment is too complex for use by desk officers, are slow and cumbersome in their printing and do not have the quality of print required. The equipment used by GHF is not capable of producing the diagrams needed for table plans, is unreliable and does not meet the print quality required.

b) the existing messenger service does not meet the needs of the DUSS and ERD for document transmission because it does not operate quickly enough, or out of office hours and does not deliver documents in a form whereby they can be edited.

c) the Secretariat needs IT facilities to operate effectively and ensure the success of the Summit.

## 3. RECOMMENDATIONS

In drawing up our recommendations, we recognise that strict budget constraints apply. Where practical we have suggested hire of equipment for the period required. Where we have recommended the purchase of hardware and software, this has been based on the minimum level necessary to ensure that departments are able to meet their responsibilities for the Summit. Our recommendations are summarised below:

a) Document transmission facilities for the DUSS, Mr Bayne, ERD and other relevant FCO and other Government Departments are investigated and the most appropriate option is implemented.

b) Improved word-processing facilities are provided for the DUSS and the staff involved in preparing briefings in ERD, Policy Planners and Security Co-ordination Department. This will enable them to prepare and revise papers more effectively within the tight schedules imposed.

c) The Secretariat is equipped with a multi-user micro-computer which will provide word-processing, database, spreadsheet, document scanning, project management and desktop publishing facilities. Their requirements need to be defined further and appropriate hardware/software selected.



d) Consideration is given to the creation of a permanent conference facility within the FCO using the hardware selected for the Secretariat.

e) Word-processing equipment required for delegates' support staff is hired for the conference period.

f) The electronic writing machines required for delegates use are investigated to determine suppliers and availability for hire.

g) The requirements of GHF are investigated in detail and replacement equipment selected and installed. The selection process should take into account the Fund's normal operations.

h) The staff in the departments involved are given sufficient training in the use of the hardware and software provided.

i) The Secretariat and GHF are given assistance in developing the databases they require.

j) Departments are given support by Information Systems Division (Operations) in the lead-up to the Summit.

**LONDON ECONOMIC SUMMIT**

**1991**

# PRAXIS

**Document Set**      FCO Summit Scope      Reference S.P0217.41.01

**Title**                : Outline of User Requirements for the 1991 London  
Economic Summit

**Synopsis**            : This document contains an analysis of the Economic Summit  
of the G7 Nations, and an outline of the user requirements for  
information technology to support the 1991 Summit.

**File Under**        : S.P0217

**Contents**           : 0 Document Control  
                          1 Introduction  
                          2 Management Summary  
                          3 Summit Analysis  
                          4 Departments Involved  
                          5 User Requirements  
                          6 Summary of Recommendations  
                          Appendices  
                          A Functional Model  
                          B Current IT Equipment  
                          C Summit Activity Schedule

**Status**             : Provisional

**Issue Number**    : 1.1

**Date**                : 29th June 1990

**Copied To**         : FCO  
                          Keith Willis, ISDP  
                          Harry Robertson, ISDP

**Praxis**  
John Thornton  
Quality

**Front Sheet**      : Dave Allen

**Originator**        : Chris Brookes

**Signed**            : *Chris Brookes*

**Approved**        : *John Thornton*



## 0 DOCUMENT CONTROL

### 0.1 Changes History

- Issue 0.1: (25th May 1990) is the first draft issued for comment to John Thornton. This is an incomplete version, with sections on management summary, political briefing, summary of recommendations and appendices missing.
- Issue 0.2: (25th May 1990) is the second draft issued for formal review to John Thornton, David Deans, and Harry Robertson. It incorporates changes suggested by John Thornton, but does not include any additional sections.
- Issue 0.3: (30th May 1990) is the third draft issued for comment to Keith Willis and Harry Robertson, ISDP/FCO. The management summary section and appendices have been added, and changes made to the summit analysis section.
- Issue 0.4: (5th June 1990) is the fourth draft, issued for informal review to John Thornton and David Deans. The political briefing and summary of recommendations sections have been added, together with changes to all sections to incorporate suggestions arising from versions 0.2 and 0.3.
- Issue 0.5: (5th June 1990) is the fifth draft, issued to Keith Willis and Harry Robertson for comment. This version includes minor alterations arising from version 0.4.
- Issue 0.6: (12th June 1990) is a draft issued to Keith Willis and Harry Robertson for approval. This version includes minor alterations to most sections, and a new section for DUSS Mr Bayne. Appendix B has been completed.
- Issue 1.0: (19th June 1990) is a provisional version issued to Harry Robertson for release to FCO departments for their approval. This version includes minor alterations to several sections, and a new section has been added for Security Coordination Department.
- Issue 1.1: (29th June 1990) is a provisional version issued to ISDP for final approval. This version includes minor alterations to most sections based on comments received from FCO departments, and significant changes to the sections relating to Security Coordination Department.

### 0.2 Changes Forecast

Further changes may be required.

## 0.3 Glossary

AUSS	Assistant Under-Secretary of State
COI	Central Office for Information, a Government agency
DOEv	Department of the Environment
DTI	Department for Trade and Industry
DUSS	Deputy Under-Secretary of State
ECD(E)	European Community Department (External)/FCO
EEC	European Economic Community
EED	Eastern European Department/FCO
ERD	Economic Relations Department/FCO.
ESED	Environment, Science and Energy Department/FCO (formerly Maritime, Aviation and Environment Dept/FCO)
FCO	Foreign & Commonwealth Office
G7	A group of the seven major industrialised nations
GHF	Government Hospitality Fund/FCO
HESD	Home Estate & Services Department/FCO
HP	Hewlett Packard, a computer manufacturer
IBM	International Business Machines, a computer manufacturer
ICL	International Computers Limited, a computer manufacturer
IMF	International Monetary Fund
ISD(P)	Information Systems Department (Projects) /FCO.
ISD(O)	Information Systems Department (Operations) /FCO.
IT	Information Technology
LRD	Library Records Department/FCO
MAFF	Ministry of Agriculture, Fisheries and Food
MS-DOS	An industry-standard operating system for IBM-compatible PC's
NCAD	Narcotics Control & AIDS Dept/FCO
OAB	Old Admiralty Building
ODA	Overseas Development Administration
OECD	Organisation for Economic Co-operation & Development
OGD	Other Government Departments
PA	Personal Assistant
PC	Personal Computer

PM	Prime Minister
POD	Personnel Operations Dept/FCO
PUS	Permanent Under-Secretary of State
SCD	Security Coordination Dept/FCO
Sherpa	The Prime Minister's personal representative in the preparation of annual Summit meetings.
Sub-Sherpa	A senior official appointed to assist the Sherpa in Summit matters.
UK	The United Kingdom
UNIX	An industry-standard computer operating system
XENIX	A computer operating system developed from UNIX

#### 0.4 References

- 1 Terms of Reference document S.P0217.1.2 issued on 19 April 1990
- 2 Scoping Study Breakdown, issued on 20 April 1990

## 1 INTRODUCTION

This document has been produced as part of a scoping study into information technology requirements in support of the 1991 London Economic Summit. The study has been commissioned by Keith Willis, Head of ISDP, on behalf of Roger Bone, Head of ERD.

The objectives of the study are defined in the Terms Of Reference [1] as amended by the Scoping Study Breakdown [2].

### 1.1 Purpose

The purpose of this document is three-fold:

- to describe the activities which are expected to take place in the preparation for, and organisation of, the Summit;
- to define the FCO departments, Other Government Depts, and external organisations who are expected to be responsible for those activities;
- to define the user requirements for additional IT facilities to support the Summit, together with Praxis' recommendations in regard to those requirements.

### 1.2 Scope

The document is concerned only with requirements for the 1991 London Economic Summit, and excludes general requirements for IT to support departments' ongoing activities.

### 1.3 Structure

The main points of the document are summarised in Section 2, the Management Summary. Section 3 provides an analysis of Summit activities, while Section 4 defines the FCO departments, other Government departments and external organisations who are involved, and their primary responsibilities.

The user requirements are defined by department in Section 5, accompanied by our recommendations, while Section 6 summarises the recommendations over all.

Functional diagrams of the briefing and organisation information flow are shown in Appendix A, with current IT equipment analysed in Appendix B. Appendix C provides an activity schedule for the Summit, detailing responsibility and timing.

**1.4 Meetings**

Meetings have been held with the personnel shown below. Praxis would like to thank them for their time and assistance.

**Foreign & Commonwealth Office**

DUSS	Nicholas Bayne
Economic Advisers	Neil Chrimes
Economic Relations Dept	Roger Bone Stephen Chard Richard Tauwhare Stan Gibby John Hawkins Sam Sharpe Martin Bourke Gary Jenkins
Environment Science and Energy Dept	Maurice Dalton
European Community Dept (External)	Vivien Life
Finance Dept	Alex Grant
Government Hospitality Fund	Brigadier Alan Cowan Neil Mackenzie Brian Borough Kevin Finnerty
Information Dept	David Noble Mary Maxwell
Management Review Staff	Mike Gower
Policy Planning Staff	Jonathan Powell
Protocol Dept	Anne Morrison Graham Perkins Sheila Waghorn Colonel Williams (Security)
News Dept	David Ridgeway
Security Dept	Peter Norris (Computer Security)
Soviet Dept	Richard Stagg
Library Records Dept	Oliver Hayward (Translation Services)
1984 Admin Unit	Rick Morgan
1984 Press Unit	Maggie Cleaver

**Other Government Depts**

Cabinet Office	Joy Buchan Jim Robertson
Dept of Environment	Deborah Lamb
Dept of Trade & Industry	Paul Williams
H.M. Treasury	Peter Edmonds
Ministry of Agriculture, Fisheries & Food	Brian Bibby
UK Sherpa's Office	Ginnia Brown (PA)

Discussions were also held with:

FCO Security Coordination Dept	Chris Wood
Bank of England	Nigel Jenkinson
QE II Conference Centre	Sylvia Jones

We would also like to thank Harry Robertson of ISDP for his assistance in the preparation of this document.

2

## MANAGEMENT SUMMARY

In 1991 the UK will host the Economic Summit of the G7 nations in London. The UK Sherpa, Mr. Wicks, will be responsible for all arrangements and summit briefings. He will be assisted by a special unit, the Summit Secretariat, which will be formed in September 1990. This unit will administer all arrangements for the visiting delegations of the G7 nations. Detailed plans for the provision of Accommodation, travel, security, Ministerial dinners, the Conference Centre layout, IT equipment, communications facilities, etc, need to be prepared, published and executed.

The Secretariat will be responsible for organising and equipping the conference centre, Lancaster House. The delegates will use electronic writing machines, linked between the meeting rooms and the support offices, for the purpose of note-taking. Each delegation will bring their own support staff, a small number of whom will be based in the conference centre.

It is anticipated that the Government Hospitality Fund will, on behalf of the Secretariat, organise the official reception and the Ministerial lunches and dinners. The Fund are expected to produce the dinner invitations and table plans, co-ordinate menus, and draw up car plans for transport of delegates to the venues.

The Summit Co-ordinator, who will head the Secretariat, will also be responsible for making the necessary arrangements to accommodate the expected 5-6,000 UK and foreign press during the Summit. The Press Centre, the QEII Centre, will require television, telephone, messaging and word-processing facilities. The centre will be used by the official press offices of each country. It may also be used by the Prime Minister to read out the joint declaration at the conclusion of the Summit.

Over the six months prior to the Summit, the UK Sherpa will host a series of meetings with the other G7 Sherpas, to set out the issues for discussion at the Summit, and draft the declaration. For each of these meetings, and for the Summit itself, Economic Relations Dept will commission, co-ordinate and review economic policy briefs, the thematic paper, and the draft declaration(s). Contributions will be required from a number of FCO and other Government Departments, primarily HM Treasury, Dept of Trade and Industry, and Dept of the Environment. The DUSS, Mr Bayne, will supervise the briefing cycle, maintaining close contact with the Sherpa, other Government Departments and British missions in the G7 countries and Brussels.

While the Sherpa meetings are in progress, the UK Political Director will host meetings with his G7 colleagues to draw up the Political Declaration(s) for the Summit. Policy Planners will prepare and revise the texts involved, and provide the political briefs for the meetings and Summit, in liaison with geographical departments and SCD.

Security Coordination Dept will host meetings of a G7 working group of experts on terrorism, to exchange views on current issues on which they will draft a declaration. SCD will organise the meetings and prepare the draft declaration, for inclusion in the Political Declaration at the Summit.

We have analysed the information requirements for the Summit. These are:

- The DUSS, Mr Bayne, ERD, Policy Planners and SCD require facilities to prepare, store, review, revise and print briefs and other documents for the preparatory meetings and the Summit.
- The DUSS and ERD also need an efficient method of receiving briefing documents from relevant FCO and other Government departments involved, editing them and returning them. Documents should reach their destination within minutes, and should not need to be retyped to incorporate amendments.
- The Secretariat require facilities to store information, prepare correspondence, produce plans, publish documentation, and project manage all conference activities. At present there are no IT facilities available for their use.
- The Secretariat are required to provide facilities for delegates and their support staff at the Conference Centre. Delegates need equipment for the simultaneous transmission of meeting notes to their secretaries while meetings are in progress. Support staff need facilities for the preparation, editing and printing of documents.
- The Government Hospitality Fund require facilities to produce high-quality dinner invitations, table plans, menus, and transport plans, if they are involved as anticipated.

It is anticipated that all Press arrangements will be subcontracted out (probably to the Central Office of Information). We have assumed that the COI will have the necessary IT facilities to deal with the administration involved, and that they will not require any links into the Secretariat's or other FCO computer equipment.

We have reviewed the requirements and reached the following conclusions:

- the equipment currently available to the DUSS, ERD, Policy Planners, SCD and GHF does not meet the needs of these departments. The equipment used by the DUSS does not have sufficient storage capacity. The facilities used by ERD, SCD and Planners are too complex for use by desk officers, are slow and cumbersome in their printing method, and do not have the quality of print required. The equipment used by GHF is not capable of producing the diagrams needed for table plans, is unreliable, and does not meet the print quality required.
- the messenger service does not meet the needs of the DUSS and ERD for document transmission because it does not operate quickly enough, or out of office hours, and does not deliver documents in a form whereby they can be edited.
- the Secretariat need IT facilities to operate effectively and ensure the success of the Summit.



Our recommendations are that:

- a. the DUSS, ERD, Policy Planners and SCD are provided with improved word-processing facilities for use by the staff involved;
- b. methods of transmitting documents (electronic mail/FAX/existing equipment) between the relevant personnel are investigated, and the most appropriate method, bearing in mind security, cost and time constraints, is implemented;
- c. the Secretariat is equipped with multi-user computing facilities to meet their needs. The appropriate equipment and software can be hired for the period involved;
- d. the FCO gives consideration to the purchase of equipment for the Secretariat to provide a permanent conference facility. In this way, the information and plans built up on the system, as well as the expertise acquired, would be available to future conference organisers;
- e. GHF are provided with replacement equipment, offering graphics and high quality printing capability, if they are to be involved in the Summit as anticipated;
- f. training is provided to enable personnel to be fully effective with the facilities installed.

Following discussion and agreement of this document, ISDP need to take the following actions:

1. Prepare a plan for the further specification, selection, and installation of the relevant IT equipment to support the Summit;
2. Appoint a project manager to manage the tasks included in the plan;
3. Reach a decision in regard to the Secretariat equipment, as to whether it should be hired or purchased.

3 SUMMIT ANALYSIS

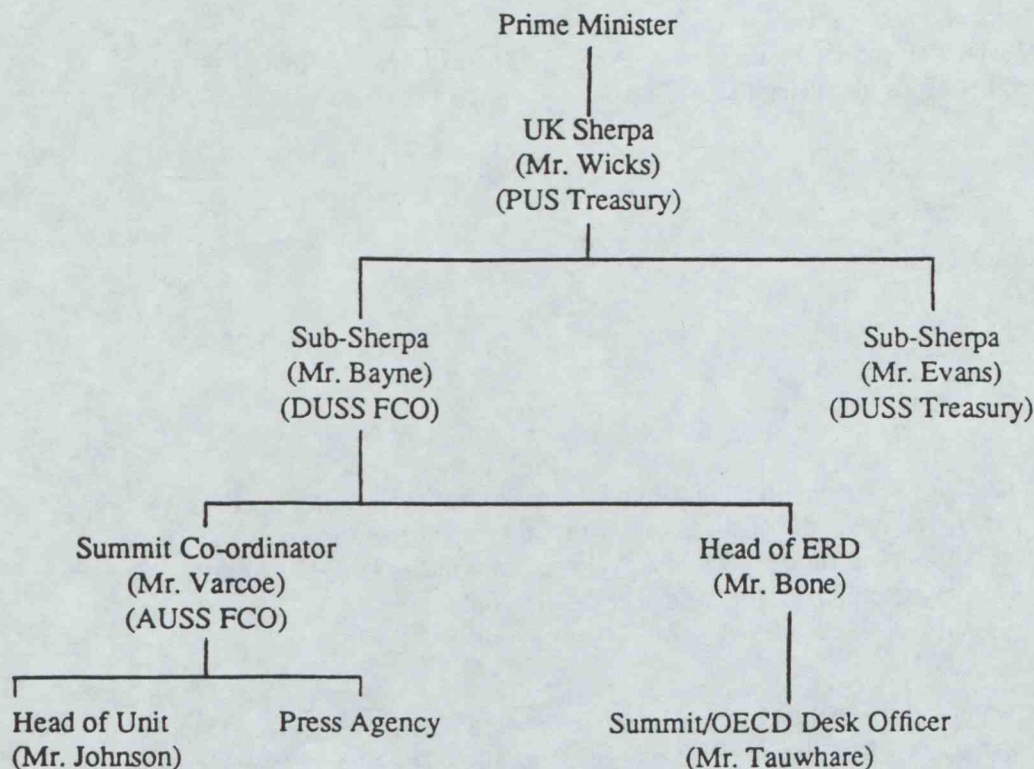
3.1 General

An Economic Summit is held annually by the G7 nations: France, Italy, the German Federal Republic, Japan, USA, Canada and the UK. In 1991 it is the turn of the UK to host the Summit.

The Summit will be held in London over a period of 3 days between 5th - 18th July, 1991. The main conference centre will be Lancaster House, with Queen Elizabeth II Centre being used as the Press Centre. Central Hall Westminster may be used as an overspill Press area if necessary.

In addition to the G7 countries, delegations are expected from the European Commission, and The Netherlands in its role as President of the EEC.

The host of the London Summit is the Prime Minister, who delegates the organisation of the Summit to the UK Sherpa, currently Mr Wicks, 2nd PUS at the Treasury. He is assisted by two sub-Sherpas, Mr Bayne, FCO, and Mr Evans, Treasury. A Summit Secretariat will be formed in September 1990 to administer the arrangements. It will be supervised by Mr. Bone, Head of ERD, until the Summit Co-ordinator takes over in October 1990. The chain of command is shown below:



There are four major groups of activities involved in the preparation of the Summit:

- Organisation of Delegation arrangements
- Organisation of Press arrangements
- Economic policy briefing & declaration
- Political briefing & declaration
- Security declaration

These are described below:

### 3.2 Organisation of Delegation Arrangements

Planning for delegation arrangements at the Summit starts in the September of the preceding year. The Summit Secretariat will be primarily responsible for drawing up and putting into effect the administration plan, assisted by other departments where shown.

#### 3.2.1 Accreditation

Information is gathered and maintained about the attending delegates, and their support staff. The information is needed by the Police, and used to arrange customs clearance.

The official delegation per country numbers 15. However, each country can be expected to bring a much larger unofficial delegation, at their own expense. For example, at the 1986 Tokyo Summit, the total number of visiting delegates was 1015, made up as follows:

United Kingdom	60
West Germany	117
Italy	123
France	154
United States	387
Canada	135
European Commission	39

#### 3.2.2 Accommodation

Block bookings are placed for delegates' hotel accommodation about a year in advance. In 1984 this was arranged by the Government Hospitality Fund. Normally each delegation will stay in the hotel of their preference, although Senior Ministers may be accommodated in their own embassy. The host country pays for the hotel bills of the official delegation only.

#### 3.2.3 Arrivals/ Departures

Detailed plans are drawn up for the arrival of the delegations at Heathrow, Gatwick or Stanstead, and their subsequent departure. Arrival times are staggered to allow for each delegation to be met and welcomed by a Senior Minister. The delegates, accompanied by an escort, are expected to be flown by helicopter into London for the main reception, where the Prime Minister will greet them.

In 1984, helicopters were provided by the RAF, and escorts by GHF. Delegates luggage was transferred from the airport to the appropriate hotels by cars arranged by GHF.

### 3.2.4 Transport

Plans are drawn up for the transport of delegates between hotels, the conference centre, and venues. Cars and drivers are expected to be arranged by GHF, who will also produce the detailed plans for each delegate.

### 3.2.5 Conference Centre

Plans are drawn up for the layout of the Conference Centre during the Summit. Detailed plans are made for the main conference room, other meeting rooms, dining rooms, rest rooms, and offices for the delegations' support staff.

Arrangements are made to provide office furniture, photocopiers, typewriters, and word processors for the support staff offices. The appropriate administration staff in each country are notified and consulted on the equipment and furniture provided.

### 3.2.6 Communications

Additional communications links will be required in Lancaster House to cater for:

- Additional International Direct Dialling telephone lines
- Direct phone links with the respective embassies
- a confidential FAX link for each delegation, between their office in Lancaster House and their Government Office. This will normally be operated by a communications specialist from the delegation, and is stored at the respective Embassy overnight.
- unclassified FAX links
- hand-held radios for support staff
- electronic writing machines are provided, allowing note taking in the main meeting to be immediately displayed in the support offices of each delegation.

Portable phones are likely to be provided.

### 3.2.7 Dinners

A number of venues are selected for the main reception and dinner parties. At least three dinners will be held each day, one hosted by the PM, one by the Foreign Secretary, and one by the Chancellor of the Exchequer. In 1984 unusual venues such as the National Portrait Gallery were chosen.

Guest lists for the dinners are drawn up by the Secretariat for the approval of the hosts. Invitations, table plans, place cards and menus are expected to be produced by GHF, in liaison with the Host involved. Menus from previous functions are checked to ensure non-repetition of food or wines for the hosts and the VIP guests. National and religious preferences are also taken into account.

### 3.2.8 Security

Information is required to be held on delegates, their support staff, and all those who need to enter the official venues, such as caterers, drivers, etc. Different types of passes are produced using equipment held by Protocol Dept. Car park passes are also issued as necessary to general support staff.

Security section of Protocol Dept anticipate that they will act as the link between the Secretariat and Special Branch regarding delegate protection.

### 3.2.9 Delegates Handbook

Handbooks are prepared in English and French, the official languages of the Summit, for issue to the delegates. These are high quality productions with colour photographs, maps, the Summit timetable, plans etc. Approximately 1,000 copies are produced. Translation of the text is expected to be organised by Translation Services.

Many changes in plans are expected to take place during the final weeks prior to the Summit. Handouts may therefore need to be typed and issued to cover last minute alterations.

### 3.2.10 Summit Timetable

Booklets containing details of the Summit timetable are also produced, for issue to support staff, police, and other responsible authorities.

### 3.2.11 Interpreters

Simultaneous interpretation is provided at all meetings. In 1984, interpreters were arranged through Translation Services.

### 3.2.12 Reconnaissance Visits

Representatives of the G7 countries are invited by the host nation to an initial reconnaissance visit in March, and a secondary visit in May/June prior to the Summit. Reconnaissance for the Paris Summit was made by the following UK representatives, although much larger groups can be expected from the other nations:

Head of Security, Protocol Dept;  
Conference Officer, Protocol Dept;  
PM's Protection Officer;  
No. 10 Press Office;  
Telecomms Secretariat, Cabinet Office;

A substantial information pack is provided for each representative, giving details about:

- programme of events;
- information bulletins;
- travel arrangements;
- venue arrangements;
- pass system;
- living accommodation;
- evening office accommodation;
- communications/ office equipment plans;
- transport (within London) plans;

- press arrangements;
- interpretation arrangements.

Members of the Secretariat will meet each group of representatives, and escort them around the Conference Centre, Press Centre, hotels and summit venues.

All countries take part in the first visit, not all take up the second invitation.

### 3.2.13 Relocation of staff

The Secretariat are expected to move into temporary offices next to the conference centre approximately 24 hours before the Summit commences, taking their equipment with them. The Sherpa and his PA will similarly move into their appointed office in the centre.

### 3.3 Organisation of Press Arrangements

It is expected that there will be 5-6,000 accredited UK and foreign press personnel present for the London Economic Summit. They need to be issued with passes, provided with a Press Centre with its associated facilities, and transport between the various venues.

#### 3.3.1 Press Accreditation

Forms have to be sent to all members of the Press who will be attending, for the purpose of accreditation. Details need to be stored, together with the pass number and date of its issue. The Police require information on the Press attending, with a summary by country and by occupation (journalist/photographers etc).

In 1984, accreditation forms were received during the 6 weeks before the Summit, with most arriving in the final 2 weeks. Many last minute changes were made in the names of the journalists attending. Passes were issued from a special unit in The Mall prior to the Summit, and at the Press Centre on the opening day.

#### 3.3.2 Press Centre Equipment

A whole host of television and telecomms lines are installed into the Press Centre for the event. The media are normally supplied with a message service via a network of terminals. This provides general information on the Summit, and also allows for messages to be left for individuals. A large TV screen is normally used for broadcasting information.

Journalists are usually supplied with a bank of word processing equipment to use for generation of their own copy (however, many use their own portable PCs).

Each delegation's own official press spokesman (comparable to No 10 Press Office) also has an office in the Press Centre. They may request word processing equipment for their own needs, or may bring their own equipment.

It is normally the PM's wish that the Press Centre is a showcase for British technology.

#### 3.3.3 Press Handbook

Handbooks are prepared in English and French, and issued to all accredited press personnel. These are high quality productions with colour photographs, maps, the Summit timetable, plans etc. Approximately 6,000 copies are produced.

Many changes can be expected to occur in the final weeks. For each alteration after production, handouts will be typed, copied and issued.

Handouts are also provided for additional information such as transport arrangements and other details.

#### 3.3.4 Press Briefings

At the opening of the Summit, a background press briefing will be given.

At the end of the Summit, the Prime Minister as the host will read the joint declaration. This is expected to take place in the Press Centre (Guild Hall was used in 1984). Press conferences will then be given by the heads of delegations in their national Press briefing rooms.

Handouts of the PM's opening statement and the Declaration are typed, copied and issued to the media.

### 3.3.5 Transport

Coaches and minibuses are normally provided to transport the media between their hotels, the Press Centre and any functions taking place. Schedules need to be produced daily for drivers and escorts.

### 3.3.6 Information Desk

The information desk at the Press Centre is manned 24 hours a day.

### 3.3.7 Catering

Catering facilities are provided at the Press Centre by the Host Country. In 1984, sponsorship was obtained from various organisations.



### 3.4 Economic Policy Briefing

The Sherpa of the host country holds meetings with his G7 colleagues approximately monthly during the six months prior to the Summit. The purpose of the meetings is to define the issues for discussion at the Summit, and to prepare the Declaration which will be issued.

ERD are responsible for preparing briefing papers for the UK Sherpa at these meetings, and for the Senior Ministers attending the Summit. In 1991 as host, the UK will take the lead in setting the content of the Summit. ERD will coordinate the preparation of the Thematic Paper and the Draft Declaration.

#### 3.4.1 Scene Setting Letters

Prior to each Sherpa meeting, Mr. Bayne (Sub Sherpa) calls for a scene-setting letter. ERD write to all relevant Summit contacts, asking for contributions - usually a paragraph of text from each. ERD receive and format these contributions into a draft on which Mr. Bayne bases the letter, which is passed to the Sherpa to consult with the PM. Comments are fed back from the Sherpa to ERD, and may affect the briefs which are being prepared. Copies of the letters will be passed to British missions in the G7 capitals for information.

#### 3.4.2 Economic Policy Briefs

Two weeks before each Sherpa meeting, and three weeks prior to the Summit, ERD write to appropriate Summit contacts in the FCO and other Government Departments, asking for briefs. ERD specify which FCO/OGD department is responsible for providing each brief, and the FCO/OGD departments with which the briefs have to be cleared.

Briefs are 5-6 pages in length, but are accompanied by annexes which can be of any length. The majority of briefs are classified as Confidential, others are restricted. Each contact draws up a brief, possibly from scratch or from existing material, which is passed to the other contacts involved for clearing. The briefs may need to be revised by the originator before they are passed to ERD.

The Summit/OECD Desk Officer reviews the briefs, checks they meet requirements, and adds comments. If there is time, they are returned to the originator for revision, otherwise ERD will add amendments or additional text following discussion with the originator. Many last minute changes are required largely as a result of changes taking place in current affairs.

ERD then format the briefs, and add briefing notes and speaking notes. For Sherpa meetings, the briefs are prepared in draft format, double spaced, on white paper, and passed to Mr Bayne the sub-Sherpa, who reviews them. For the Summit itself the briefs are prepared single-spaced, photocopied onto white paper in 70-80 numbered sets, and passed to the Cabinet Office for distribution.

#### 3.4.3 Thematic Paper

The thematic paper is prepared by the host nation, and sets out the main topics for discussion at the Summit. The draft is commissioned by ERD, specifying which FCO/OGD is responsible for each section, and circulated to various FCO and other Government Depts for comments, before review by ERD and the DUSS Mr. Bayne. The paper is then reviewed at each of the Sherpa meetings, following which revisions are carried out by the originating departments to take into account oral or written comments from the other Sherpas, and developments in current affairs. Copies of the draft and final papers are passed to British missions in the G7 capitals for information.

#### 3.4.4 Draft Economic Declaration

The draft declaration is generated by the host nation, based on the Thematic Paper. ERD will call for contributions from the normal contacts. These are formatted together for discussion at the last Sherpa meeting.

### 3.5 Political Briefing & Declaration

The Political Director of the host country holds two or possibly three meetings with his G7 colleagues, starting in the January/February prior to the Summit. The purpose of these meetings is to prepare the agenda for the Heads of Government and Foreign Ministers' discussions at the Summit, and to prepare the political declaration(s) which will be discussed and issued.

The first meeting normally overlaps the first Sherpa meeting, while the second takes place in late June. Assistance will be needed from the Secretariat to organise the meetings.

#### 3.5.1 Political Briefing

The Assistant Head of Policy Planners prepares and co-ordinates the briefing for the UK Political Director, Mr Weston DUS/FCO, prior to each of the Political Directors meetings. Briefs are called for from the Geographical Depts, reviewed and where necessary revised by the originating department.

Briefs are similarly prepared prior to each Sherpa meeting, and passed to ERD for inclusion with the Economic policy briefs for the Sherpa.

The final versions of the briefs are prepared prior to the Summit, for the Prime Minister, Secretary of State, and the Political Director.

#### 3.5.2 Political Declarations

The Assistant Head of Policy Planners drafts the Political Declaration for the Political Director. The draft declaration is then discussed and reviewed at the Political Directors meetings.

During the Summit, the Political Directors attend the meetings of the Foreign Ministers, parts of the meetings of Heads of Government, and together with the Sherpas, finalise the drafting of the Declaration(s).

### 3.6 Declaration on Terrorism

At least two meetings are held, in March and June prior to the Summit, by a working group composed of experts on terrorism of the G7 countries. The group meet to exchange views on current issues, and, in their second meeting, to draft a declaration on terrorism for forwarding to political directors. In 1991 Security Coordination Department will host the meetings and prepare the draft declaration.

#### 4 DEPARTMENTS INVOLVED

##### 4.1 FCO Depts

This section lists the main FCO departments who are involved in the Summit, with a brief description of their involvement. Other departments may be involved depending upon the subjects topical at the time.

##### 4.1.1 Secretary of State

The Secretary of State will be the main spokesman on the political issues discussed at the Summit. He will be provided with economic policy briefings prepared by ERD, and the political papers prepared by Policy Planners.

##### 4.1.2 Minister of State (Mr. Maude)

The Minister of State receives copies of the briefings provided for the Secretary of State.

##### 4.1.3 Sub-Sherpa DUSS

Mr. Bayne, DUSS FCO, is Sub-Sherpa responsible for the preparation of economic policy briefing, and the organisation of the Summit. He will review economic policy briefs prepared by ERD.

##### 4.1.4 Political Director

Mr. Weston, DUSS FCO, is the Political Director responsible for the provision of political policy papers to the Private Office. He will review the papers produced by Policy Planners, and will host the meetings of the G7 Political Directors.

##### 4.1.5 Economic Relations Dept

ERD is responsible for the production and coordination of economic policy briefing papers, the Thematic Paper and Draft Declaration. The Head of Department is also responsible for supervising the Secretariat until the Summit Coordinator is appointed in October 1990.

##### 4.1.6 Policy Planning Staff

Policy Planners prepare and co-ordinate political briefing for the Political Directors meetings and the Summit, and draft the political declaration.

##### 4.1.7 European Community Dept (External)

ECD(E) contribute to the economic policy briefing and political briefing (trade issues).

##### 4.1.8 Environment, Science and Energy Dept

ESED contribute to economic policy briefing in liaison with Dept of the Environment and the ODA (environment and energy issues).

##### 4.1.9 Narcotics Control & AIDS Dept

NCAD contribute to the economic policy briefing in liaison with ERD (drugs issues).

- 4.1.10 Eastern European Dept  
EED contribute to the economic policy briefing and political briefing.
- 4.1.11 Economic Advisors  
Economic Advisors contribute to economic policy briefing.
- 4.1.12 Soviet Dept  
Soviet Dept contribute to economic policy briefing and political briefing.
- 4.1.13 Security Coordination Dept  
The Department will host meetings and prepare a draft declaration on terrorism for forwarding to Political Directors. They will also contribute towards the wider briefing exercise on political issues.
- 4.1.14 Protocol Dept  
One or more conference officers from Protocol Dept will be co-opted onto the Secretariat. Security aspects will be dealt with by the Secretariat in liaison with Protocol Security section.
- 4.1.15 Government Hospitality Fund  
It is anticipated that GHF will arrange the official reception, Ministerial lunches and dinners on behalf of the Secretariat.
- 4.1.16 Information Systems Dept (Projects)/(Operations)  
ISDP and ISDO will provide & install IT equipment, train users, and provide support and maintenance.
- 4.1.17 Information Dept  
The department provides briefing material and copies of verbatim texts to overseas missions. These are currently distributed by the COI, but the Dept expect to have their own facilities for verbatim texts by the time of the Summit.
- 4.1.18 News Dept  
News Dept will organise press briefings and any interviews with the Foreign Secretary, assisted by COI.
- 4.1.19 Library Records Dept  
It is anticipated that LRD Translation Services will organise the translation of Delegate handbooks, and provide interpreters for the Summit, on behalf of the Secretariat.

## 4.2 Other Government Departments

This section lists the other Government departments who are involved in the Summit:

### 4.2.1 Prime Minister/No. 10

The Prime Minister leads the UK delegation, and in 1991 is the host to the G7 delegations. No. 10 will receive the briefs for the Summit.

### 4.2.2 Chancellor of the Exchequer

The Chancellor will be the main spokesman on economic policy issues at the Summit. He will receive briefs from ERD.

### 4.2.3 UK Sherpa

The UK Sherpa for the 1991 Summit is Mr. Wicks, 2nd PUS at HM Treasury. He consults and informs the PM on preparations, and represents the PM at the Sherpa meetings. He will direct and receive briefs prepared by ERD for these meetings and the Summit. He will also attend the Summit, acting as official Writer in the meetings.

### 4.2.4 H.M. Treasury

Treasury contribute to economic policy briefing and the draft Thematic Paper in liaison with ERD.

### 4.2.5 Department of Trade & Industry

DTI contribute to economic policy briefing in liaison with MAFF and ECD(E). The Dept also drafts the trade section for the Thematic Paper. External European Policy section act as the main co-ordinators within the Dept, circulating papers to the other sections involved.

### 4.2.6 Dept of Environment

DOEv contribute to economic policy briefing in liaison with Dept of Energy and ESED. EPINT (Environment Protection International) section act as the co-ordinators within the Dept.

### 4.2.7 Home Office

Home Office contribute to economic policy briefing in liaison with NCAD and ERD.

### 4.2.8 Cabinet Office

Cabinet Office distribute final economic policy and political briefs.

### 4.2.9 MAFF

MAFF External Trade Policy Division contribute to economic policy briefing in liaison with DTI.

### 4.2.10 Bank of England

The Bank contribute to economic policy briefing in liaison with HMT and ERD.

4.2.11 Dept of Energy

Dept of Energy contribute to economic policy briefing in liaison with Dept of Environment.

4.2.12 Overseas Development Administration

ODA contribute to economic policy briefing in liaison with ERD and ESED.

4.2.13 No. 10 Press Office

The Press Office organise press briefings, assisted by the COI.

**4.3 Other Organisations**

This section lists the other organisations who are involved in the Summit:

4.3.1 Central Office of Information

It is anticipated that the COI will organise all aspects of Press, and the Press Centre under contract from the FCO.

4.3.2 COI Radio Technical Services

COI Radio will record the speeches given by Ministers at the Summit, transcribe and pass to Information Dept.

4.3.3 Queen Elizabeth II Conference Centre

The QEII Conference Centre Unit manages bookings for the QEII Centre and Lancaster House. They will organise the equipping of meeting rooms and delegation offices in Lancaster House in liaison with the Secretariat. They will also organise the equipping of, and security arrangements for, the QEII Centre in liaison with the Press Agency.

4.3.4 Police

The Police advise on and provide general security, crowd control and traffic control.

## 5 USER REQUIREMENTS

This section sets out the requirements for additional information technology to support the 1991 London Economic Summit.

The following departments have requirements:

- DUSS Mr. Bayne
- Economic Relations Dept
- Political Director/ Policy Planning Staff
- Security Coordination Dept.
- Summit Secretariat
- Government Hospitality Fund
- Conference Centre
- Press Centre

### 5.1 Structure

For each department, the following aspects are defined:

- Requirement
- Facilities
- Staff involved
- Location
- Timescales
- Security Classification
- Sizing
- Technical Options
- Current Equipment
- Risks
- Conclusions
- Recommendations

## 5.2 DUSS Mr. Bayne

The DUSS Mr Bayne is the Sub-Sherpa responsible for supervising the preparation of economic policy papers for the Summit, and the organisation of the Summit.

### 5.2.1 Requirement

The DUSS has two general requirements:

1. A rapid method of receiving unclassified and confidential documents, amending them, and transmitting them to the personnel/departments below.

The Sherpa  
The Sub-Sherpa Mr Evans, Treasury  
DUSS Mr. Weston, Political Director  
AUSS Mr. Slater  
AUSS Mr. Kerr  
AUSS Mr. Miles  
ERD  
Geographic Depts  
NCAD  
Policy Planners  
Private Secretary, No. 10 Downing St.  
Deputy Secretary, DTI  
Deputy Secretary, ODA  
Deputy Secretary, DOEv  
Deputy Secretary, MAFF  
British missions in G7 countries and Brussels

2. The ability to call up and view on a computer terminal any previously typed Summit briefing material. The means to prepare, revise and print documents.

### 5.2.2 Facilities

Requirement 1 will be met by an electronic mail or Fax facility linking the DUSS and his PA to the personnel/departments shown above.

Requirement 2 can be met by word-processing facilities which:

- are available for use by all the staff involved;
- are "user-friendly", ie that is simple to learn and use;
- have substantial disk capacity without the need to change disks;
- include fast laser printers which are capable of high-quality printing in a variety of styles and font sizes;
- are reliable;
- can be replaced quickly and easily if a malfunction occurs.



### 5.2.3 Staff Involved

The personnel who require facilities are:

DUSS - Mr Bayne  
PA to the DUSS, Louise Phillips

### 5.2.4 Location

First floor of the main FCO Whitehall building.

### 5.2.5 Timescales

Facilities are required during the period December 1990 to August 1991.

### 5.2.6 Security Classification

The majority of briefing documents are classified as Confidential, some are restricted. The system is not required to process documents classified Secret.

### 5.2.7 Sizing

Approximately 30 documents are currently prepared weekly. This can be expected to rise during the period defined.

### 5.2.8 Technical Options

The requirements can be met by:

- PC's for the DUSS and his PA, running word-processing software, plus secure FAX links to the primary contacts. The FAX links could be direct into the PC, alternatively scanning tools could be used to input documents directly.
- Electronic links between the Communications Centre, Mr. Bayne and other selected FCO departments.
- PC's for the DUSS and his PA linked, via local area and wide area networks, to compatible PC's used by the personnel specified in 5.2.1. All PC's would need to run compatible operating system, electronic mail, word-processing and network software. The PC's to have hard-disk capacity, and laser printers.
- A multi-user computer running electronic mail, text editor and network software, with terminals for use by the DUSS, his PA, and the personnel specified in 5.2.1, linked by local and wide area networks.

### 5.2.9 Current Equipment

The PA to the DUSS has a Wyse PC with dual floppy-disk drives, and a HP Laser Jet Printer. Word-processing software is Merlinword. The PC has no hard-disk, thereby limiting the amount of information available on-line.

Secure Fax links exist between the FCO and British missions in Paris, Bonn, Washington and Brussels.

#### 5.2.10 Risks

Because of the tight deadlines prevailing in the run-up to the Summit, there is a risk that under the current method of circulating briefs, information will not be received or processed within timescales.

#### 5.2.11 Conclusions

In our view the current methods for circulating briefs and other Summit papers do not meet the user requirements. The timed messenger service takes about an hour (normal service up to three hours), and only operates within office hours. While the messenger service can be used to pass documents held on floppy-disk, this is only of use where equipment is compatible.

Delays in the messenger service could be bypassed by means of an electronic link between Commcen and departments.

The word-processing equipment in use does not meet requirements because it has no hard-disk facility, and there is no terminal available for the DUSS.

#### 5.2.12 Recommendations

We recommend that:

- Communications methods are investigated, and the most appropriate method of transmitting documents between the relevant personnel, bearing in mind security, cost and time constraints, is implemented. This will meet the first requirement.
- The DUSS and his PA are provided with word-processing facilities which have hard-disk storage capability. This will meet the second requirement.
- The equipment should be retained by the DUSS for use in the annual Summit briefing cycle.
- Training is provided to enable the system users to be proficient in the facilities.

### 5.3 Economic Relations Department

ERD are responsible for the preparation and co-ordination of economic policy papers for the Summit.

#### 5.3.1 Requirement

The department has two general requirements:

1. The first is for a flexible and effective means of preparing, revising, re-formatting and printing the various policy papers which are required for Sherpa meetings and the Summit.

The papers are prepared at short notice to very tight deadlines. They are subject to many revisions following consultation with other FCO and Government departments. Some documents need to be split into sections for issue; other documents need to be collated together and reworked to a common style. Frequently this work is carried out after normal office hours.

The papers produced will be used by the Heads of State, Senior Ministers and senior officials of the G7 nations. The print quality of these documents needs to be of the highest form as it reflects on the UK in general and the Prime Minister in her role as host of the Summit.

2. The second is for a swift method of transmitting documents between ERD and the departments shown below, for comment and revision.

H.M.Treasury - IF2 section  
DTI - EEP section  
Dept of Environment - International section  
MAFF  
FCO - Economic Advisers, ESED, NCAD, EED, Soviet Dept, ECD(E), etc.  
FCO - DUSS Mr. Bayne

#### 5.3.2 Facilities

Requirement 1 can be met by standard word-processing facilities which:

- are available for use by all the staff involved;
- are "user-friendly", ie that is simple to learn and use;
- include fast laser printers which are capable of high-quality printing in a variety of styles and font sizes;
- are reliable;
- have sufficient capacity that the section can still function with a terminal or printer out of action;
- are compatible with that used by the PA to the DUSS.

Requirement 2 would be met by an electronic mail or secure FAX facility linking ERD to the departments shown above.

### 5.3.3 Staff Involved

The staff who directly require facilities are:

Head of department  
Desk officer, Summit/OECD section  
Assistant desk officer, Summit/OECD section  
PA to the Head of Dept  
Secretaries x 2

It is likely that an additional assistant desk officer will be appointed for the period, and will need access to the system.

### 5.3.4 Location

The ERD staff involved are based on the third floor of the main FCO Whitehall building.

### 5.3.5 Timescales

Facilities are required during the period September 1990 to August 1991.

### 5.3.6 Security Classification

The majority of briefing documents are classified as Confidential, some are restricted.

### 5.3.7 Sizing

The current word processing equipment used by the PA and secretaries is used to process an average of 20 new documents, each having an average size of 4 pages, per day. In addition, approximately 40 documents are amended daily. The Summit element of this is approximately 25%.

The number of briefing papers passed between ERD and other departments varies enormously, but is likely to be a maximum of 300 pages per week.

### 5.3.8 Technical Options

The requirements can be met by:

- PC's for the staff in ERD, running word-processing software, plus secure FAX links to the primary contacts. The FAX links could be direct into the PC, alternatively scanning tools could be used to input documents directly.
- Electronic links between the Communications Centre, ERD and other selected FCO departments.
- PC's for the staff in ERD linked, by local area and wide area networks, to compatible PC's used by the Depts listed in 5.3.1. All PC's would need to run compatible operating system, electronic mail, text editor, word-processing and network software. The ERD equipment would include hard-disk storage capacity and laser printers.
- A multi-user computer running electronic mail, word-processing, and network software, with terminals for use by ERD and the Depts listed in 5.3.1, linked by local and wide area networks.

### 5.3.9 Current Equipment

There are three sets of equipment in ERD:

- Word-processing equipment is Logica Nexel "Kennets". Two processors, with a shared printer, are based in the secretaries office for their full-time use, with another processor and printer in the PA's office for her use. The system has no hard-disk, requiring disk changes every time a utility is invoked, eg to copy a file. The disk drives are unreliable, with files being lost irretrievably on a regular basis. Backing up of discs is a lengthy process involving many disk changes.

The printer is single sheet feed only, requiring each sheet to be hand fed and lined up, and later extracted. As a result, use of the equipment is very time consuming.

The system is not compatible with laser printers, and is complex to operate for a new user.

- A Compaq PC, with HP Laser printer, is based in the Summit/OECD section for enquiry access to the OECD Database in Paris. Because of security constraints this equipment may not be used for preparation of briefs.
- An ICL terminal, with Dataproducts laser printer, is based in the IMF section, linked to the Office Power system in the Treasury via an Ethernet optical fibre link. The terminal is used for accessing and printing Treasury generated economic papers.

### 5.3.10 Risks

Because of the tight deadlines operating, there is a risk that under the current method of circulating briefs, a brief may not be prepared in time for a Sherpa meeting or the Summit, causing a substantive issue to be missed or mishandled. There is also a small possibility of errors creeping in, or amendments being missed.

### 5.3.11 Conclusions

In our opinion the current word-processing equipment in the department does not meet the user requirements because of its speed of operation, its lack of flexibility, its unreliability, and its inability to produce high quality printing. It will therefore not be capable of providing the level or quality of service needed by the department for the Summit.

The current methods for circulating briefs and other Summit papers do not meet the user requirements. The timed messenger service takes about an hour (normal service up to three hours), and only operates within office hours. While the messenger service can be used to pass documents held on floppy-disk, this is only of use where equipment is compatible.

## 5.3.12 Recommendations

We recommend that:

- Replacement word-processing facilities are installed in ERD for at least the period defined. A terminal/PC is to be provided for the Head of Dept, Summit/OECD desk officer, assistant desk officers, the Head of Department's PA, and the two secretarial staff. This would meet the first requirement.
- The equipment should be retained by the department for use in the annual Summit briefing cycle.
- Communications methods are investigated, and the most appropriate method of transmitting documents, bearing in mind security, cost and time constraints, is implemented. This would meet the second requirement.
- Training is provided to enable the system users to be proficient in the facilities.

#### 5.4 Political Director/ Policy Planning Staff

Planners are responsible for the preparation and co-ordination of papers for the political part of the Summit.

##### 5.4.1 Requirement

The department has a general requirement for:

1. A flexible and effective means of preparing, revising, and printing the papers which are required for G7 Political Directors meetings and the Summit. The papers produced will be used by the Prime Minister, Secretary of State, the Political Director and senior officials of the G7 nations. The print quality of these documents therefore needs to be of the highest form.

##### 5.4.2 Facilities

The requirement is for word-processing facilities which:

- are available for use by the Assistant Head of Planners as well as the secretarial staff within the department;
- are "user-friendly", ie that is simple to learn and use;
- includes fast laser printers which are capable of printing in a variety of styles and font sizes;
- are reliable;
- have sufficient capacity that the section can still function with a terminal or printer out of action;
- are compatible with that used by the PA to the Political Director and ERD.

##### 5.4.3 Staff Involved

The staff who directly require facilities are:

Political Director  
PA to Political Director  
Assistant Head of Planners  
Secretary

##### 5.4.4 Location

The main FCO building, Downing Street West and East.

##### 5.4.5 Timescales

Facilities are required during the period September 1990 to July 1991.

##### 5.4.6 Security Classification

The majority of the documents are classified as Confidential.

##### 5.4.7 Sizing

It is estimated that approximately 40 documents are prepared per week on the existing equipment.

#### 5.4.8 Technical Options

The requirements can be met by:

- Stand alone PC's running MS-DOS based word-processing packages, with laser printers attached.

#### 5.4.9 Current Equipment

Logica word-processing equipment is currently in use. The system has no hard-disk, requiring disk changes every time a utility is invoked, eg to copy a file. The equipment is complex to operate.

#### 5.4.10 Risks

Because of tight deadlines there is a risk that papers may not be prepared in time for a Political Director's meeting, or for the Summit.

#### 5.4.11 Conclusions

In our opinion the current equipment does not meet the user requirements because of its unreliability, inflexibility and inability to print high quality documents. It will therefore not be capable of providing the level or quality of service needed by the department for the Summit.

#### 5.4.12 Recommendations

We recommend that:

- Replacement word-processing facilities are installed for the period defined for use by the Political Director, his PA, the Assistant Head of Planners, and secretary.
- This equipment should be retained by Planners for use in the annual Summit briefing cycle.
- Training is provided to enable the system users to be proficient in the facilities.



## 5.5 Security Coordination Department

SCD are responsible for the organisation of at least two meetings of the G7 experts on terrorism, and for the preparation of a declaration on terrorism for inclusion in the Political Declaration.

### 5.5.1 Requirement

The department has a general requirement for a flexible, effective and speedy means of preparing, revising, and printing documentation for the meetings of terrorism experts and the draft declaration on terrorism for the Summit. The department also needs to request briefing from other Government departments (primarily Home Office, Ministry of Transport and Northern Ireland Office) and collate it for the UK delegation at the experts' meetings.

### 5.5.2 Facilities

The requirement is for standard word-processing facilities which are compatible with those used by Policy Planners, and for speedy, good quality printing.

### 5.5.3 Staff Involved

The staff who are involved are:

AUSS Mr. Slater  
Head of Department  
Secretary to the Head of Department  
Desk Officer  
Assistant Desk Officer  
Secretary

### 5.5.4 Location

The main FCO building, Whitehall.

### 5.5.5 Timescales

Facilities are required during the period December 1990 to July 1991.

### 5.5.6 Security Classification

The documents are classified as Confidential.

### 5.5.7 Sizing

Several documents are prepared, the longest being 20-30 pages, and issued to over 50 recipients.

### 5.5.8 Technical Options

The requirements can be met by:

- Stand alone PC's running MS-DOS based word-processing packages, with laser printers attached.

### 5.5.9 Current Equipment

Logica word-processing equipment is currently in use.

**5.5.9 Current Equipment**

Logica word-processing equipment is currently in use.

**5.5.10 Risks**

No risks have been identified.

**5.5.11 Conclusions**

In our opinion the current equipment does not meet the user requirements because of its complexity and inability to produce high quality documents.

**5.5.12 Recommendations**

We recommend that:

- Replacement word-processing facilities are installed for the period defined for use by the Desk Officer, assistant Desk Officer and secretary involved.
- This equipment should be retained for use in the annual Summit briefing cycle.
- Training is provided to enable the system users to be proficient in the facilities.

## 5.6 Summit Secretariat

The Summit Secretariat will be responsible, from its formation in September 1990, for the administration of the Summit.

### 5.6.1 Requirement

The general requirements of the unit are anticipated to be:

1. The means to store, maintain and print details of the administrative arrangements for the Summit. This is a wide set of information covering:
  - a. Accommodation arrangements for each delegate;
  - b. arrival and departure plans for each delegate;
  - c. travel plans for delegates between hotels and venues;
  - d. security pass details for delegates and support staff;
  - e. car park pass details for support staff;
  - f. venue details;
  - g. guest lists for dinners.
2. The means to store and maintain other information relevant to summit, including contact names of caterers, transport companies, hotels, venues, etc.
3. The means to prepare and print correspondence.
4. The means to extract the relevant details from the administrative plans to create the draft form of the delegates handbook.
5. The means to incorporate plans and diagrams into correspondence and other documents. This would be used for airport plans, venue layouts, street maps, etc.
6. The means to prepare and format some documents to a level comparable to published material, for printing "inhouse".
7. The means to pass information and messages directly between team members.
8. The means to plan and co-ordinate all summit activities using some form of project planning tool.
9. The means to manage the Summit budget using a spreadsheet-type tool.
10. The means to produce high-quality printed documents, using a variety of print styles and font sizes, also name and address labels.
11. The means of transmitting information quickly to organisations such as the Police, hotels, caterers, etc.

### 5.6.2 Facilities

Requirements 1, 2, 3, 4, and 9 will be met by an integrated office automation software package providing word-processing, database tools and spreadsheet utility. The system will need to be multi-user to allow a number of users access to the administrative database for simultaneous update and enquiry. Electronic mail software on a multi-user system will meet requirement 7.

Requirement 5 will be met by a scanner and scanning software, requirement 6 by desktop

publishing software, and requirement 8 by a project planning tool. These three requirements need the use of graphics terminals.

Laser printers attached to the system will meet requirement 10.

A standard FAX service will meet requirement 11.

### 5.6.3 Staff Involved

It is anticipated that the Secretariat will consist of the following staff, all of whom will probably require access to facilities for update and enquiry purposes:

- AUSS;
- PA;
- Head of unit;
- 4 x Conference Officers;
- 2 x Assistant Conference Officers;
- Security Co-ordinator
- Accommodation/Baggage officer
- 2 x Accommodation/Clerical Officers;
- 2 x Secretaries.

It is planned that the unit will have five staff by October, 1990, and be up to 12 staff by January 1991.

It is possible that one or more press liaison officers may be appointed to liaise with the Press Agency.

### 5.6.4 Location

The location of the Secretariat has not yet been decided, but may be in the Old Admiralty Building. The staff are likely to be spread over a number of adjacent offices.

Immediately prior to the Summit the entire unit, with all equipment, will move into temporary office accommodation at Lancaster House. Following the Summit, a skeleton staff will return to OAB with the equipment.

### 5.6.5 Timescales

Facilities will be required for the period September 1990 to August 1991, at which point the Secretariat will be disbanded.

### 5.6.6 Security Classification

It is anticipated that the information held on the system will be unclassified.

#### 5.6.7 Sizing

A minimum of 3,000 A4 documents will need to be prepared and stored.

#### 5.6.8 Technical Options

The requirements would be met by:

- A multi-user micro-computer with graphics terminals, laser printers and a scanner, running under a multi-user operating system such as Unix or Xenix, with integrated office automation, project planning, scanning, and desk-top publishing software.
- A standard FAX service.

#### 5.6.9 Current Equipment

None.

#### 5.6.10 Conclusions

The Secretariat need to have comprehensive facilities to meet the likely requirements outlined above. The relevant equipment can either be hired for the defined period or purchased. Decisions on requirements cannot be deferred until the Secretariat has been formed, as there will be insufficient time to organise the hire/purchase, installation, and other tasks necessary for the unit to operate effectively.

#### 5.6.11 Recommendations

We therefore recommend that:

- Further work is carried out to define the requirements in more detail, following which a suitable solution should be evaluated, selected and installed.
- Support and assistance is provided to the staff involved in designing the databases required.
- Training is given to enable the staff to become proficient in the use of the equipment.
- FAX equipment is installed for the period defined.
- Consideration be given to purchasing the equipment for use in the organisation of other conferences, following the Summit. A considerable amount of time will be spent developing and building the information databases and the project plans. This "knowledge base" will enable future conference organisers to operate more effectively, and learn from the experiences of previous conferences.
- Consideration is given to the equipment selected being compatible with that in use by Protocol Dept, to allow information compiled for the Summit to be available for their use.

## 5.7 Government Hospitality Fund

In 1984 GHF organised the main reception and Ministerial lunches and dinners for the Summit, the transport of Ministers and senior officials between Summit venues, and the escorts for airport arrivals and departures. The Fund also produced the dinner invitations and table plans. It is anticipated that GHF will be similarly involved in 1991, following discussions with the Summit Coordinator on his appointment.

### 5.7.1 Requirements

Depending on their level of involvement, GHF have the following requirements with regard to the Summit:

1. The means to produce high quality table plans, diagrams and guest lists for the Ministerial dinners. A table plan is provided for each guest, showing the layout of the table with the seating arrangements. In all cases a diagram will be involved (normally circle, oblong or horse-shoe shape). They need the ability to amend and reprint table plans and guest lists at very short notice (1-2 hours prior to the dinner).
2. The means to prepare documents containing all forms of European accents.
3. The ability to automatically sort guest lists into alphabetical order and print with the classification of the guest (eg Moslem).
4. The means to produce transport plans, with the allocation of guests to cars.
5. The means to prepare and print general correspondence.
6. The ability to print in a variety of styles and font sizes, on a selection of pre-printed or crested stationery.

### 5.7.2 Facilities

Requirement 1 is for standard graphics software, which will allow shapes to be drawn, expanded or reduced, and text entered alongside.

Requirements 2,3,4 and 5 can be met by word-processing software with sort capability and the ability to cater for all forms of European accents. The software needs to be user-friendly, ie simple to learn and use.

Requirement 6 can be met by laser printers.

Any equipment provided must be reliable, and there must be sufficient capacity that the Fund can function with a PC or printer out of action.

### 5.7.3 Staff Involved

The staff who require facilities overall are listed below, but not all of these will be involved with the Summit:

Head of Dept  
Assistant Head of Dept  
Functions section, 8 staff  
Visits section, 4 staff  
Secretaries x 2

#### 5.7.4 Location

The staff involved are based in 8 Cleveland Row:

- Secretaries - 1st floor
- Functions - 2nd floor
- Visits - 3rd floor

#### 5.7.5 Timescales

Facilities are required during the period May to end July 1991.

#### 5.7.6 Security Classification

All information held is unclassified.

#### 5.7.7 Sizing

The amount of information to be held for Summit purposes is small - estimate 10 sets of table plans, plus car plans for each delegation. However any equipment provided needs to take into account GHF's normal operations.

#### 5.7.8 Technical Options

The following options would meet requirements:

- Stand alone IBM-compatible PC's running standard MS-DOS based word-processing/graphics/database packages, connected to laser printers.
- Stand alone Apple Macintoshes running standard Mac word-processing/graphics/database software, connected to laser printers.
- Networked PC's or Apple Macintoshes throughout GHF. This option would allow sharing of disk capacity and printers, and would provide additional facilities such as an integrated function diary.

#### 5.7.9 Current Equipment

The Fund currently have an Apricot Xen-i PC, with a NEC letter quality printer in each of three areas - Visits, Functions and Secretarial. The software installed is Wordstar and Cardbox, running under MS-DOS.

The disk drives are unreliable, with files frequently being lost. Hardware support has proved a problem with one printer out of action for three weeks. The word-processing software does not cope with some French and Spanish accents. There are no graphics facilities to deal with table plans.

#### 5.7.10 Risks

Under the present arrangements, there is a high risk that table plans will not be produced in time for Ministerial dinners.

#### 5.7.11 Conclusions

In our opinion the current equipment does not meet the user requirements because of its unreliability, and lack of graphics capability and high quality printing. It will therefore not be capable of providing the level or quality of service needed by the department if they are involved in the Summit.

Any replacement equipment should also take into account the requirements that GHF have to meet their non-Summit activities. These include:

- The ability to set up and hold "master" layouts of the regularly used venues, 19 rooms in total over 4 buildings, showing the possible table configurations. It will also provide for additional layouts to be drawn up as required.
- The means to maintain and enquire on standard and historical information such as:
  - a. Escort roster details
  - b. Menus and wine lists of previous functions, over a six year period. Accessible by date, host, guest, or country.
  - c. Standard toasts for guests
  - d. Dietary requirements for Ministers, overseas VIP's, countries and religions
  - e. Characteristics and capacities of venues and hotels
  - f. Stationery stock balances
- Compatible facilities with the system in use in The Scottish Office GHF (Apple Macintosh).

#### 5.7.12 Recommendations

We recommend that:

- The existing equipment and software is replaced with a system which meets the Fund's requirements.
- An evaluation of suitable hardware and software is carried out to determine the most appropriate solution.
- Assistance is provided to GHF in designing the databases required.
- Training is provided to enable the system users to be proficient in the facilities.



## 5.8 Conference Centre

The host country is responsible for the provision of equipment, office furniture, and communications facilities at the conference centre for use by the official delegations.

### 5.8.1 Requirements

The general requirements are anticipated to be:

1. A means of simultaneously transmitting meeting notes between the delegates and their support staff while meetings are in progress.
2. The means to prepare, edit and print documents arising from the Summit.

### 5.8.2 Facilities

Requirement 1 has been satisfied at previous conferences by the provision of electronic writing machines, which allow notes to be handwritten by delegates onto special pads, which transmit the notes simultaneously to the respective support staff for transcription. A set of machines is required for each delegation.

Requirement 2 is normally satisfied by the provision of standard word-processing equipment for the support staff. The standard provision is two PC's with printers for each delegation.

### 5.8.3 Staff Involved

The personnel who require facilities are:

- 1 x Official note-taker per delegation
- approximately 5 support staff per delegation

### 5.8.4 Location

The delegates will be based on the ground and first floor of Lancaster House, with support staff on the second floor.

### 5.8.5 Timescales

Facilities are required for the three days of the Summit, and sufficient time in advance for installation and testing.

### 5.8.6 Security Classification

The documents involved are likely to be unclassified.

### 5.8.7 Sizing

To be determined at a later stage.

### 5.8.8 Technical Options

Investigation is required to determine the options for the electronic writing machines.

For word-processing, stand alone IBM-compatible PC's running standard MS-DOS based word-processing packages, connected to laser printers.

5.8.9 Current Equipment

None.

5.8.10 Risks

There is a risk that equipment could fail during the course of the Summit. Backup facilities therefore need to be available.

5.8.11 Conclusions

The equipment needs to be provided to meet standard Summit requirements.

5.8.12 Recommendations

We recommend that:

- word-processing equipment is hired for the period;
- provision of the electronic writing machines is investigated to clarify requirements and availability for hire.

## 5.9 Press Centre

The host country is responsible for the provision of equipment, office furniture, and communications facilities at the press centre for use by the world press, and the official press office of each delegation.

We anticipate that the requirements set out below will be met by the Press Agency (probably COI) employed by the FCO. Sponsorship of some of the facilities may be arranged.

### 5.9.1 Requirements

The general requirements are expected to be:

1. The means of providing general Summit information and individual messages for the Press via a form of message system.
2. The means for journalists to produce, edit and print their copy.
3. Document preparation and printing facilities for the official press offices.
4. The means to administer the issue of passes to the Press.
5. The means to administer transport arrangements for the Press.
6. The means to provide information handouts to the Press.

### 5.9.2 Facilities

Requirement 1 will be satisfied by a messaging system, capable of supporting a wide range of terminals spread throughout the Press Centre.

Requirements 2 and 3 can be met by a range of PC's running standard word-processing software.

Requirements 4, 5 and 6 can be met by standard office automation software for use by Agency staff.

### 5.9.3 Staff Involved

The personnel who require facilities are:

5-6,000 Press representatives  
the official press office staff of each delegation  
press agency staff

### 5.9.4 Location

QE II Centre. Press Office staff will have their own offices within the centre.

### 5.9.5 Timescales

Facilities are required for the three days of the Summit, and sufficient time in advance for installation and testing.

### 5.9.6 Security Classification

It is anticipated that all information will be unclassified.

## 5.9.7 Sizing

To be determined at a later stage.

## 5.9.8 Technical Options

For word-processing, stand alone IBM-compatible PC's running standard MS-DOS based word-processing packages, connected to laser printers.

## 5.9.9 Current Equipment

None.

## 5.9.10 Risks

The equipment must not fail.

## 5.9.11 Conclusions

The Press Agency involved needs to determine the detailed requirements, and ensure that these are met.

## 5.9.12 Recommendations

We recommend that the FCO ensure that the Press Agency involved is aware of the facilities required, and that close links are maintained between the Secretariat and the Agency in the run-up to the Summit.

## 6 SUMMARY OF RECOMMENDATIONS

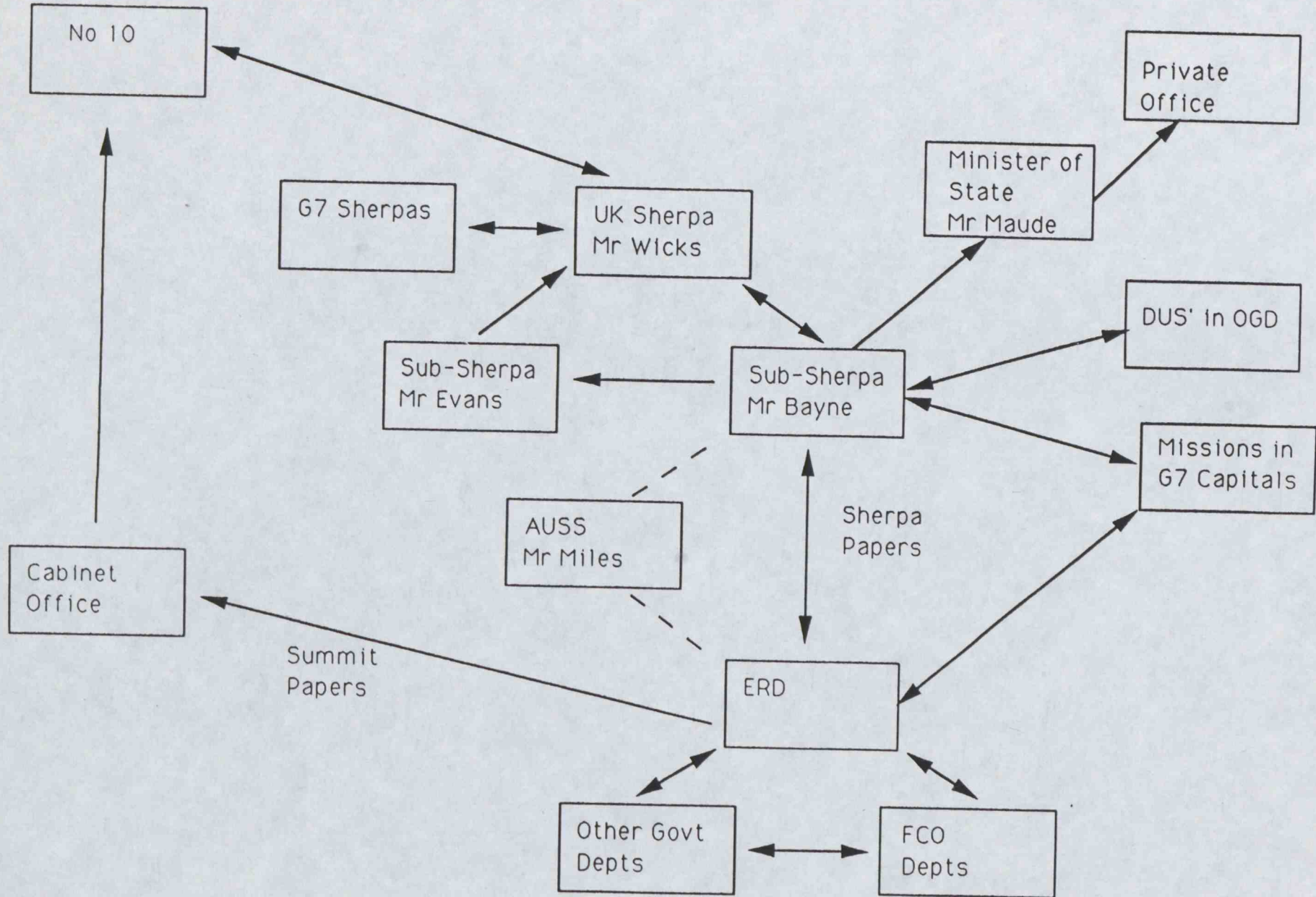
In drawing up our recommendations, we recognise that strict budget constraints apply. Where practical we have suggested hire of equipment for the period required. Where we have recommended the purchase of hardware and software, this has been based on the minimum level necessary to ensure that departments are able to meet their responsibilities for the Summit.

Our recommendations can be summarised as below:

1. That document transmission facilities for the DUSS Mr Bayne, ERD and other relevant FCO and other Government Depts are investigated, and the most appropriate option, given the constraints, is implemented.
2. That improved word-processing facilities are provided for the DUSS, and the staff involved in preparing briefings in ERD, Policy Planners and Security Coordination Department. This will enable the departments to prepare and revise papers more effectively within the tight schedules imposed.
3. That the Secretariat is equipped with a multi-user micro-computer which will provide word-processing, database, spreadsheet, scanning, project management and desktop publishing facilities. Their requirements need to be defined further, and appropriate hardware/software selected.
4. That although the Secretariat equipment can be hired, consideration is given to the creation of a permanent conference facility.
5. That the word-processing equipment required for delegates support staff is hired for the period required.
6. That the electronic writing machines required for delegates use are investigated to determine suppliers and availability for hire.
7. That the requirements of GHF are investigated further, and if the department is to assist the Secretariat, that replacement facilities are selected and installed. The selection process should take into account the Fund's normal operations.
8. That the staff in the departments involved are given sufficient training in the use of the hardware and software provided.
9. That the Secretariat and GHF are given assistance in developing the databases they require.
10. That departments are given support by ISDO in the lead-up to the Summit.

A APPENDIX: FUNCTIONAL MODEL

# ECONOMIC POLICY BRIEFING

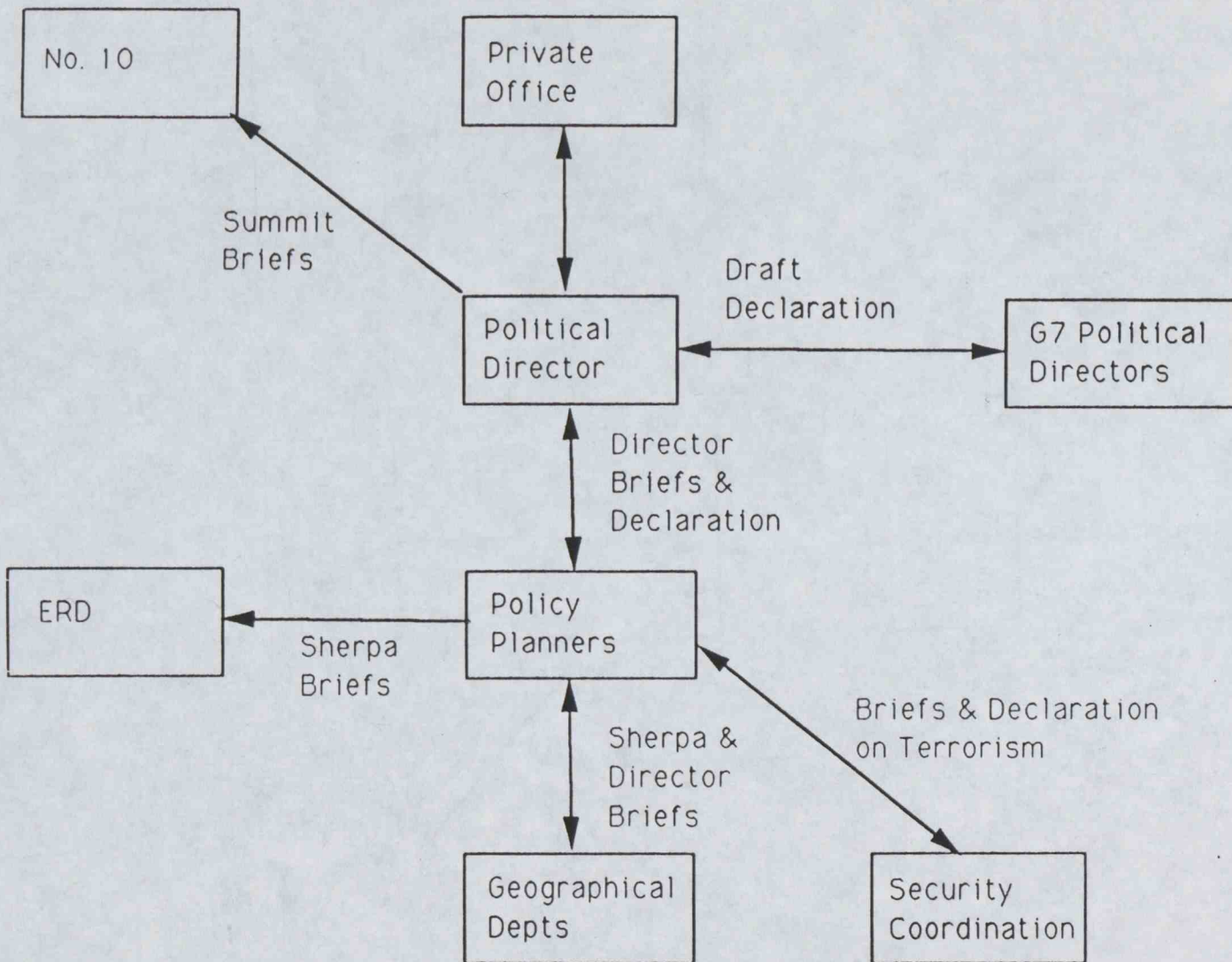


A.1 Economic Policy Briefing

FRAYS FCO Summit Scope

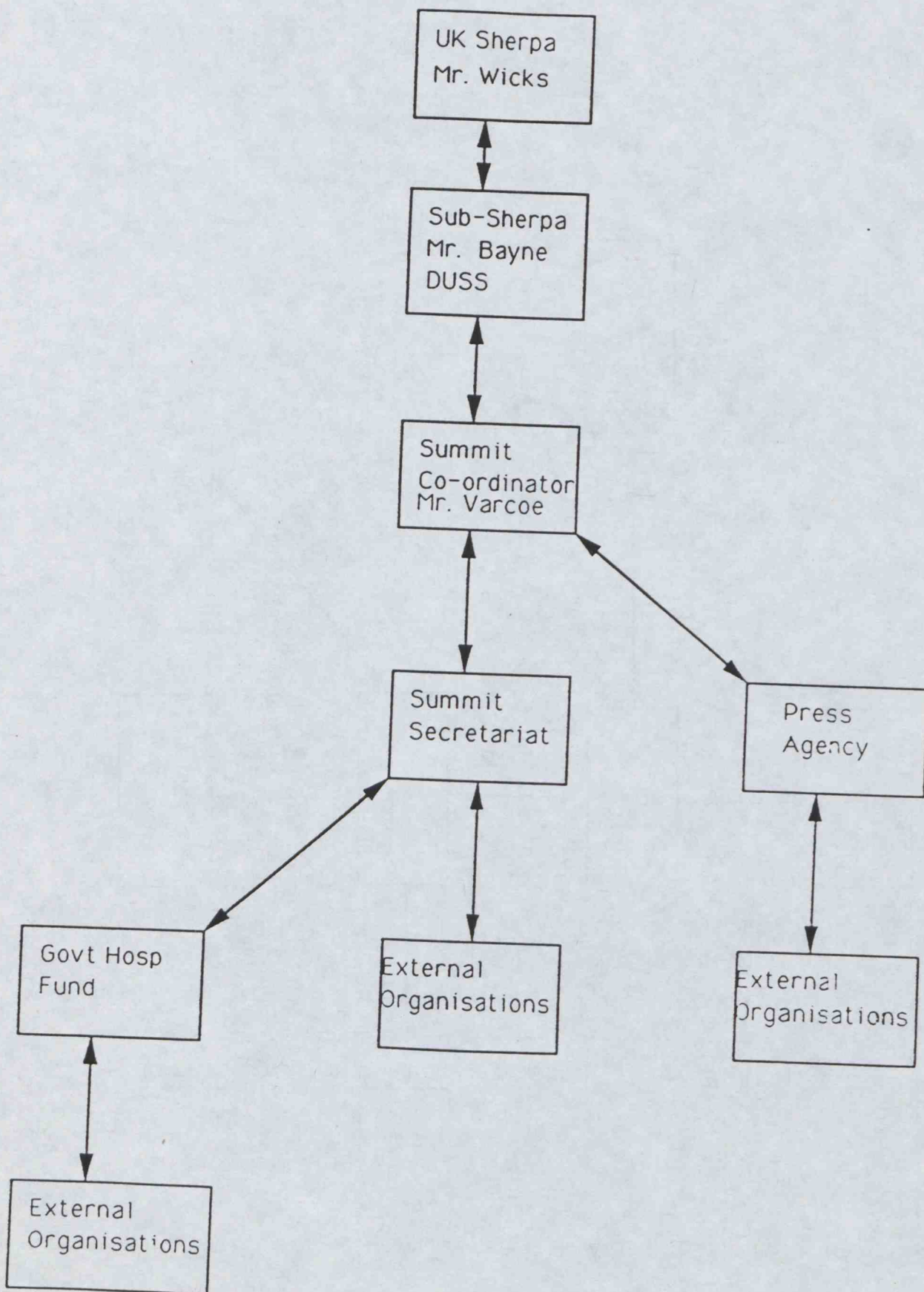
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Page 2

### POLITICAL BRIEFING





A.3 Summit Organisation



**B APPENDIX: CURRENT IT EQUIPMENT**

This appendix sets out the IT equipment which is currently in use by FCO and Other Government Depts who are involved in the Summit briefing cycle. The equipment can be grouped into three sets:

- Logica Word-Processors
- IBM Compatible PC's
- Other Equipment

**B.1 Logica Word-Processors**

The departments shown below have Logica word-processors, which are dual floppy-disk systems running Logica bespoke w/p software. Documents can be made compatible with Merlinword by running a conversion program.

ERD  
 ESED  
 Policy Planners  
 Security Coordination Dept.

**B.2 IBM Compatible PC's**

The following departments have IBM compatible PC's, running DOS based software:

Department	Hardware	Software
DUSS Mr. Bayne	Wyse PC+	Merlinword
DUSS Mr. Weston	Wyse PC+	{Merlinword {Uniplex
ECD(E)	Wyse PC+	{Merlinword {Uniplex
EED	Wyse PC	Merlinword
NCAD	Wyse PC	Merlinword
Soviet Dept	Wyse PC+	Merlinword
Economic Advisors	{Networked Tandon PC's {Tandon 286 PC's	Wordperfect
DTI	{Nimbus PC {Toshiba portable	Wordperfect
Home Office	IBM PC	Wordperfect
Dept of Environment	{Computext laptop {Computext PC {Apricot PC	Bespoke Bespoke Wordperfect

Department	Hardware	Software
Dept of Energy	{Dell {Apricot Xi	Word v5 Word v2
MAFF	Compaq 286	Displaywrite-4
ODA	Elonex PC	{Wordperfect {Symphony
Treasury	{IBM PC {Toshiba laptop	Wordcomp

**B.3 Other Equipment**

The following departments have multi-user computers:

Department	Hardware	Software
Bank of England	DEC VAX	Wordperfect
Protocol Dept	Apricot	{XENIX {Uniplex Word-processing {Uniplex Electronic Mail {Informix Database
UK Sherpa	ICL	Office Power
Treasury	ICL	Office Power

C APPENDIX: Summit Activity Schedule

ACTIVITY	INVOLVED	TIMING
<b>C.1 Policy Briefing - Economic</b>		
<b>C.1.1 Scene-setting letter</b>		
Call for contributions	ERD	} Prior to, during and after
Produce contributions	{ FCO Depts	} each Sherpa meeting,
	{ Other Gov't Depts	} monthly from Jan.
Review contributions and format	ERD	} to July 1991
Finalise letter	DUSS Mr Bayne	}
Minute to PM	UK Sherpa	}
Discuss issues	G7 Sherpas	}
Reports on Sherpa meetings	UK Sherpa/DUSS	}
<b>C.1.2 Thematic Paper</b>		
Call for contributions/revisions	ERD	} Prior to April
Produce Paper	Treasury/FCO/OGD	} and subsequent Sherpa
Review paper	ERD, DUSS	} meetings
Review and revise Paper	{ UK Sherpa	}
	{ G7 Sherpas	}
<b>C.1.3 Economic Policy Briefs</b>		
Call for Sherpa papers	ERD	} Prior to each
Produce briefing notes	{ FCO Depts	} Sherpa meeting,
	{ Other Gov't Depts	} monthly from Jan.
Review briefs for Sherpa meetings	UK Sherpa	} to July 1991
Format final summit briefs	ERD	}
Issue final briefs	Cabinet Office	7 days pre-summit
Brief PM	UK Sherpa	3 days pre-summit
<b>C.1.4 Draft Declaration</b>		
Call for contributions	ERD	}
Produce contributions	{ FCO Depts	} Prior to the
	{ Other Gov't Depts	} final Sherpa meeting
Review and format contributions	ERD	}
Review and revise declaration	G7 Sherpas	}
Issue declaration	ERD	}
for revision by Depts		

	ACTIVITY	INVOLVED	TIMING
C.2	Policy Briefing - Political		
C.2.1	Political Declaration		
	Prepare declaration	Policy Planners	
	Review and revise	Political Director	
	Review and revise	G7 Political Directors	
C.2.2	Political Briefs		
	Call for briefs	Policy Planners	
	Prepare briefs	Geographical Depts	
	Review and revise	Policy Planners	
	Review and revise	Political Director	
	Co-ordinate for Sherpa meetings	ERD	
	Format final Summit briefs	ERD	
C.2.3	Terrorism Experts' meetings		
	Organise Agenda and notify Partners	}	
	Call for Briefs	}SCD	
	Prepare Briefs	}	
	Host meetings	SCD	4/5 March 1991 25/26 June 1991
	Draft declaration	SCD	Before June meeting
C.3	Delegation Arrangements		
C.3.1	Form Secretariat		
	Request Personnel	ERD	April 90
	Appoint Personnel	POD	July 90
	Appoint Summit Coordinator	POD	Dec 90
	Provide IT Equipment	ISDP	Sept 90
	Provide Office Equipment		Sept 90
	Decide on Location	ERD/HESD	
C.3.2	Sherpa Meetings		
	Organise Locations	Secretariat	
	Organise Transport	Secretariat	
C.3.3	Political Directors Meetings		
	Organise Meetings	Policy Planners/Secretariat	
C.3.4	G7 Summit Recce Visits		
	Organise recce visits for each country	Secretariat	
	Organise Transport	"	
	Organise accommodation	"	
	Meet and guide recce parties	"	

	ACTIVITY	INVOLVED	TIMING
C.3.5	Delegations		
	Organise accommodation	Secretariat/GHF	
	Organise Conference Centre	Secretariat/QEII	
	Organise Dinner Venues	Secretariat/GHF	
	Organise transport	"	
	Organise arrival and departure arrangements	"	
	Organise catering	"	
	Record and maintain delegation attendance	Secretariat	
	Record Delegate information	Secretariat	
	Provide passes for Delegates	Secretariat/Protocol	
	Provide information to Police on Delegate attendance	Secretariat/Protocol	
	Meet Delegates	GHF	
	Provide word processing facilities in Conference Centre	ISDP	
	Relocate Secretariat equipment into Conference Centre	ISDP	
	Provide information sheets for Delegates	Secretariat	
	Provide electronic writing pad system for Conference Centre	ISDP	
	Provide additional comms lines into Conference Centre	BT/Mercury	
	Organise interpreters	Secretariat/ LRD	
	Prepare dinner invitations	GHF	
	Prepare table layouts	GHF	
	Prepare Delegates Handbook	Secretariat	
	Issue Delegates Handbook	Secretariat	

	ACTIVITY	INVOLVED	TIMING
C.4	Press Arrangements		
C.4.1	Pre-Summit		
	Draw up accreditation forms	Press Agency	
	Send out accreditation forms	"	
	Process accreditation forms	"	
	Maintain information on accredited press & passes issued	"	
	Issue passes to accredited press	"	
	Provide information to Police	"	
	Prepare and produce Media Handbook	"	
	Prepare additional Handouts (changes to plans)	"	
	Package media handbook and handouts into Press briefcase	"	
	Organise donations of items for media (ties, etc)	Secretariat/ Press Agency	
C.4.2	During Summit		
	Set up Press Unit Stand in Press Centre	Press Agency	
	Move Press Unit IT equipment to Press Centre	"	
	Prepare information handouts for media and Police	"	
	Copy and issue handouts	"	
	Hand out press briefcases	"	
	Issue passes to media	"	
	Type final Declaration, copy and issue to media	"	
	Type PM's Opening Statement, copy and issue to media	"	