

Business Plan 2012–2015

Foreign and Commonwealth Office

31 May 2012

Annexes

The 2012 Business Plan, and its reporting through the No.10 website, have been streamlined to focus on the Government’s structural reforms. These annexes contain information on cross–Government priorities, additional reform actions and actions from the 2011 business plan that are now complete. The Government will not report systematically on the No.10 website against the activities listed in these annexes, although overall progress will be reported through other publications, such as the Annual Report and Accounts, the Budget and a progress report on sustainable development.

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Annex A) Cross–Government priorities

The Government is committed to driving progress of a number of shared priorities across different departments. Foreign and Commonwealth Office is contributing to these priorities through the commitments listed below.

Where set out, numbers in brackets refer to the position of actions in the Structural Reform Plan section of the Business Plan.

1. Sustainable development

- Ensure FCO work to promote (at the international level) sustainable development and poverty reduction underpinned by human rights, democracy, good governance and protection of the environment.
- FCO will:
 - Assess and manage environmental social and economic impacts and opportunities in its policy development and decision making
 - Implement the Department’s plan to deliver on the Greening Government Commitments, supplying quarterly information and contributing to an annual report on progress.
 - Procure from small businesses with the aspiration that 25% of contracts should be awarded to SMEs
- The FCO recognises the interconnections between society, the environment, and economy and supports HMG aims to find solutions that deliver benefits for all of these whilst minimising negative impacts. Our long term economic growth relies on protecting and enhancing the environmental resources that underpin it. The Coalition Government’s refreshed vision and commitments for sustainable development build on the [principles](#) that underpinned the UK’s 2005 sustainable development strategy. The goal of living within environmental limits and a just society will be achieved by means of a sustainable economy, good governance, and sound science.
- The FCO will ensure that sustainable development informs our policy making and broader corporate agenda. Key areas of foreign policy with strong sustainable development dimensions are signposted in the Structural Reform Plan. By SD Principle, actions with economic, environmental or social SD relevance in the Structural Reform Plan include:
 - Living within environmental limits: 1.5, 2.4
 - Ensuring a strong, healthy and just society: 1.5, 2.3, 2.4

- Achieving a sustainable economy: 2.1, 2.4
- Using sound science responsibly: 1.3, 2.2, 2.4
- Promoting good governance: 1.2, 1.3, 1.4, 1.5, 1.6, 2.4

2. Efficiency

- Ensure support for Efficiency and Reform, including efficiency measures to delivery savings and broader reforms to public services.
- Consular services are delivered – where more efficient – online, by telephone or in partnership with NGOs, commercial organisations or other governments.
- The Departmental Efficiency part of the Business Plan (in Section C) sets out operational spending, by category, as well as specific actions to improve operational efficiency in 2012/13.

Annex B) Additional departmental actions

This section contains additional significant actions that will be taken forward but which are not considered to be major structural reforms for the purpose of the 2012 Business Plan.

The Department's objectives are in bold; the actions the Department will undertake are shown by the bullet points under each objective.

Safeguard Britain's national security

UK plays a central role in international efforts to prevent the proliferation of weapons of mass destruction (WMD), including conventional weapons

- Support concerted international diplomatic efforts to build trust, confidence and consensus on non-proliferation and disarmament through existing international framework and conventions, including the Arms Trade Treaty Conference (July 2012), Middle East WMD Free Zone Conference, Chemical Weapons Convention Review Conference (May 2013) and NPT Review Conference (May 2015).
- Play a leading role in the international and biological security effort, including through leading on the information security strand of the 2012 Nuclear Security Summit.

Support the Middle East Peace Process (MEPP), and implement actions vital for long term security and stability in the Middle East and North Africa region

- Provide political and financial support for the Palestinian Authority programme to build the institutions of a future Palestinian state in order to prepare for a two state solution and create a conducive environment for peace
- Support the process of transition to democratic government in Egypt and Tunisia, including on electoral reform and the development of political parties, and offer assistance to support the stabilisation of the Egyptian and Tunisian economies
- Play a leading role in the development of a peaceful and more democratic Libya within its existing international borders, including by working to ensure full implementation of all relevant UN Security Council resolutions and other international commitments

Support reform of the UN Security Council, including permanent seats for Japan, India, Germany, Brazil and African representation

- Contribute to the early expansion of the UN Security Council
- Achieve successful Presidency of the UN Security Council in March 2012, raising profile of UK priority issues, including the events in the Middle East and North Africa over the last year; Somalia; human rights.
- Develop and implement an effective campaign for the UK's re-election to the UN Human Rights Council, ahead of the election in June 2013.
- Support the MOJ on the UN's four yearly review of the UK's human rights record through the Universal Periodic Review process, ensuring that HMG's engagement with the process supports our international human rights objectives and the UPR process as a whole.
- Work with UN partners to ensure all UN sanctions are effective, fully implemented and contain sufficient due process to resist legal challenges which could undermine UNSC authority and the ability of EU Member States to apply UN sanctions in future.

Deliver the diplomatic contribution to the success of Britain's effort in Afghanistan. Cement the National Security Council's role in coordinating Afghanistan policy across government

- Work with international partners and the Afghan Government on the transition of security from ISAF to Afghan Security Forces by the end of 2014.
- Work with ISAF partners to encourage all to stay the course, maintaining a Force presence in Afghanistan during the transition process, and contributing to building the capacity of Afghan Security Forces

Restore the Government's accountability on Afghanistan to Parliament and to the British people

- Provide monthly written updates to Parliament, including reports on progress in the implementation of Kabul and London commitments

Help to build a stable, democratic and increasingly prosperous Pakistan which takes effective action against terrorism; build an enhanced bilateral strategic relationship with Pakistan

- Build an enhanced bilateral strategic relationship that enables Pakistan to deal effectively with long-term challenges, and through this promote regional stability and combat violent extremism:
- The British Pakistan Foundation helps to deliver stronger people-to-people links between the UK and Pakistan

Additional departmental actions

- Set up and implement a programme of regular contacts, including visits, between the PM and other Ministers with their Pakistani counterparts
- Support Pakistan's efforts to implement a package of reforms agreed with the International Financial Institutions
- Enhance practical co-operation through the CT Joint Working Group

Building Britain's Prosperity

Re-energise key bilateral relationships

- Prime Minister to visit Russia to recalibrate the bilateral relationship, building upon the fledgling UK/Russia Partnership for Modernisation, and developing further opportunities for broadly based co-operation where it is in our interests
- Inward visits aimed at thickening our relationships with and increasing our engagement with emerging powers in South East Asia
- Prime Minister to visit Brazil for G20 Summit and bilateral programme to reinforce bilateral relations and develop commercial opportunities.
- Deputy Prime Minister to visit Brazil for G20 Summit and bilateral programme to reinforce bilateral relations and develop commercial opportunities.
- Successfully re-launch UK-Caribbean relations on a more modern trade orientated footing at the Ministerial Forum to enable us better to take forward our security, prosperity and climate change objectives
- Implement UK/Turkey defence agreement signed during the State Visit in November 2011
- Further close co-operation with France on defence and foreign affairs; enhanced engagement with Germany, including initiatives on the Single Market and economic liberalisation; deepen relationships with Italy and Spain.

Work with Commonwealth partners to reinvigorate it as a focus for promoting development, conflict prevention, human rights and trade

- Support the implementation of the Perth CHOGM modernisation mandates on delivering the Eminent Persons Report recommendations and reforming the Commonwealth Ministerial Action group.
- Support the modernisation of the Commonwealth Secretariat through reform, and delivery of the organisation's strategic work plan for 2013 to 2015.

- Develop closer links between the FCO, UKTI, and the Commonwealth Business Council to promote trade and investment flows which create opportunities for UK business

Drive international action on climate change, putting the international Community on track for green growth

- Engage with US, Canada, Japan, African Union and Australia on national and global security risks of climate change, working with MOD and DECC
- Accelerate the global transition to a low carbon climate resilient economy, working with EU institutions and partners

Support further enlargement of the EU

- Work to build momentum in the accession process for all candidate countries, while maintaining integrity and credibility of enlargement process through robust conditionality. Specifically:
- Support progress towards Turkey's EU accession, and work for deeper EU Turkey strategic relations through: working closely with EU member state counterparts and the European Commission; working with Turkey both bilaterally and at EU level to support progress in their domestic reform programme, enabling further chapters to be open; all parties involved in the Cyprus talks to achieve a solution – the key to unblocking Turkey's accession process in the long term
- Support steady progress in Iceland's EU accession negotiations, and encourage the Icelandic authorities to develop and maintain necessary reforms, end commercial whaling and resolve Icesave
- Support an EU future for Western Balkans region, once clear membership criteria are met. Support and encourage countries in the region to deliver reforms, including through the EU accession process; focusing on stability, democracy, rule of law, reconciliation, continued resolution of conflict legacy

Develop effective and democratic engagement with the EU

- Improve and enhance engagement with Parliament on EU business through Parliamentary Strategy, and enhanced scrutiny arrangements, including special arrangements for justice and home affairs.
- Introduce legislation to gain Parliamentary approval to ratify:
- Change to EU treaties supporting efforts to bring financial stability in the Eurozone by 1 January 2013;
- Protocols to the Lisbon Treaty put forward by the Czech and Irish peoples by 1 July 2013;
- Protocol to retain the current numbers of EU Commissioners before the new Commission is selected in 2014.

Take an active and activist approach to foreign policy in the EU

- Seek tough and effective EU engagement on Iran
- Ensuring that 10% of EAS Assistant Director and above positions are filled by British nationals
- Influence EAS policies to ensure they support UK security and prosperity and values (the EU only acts where mandated to do so by Treaties)

Work with other government departments to advance Britain's interests by proactive engagement on key EU priorities

- Extend the internal market, energy security and liberalisation; promote global free trade with a special regard for global poverty alleviation and coordinated action to build a low carbon economy and avoid dangerous climate change. Specifically:
- Implement the Energy Third Package effectively
- Promote and deliver growth enhancing legislation in the Single Market Act and the Single Market Act 2 Ensure that the British perspective is reflected in EU institutions by increasing the number of British nationals entering EU institutions

Develop a long term programme to enhance UK 'soft power', co-ordinated by the NSC

- Align the work of the British Council and BBC World Service with this programme
- Promote and project UK values to ensure that the UK models and upholds legal obligations robustly and without scope for abuse, including on universal jurisdiction.
- Support a lasting reform process in Burma through:
- Delivering a programme of visits and training to share UK experience of parliamentary democracy
- Delivering a programme of £200,000 development assistance focussed on supporting the reform process in Burma.

Annex C) Completed structural reform actions

Completed actions from the 2011 business plan are shown below against each Coalition priority.

Safeguard Britain's national security

Ensure that the UK plays a central role in international efforts to prevent the proliferation of weapons of mass destruction (WMD), including conventional weapons

- Announce upper limit of UK nuclear stockpile
- Review UK declaratory policy as part of the SDSR and begin implementation

Support the Middle East Peace Process (MEPP) and implement actions vital for long-term security and stability in the Middle East and North Africa region

- Secure a return to US led negotiations on the MEPP, based on clear parameters supported by the international community, in order to deliver a framework agreement within 12 months then leading to a sovereign and independent Palestinian State living in peace with Israel
- Continue to press for an end to Israeli settlement construction in close co-ordination with the US and key partners in order to preserve a two state solution
- Play a leading role within the international community to secure change on the ground in Gaza, including acceleration of imports needed for core reconstruction and greater movement of goods and people in order to revitalise the economy
- Host an international conference on Libya

Develop a new strategy for the Overseas Territories which provides more effective support for their development, better risk management and is agreed by the whole UK Government

- Conduct a comprehensive review of the UK's policies towards the Overseas Territories, gain endorsement of a new Strategy for the Overseas Territories by the National Security Council and begin to implement

Support reform of the UN Security Council, including permanent seats for Japan, India, Germany, Brazil and African representation

- Work with UN partners to achieve significant progress towards an intermediate model for UN Security Council reform

Cement the National Security Council's role in coordinating Afghanistan policy across government

- Work for a political process to be underway by the time of the first International Security Assistance Force (ISAF) troop withdrawals
- Attend NATO Summit and commit to a way forward on transition, with the first phase beginning in early 2011
- Work with international partners to align efforts, including (a) the United States, (b) NATO, (c) UN, (d) regional countries such as Pakistan, India and Saudi Arabia, and (e) the EU
- Work with the Afghan Government and international partners to deliver a successful Bonn conference which covers transition and political issues
- Support Turkey in its preparations for an October conference to improve regional cooperation on Afghanistan
- Progress regional delivery of economic cooperation projects, using the Regional Economic Cooperation Conferences on Afghanistan

Restore the Government's accountability on Afghanistan to Parliament and the British people

- Present first quarterly oral report to Parliament including reports on progress in the implementation of Kabul and London commitments

Help to build a stable, democratic and increasingly prosperous Pakistan which takes effective action against terrorism; build an enhanced bilateral strategic relationship with Pakistan

- PM launches the first round of the UK–Pakistan Strategic Dialogue with President Zardari
- Prepare the ground for a successful Friends of Democratic Pakistan Ministerial Meeting
- Strengthen the EU's relationship with Pakistan, including through: the delivery of preferential market access (GSP+), increased development assistance, and high–level contacts
- Work in partnership with Pakistan to tackle terrorist threats, including a high level diplomatic engagement and Ministerial visits, and a programme of counter–terrorism assistance to help the Pakistan government to disrupt terrorist activity

Establish the National Security Council (NSC) to drive cross–government decision making

- Convene the first meeting of the NSC
- Establish cross–departmental teams to support the NSC
- Institutionalise cross–departmental working on the whole range of national security issues

Contribute to the Strategic Defence and Security Review (SDSR), including the National Security Strategy (NSS), to set out clear guidelines for UK foreign policy and the decisions that flow from it

- Determine how best to leverage the UK's natural advantages in intelligence, defence diplomacy, development and technological know-how to ensure that the UK is able to pursue its national interest through a distinctive British Foreign Policy, and remains valued by its allies
- Work to ensure that the SDSR is foreign policy-led and forms the basis for the thinking of the entire British government

Implement aspects of the SDSR

- Organise an international conference on cyber security in 2011

Building Britain's Prosperity

Achieve a more commercially minded FCO and lead that thinking across government, working with domestic departments to lobby for British business overseas and inward investment into the UK

- Work with UK Trade & Investment to:
- Establish a commercial diplomacy taskforce
- Publish strategy to set out how the FCO achieves a more commercially-minded culture

Review UK bilateral relationships and overseas footprint

- Establish an Emerging Powers Sub-Committee of the National Security Council, tasked with considering matters relating to the UK's relations with emerging international powers
- Develop cross-government strategies for priority emerging powers

Re-energise key bilateral relationships

- Establish a new "enhanced partnership" with India, and seek closer engagement with China, Brazil, South East Asia and other emerging economies, including:
- Foreign Secretary to make an early visit to Japan and China
- Prime Minister to visit Turkey, India and China

Completed structural reform actions

- Further develop the relationship with India through Ministerial and senior level engagement including through the CEO Forum, British India Infrastructure Group; Strategic Dialogue; Economic and Financial Dialogue, NSA Talks; CT working groups; UK India round table etc to prepare for 2011 UK India Summit
- Conclude strategic partnership with Vietnam
- Hold first Foreign Secretary visit to Australia since 1994
- Prime Minister to visit Russia to recalibrate the bilateral relationship, building on the fledgling UK–Russia knowledge partnership, and developing further opportunities for broadly based–co–operation where it is in our interests
- Deputy Prime Minister to visit Mexico to reinforce bilateral relations and develop commercial opportunities
- Run successful public diplomacy campaigns on prosperity in the key emerging powers
- Work with the British Council to mount the “Going Global” biennial education conference to promote the UK as a destination for international students
- Deliver immediate priorities and establish strategic relationships with all six Gulf states
- Prime Minister to visit the US
- US President’s State visit to the United Kingdom
- Successfully re–launch UK–Caribbean relations on a more modern trade orientated footing at the Ministerial Forum to enable us better to take forward our security, prosperity and climate change objectives

Work with Commonwealth partners to reinvigorate it as a focus for promoting development, conflict prevention, human rights and trade

- Support the Eminent Persons Group in the production of their report
- Support the launch of a reinvigorated Commonwealth at the Commonwealth Heads of Government meeting

Drive international action on climate change, putting the international Community on track for green growth

- Work with the Department of Energy and Climate Change (DECC) to agree an action plan with China’s National Development and Reform Commission to implement the UK/Chinese Memorandum of Understanding on Low Carbon Co–operation (signed January 2011), taking forward a three year programme of collaboration in three Chinese low carbon pilot cities and provinces
- Secure continued commitment to ambitious action on climate change via a G8 Summit agenda

- Work with DECC to support Ministerial visit to India as part of continued co-operation on low carbon growth, trade and investment
- Work through G20 Summit to reconfirm commitments to low carbon growth, provision of climate finance and reduction of fossil fuel subsidies
- Work for a comprehensive global agreement on climate change, including securing significant progress at the UN Framework Convention on Climate Change negotiations in Cancun and South Africa
- Use UK's hosting of Clean Energy Ministerial in April 2012 to boost political support for low-carbon energy production and to promote UK as a global leader in the field

Develop effective and democratic engagement with the EU

- Establish a Cabinet European Affairs Committee to consider EU issues
- Announce the results of the examination of the case for a UK Sovereignty Bill, and implement the decision by including a sovereignty clause in the European Union Bill
- Introduce the European Union Bill into Parliament to:
- Build on the 1972 European Communities Act so that any proposed future treaty that transferred areas of power, or competencies, would be subject to a referendum on that treaty (a referendum lock)
- Ensure that the use of any passerelle would require primary legislation

Take an active and activist approach to foreign policy in the EU

- Push for a renewed European Neighbourhood Policy which can offer incentives for political reform in partner countries, especially those in transition
- Work to promote stability in the Western Balkans
- Set out Government vision for policy in the region
- Contribute to the UN General Assembly on Kosovo
- Agree the establishment of an EU external action service (EAS) which is an effective complement to member states policies and acts within the treaties
- Develop a clear vision for a more effective and efficient EU Common Security and Defence Policy which makes better use of existing resources and structures to maximize value for money and deliver greater effect on the ground

Work with other government departments to advance Britain's interests by proactive engagement on key EU priorities

- Agree a new EU Energy Strategy that meets UK objectives on low carbon growth and energy security
- Agree a more ambitious EU Trade Strategy, and a more strategic and co-ordinated HMG approach to key trade relationships and the Doha Development Agenda
- Promote a greater development component in the G20 agenda
- Encourage a strong EU position in the UN Framework Convention on Climate Change negotiations in Cancun and South Africa
- Make Whitehall and the UK Permanent Representation to the EU more effective in advancing British interests in the EU, by establishing new cross-government structures to enhance coordination, including a European Affairs Committee.

Develop a long term programme to enhance UK 'soft power', co-ordinated by the NSC

- Work with other government departments to agree a joint approach to enhance British 'soft power' that uses all our national instruments, including business and a world-class programme of aid
- Agree UK Gulf Initiative to strengthen regional security and to improve commercial, economic, cultural and educational ties
- Set out an Arab Partnership agenda shaping UK and international policy impact across the Middle East and North Africa region
- Develop a long-term strategy of 'soft power' in Afghanistan and Pakistan
- Devise a strategy to enhance: (a) the impact of UK contribution to conflict prevention, (b) the impact of UK educational scholarships, (c) the impact of the British Council and BBC World Service, (d) links with democratic political parties overseas, and (e) the impact of the UK's promotion of human rights (f) the impact of UK's defence engagement in the achievement of wider-HMG objectives
- Under the UK Chairmanship of the Council of Europe (CoE), work closely with the Ministry of Justice to agree a declaration among CoE member states on a package of reforms for the European Court of Human Rights, to help make it better able to effectively address abuses of human rights across Europe

Assess the merits of a Quadrennial Diplomacy and Development Review

- Work with the NSC to assess whether a review is needed to improve the coherence and impact of UK aid diplomacy overseas.

Work closely with other departments and agencies to ensure the successful implementation of detainee measures

- Put in place clear and strict rules to ensure that the UK upholds its legal obligations and values as a nation.
- Publish a Green Paper on how intelligence is treated in the full range of judicial proceedings
- Provide comprehensive input into the preparatory work needed to allow the Gibson Inquiry to commence in early 2011 and report within the year
- Begin to implement Gibson Inquiry recommendations