

Business Plan 2011–2015

Foreign and Commonwealth Office

May 2011

This plan will be updated annually

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A) Vision

My vision is of a distinctive British foreign policy promoting our enlightened national interest while standing up for freedom, fairness and responsibility. It should extend our global reach and influence and be agile and energetic in a networked world. We will use our diplomacy to secure our prosperity; build significantly strengthened bilateral and multilateral relations for Britain; and harness the appeal of our culture and heritage to promote our values, including human rights. We must make the most of the abundant opportunities of the 21st century.

To focus the Foreign Office on realising this vision, I have organised our work around three overarching priorities: safeguarding Britain's national security, building Britain's prosperity and supporting British nationals around the world through modern and efficient consular services.

I want to ensure that the Foreign Office is a strong institution for the future and a strong central department in government. I want the Foreign Office to attract the most talented entrants from diverse backgrounds, and we will place emphasis on geographic and regional expertise as well as management and leadership ability. It must be a Foreign Office that is astute at prioritising effort and seeking out opportunities, so that we can reinforce our economic strength, and lead through the power of our ideas and our ability to contribute to solutions to global challenges.

Our distinctive foreign policy must run through the veins of the whole of the Government. We must marshal the resources of all departments to achieve our objectives, particularly in elevating key bilateral relationships with the emerging powers of the world. We will make a leading contribution to the work of the new National Security Council, and work closely and cooperatively with other government departments. In doing all this, I will maintain our global diplomatic network to protect and promote British values, and serve British people worldwide.

William Hague, Foreign Secretary

B) Coalition Priorities

Structural Reform Priorities

- 1. Protect and promote the UK's national interest**
 - Shape a distinctive British foreign policy geared to the national interest, retain and build up Britain's international influence in specific areas, and build stronger bilateral relations across the board with key selected countries to enhance our security and prosperity
- 2. Contribute to the success of Britain's effort in Afghanistan**
 - Support our military Forces abroad, protect British national security from threats emanating from the region, create the conditions to shift to non-military strategy in Afghanistan and withdrawal of UK combat troops by 2015, and support the stability of Pakistan
- 3. Reform the machinery of government in foreign policy**
 - Establish a National Security Council as the centre of decision-making on all international and national security issues, and help to implement the foreign policy elements of the National Security Strategy and the Strategic Defence and Security Review
- 4. Pursue an active and activist British policy in Europe**
 - Advance the British national interest through an effective EU policy in priority areas, engaging constructively while protecting our national sovereignty
- 5. Use 'soft power' to promote British values, advance development and prevent conflict**
 - Use 'soft power' as a tool of UK foreign policy; expand the UK Government's contribution to conflict prevention; promote British values, including human rights; and contribute to the welfare of developing countries

B) Coalition Priorities

Other major responsibilities

Reduce the risk to the UK and to UK interests overseas from international terrorism

- Ensure appropriate structures are in place to deal with terrorist incidents overseas, enhance the detection and disruption of terrorists and terrorist networks, and reduce the risk to the UK and UK interests by countering violent extremist ideology and undermining the terrorist narrative

Support British nationals around the world through modern and efficient consular services

- Deliver a smaller and better Consular Service by managing resources more effectively and putting the needs of British nationals overseas at the heart of consular service provision

Control migration to secure the UK's borders and to promote the UK's prosperity

- Work with the UK Border Agency and Whitehall partners to support the development and delivery of a migration policy that protects our security and attracts the brightest and best

Support conflict resolution in fragile states

- Work with the Department for International Development and the Ministry of Defence to support conflict resolution and improve governance in fragile states

Lead effective international action on climate change

- Achieve acceleration towards the low carbon economy in the EU and build momentum towards agreement in the post-Copenhagen climate negotiations

C) Structural Reform Plan

The Coalition is committed to a programme of reform that will turn government on its head. We want to bring about a power shift, taking power away from Whitehall and putting it into the hands of people and communities, and a horizon shift, making the decisions that will equip Britain for long term success. For too long citizens have been treated as passive recipients of centralised, standardised services. This Government is putting citizens back in charge, and Structural Reform Plans are part of this shift of power from government to people.

This section sets out how, and when, the Department will achieve the reforms that are needed to make this happen. Structural Reform Plans are key tools for holding departments to account for the implementation of Programme for Government commitments, replacing the old top-down systems of targets and central micromanagement.

Each month, the Department publishes a simple report on its progress in meeting these commitments. These reports are available on our departmental website and on the Number 10 website.

All legislative timings are subject to the Parliamentary timetable.

1. Protect and promote the UK's national interest

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Shape a distinctive British foreign policy geared to the national interest, retain and build up Britain's international influence in specific areas, and build stronger bilateral relations across the board with key selected countries to enhance our security and prosperity

ACTIONS	Start	End
1.1 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		
i. Work with UK Trade and Investment (UKTI) to develop its new strategy, including:		
a) plans to double trade with India	Started	2015
b) increase trade with China to USD 100 billion per annum and increase exports to USD 30 billion per annum	Started	2015
c) double trade with Kuwait to £4 billion	Started	2015
d) double trade with Qatar to £4.4 billion and increase trade with UAE to £12 billion	Started	2015
e) double trade with South Africa to £16 billion	Started	2015
f) double trade with Turkey to £18 billion	Started	2015
ii. Establish a commercial diplomacy taskforce to embed a commercial culture throughout the FCO and its network of overseas posts, and ensure FCO policy work generates benefits for business	Started	Feb 2011
iii. Publish strategy to set out how the FCO achieve a more commercially-minded culture	Started	May 2011
1.2 Review UK bilateral relationships and overseas footprint		
i. 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	Completed	-
ii. Develop cross-government strategies for priority emerging powers	Started	Jul 2011

1. Protect and promote the UK's national interest

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Shape a distinctive British foreign policy geared to the national interest, retain and build up Britain's international influence in specific areas, and build stronger bilateral relations across the board with key selected countries to enhance our security and prosperity

ACTIONS	Start	End
1.3 Re-energise key bilateral relationships		
i. Establish a new "enhanced partnership" with India, and seek closer engagement with China, Brazil, South East Asia and other emerging economies, including:		
a) Foreign Secretary to make an early visit to Japan and China	Completed	-
b) Prime Minister to visit Turkey, India and China	Completed	-
c) 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	Started	Nov 2011
d) Conclude strategic partnership with Vietnam	Completed	-
e) Hold first Foreign Secretary visit to Australia since 1994	Completed	-
f) 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	TBC	
g) Inward visits aimed at thickening our relationships with and increasing our engagement with emerging powers in South East Asia	Started	2015
h) Prime Minister to visit Brazil to reinforce bilateral relations and develop commercial opportunities	2012	2012
i) Deputy Prime Minister to visit Mexico to reinforce bilateral relations and develop commercial opportunities	Completed	-
j) Deputy Prime Minister to visit Brazil to reinforce bilateral relations and develop commercial opportunities	Jun 2011	Jun 2011

1. Protect and promote the UK's national interest

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Shape a distinctive British foreign policy geared to the national interest, retain and build up Britain's international influence in specific areas, and build stronger bilateral relations across the board with key selected countries to enhance our security and prosperity

ACTIONS	Start	End
1.4 Work with Commonwealth partners to reinvigorate it as a focus for promoting development, conflict prevention, human rights and trade		
i. Support the Eminent Persons Group in the production of their report	Started	Jun 2011
ii. Support the launch of a reinvigorated Commonwealth at the Commonwealth Heads of Government meeting	Started	Oct 2011
iii. Encourage greater Commonwealth trade flows resulting in increased opportunities for UK business	Started	May 2015
1.5 Ensure that the UK plays a central role in international efforts to prevent the proliferation of weapons of mass destruction (WMD)		
i. Support concerted international diplomatic efforts to build trust, confidence and consensus on non-proliferation and disarmament through existing international framework and conventions, including the G8 summit 2011, Comprehensive Test Ban Treaty Entry into Force Conference (Sep 2011), the Biological and Toxic Weapons Convention Review conference (Dec 2011), P5 Conference on Disarmament, Arms Trade Treaty Conference (Jul 2012), Middle East WMD Free Zone Conference, Chemical Weapons Convention Review Conference (May 2013) and NPT Review Conference (May 2015)	Started	May 2015
ii. Announce upper limit of UK nuclear stockpile	Completed	-
iii. Review UK declaratory policy as part of the SDSR	Completed	-
iv. Play a leading role in an internationally-agreed twin-track diplomatic approach of pressure and engagement to stop Iran obtaining a nuclear weapon	Started	May 2015
v. Play a leading role in the international nuclear and biological security effort, including through leading on the information security strand of the 2012 Nuclear Security Summit	Started	Jun 2012

1. Protect and promote the UK's national interest

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Shape a distinctive British foreign policy geared to the national interest, retain and build up Britain's international influence in specific areas, and build stronger bilateral relations across the board with key selected countries to enhance our security and prosperity

ACTIONS	Start	End
1.6 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		
i. 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	Started	Sep 2011
ii. 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	Started	Sep 2011
iii. 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	Started	Sep 2011
iv. 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	Started	May 2015
v. Upgrade the status of the Palestinian delegation in London to that of a mission as part of our longstanding support for its work	Completed	-
vi. Support the process of transition to democratic government in Egypt and Tunisia, including electoral reform and the development of political parties, and offer assistance to support the stabilisation of the Egyptian and Tunisian economies	Started	Jun 2012
vii. 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	Started	Dec 2012
viii. Host an International Conference on Libya	Completed	-

1. Protect and promote the UK's national interest

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Shape a distinctive British foreign policy geared to the national interest, retain and build up Britain's international influence in specific areas, and build stronger bilateral relations across the board with key selected countries to enhance our security and prosperity

ACTIONS	Start	End
1.7 Drive international action to tackle climate change		
i. 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	Completed	-
ii. Secure continued commitment to ambitious action on climate change via a G8 Summit agenda	May 2011	May 2011
iii. Work with DECC to support Ministerial visit to India as part of continued co-operation on low carbon growth, trade and investment	Oct 2011	Oct 2011
iv. Work through G20 Summit to reconfirm commitments to low carbon growth, provision of climate finance and reduction of fossil fuel subsidies	Nov 2011	Nov 2011
v. 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	Started	Dec 2011
vi. Engage with US, Canada, Japan, African Union and Australia on national and global security risks of climate change, working with MOD and DECC	Started	May 2015
vii. Accelerate the global transition to a low carbon climate resilient economy, working with EU institutions and partners	Started	May 2015

2. Contribute to the success of Britain's effort in Afghanistan

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Support our military Forces abroad, protect British national security from threats emanating from the region, create the conditions to shift to non-military strategy in Afghanistan and withdrawal of UK combat troops by 2015, and support the stability of Pakistan

ACTIONS	Start	End
2.1 Cement the National Security Council's role in coordinating Afghanistan policy across government		
i. Work for a political process to be underway by the time of the first International Security Assistance Force (ISAF) troop withdrawals, planned for July 2011	Started	Jul 2011
ii. Work with international partners and the Afghan Government on the transition of security from ISAF to Afghan security forces by the end of 2014. Attend NATO Summit and commit to a way forward on transition, with the first phase beginning in early 2011	Started	Dec 2014
iii. 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	Started	Dec 2014
iv. 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	Started	Dec 2011
v. Work with the Afghan Government and international partners to deliver a successful Bonn conference which covers transition and political issues	Started	Oct 2011
vi. Support Turkey in its preparations for an October conference to improve regional co-operation on Afghanistan	Started	Oct 2011

2. Contribute to the success of Britain's effort in Afghanistan

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Support our military Forces abroad, protect British national security from threats emanating from the region, create the conditions to shift to non-military strategy in Afghanistan and withdrawal of UK combat troops by 2015, and support the stability of Pakistan

ACTIONS	Start	End
2.2 Restore the Government's accountability on Afghanistan to Parliament and to the British people		
i. Establish new mechanisms for the review of progress in Afghanistan to:		
a) present first quarterly oral report to Parliament including reports on progress in the implementation of Kabul and London commitments	Completed	-
b) begin to provide monthly written updates to Parliament, including reports on progress in the implementation of Kabul and London commitments	Started	May 2015
2.3 Help to build a stable and increasingly prosperous Pakistan which takes effective action against violent extremism		
i. 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:		
a) PM launches the first round of the UK-Pakistan Strategic Dialogue with President Zardari	Completed	-
b) The British Pakistan Foundation helps to deliver stronger people-to-people links between the UK and Pakistan	Started	May 2015
c) Set up and implement a programme of regular contacts, including visits, between the PM and other Ministers with their Pakistani counterparts	Started	May 2015
d) Support Pakistan's efforts to implement a package of reforms agreed with the International Financial Institutions	Started	May 2015
e) Enhance practical co-operation through the CT Joint Working Group	Started	May 2015

2. Contribute to the success of Britain's effort in Afghanistan

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Support our military Forces abroad, protect British national security from threats emanating from the region, create the conditions to shift to non-military strategy in Afghanistan and withdrawal of UK combat troops by 2015, and support the stability of Pakistan

ACTIONS		Start	End
2.3 Help to build a stable and increasingly prosperous Pakistan which takes effective action against violent extremism (continued)			
ii. Work with international partners to align efforts, including:			
a) prepare the ground for a successful Friends of Democratic Pakistan Ministerial meeting		Started	Autumn 2011
b) strengthen the EU's relationship with Pakistan, including through the delivery of preferential market access (GSP+), increased development assistance and high level contacts		Started	Dec 2011
iii. 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		Started	Autumn 2011

3. Reform the machinery of government in foreign policy

Establish a National Security Council as the centre of decision-making on all international and national security issues, and help to implement the foreign policy elements of the National Security Strategy and the Strategic Defence and Security Review

ACTIONS	Start	End
3.1 Establish the National Security Council (NSC) to drive cross-government decision-making		
i. Convene the first meeting of the NSC	Completed	-
ii. Establish cross-departmental teams to support the NSC	Completed	-
iii. Institutionalise cross-departmental working on the whole range of national security issues	Completed	-
3.2 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		
i. 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	Completed	-
ii. Work to ensure that the SDSR is foreign policy-led and forms the basis for the thinking of the entire British government	Completed	-
3.3 Implement aspects of the SDSR		
i. Organise an international conference on cyber security in 2011	Started	Nov 2011

4. Pursue an active and activist British policy in Europe

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Advance the British national interest through an effective EU policy in priority areas, engaging constructively while protecting our national sovereignty

ACTIONS	Start	End
4.1 Support further enlargement of the EU		
i. Work to build momentum in the accession process for all candidate countries, while maintaining integrity and credibility of enlargement process through robust conditionality. Specifically:		
a) Political and practical support to Croatia in fulfilling necessary accession criteria in 2011 to enable accession negotiations to close	Started	May 2015
b) 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	Started	End 2011
c) 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	Started	May 2015
d) Support an EU future for the 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	Started	May 2015

4. Pursue an active and activist British policy in Europe

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Advance the British national interest through an effective EU policy in priority areas, engaging constructively while protecting our national sovereignty

ACTIONS	Start	End
4.2 Develop effective and democratic engagement with the EU		
i. Establish a Cabinet European Affairs Committee to consider EU issues	Completed	-
ii. 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	Completed	-
iii. Introduce the European Union Bill into Parliament to:	Completed	-
a) 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)		
b) ensure that the use of any <i>passerelle</i> would require primary legislation		
4.3 Take an active and activist approach to foreign policy in the EU		
i. Seek tough and effective EU engagement on Iran	Started	May 2015
ii. Push for a renewed European Neighbourhood Policy which can offer incentives for political reform in partner countries, especially those in transition	Started	Sep 2011
iii. Work to promote stability in the Western Balkans:	Started	May 2015
a) set out Government vision for policy in the region	Completed	-
b) contribute to the UN General Assembly Resolution on Kosovo	Completed	-
iv. Agree the establishment of an EU External Action Service (EAS) which is an effective complement to member states policies by:	Completed	-
a) ensuring that 10% of EAS Assistant Director and above positions are filled by British nationals	Started	Dec 2013
b) influence EAS policies to ensure they support UK security and prosperity (the EAS only acts where mandated to do so by Treaties)	Started	Dec 2013

4. Pursue an active and activist British policy in Europe

(p.3 of 3)

Advance the British national interest through an effective EU policy in priority areas, engaging constructively while protecting our national sovereignty

ACTIONS	Start	End
4.4 Work with other government departments to advance Britain's interests by proactive engagement on key EU priorities		
i. 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:		
a) Implement the Energy Third Package effectively	Started	May 2015
b) Agree a new EU Energy Strategy that meets UK objectives on low carbon growth and energy security	Completed	-
c) Agree a more ambitious EU Trade Strategy, and a more strategic approach to key trade relationships and the Doha Development Agenda	Completed	-
d) Support the Delivery of an ambitious EU-India Free Trade Agreement	Started	2011
e) Promote a greater development component in the G20 agenda	Started	Jun 2011
f) Encourage a strong EU position in the UN Framework Convention on Climate Change negotiations in Cancun and South Africa	Started	Dec 2011
ii. Work with the Treasury to ensure that the next EU Financial Perspectives reflect Britain's views and take account of economic circumstances	Started	Dec 2012
iii. 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	Completed	-
iv. Ensure that the British perspective is reflected in EU institutions by increasing the number of British nationals entering EU institutions	Started	Jun 2012

5. Use ‘soft power’ to promote British values, advance development and prevent conflict (p.1 of 2)

Use ‘soft power’ as a tool of UK foreign policy; expand the UK Government’s contribution to conflict prevention; promote British values, including human rights; and contribute to the welfare of developing countries

ACTIONS	Start	End
5.1 Develop a long term programme to enhance UK ‘soft power’, co-ordinated by the NSC		
i. Work with other government departments to agree a joint approach to enhance British ‘soft power’ that uses all our national instruments, including a world-class programme of aid	Started	May 2011
ii. Align the work of the British Council and BBC World Service with this programme	May 2011	2012
iii. Implement the elevation of links with the Gulf, Middle East and North Africa in areas of ‘soft power’, including education, culture and parliamentary exchanges:		
a) Agree an FCO Gulf initiative to strengthen regional security and to improve commercial, economic, cultural and educational ties	Completed	-
b) Set out an Arab Partnership agenda shaping UK and international policy impact across the Middle East and North Africa region	Started	Oct 2011
iv. Develop a long-term strategy of ‘soft power’ in Afghanistan and Pakistan	Started	May 2011
v. 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	Started	End 2011
vi. 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	Started	May 2015

D) Departmental expenditure

This section sets out how the Department is spending taxpayers' money as clearly and transparently as possible.

We have included a table to show the Department's planned expenditure over the Spending Review Period, as agreed with the Treasury. It is split into money spent on administration (including the cost of running departments themselves), programmes (including the frontline), and capital (for instance new buildings and equipment).

We have included a bubble chart setting out in detail how our settlement will be allocated for the 2011/12 financial year, across key programmes and activities.

Table of spending for 2011/12 to 2014/15

This section sets out the Department's planned expenditure over the Spending Review period, as agreed with the Treasury.

£bn ^{1 2 3}	Baseline 2010/11	2011/12	2012/13	2013/14	2014/15
Total departmental expenditure allocation	1.6	1.6	1.6	1.5	1.3
<i>Administration spending⁴</i>	0.3	0.2	0.2	0.2	0.2
<i>Programme spending⁴</i>	1.1	1.3	1.2	1.2	1.0
<i>Capital spending</i>	0.2	0.1	0.1	0.1	0.1

Administration spending: the costs of all central government administration other than the costs of direct frontline service provision.

Programme spending: spending on activities, goods and services, such as pay and benefits (excluding admin spending as defined above).

Capital spending: spending on assets with a lasting value, such as buildings and equipment.

1. Detailed breakdown of these budgets will be published by April 2011

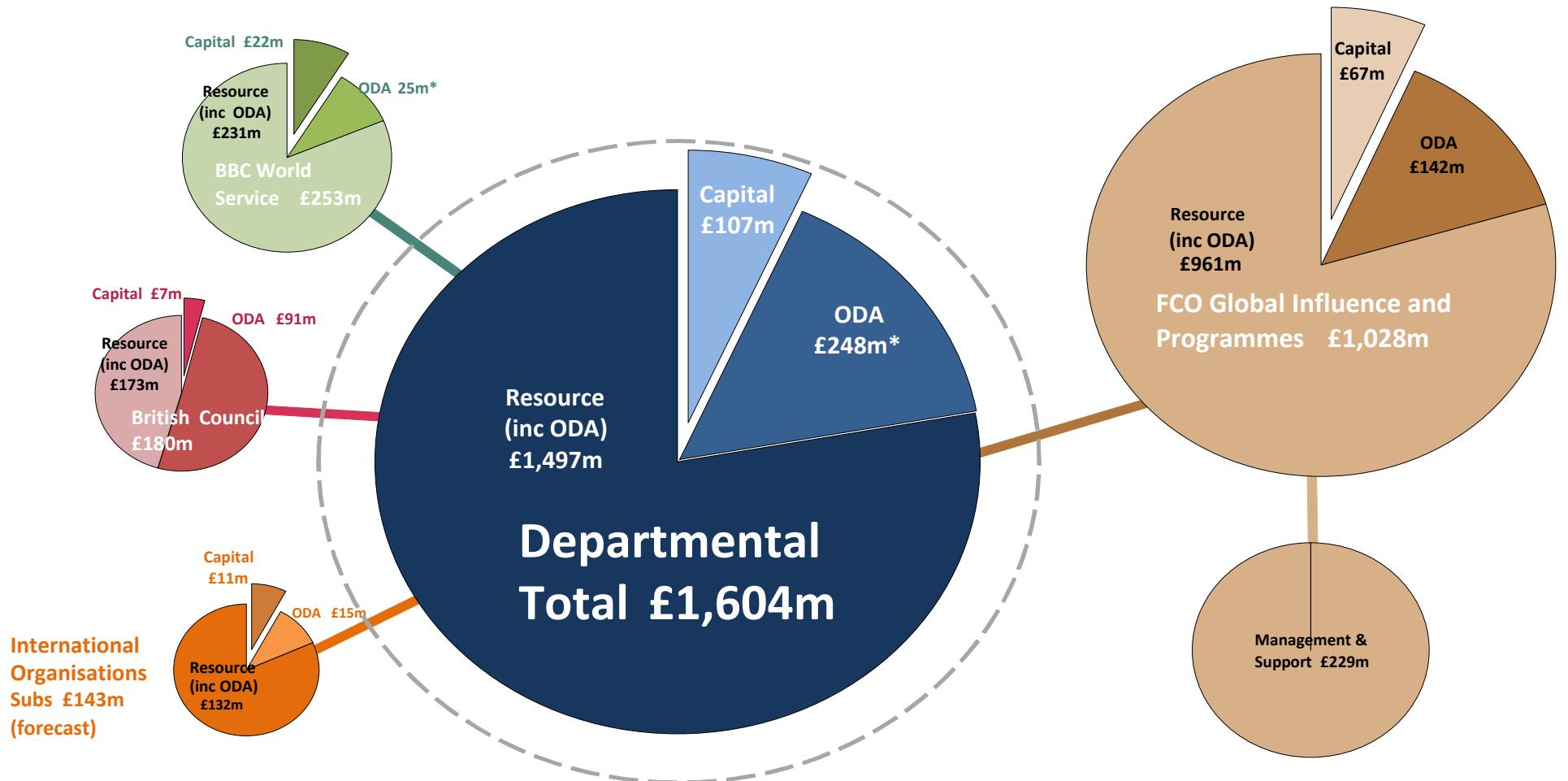
2. Excludes departmental Annually Managed Expenditure

3. Numbers may not sum due to rounding

4. Excludes depreciation

Planned Departmental Expenditure 2011/12

This bubble chart sets out further detail on how our settlement will be allocated for the 2011/2012 financial year, across our key programmes and activities



-This bubble chart is provisional and for illustrative purposes based on current plans. Departmental figures exclude depreciation. The departmental total includes funding for Arms Length Bodies including BBC World Service and British Council.
 -ODA Target is £248m which excludes BBC World Service
 -A separate Treasury settlement covering international peacekeeping costs and the tri-departmental Conflict Pool is managed by DfID, FCO and MoD and is not therefore included in these figures. This separate settlement is forecast at £630m for FY 2011/12.

Common Areas of Spend

This data aims to let the public compare FCO operations against other public and private sector organisations, by setting out the cost of common operational areas against common data standards. Here, departments are setting out historical data from 2009/10 to form a baseline for future updates.

In 2009/10, the FCO¹ ...

...employed 5,000 full-time equivalent (FTE) people; engaged 278 temporary staff and had an average staff cost of £30,800

...had a total estate of 60,078sqm with a cost of £9.9m equating to a cost per FTE of £3,905

...procured goods and services with a cost of £870.7m with third party suppliers, and were able to provide detailed categorisation for 91% of this

...had major projects with a value of £296.5m of which the largest were IT Firecrest Project and Jakarta, New Embassy

...spent £79.9m with third party suppliers on ICT and had an average cost of desktop per FTE of £3000

...annually managed expenditure of £64.7m and spent £462m on staff pay

...spent £60.8m on the HR, Finance, Procurement and Communications aspects of Corporate Services

...identified £103,000 of Fraud

...is currently working on a new analysis approach which will enable provision of SME spend in the future.

During the baseline year, few of the data standards above were available for consistent comparison across government. So historical data has not always been prepared on a consistent basis. Departments have set out caveats and exceptions that explain how their data fits with the common standard, and are critical to understanding this data. We are working to improve substantially the quality of data and particularly consistency across departments.

More detailed data, the caveats, definitions and supplementary information is available in Annex A. In future, we will publish updates to this information as part of our regular reporting of business plan data.

Note1: Organisations covered: Foreign and Commonwealth Office

Organisations excluded: FCO Services, Wilton Park, British Council, BBC World Service, Marshall Aid Commemoration Commission, Great Britain–China Centre, Westminster Foundation for Democracy, UK Trade & Investment.

E) Transparency

Transparency is key to improved outcomes and productivity in our public services. Public reporting of data promotes higher quality and more efficient services, choice and accountability. Transparency is a driver of economic growth because it enables the development of tools to support users, commissioners and providers of public services.

This section sets out how departments will publish information that will allow taxpayers to assess the efficiency and productivity of public services, holding them more effectively to account. The commitments in this section will be kept under continuous review – it is essential that public services are consistently pro-active in publishing information to help citizens make the best decisions and routinely appraise their success in delivering meaningful transparency to their users.

This Business Plan makes commitments to the publication of key data sets that will improve the transparency of the public service – at the same time, it commits to providing data that is of good quality so that it can be used for effective comparison and to publishing this information in such a way so that it is as accessible as possible. In addition, departments are expected to work with data users to promote awareness of new data sets as they are published so that they become the focus of innovation and enterprise.

In most cases the data will be available free of charge.

Information strategy (p.1 of 2)

The Government's transparency agenda fundamentally changes the way in which we consider the data we hold – it is no longer 'our data' but should be viewed as 'public data'.

This marks a cultural shift for the organisation, and we have put business planning and reporting processes in place to make this happen. The principle of transparency applies to the FCO and the non-departmental bodies that fall within the FCO family, and, where appropriate, will in future form a condition of funding such as grants.

Data will be published in line with the Public Data Principles, registered on www.data.gov.uk, and made available at the lowest level of aggregation appropriate for the dataset. We will be as open as possible with Parliament and the public, only withholding information where disclosure would not be in the public interest, or where the information would only be available at disproportionate cost.

The Department has certain responsibilities for national security issues. As far as possible, information on these activities has been made available transparently as part of this business plan. However, national security concerns prevent some information from being published. Where this is the case, departments are working with the Treasury and Cabinet Office to agree separate, internal systems of accountability to ensure efficient and effective use of public money.

As a further part of our efforts to support the widest possible distribution of our information we have released 250 feeds to provide ways for developers to use our travel advice and consular information for each country, alongside feeds from news and speeches, embassy contact details and job updates in their own websites, apps and widgets.

Information strategy (p.2 of 2)

We are publishing the following corporate data:

- Information for UK tenders and contracts above £10,000
- UK and certain overseas payment transactions over £25,000
- Procurement opportunities (invitations to tender)
- Progress against implementation and adoption of the Flexible Framework on sustainable procurement
- Public sector procurement expenditure survey data
- Combined on-line information system (COINS)

We will also publish the average cost of a diplomatic mission/embassy, details of our staff numbers and structures in London and overseas, and spend by Directorate General.

This data will be published in line with Cabinet Office and Treasury transparency guidance on permitted exemptions, redactions and safeguards to ensure disclosure does not increase the risks to staff, suppliers and FCO operations.

We are now providing a monthly report to Parliament on our progress in Afghanistan.

All work on transparency will be championed by Matthew Rycroft, Chief Operating Officer. Members of the public can request more information either by emailing dp-foi.img@fco.gov.uk or through the existing Freedom of Information process.

Input indicators

The Department will adopt the following indicators to help the public scrutinise our inputs:

Input indicator	When will publication start?	How often will it be published?
Average cost of a UK diplomatic mission/embassy	30 September 2011	Annual
Total costs for delivering consular assistance to British nationals and total costs for providing official documents (notarial and documentary services)	31 July 2011	Annual
Total FCO expenditure on Official Development Assistance (ODA) and percentage of total UK ODA contributed by the FCO	31 October 2011	Annual
Average Unit Cost per Foreign Direct Investment Project attracted to the UK with UKTI involvement	31 July 2011	Annual
Average Unit Cost per UK Business helped to improve their performance overseas through Internationalisation	31 July 2011	Annual

Impact indicators

The Department will adopt the following impact indicators:

Impact indicator	When will publication start?	How often will it be published?
Number of Foreign Direct Investment projects attracted to the UK with UKTI involvement	31 July 2011	Annual
Number of UK Businesses helped to improve their performance through internationalisation	31 July 2011	Annual
Trend in the gap between current low carbon investment, and the low carbon investment required to meet the 2C target	30 November 2011	Annual
Progress toward a stable and secure Afghanistan (as indicated by the Government Effectiveness, Worldwide Governance Indicator in addition to monthly written updates to Parliament)	30 September 2011	Annual
More effective, joined-up international system to prevent conflict and build capacity in fragile states	31 July 2011	Annual
Better consular service to British nationals abroad, as indicated by customer satisfaction (interim measure used)	31 July 2011	Quarterly

Other data

We will publish the Annual Report and Accounts on our website: www.fco.gov.uk

A copy of our organogram can be found following this website link:

<http://www.fco.gov.uk/en/publications-and-documents/transparency-and-data1/fco-organograms/>

As announced by the Prime Minister, in advance of introducing any necessary legislation to effect our Right to Data proposals, public requests to departments for the release of government datasets will be handled in line with the principles underpinning those proposals: a presumption in favour of transparency, with all published data licensed for free reuse.