

Foreign and Commonwealth Office Departmental Strategic Objectives (DSOs) 2008/09 – 2010/11

As part of the Comprehensive Spending Review (CSR'07), HM Treasury sought to streamline the number of Public Service Agreements (PSAs) across Government, focusing on the highest priority outcomes. This resulted in a slimmed-down set of some 30 PSAs, reduced from over 100 during SR'04. Each PSA is 'cross Government', and has a 'lead' department, with responsibility for driving and co-ordinating delivery, while supported by a number of Whitehall Departments named as 'delivery partners'.

The Foreign and Commonwealth Office (FCO) will lead on the PSA on Conflict reduction, whilst contributing to the delivery of the PSAs on Counter Terrorism, Climate Change, International Poverty Reduction, and Migration. The FCO will also assist with the international delivery of a number of other PSAs, through the support and assistance provided by our network of posts.

The FCO's contribution to this slimmed-down set of PSAs is only a small part of our overall work. Our key overall goals are set out in our new **Strategic Framework**, which highlights our **global network**, **essential service**, and **policy goal** objectives. We have agreed with HM Treasury that these will form our 'Departmental Strategic Objectives' (DSOs) for CSR'07.

The Departmental Strategic Objectives have a dual purpose. They set out clearly what we aim to achieve over the CSR period, and they provide the framework against which Ministers and the FCO Board will hold our DSO Owners to account for delivery.

The FCO Departmental Strategic Objectives for 2008/09 to 2010/11, and the key outcomes that will underpin them, are as follows:

DSO 1 - A flexible Global Network serving the whole of the British Government.

- The network delivers the key priorities of Whitehall partners.
- The network is realigned by March 2009 as agreed by FCO Ministers/Board; and regularly reviewed and returned as necessary.
- The network remains flexible.
- The network remains global.
- The network delivers change and manages its resources well.

Three **Essential Services** that:

DSO 2 - Support the British Economy

- Attract high value foreign direct investment to the UK.
- Improve the performance of UK business by helping them internationalise.
- Increase the quantity of Research & Development activity in the UK through business internationalisation.
- Improve the UK's reputation as the international business partner of choice.
- Improve UKTI's operational performance.

DSO 3 - Support British nationals abroad

- Quality of Service - with a focus on responsiveness to customers.
- Professionalism of our staff - trained and well managed staff.
- Consistent Service Delivery - compliant with internal procedures and prepared for the unexpected.
- Efficient working - optimised fee income, reliable systems and efficient use of resources.

DSO 4 - Support managed Migration for Britain

- Establish and develop sustainable arrangements with foreign governments for the return of immigration offenders.
- Increase the numbers of Foreign National Prisoners and Failed Asylum Seekers returned to countries of origin, and tackle intake.
- Support the PSA Indicators on strengthening UK borders and boosting Britain's economy and help to deliver a successful merger of UKvisas into UKBA and launch of the new Agency.
- Through FCO country and multilateral expertise we will provide timely and informed contributions to Country of Origin Information Reports, and to country assessments for designation of countries for Non-Suspensive Appeals.
- Ensure that international and EU cooperation, including the Global Forum on Migration and Development and UN developments on asylum protection, meets UK objectives.

Delivering these outcomes will enable us to meet our commitments as a Delivery Partner for **PSA 3** "Ensure controlled fair migration that protects the public and contributes to economic growth".

Four new **Policy Goals** to:

DSO 5 - Counter Terrorism, weapons proliferation and their causes

- Focus our international counter-terrorist (CT) work on creating real effect across the four strands of the Government's CONTEST CT strategy, namely:
- **Prevent**: Reduce the threat posed by violent extremism to the UK and its interests overseas by undermining extremist ideology, supporting mainstream voices and increasing individual and community resilience in priority countries as part of a co-ordinated cross-Whitehall response.
- **Pursue**: Enhance the detection and disruption of terrorists and terrorist networks which pose a threat to the UK and its overseas interests.
- **Protect**: Reduce the vulnerability of UK interests and people overseas.
- **Prepare**: Set baseline standards for response to terrorist incidents, ensure the FCO global network meets and exceeds them, and that sufficient staff in London have the appropriate training.
- Address the threat from **Weapons of Mass Destruction** (WMD) by preventing States from acquiring or developing WMD capabilities (including their delivery) and by reinvigorating the global commitment to nuclear disarmament.
- Prevent terrorists or criminals from acquiring chemical, biological, radiological and nuclear materials.
- Tackle the threat posed by conventional weapons to humanitarian, UK, regional and global stability.

Delivering the CT outcomes will enable us to meet our commitments as a Delivery Partner for **PSA 26** "Reduce the risk to the UK and its interests overseas from international terrorism".

DSO 6 - Prevent and Resolve Conflict

- Better early warning and early action, to prevent conflict and its recurrence.
- Better-integrated national and international approach to Peace Support Operations, stabilisation and sustained post-conflict peace building.
- Increased national and international capabilities to tackle conflict, including conflict mediation and resolution.
- Improved capability to tackle the long-term and structural causes of conflict eg political inequality, human rights abuses, weak governance and natural resources.
- Reduced impact of conflict and acceleration towards resolution, primarily through political and diplomatic efforts, in Afghanistan, Iraq, Kosovo, Middle East and Sudan and progress in addressing long-term, "frozen" or intractable conflicts.

Delivering these outcomes will enable us to meet our commitments as the Lead Department for **PSA 30** "Reduce the impact of conflict through enhanced UK and international efforts".

DSO 7 - Promote a low carbon, high growth, global economy

- A visible and accelerated shift in investment initiated in the major economies towards low carbon.
- Political conditions created for an equitable post-2012 agreement of sufficient ambition to avoid dangerous climate change.
- Risks to UK and EU energy security managed through more diverse and reliable external sources of supply and more efficient global consumption.
- Increased international commitment for an open and equitable low carbon global economy.
- Increased international commitment to achieve the Millennium Development Goals.

Delivering these outcomes will enable us to meet our commitments as a Delivery Partner for **PSA 27** "Lead the global effort to avoid dangerous climate change", and **PSA 29** "Reduce poverty in poorer countries through quicker progress towards the Millennium Development Goals".

DSO 8 - Develop effective international institutions, above all the UN and EU

- Stronger capacity in international institutions to address effectively the challenges and opportunities of the 21st Century: terrorism, weapons proliferation, climate change, sustainable growth, conflict, migration.
- International institutions which are more representative of the modern world, more effective, efficient, responsive and coherent.
- Greater international institutional effectiveness in promoting respect for human rights, justice, rule of law, democracy, open markets and the reduction of poverty and inequality.
- An EU that responds effectively to the global challenges of prosperity, environmental security and climate change, and stability by
 - (i) delivering an open and competitive European economy,
 - (ii) promoting stability and growth in its neighbourhood and
 - (iii) working for sustainability, openness and security in the wider world.