

**PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2012/13**

<b>Name</b>	<b>Department</b>
<b>Simon Fraser</b>	<b>Foreign and Commonwealth Office</b>

<p><b>1. Business delivery objectives:</b></p> <p>Measurable FCO success in delivering the top 18 foreign policy outcomes made public in 2012/13 FCO vision and priorities. Particular personal contribution focussed on:</p> <ul style="list-style-type: none"> <li>• Leadership of FCO input to National Security Council (NSC), in particular to steer UK support for sustained transition in the Middle East, a political settlement in Afghanistan and avoidance of conflict in the Gulf.</li> <li>• Excellent FCO delivery of GREAT campaign (in London and in Posts) and the international side of the Olympic Games.</li> </ul>	<p><b>Performance Measures:</b></p> <p>Feedback from Secretary of State, departmental ministers, No 10, Cabinet Office, and Lead Non-Executive Director (Lead NED), Cabinet Secretary and Head of the Civil Service.</p> <ul style="list-style-type: none"> <li>• Monthly measurement of FCO's impact on key outcomes by Management Board.</li> <li>• FCO work supported in the NSC, and taken as a model by other departments. Agree on a plan and funding for the UK role in Afghanistan after 2014.</li> <li>• Safe and successful visits of c120 Heads of State and Government. Effective launch and follow up of GREAT Campaign overseas enables campaign to help create £1bn additional business and bring 4m new visitors to Britain over four years.</li> </ul>	<p><b>Milestones:</b></p> <p>Monthly Board meetings and quarterly reviews by Supervisory Board. Agree budget allocation with ministers.</p> <p>Weekly NSC and NSC(O) meetings</p> <p>Weekly Perm Sec chaired Olympics meetings.</p> <p>Delivery of GREAT campaign by FCO posts.</p>
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<ul style="list-style-type: none"> <li>• Effective FCO contribution to building UK growth and promoting exports (including defence exports) and investment, supported by a deeper FCO culture of commercial awareness and business engagement.</li> <li>• Strong FCO leadership across Government on better engagement with key Emerging Powers in Asia, Latin America and Africa.</li> <li>• FCO working effectively across Government and in Posts to protect and advance British interests in Europe.</li> <li>• Stronger structures and processes to improve the FCO's consular crisis management</li> </ul>	<ul style="list-style-type: none"> <li>• Systematic, positive feedback from UK business on the performance of Posts and on the "FCO Charter for Business". FCO contribution to securing £1bn foreign investment in priority infrastructure projects. Increase in FCO staff training in economics and commercial awareness.</li> <li>• Delivery across Whitehall of UK Country Emerging Power strategies. Positive feedback from business. Progress on target to double UK exports by 2020.</li> <li>• UK continues to lead in EU foreign and security policy. Successful conduct of the balance of competences review. Avoid real terms increase in the EU budget for 2014-20. FCO role in promoting decisive action by the Eurozone to restore financial stability and pro growth policies.</li> <li>• Respond effectively to any crises affecting British Nationals.</li> </ul>	<p>At least monthly meetings with business groups and major investors; annual feedback exercise on FCO Charter for Business.</p> <p>Regular NSC (Emerging Powers) meetings. Ministerial visits programme to Emerging Powers. Reallocation of 8% FCO resources in our network to match these priorities (network shift).</p> <p>European and Foreign Affairs Councils. Permanent Secretaries' Europe Meetings. Single Market Week in October including event in FCO. EU Free Trade Agreements signed with India, Canada and Singapore.</p> <p>Completion of a new Consular Crisis Centre and delivery of the recommendations of the 2011 FCO Consular Crisis Review.</p>
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2. Corporate objectives:	Performance Measures:	Milestones:
<ul style="list-style-type: none"> <li>• Diplomatic Excellence initiative drives up FCO performance on policy, people and network as measured by objective internal and external process.</li>   <li>• Delivery of £100m admin savings programme under Spending Review10 to support a more efficient department that can achieve more with less.</li>   <li>• Supervisory Board makes strong contribution to strengthening FCO estates management and IT performance.</li>   <li>• Effective contribution to Civil Service Senior Leadership Committee and wider Civil Service Leadership.</li>   <li>• Secure the effective delivery of the agreed Efficiency and Reform Action plan for FCO.</li> </ul>	<ul style="list-style-type: none"> <li>• National Statistics Office approved metrics for internal and external measurement of FCO performance including external review panel. Staff engagement score remains steady or increases.</li>   <li>• Savings programme remains on target this financial year across three main strands: workforce restructuring (£23), estates (£31.5) and corporate services programme (£35.5) and corporate procurement (£10m).</li>   <li>• Successful implementation of our estates strategy including asset recycling programme and delivery of London Estates move to one building. IT systems support more flexible working through Olympic period and beyond.</li>   <li>• Feedback from Permanent Secretaries, Cabinet Secretary and Head of the Civil Service.</li>   <li>• As agreed with the Cabinet Office</li> </ul>	<p>Staff Survey in October. Six monthly meetings of external review panel. Review by FCO Supervisory Board.</p> <p>Monthly Key Performance Review Reports. Review by FCO Supervisory Board.</p> <p>Supervisory and Management Board Meetings</p> <p>As agreed with the Cabinet Office</p>

<ul style="list-style-type: none"> <li>• Delivery of the Civil Service Reform objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Specific Measurable Achievable Realistic Timely (SMART) objectives, reflecting ministerial policies, in place for senior civil service, and cascaded below by managers.</li> </ul>	<p>Delivery against milestones in agreed ERG action plan</p>
<p><b>3. Capability building objectives:</b></p> <ul style="list-style-type: none"> <li>• Introduce new measures to improve performance and talent management in FCO and maximise the potential and level of expertise for all our staff.</li> <li>• Develop an ambitious vision for the role of our local staff within Diplomatic Excellence to deliver a more integrated model for future FCO workforce.</li> <li>• For the FCO to be acknowledged as a leader in inclusion and diversity as an employer, service provider and policy developer by 2013.</li> </ul>	<p><b>Performance Measures:</b></p> <ul style="list-style-type: none"> <li>• Adoption of FCO review in 2012 of our policy on performance, potential, promotion and postings. Increased investment in language training.</li> <li>• Introduction of new Local Staff Strategy promoting stronger performance and talent management.</li> <li>• The FCO meets its diversity targets in 2013. Head of Mission Cadre shows increased diversity on gender/ethnicity/background, including candidates from other Government Departments. On track to achieve top quartile performance in external benchmark surveys and to have 25% of Heads of Mission from minority groups in 2013.</li> </ul>	<p><b>Milestones:</b></p> <p>Review to be completed by September 2012. Implementation underway for full delivery by 2014. FCO Language Centre to open in 2013.</p> <p>Review to be completed by September 2012. Implementation underway for full delivery by 2014.</p> <p>Assessment of 2012/13 appointments in 2013.</p>

<ul style="list-style-type: none"><li>• Senior Civil Servants delivering against clear and measurable objectives.</li> <li>• Radically improved performance management.</li></ul>	<ul style="list-style-type: none"><li>• Effective accountability mechanism in place, ensuring senior leaders are delivering against all of their objectives.</li> <li>• Improved performance management with managers encouraging and rewarding good performance, while dealing rigorously with poor performers.</li></ul>	
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