

PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2013/14

Name	Department
Simon Fraser	Foreign and Commonwealth Office (FCO)

1. Business delivery objectives:	Performance Measures:	Milestones:
<ul style="list-style-type: none"> Measurable Foreign and Commonwealth Office (FCO) success in delivering the top 15 foreign policy outcomes made public in 2013/14 FCO Purpose and Priorities. My personal contribution will in particular focus on: 	<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>	<p>Agree budget allocation with Ministers.</p>
<ul style="list-style-type: none"> Leadership of FCO input to National Security Council (NSC), in particular to steer UK support for political transition in Syria, a peace process in Afghanistan, rebuilding Somalia and international efforts to prevent Iran from acquiring a nuclear weapon. 	<p>Monthly measurement of FCO's impact on key outcomes by Management Board.</p> <p>FCO work supported in the NSC. FCO success in taking forward the trilateral negotiations with Afghanistan and Pakistan.</p>	<p>Monthly Board meetings and quarterly reviews by Supervisory Board.</p>

<ul style="list-style-type: none"> • A strong quantitative FCO contribution to building UK growth and promoting exports (including defence exports) and inward investment, supported by a deeper FCO culture of commercial awareness and business engagement. 	<p>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.</p>	<p>Weekly National Security Council (NSC) and National Security Council Officials (NSC(O)) meetings</p>
<ul style="list-style-type: none"> • Excellent FCO delivery of foreign policy priorities for the UK’s G8 Presidency, and support for the Prime Minister’s wider G8 agenda. 	<p>Wider Government and external recognition that UK Presidency achieves important progress on key priorities and of FCO’s contribution. Successful delivery of key events in cost effective manner.</p>	<p>At least monthly meetings with business groups and major investors; annual feedback exercise on FCO Charter for Business. Three regional visits within the UK.</p> <p>Foreign Ministers meetings in April and September. G8 Summit in June. Deauville Partnership events in July and September.</p>
<ul style="list-style-type: none"> • The FCO network Capitalising on the Olympic and Paralympic legacy to promote the UK overseas. 	<p>Effective continuation of GREAT Campaign overseas to help create £1bn additional business and bring 4m new visitors to Britain over four years.</p>	<p>Continued delivery of GREAT campaign by FCO posts.</p>

<ul style="list-style-type: none"> • Strong FCO leadership across Government on better engagement with Emerging Powers in Asia, Latin America and Africa (in particular China, India, Russia, United Arab Emirates). 	<p>Delivery across Whitehall of UK Country Emerging Power strategies. Positive feedback from business. Progress on target to double UK exports by 2020.</p>	<p>Ministerial visits programme to Emerging Powers. Reallocation of FCO resources in our network to match these priorities (network shift), working with other Departments.</p>
<ul style="list-style-type: none"> • The FCO working effectively across Government and in Posts to protect and advance British interests in Europe and deliver the Balance of Competences Review. 	<p>UK continues to lead in European Union foreign and security policy. Successful conduct of the Balance of Competences Review. FCO role in continuing to develop the single market and promoting decisive action by the Eurozone to restore financial stability and pro growth policies.</p>	<p>European and Foreign Affairs Councils. Permanent Secretaries' Europe Meetings. Launch of European Union United States Trade Agreement and review of the External Action Service.</p>
<ul style="list-style-type: none"> • Successful launch and implementation of the new digital FCO Consular Strategy "Consular Excellence" and continuing high quality management of consular crises. 	<p>Respond effectively to any crises affecting British Nationals.</p>	<p>Successful implementation of the Consular Strategy 2013-16.</p>

<ul style="list-style-type: none"> To deliver fiscal consolidation by ensuring spending outturns are consistent with plans; and by putting in place credible and sustainable plans to deliver spending totals agreed for 2014-15 and 2015-16. 	<p>Agreement by FCO Supervisory Board and Treasury assessment</p>	
<p>2. Corporate objectives:</p>	<p>Performance Measures:</p>	<p>Milestones:</p>
<ul style="list-style-type: none"> Diplomatic Excellence initiative continues to make FCO a high performing organisation with a highly engaged and motivated workforce as measured by objective internal and external process. 	<p>National Statistics Office approved metrics for internal and external measurement of FCO performance including external review panel. Staff engagement score increases to 70%.</p>	<p>FCO Leadership Conference in May. Staff Survey in October. Six monthly meetings of external review panel. Review by FCO Supervisory Board.</p>
<ul style="list-style-type: none"> Delivery of savings programme under Spending Review10, more strategic financial management and 2013 FCO Anti-Bureaucracy Deal so that the FCO can achieve more with less. 	<p>Savings programme remains on target this financial year across three main strands: workforce restructuring, estates and corporate services programme and corporate procurement.</p>	<p>Monthly Key Performance Review Reports. Review by FCO Supervisory Board. Outcome of 2015/16 Spending Review.</p>

<ul style="list-style-type: none"> FCO Boards strengthen FCO management of Estates and Information Technology. 	<p>Implementation of new FCO Global Asset Management Plan. Delivery of next phases of the London Estate Reform scheduled during 13/14 including opening of new language centre. Improved Information Technology systems are more efficient, flexible and user-friendly.</p>	<p>Supervisory and Management Board Meetings</p>
<ul style="list-style-type: none"> Effective contribution to Civil Service Senior Leadership Committee and wider Civil Service Leadership. 	<p>Feedback from Permanent Secretaries, Cabinet Secretary and Head of the Civil Service.</p>	
<ul style="list-style-type: none"> Deliver the actions set out in the single savings plan for Government once this has been agreed between Departments, HM Treasury and Efficiency and Reform Group, including all existing Public Expenditure Committee: sub committee on Efficiency and Reform (PEX(ER)) mandates and those agreed during 2013/14. 	<p>Implementing the agreed Efficiency and Reform Action plan for FCO and successfully piloting the new Improvement Planning Process</p>	<p>Delivery against milestones in agreed Efficiency and Reform Group action plan. Successful challenge session with the Cabinet Secretary and the Head of the Civil Service on the Improvement Plan.</p>

3. Capability building objectives:	Performance Measures:	Milestones:
<ul style="list-style-type: none"> Deliver a more integrated FCO workforce supported by training and strong talent management, with all staff delivering against clear and measurable objectives. 	<p>Successful implementation of our policy on performance, potential, promotion and postings for UK Based staff, and our revised Local Staff Strategy. Increased investment in language training. Development of expertise cadres.</p>	<p>Implementation underway for full delivery by 2014. New FCO Language Centre to open in summer 2013.</p> <p>Implementation of the 10 Headline objectives.</p>
<ul style="list-style-type: none"> Leading the cultural change to reduce internal bureaucracy. 	<p>Oversight of delivery of new FCO Anti-Bureaucracy Deal. Positive feedback from staff. Processes are streamlined.</p>	
<ul style="list-style-type: none"> To recruit and support the most talented people from all backgrounds; focussing on development of Black and Minority ethnic staff; improving the working experience for disabled staff; continuing work on retention and progression of women. 	<p>Successful implementation of our diversity strategy based on management commitment, active monitoring and changing the mindset. A commitment to transparency of equality data and action taken to address discrepancies. External benchmarking.</p>	<p>July management board discussion. Annual publication of equality data. Annual staff survey results.</p>
<ul style="list-style-type: none"> Contribute corporately and departmentally to the delivery of the Civil Service Reform Programme. 		