

PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2014/15

SIMON FRASER, FOREIGN AND COMMONWEALTH OFFICE

Role

Permanent Secretaries are responsible for supporting their Secretary of State on the implementation of the Government's priorities in their Department and for responding effectively to new challenges. The Coalition Agreement and the Structural Reform Plans set out the Government's priorities in detail.

Working to the Cabinet Secretary and Head of the Civil Service, Permanent Secretaries are collectively responsible for supporting proper and effective decision making and effective implementation of the Government's overall priorities. They also have an individual responsibility to maintain the underlying capability and responsiveness of the departments they lead.

Permanent Secretaries are also responsible for the long-term health and stewardship of their Departments, in particular for ensuring the maintenance of an impartial Civil Service that commands the confidence of Ministers and MPs of all political parties. They have particularly to pay attention to the overall capability of their Departments, including through talent management, succession planning and the effective implementation of the Departmental Improvement Plan. Within the FCO these aims are all pursued through our Diplomatic Excellence Programme.

Simon Fraser is a member of the National Security Council (NSC) officials group and attends the NSC. He is also appointed by the Treasury as Accounting Officer with responsibilities to Parliament for financial management, value for money and the running of the Department as set out in Managing Public Money.

2014/15 Priorities

In the Foreign and Commonwealth Office (FCO), the priority in 2014/15 will be through our diplomacy achieving targeted and measurable activities to promote the security and prosperity of the UK as well as providing excellent consular services to British people; and as an organisation advancing our goal to be the best Diplomatic Service in the world.

Corporate and Capability Management

Permanent Secretaries are also required to contribute to the corporate leadership of the Civil Service and support Civil Service Reform. Simon Fraser is the Civil Service Diversity Champion and a member of the Senior Leadership Committee.

In addition to these generic responsibilities, Permanent Secretaries – like all other civil servants – have specific objectives to achieve during the course of each year. And like all other civil servants, they have responsibilities to learn, develop and acquire new skills needed to discharge their roles. Simon Fraser's specific objectives for 2014/15 are set out overleaf.

Objective	How progress will be judged
<p><i>Business objectives</i></p> <ul style="list-style-type: none"> a) Measurable FCO success in achieving the 13 published FCO Priority Outcomes in 2014/15. Personal contribution through leadership of FCO input to the National Security Council, particularly on Europe, Middle East and Russia/Ukraine b) Strong FCO contribution to UK economic growth and promoting exports and investment, in emerging markets and through progress in the European Union (EU) on competitiveness, regulation, single market and Free Trade Agreements, in particular with the United States. c) Successful FCO delivery of major international events in 2014: NATO Summit and Summit on Preventing Sexual Violence in Conflict, as well as Commonwealth Games and World War 1 anniversary events in UK and overseas. Excellent consular support to British nationals at international events including the World Cup. 	<p>Overall: feedback from Secretary of State and lead Non Executive Director (NED), 360 feedback and People Survey.</p> <ul style="list-style-type: none"> a) i) Monthly FCO Board review of progress on priority outcomes. ii) Diplomatic Excellence External Panel review. b) i) Feedback from Supervisory Board and NEDs. ii) Progress towards UK trade and investment targets. Feedback from business. c) Secure, successful events delivered within budget. Public and Ministerial feedback.
<p><i>Cross Government Working and Civil Service Reform</i></p> <ul style="list-style-type: none"> d) Championing the one Her Majesty's Government (HMG) overseas agenda to improve the impact of UK international work and drive further efficiency savings across the network, and through supporting further joint work on international policy making in London. e) Stronger FCO programme and procurement management, and commercial skills, notably £65m FCO UK estates reform programme delivered on time and on budget creating first class and 	<ul style="list-style-type: none"> d) Preparation for next Spending Round. Savings achieved. International policy making in London streamlined. e) i) Programme delivered on time and on budget. Feedback from Major Projects Leadership Academy. ii) Strong contract management of estate and IT projects.

<p>efficient working environment for London staff.</p>	
<p><i>Capability</i></p> <p>f) Diplomatic Excellence initiative succeeds in making the FCO a high performing organisation with a highly engaged, motivated workforce. Particular focus in 2014 on strengthening policy making capability of the FCO.</p> <p>g) HR reform succeeds in ensuring an appointments and promotions system which assures the right people are in the right jobs.</p> <p>h) Launch Diplomatic Academy to embed culture of learning, diplomatic expertise and development; Language Centre galvanises language excellence; overhauled communication directorate drives up digital diplomacy skills.</p>	<p>f) i) Feedback from FCO's external Diplomatic Excellence Panel.</p> <p>ii) Diplomatic Academy launched.</p> <p>g) Feedback from Directors General and Directors.</p> <p>h) Increase in target level attainment by staff in speaker slots; establish clear framework and support for priority languages.</p>