PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2015/16

SIMON McDONALD, 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 manifesto sets 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, the implementation of the Government's cross-cutting and departmental priorities, and the efficient use of resources. 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 and succession planning. In delivering this Permanent Secretaries will take responsibility for championing difference and leading in accordance with the principles set out in the values of the Civil Service Leadership Statement.

Simon McDonald is 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.

What we do

The FCO promotes the United Kingdom's interests overseas, supporting our citizens and businesses around the globe.

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 McDonald has expressed an interest in promoting diversity within the Civil Service.

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 McDonald's specific objectives for 2015/16 are set out overleaf.

1. Business delivery objectives:	Performance Measures:	Milestones:	Self Assessment:
Measurable FCO success in delivering the top foreign policy outcomes made public in 2015/16 FCO Single Departmental Plan. My personal contribution will in focus on:	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.	 Agree budget allocation with ministers. Monthly Board meetings and quarterly reviews by Supervisory Board. 	CrossWhitehall participation: NSC, NSC(O), WMC's, SLC, Civil Service Board, Honours
 Leadership of FCO input to National Security Council (NSC) and NSC(O), in particular to steer UK support for political transition in Syria and Libya, countering the threat from Daesh, maintain necessary pressure on Russia and working effectively with the Gulf. 	 Monthly measurement of FCO's impact on key outcomes by Management Board. FCO work supported in the NSC. Effective continuation of 	Weekly NSC and NSC(O) meetings	NSC contribution – a more proactive approach, presenting more of the topics myself- reflected in feedback
 A strong FCO contribution to building UK growth and prosperity by increasing exports and inward investment, opening markets, ensuring access to 	 GREAT Campaign overseas Systematic, positive feedback from UK business on the performance of Posts and on the FCO contribution to 	Continued delivery of GREAT campaign by	

resources	and	promoting
sustainable (global gr	owth.

- An agile and effective FCO contribution to negotiation with EU partners and ensuring the necessary legislation in place to hold a referendum
- Appropriate support to British Nationals around the world through modern and efficient consular services, a state of high crisis readiness, and a swift and effective crisis response.

To agree and negotiate a credible and sustainable Spending Round outcome to the deliver FCO budget 2016-2020

securing foreign investment in priority infrastructure projects. Increase in FCO staff training in and commercial economics awareness.

- UK continues to lead in EU foreign and security policy.
- effectively Respond to any affecting British crises Nationals.

Board and assessment

parliamentarians and Committee chairs

FCO posts.

- Referendum Bill enacted in good time
- European and Foreign Affairs Councils. Permanent Secretaries' Meetings. Europe Launch of EU US Trade Agreement and review of External the Action Service.

ΕU Renegotiation and **Referendum** – The Foreign Secretary and EU Heads of Mission critical were in supporting difficult ΕU а FCO renegotiation. teams ensured the Bill was enacted in to enable time а June referendum. I have ensured we have shown flexibility supporting the central effort through managing senior movements (e.g. Julian and Deb. kev EU HoMs) and through seconding staff to Cabinet Office.

- Agreement by FCO Supervisory Treasurv
- Feedback from Ministers, key
- Building relationships with key parliamentarians
- Appearance before relevant Committee

Spending Round - I joined during the key part of the negotiations and ensured that the FCO argument was heard highest levels. at the the government's support international effort we needed

•	To enhance the FCO's engagement and reputation with the UK Parliament Ensure the department delivers against its manifesto commitments	Develop a top-quality Single Departmental Plan which sets out how manifesto commitments and efficiency improvements will be delivered over the course of the Parliament by March 2016		to be treated in the same way as the other key international players across Whitehall. The arguments landed and we secured a good outcome (we are protected in real terms). This recognises our part in driving efficiencies but ensures that we have the necessary resources to deliver priorities for the whole of government.
2.	Corporate Objectives	Performance Measures:	Milestones:	Self Assessment:
•	To review and re-align the FCO in accordance with the Spending Round settlement, ensuring we remain a high performing organisation with a highly engaged and motivated workforce as measured by objective internal and external process.	 National Statistics Office approved metrics for internal and external measurement of FCO performance including external review panel. A staff engagement score that is better than the 68% achieved in 2015. Reducing travel costs through 	Conference in May. Staff Survey in October. Six	Future FCO – Despite the positive SR settlement, I am determined to drive efficiencies and improvements within the FCO and to set out a compelling vision of where I want to take the organisation over the next five years. To help me deliver this I
•	Delivery of savings programme under Spending Review 2015.	 Reducing travel costs through more effective administration and better value from central travel supplier Achieving milestones towards 		commissioned an internal review, with the Foreign

•	FCO	Boards	strengthen	FCO
	mana	gement c	of Estates an	d IT.

- Working with Partners to deliver "One HMG Overseas": ensuring Departments operating overseas work to single business plans, from a single platform, sharing a single set of support functions underpinned by a single investment plan.
- Improve the effectiveness of the department and deliver transformational change
- To create a more agile and flexible organisation which can shift resource swiftly to deal with new priorities and crises
- To ensure that the best people are posted into key senior jobs

overhaul programme

Feedback from Permanent Secretaries, Cabinet Secretary and Head of the Civil Service.

Review.

Supervisory Management Board Meetings

Commission "future а FCO" review to report to the Board by April 2016

plan for agreed review recommendations Summer 2016

Delivery against agreed milestones in **ERG** action plan. Successful challenge session with the Cabinet Secretary and the Head of the Civil Service on the Improvement Plan

about setting the vision and implementation

and FCO Pastoral and Outreach: have set myself the goal of visiting all my UK based departments in my first year -I have visited around 75% of my teams so far. I have also set out a programme of visits to some of the FCO's smaller. tougher visited and less Set out an implementation | overseas posts. My first such visit was to West Africa. I have by lalso been to South East Asia and most recently North Africa. **Devolution:** I have committed to visiting all of the Devolved Administrations during my first vear in office. I have been to Wales and Northern Ireland and will visit Orkney in May and Glasgow in June.

	 Develop digital solutions that meet common standards set by the Government Digital Service and support the development of and utilise cross-government platforms and services wherever this demonstrates the best value for money solution for the government 		Digital: Internally I blog each week to draw attention to important issues (e.g. bullying and programme management) and encourage discussion from staff on a range of themes — engagement is high. I also tweet internally. Externally I am building a steady twitter following (2600 at the last count).
	 Continue to build the Department's commercial capability and work with the Crown Commercial Service to deliver the Government's 33% commitment of spend with SMEs by 2020 		
	 Drive up People Survey engagement scores Develop a credible plan for ensuring Apprentices make up 2.3% of the workforce over the course of the Parliament 		
3. Capability building objectives:	Performance Measures:	Milestones:	Self Assessment:

- Deliver a more integrated FCO workforce supported by training and strong talent management, with all staff delivering against clear and measurable objectives.
- Leading the cultural change to reduce internal bureaucracy
- 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.
- 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.
- Oversight of delivery of new FCO Anti-Bureaucracy Deal. Positive feedback from staff. Processes are streamlined.
- 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.

- Implementation of the 10 Headline objectives.
- Management board discussion. Annual publication of equality data. Annual staff survey results.

3. Capability building objectives:

Deliver a more integrated FCO workforce supported by training and strong talent management, with all staff delivering against clear and measurable objectives.

Leading the cultural change to reduce internal bureaucracy

Performance Measures:

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.

Streamlined promotion model introduced, focusing on key areas, introducing for the first time skills/ experience as well as competences. Cost of model overall halved. Talent management streamlined

radically at Band D, focusing
on top 10%. Talent
management in SMS used systematically for senior
appointments, for talent
development and for bringing
on under-represented groups.
11 faculties of the Diplomatic
Academy established and
'practitioner' level ready to be
launched in May 2016.
Milestones:
Implementation of the 10
Headline objectives
o 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.
Doufournance
Performance measures Oversight of delivery of new
Oversight of delivery of new FCO Anti-Bureaucracy Deal.
 FCO Anti-Dureaucracy Deal.

Positive feedback from stat
Processes are streamlined.
All staff were encouraged to shar
reducing bureaucracy ideas. Aroun
60% have been implemented; 30% fe into larger projects such as Tec
Overhaul; only 10% rejected outright
mainly for cost or securit
considerations. We held seven "Wor
Outs" in 2015 agreeing actions t simplify, automate or abolish forms; a
a result we have saved staff time
reduced cash transactions, lowere
frustration levels and reduced ema
volumes. But there is more to do an
the Future FCO review I commissione sets out further ideas for streamlining
Sets out further facus for streamming
The FCO Chief Operation
Officer ran anti-bureaucra
work-outs every 6 week at n
request. Lively debate
meetings and on intranet.
number of rule(X you wou
need to get from Debbie)
Successful implementation
our diversity strategy based of
management commitmen
active monitoring and changing
the mindset.

	A commitment to transparency of equality data and action taken to address discrepancies. External benchmarking.
	Management board discussion.
	Annual publication of equality data.
	Annual staff survey results.
	The Board reviewed the Diversity strategy in November 2015. We have made progress towards stretching objectives, except on BME where I have asked HR for a targeted plan. We have run a series of blogs and other internal comms to support mindset change and pushed unconscious bias training (now 80% of SMS staff). Diversity data published.

Objective	How will progress be achieved and measured?	Self Assessment
1) Achieve progress on key performance measures for diversity and inclusion through delivery of FCO diversity and inclusion plans. Ensure that these plans are aligned with the Talent Action Plan. Deliver this through the modelling of inclusive and accountable leadership by Board and senior management.	Increased representation rates of women, BAME, LGB&T and disabled individuals in senior management working towards FCO's 2019 targets. Increased reporting rates for LGB, disability status, flexible working and caring responsibilities for overall departmental workforce, working towards respective SCS or Civil Service average, in order to tailor and track progress on policies in support of diversity. Monitored by:	Diversity – Early days but I have signalled my commitment to achieving greater diversity across the FCO, particularly at senior level, during the course of my PUS-ship. Three of my five DGs are now women (1st time that half FCO Board is female). My private office also acts as a model in terms of gender and BAME diversity (over-represented on both counts). In my first six months I met all of the staff associations/representative groups. I support- and have participated in- the FCO University Roadshow which specifically targets under-represented groups
2) Remove barriers for all under-represented talent focusing on where our data highlights particular challenges: • Targeted outreach and a new talent scheme to support the recruitment and progression of	Extend the FCO's BME campaign to support the recruitment and progression of Black and Minority Ethnicity talent in the FCO Measured by: • Successful implementation of a new career development scheme designed to assist BME staff through internal promotion systems BME uptake of and	

Black, Asian and Minority Ethnicity talent in the FCO, still under-represented in senior management (4.1%)

 Improving the experience of our disabled workforce by raising awareness and championing difference, responding to the less positive People survey responses of staff reporting themselves to be disabled vs non-disabled staff, particularly around reported bullying, harassment and discrimination. feedback on existing L&D offers

- BME Applications and pass rates for CS Faststream and FCO Internship programmes
- Visible support and engagement by senior management with MEAG (BME staff association) and BME staff
- Piloting of new promotions models with BME staff and sift/pass data for new models

Actively promote unconscious bias training for all managers, modelling this by ensuring Board and all senior staff undertake face to face training by end 2015

Measured by:

- CSL elearning completion rates match Line Manager numbers
- Board completes face to face training by end 2015
- Senior Management based in UK and overseas network complete face to face training by end 2015

Improve the day to day experiences of our disabled workforce by raising awareness and championing difference

Measured by:

- Visible senior management support and engagement with managers and ENABLE (disability staff association)
- Uptake of FCO and CSL training for teams/managers on disability awareness
- Staff survey scores for disabled staff

At the end of 2015/16, 80% of the SMS cadre, including the entire FCO Board, have completed unconscious bias training. This success has been achieved through:

- ➤ 26 Training sessions in London, including at the Leadership Conference;
- RDLTs delivering the training to Posts overseas
- ➤ RDLT lead trainer holding VTCs with Posts where it is not possible to deliver the training in person.

I changed my default email font to Arial 12 black, the most accessible for dyslexic colleagues. My diptweet got 90 likes and 48 comments, the most popular diptweet I have written.

