

PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2012/13

Name	Department
Simon Fraser	Foreign and Commonwealth Office

<p>1. Business delivery objectives:</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"> • 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. • Excellent FCO delivery of GREAT campaign (in London and in Posts) and the international side of the Olympic Games. 	<p>Performance Measures:</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"> • Monthly measurement of FCO's impact on key outcomes by Management Board. • 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. • 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. 	<p>Milestones:</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"> • 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. • Strong FCO leadership across Government on better engagement with key Emerging Powers in Asia, Latin America and Africa. • FCO working effectively across Government and in Posts to protect and advance British interests in Europe. • Stronger structures and processes to improve the FCO's consular crisis management 	<ul style="list-style-type: none"> • 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. • Delivery across Whitehall of UK Country Emerging Power strategies. Positive feedback from business. Progress on target to double UK exports by 2020. • 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. • Respond effectively to any crises affecting British Nationals. 	<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"> • Diplomatic Excellence initiative drives up FCO performance on policy, people and network as measured by objective internal and external process. • Delivery of £100m admin savings programme under Spending Review10 to support a more efficient department that can achieve more with less. • Supervisory Board makes strong contribution to strengthening FCO estates management and IT performance. • Effective contribution to Civil Service Senior Leadership Committee and wider Civil Service Leadership. • Secure the effective delivery of the agreed Efficiency and Reform Action plan for FCO. 	<ul style="list-style-type: none"> • National Statistics Office approved metrics for internal and external measurement of FCO performance including external review panel. Staff engagement score remains steady or increases. • 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). • 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. • Feedback from Permanent Secretaries, Cabinet Secretary and Head of the Civil Service. • As agreed with the Cabinet Office 	<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"> • Delivery of the Civil Service Reform objectives 	<ul style="list-style-type: none"> • Specific Measurable Achievable Realistic Timely (SMART) objectives, reflecting ministerial policies, in place for senior civil service, and cascaded below by managers. 	<p>Delivery against milestones in agreed ERG action plan</p>
<p>3. Capability building objectives:</p> <ul style="list-style-type: none"> • Introduce new measures to improve performance and talent management in FCO and maximise the potential and level of expertise for all our staff. • Develop an ambitious vision for the role of our local staff within Diplomatic Excellence to deliver a more integrated model for future FCO workforce. • For the FCO to be acknowledged as a leader in inclusion and diversity as an employer, service provider and policy developer by 2013. 	<p>Performance Measures:</p> <ul style="list-style-type: none"> • Adoption of FCO review in 2012 of our policy on performance, potential, promotion and postings. Increased investment in language training. • Introduction of new Local Staff Strategy promoting stronger performance and talent management. • 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. 	<p>Milestones:</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">• Senior Civil Servants delivering against clear and measurable objectives. • Radically improved performance management.	<ul style="list-style-type: none">• Effective accountability mechanism in place, ensuring senior leaders are delivering against all of their objectives. • Improved performance management with managers encouraging and rewarding good performance, while dealing rigorously with poor performers.	
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