

PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2015/16

NICK MACPHERSON, HM TREASURY

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.

Nick Macpherson is a member of the Civil Service Board and Chair of the Senior Leadership Committee and the Heads of Analysis Group. He is also the Principal Accounting Officer for the Treasury: in this role, he appoints all other Accounting Officers and is responsible to Parliament for financial management, value for money and the running of the Department as set out in Managing Public Money.

What we do

HM Treasury is the government's economic and finance ministry, maintaining control over public spending, setting the direction of the UK's economic policy and working to achieve strong and sustainable economic growth.

Corporate and Capability Management

Permanent Secretaries are also required to contribute to the corporate leadership of the Civil Service and support Civil Service Reform.

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

Objectives

1. Strategic priorities - as outlined in the Single Departmental Plan

Objective	How will progress be achieved and measured?
<p>Ensure the department delivers against its manifesto commitments, including in particular:</p> <ul style="list-style-type: none"> • Ensure the continued fiscal consolidation keeps on track, with both public borrowing and debt falling year by year • Promote strong, sustainable and balanced economic growth, including through the production and implementation of a comprehensive productivity plan and supply side measures such as infrastructure and Help to Buy • Implement the Government’s strategy for managing and exiting its remaining banking assets 	<ul style="list-style-type: none"> • Overall: feedback from Secretary of State and lead Non Executive Director (NED), 360 feedback and People Survey • Public expenditure outturn consistent with plans and fiscal projections consistent with mandate • Productivity plan published at Budget 2015 contains a comprehensive package of structural reforms to increase productivity • Additional share sales carried out successfully

2. Business Priorities

Objective	How will progress be achieved and measured?
<ul style="list-style-type: none"> • Lead the Treasury’s relationship with the Bank of England • Support Ministers in their objectives in relation to the UK’s relationship with Europe, including preserving the integrity of the single market and supporting the Government’s renegotiation process. • Implement the Smith Commission agreement to devolve an extensive package of tax and spending powers to the 	<ul style="list-style-type: none"> • External comment and high satisfaction levels in stakeholder surveys • Feedback from Ministers, lead NED and others • New fiscal framework with Scotland agreed • Implementation of measures identified in Departmental Improvement Plan “Building a Great Treasury” • People survey results remain among the very best in

<p>Scottish Parliament alongside negotiating a comprehensive and sustainable fiscal framework for Scottish funding, consistent with the Smith principles.</p> <ul style="list-style-type: none"> • Provide effective leadership for the Treasury, consistent with the Leadership Statement, by setting direction, delivering results and developing its people; in particular maintain strength of senior management team to support twin objectives of growth and fiscal consolidation; and take action to restrain staff turnover and retain talented and experienced staff. 	<p>Whitehall and turnover rate maintained between 15 and 20 per cent</p> <ul style="list-style-type: none"> • Quality of senior team and succession plan in place to maintain it; and feedback from NEDs.
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3. Diversity

<ul style="list-style-type: none"> • Implement an ambitious Diversity and Inclusion Plan for the Treasury consistent with the wider Civil Service Talent Action Plan 	<ul style="list-style-type: none"> • Achieve progress on key performance measures for diversity and inclusion (measured by 6-monthly internal management information and quarterly SCS workforce data), including: <ul style="list-style-type: none"> ○ Marked improvement in diversity of employees at all grades, including SCS ○ Increase in numbers of under-represented groups applying for and accepted onto CS-wide and Treasury talent programmes
<ul style="list-style-type: none"> • Strengthen the Treasury's approach to identifying and progressing talented and high-performing people from under-represented groups 	<ul style="list-style-type: none"> • Specific initiatives in place to identify and develop talented staff from minority ethnic backgrounds and staff who have a disability • Reach or exceed 10% target for range E (grade 7) staff from BAME backgrounds by April 2016 (up from 5.5% in September 2014)

4. Personal leadership

Objective	How will progress be achieved and measured?
<ul style="list-style-type: none">• As Chair of the Senior Leadership Committee, increase the capability of the Civil Service to deliver current and future priorities of Government by the effective management of talent and improvement of leadership in the Senior Civil Service.• Maintain a strong Accounting Officer framework for public expenditure and promote value for money and robust financial management across Whitehall, including through the continued development of a strong finance function across the Civil Service	<ul style="list-style-type: none">• Robust succession plans in place for all Permanent Secretary and Director General roles• High potential in the senior cadre is identified and brought on effectively, with specific talent and career management actions identified and implemented• National Audit Office (NAO) and Public Accounts Committee (PAC) reports; external comment