

PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2014/15

SIR NICHOLAS MACPHERSON, HM TREASURY

Role

Permanent Secretaries are responsible for supporting their Secretary of State on the implementation of 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.

Nick Macpherson is a member of the Civil Service Board and the Senior Leadership Committee and is the Chair of 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.

2014/15 Priorities

In the Treasury, the priorities in 2014/15 include ensuring that fiscal consolidation remains on track, continuing to promote strong and sustainable economic growth, implementing the Government's strategy for managing and exiting its shareholdings in the banking sector, supporting the Government in its objective to keep Scotland within the UK and developing and implementing an ambitious and credible Departmental Improvement Plan.

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 this capacity, Nick Macpherson will attach particular priority to developing senior talent in 2014/15.

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 2014/15 are set out overleaf.

Objective	How progress will be judged
<p><i>Business objectives</i></p> <p>(a) Ensure public borrowing continues to fall and fiscal consolidation remains on track</p> <p>(b) Promote strong and sustainable economic growth through supply side reform and implementation of pro-growth measures e.g. through Infrastructure UK guarantees and Help to Buy</p> <p>(c) Implement the Government's strategy for managing and exiting its shareholdings in the banking sector</p> <p>(d) Lead the Treasury's relationship with the Bank of England</p> <p>(e) Support Ministers in their objective of keeping Scotland within the UK, informing the debate with clear, rigorous and accurate analysis</p>	<p>Overall: feedback from Secretary of State and lead Non Executive Director (NED), 360 feedback and People Survey</p> <p>(a) Public expenditure outturn consistent with plans and fiscal projections consistent with mandate</p> <p>(b) Coherent/substantive measures to support growth, including implementation of the top 40 projects set out in the national infrastructure plan</p> <p>(c) Additional share sales carried out successfully</p> <p>(d) Satisfaction levels reflected in stakeholder surveys</p> <p>(e) Expert opinion of credibility of the Treasury's analysis</p>
<p><i>Cross Government Working and Civil Service Reform</i></p> <p>(f) Maintain a strong Accounting Officer framework for public expenditure and promote value for money and robust financial management across Whitehall, including through the establishment of a stronger finance function across the Civil Service</p>	<p>(f) National Audit Office (NAO) and Public Accounts Committee (PAC) reports; external comment</p>
<p><i>Capability</i></p> <p>(g) Provide effective leadership for the Treasury, and thus contribute to civil service reform, 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>	<p>(g) Quality of senior team and succession plan in place to maintain it; feedback from NEDs; staff turnover maintained between 15 and 20 per cent</p>