

*“Since 2010, the Treasury has been implementing a change programme which anticipated the objectives and aspirations of the Civil Service Reform Plan. We will continue working with colleagues in the Cabinet Office and across Whitehall to ensure the Treasury exemplifies civil service reform.”*

*- Sir Nicholas Macpherson, Permanent Secretary*

---

**Total FTE Reduction between Q2 2010 - Q1 2013:** -39% (-1020 FTE)<sup>1</sup>

**Employee Engagement Index in 2012 (CS benchmark 58%):** 66% (1% improvement on 2011)

---

### Progress against department-focused actions in the Reform Plan

<b>Action 2: Digital by Default</b>	HMT's <a href="#">Digital Strategy</a> was published in December 2012.
<b>Actions 3 and 4: Shared and Sharing Services</b>	HMT is the process of deciding whether to join the transactional shared services centres based on the best value for money option. Its internal audit services are part of a cross-Whitehall shared service. It shares legal services with TSol and shares IT and facilities management services with Cabinet Office.
<b>Action 5: Open Policy Making</b>	HMT has not yet submitted a bid to the Contestable Policy Fund, though is considering options for future bids. Several moves towards more open policy making have been made, including: close working with the Office for Budgetary Responsibility and the Office for Tax Simplification on forecasting and tax respectively and regular roundtables and seminars with think tanks.
<b>Action 6: Matching Resources to Government Priorities</b>	Successful flexible resourcing model in place for 18 months. Annual prioritisation aligns resources with priorities and is discussed with Ministers and NEDs.
<b>Action 9: Management Information</b>	Completion rate for Q3 on the Quarterly Data Summary was 84%.
<b>Action 12: Skills, Learning and Development</b>	HMT has adopted the new <a href="#">Civil Service Competency Framework</a> . We offer 5 days of learning and development to all staff. 100% of staff (including agencies) have signed-up to Civil Service Learning. The <a href="#">Civil Service Capabilities Plan</a> is being implemented alongside our Capability Action Plan.
<b>Action 14: Secondments and Interchanges</b>	Specific programmes in place for international/EU and financial services placements and we are currently engaging with private sector companies to develop further opportunities. In 2012/13, 16 HMT staff were seconded to the private sector and 19 external secondees were in HMT.
<b>Action 16: Departmental Improvement Plans</b>	HMT was not one of the five pilot departments. HMT is currently implementing its own change programme, started in 2010. We will

---

<sup>1</sup> Includes HM Treasury; Office for Budget Responsibility; Debt Management Office; Government Actuary's Department; and National Savings Investments.

deliver our Improvement Plan in 2014.

**Action 17: Creating a Modern Employment Offer**

HMT has adopted the new performance management framework. The new Terms and Conditions were staff implemented from April 2013.

**Creating a Modern Workplace**

We share occupancy of the Treasury building with several departments, including the Cabinet Office and, more recently, DCMS. Our IT has been upgraded to improve flexible working, including a new computer operating system (the building is also fully wifi-enabled).

---

**Wider reform in HMT:**

Treasury has introduced a Foundation Skills programme, which covers all the critical skills and knowledge required to be effective in the Treasury.

In terms of the ambition to match resources to priorities, the Treasury has completed the second round of its comprehensive annual business planning process, which aligns Departmental resources to priorities agreed with Ministers. The process encompasses contingency planning and identifying critical posts. A project resource pool supports the need for additional resource in-year.