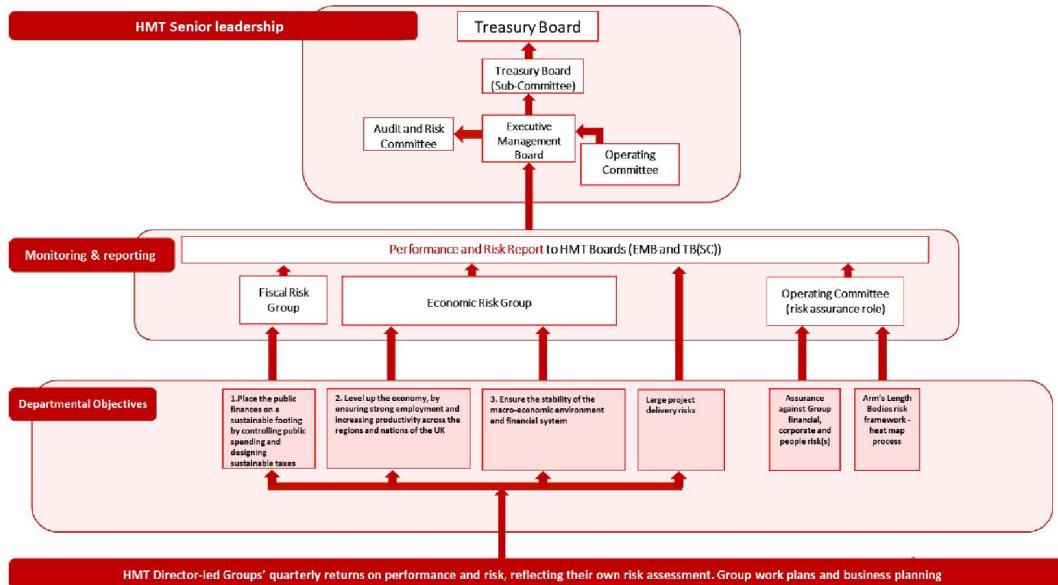


Annex K – HM Treasury Structures and People

Figure 1: Overview of HM Treasury management structures



Organisation of HM Treasury Senior Officials

1. HM Treasury have completed the below table of relevant senior officials (Director and above), based on the historical organisational records (the Annual Reports and Accounts) from the period 2020-2022. Individual role holders, where known, have been included in chronological order. This includes details of specific responsibilities related to Covid economic support schemes where applicable.
2. It should be noted that the structure and roles of HM Treasury senior officials have changed over the time period covered in this table. Where job titles have changed but the job content remained broadly the same, they are included in the same row.
3. Organograms outlining the Executive Management Board and key non-ministerial positions for the years 2020 [BR/K/01 – INQ000609813], 2021 [BR/K/02 – INQ000609815], and 2022 [BR/K/03 – INQ000609814] are exhibited.

Job Title and Grade	Name (in post for duration of pandemic unless stated)	Job/Team Function
Permanent Secretary	Thomas Scholar	Responsible for decision making, coordination and management of the Department and communications with media and the public.
Second Permanent Secretary	Charles Roxburgh	Responsible for growth policy, financial services and infrastructure. This portfolio included oversight of development of interventions on grants, the CCFF, and loan schemes.
Director General, Financial Services	Katharine Braddick (until December 2021) Gwyneth Nurse (from January 2021)	Responsible for financial services Interventions led by Financial Services included the loan schemes (CBILS, CLBILS, BBLS and RLS).
Director, Financial Services	Gwyneth Nurse (until January 2021) John Owen from X	Responsible for financial services Interventions led by Financial Services included the loan schemes (CBILS, CLBILS, BBLS and RLS).
Director, Financial Stability	Lowri Khan	Responsible for ongoing stability issues and resolution of financial interventions
Director General, Enterprise and Growth Unit	<i>Role created May 2020</i>	Responsible for the Enterprise and Growth Unit.

	Philip Duffy (from May 2020)	Interventions led/overseen by EGU included business grants, the CCFF, and the changes to insolvency rules.
Director, EGU	Philip Duffy (until May 2020) Jo Key (from autumn 2020)	Interventions led/overseen by EGU included business grants, the CCFF, and the changes to insolvency rules.
Director General, Chief Economic Adviser to the Treasury	Clare Lombardelli	Responsible for economic and fiscal policy advice, analysis and surveillance. Also head of Government Economic service - leadership of the economic profession across government, working closely with other heads of profession, in particular for social research.
Director, Economics	Vanessa MacDougall (until Nov 2020) James Benford (Nov 2020 – Feb 2023)	Responsible for UK economic analysis, surveillance, and professionalism
Director, Fiscal Policy	Tom Josephs	Responsible for Fiscal Policy Framework and Statistics and Debt, Cash, and Reserves Management
Director General, Tax and Welfare	Beth Russell	Responsible for Tax and Welfare. Interventions led within this portfolio included CJRS,

		SEISS, uplift to Universal Credit, business rates reliefs, EOTHO, the reduction in VAT for hospitality, tax deferrals and SSP.
Director, Business and International Tax	Mike Williams	<p>Responsible for Business and International Tax.</p> <p>Interventions led by BIT included business rates reliefs, VAT deferral, EOTHO, the reduction in VAT for hospitality and other VAT reliefs.</p>
Director, Personal Tax, Welfare and Pensions	<p>Lindsey Whyte (until November 2021)</p> <p>Suzy Kantor (co-Director from October 2020)</p> <p>Vanessa MacDougall (from March 2022)</p>	<p>Responsible for personal tax, welfare, pensions, labour markets policy and analysis, and distributional analysis.</p> <p>Interventions led by PTWP included CJRS, SEISS, SSP, and the uplift to Universal Credit.</p>
Director, Strategy Planning and Budget	Dan York-Smith	<p>Responsible for defining forward strategy, work programme, management of fiscal events including the Budget, tax strategy and short-term priority policy projects.</p>
Director, Covid Response	Kate Joseph (November 2020 – April 2022)	Responsible for HM Treasury's response to Covid-19.
Director General, Public Spending	<p>James Bowler (until March 2020)</p> <p>Catherine Little (March 2020 – Oct 2022)</p>	Responsible for public spending, strengthening financial discipline across central government, and helping to ensure the delivery

		of more cost effective public services.
Director, Public Spending	Conrad Smewing	Responsible for spending reviews, spending control, and public sector pay and pensions.
Director, Public Services	William Garton Jean-Christophe Gray (until Dec 2020) Philippa Davies (from Dec 2020)	Responsible for oversight of public services expenditure and relationship with the devolved administrations.

Organisational structure of HM Treasury at ministerial level during the period of the pandemic

Ministerial Post Individual in post	Date started in department	Date left post / department	Responsibilities
Chancellor to the Exchequer			
Rishi Sunak MP	13/02/2020	05/07/2022	The Chancellor of the Exchequer is the government's chief economic and financial minister and as such is responsible for raising revenue through taxation or borrowing, for controlling public spending, and for delivering economic growth and stability. They have overall responsibility for the work of the Treasury. During the pandemic that included responsibility for the government's economic response to Covid.
Sajid Javid MP	24/07/2019	13/02/2020	
Chief Secretary to the Treasury ("CST")			
Simon Clarke MP	15/09/2021	06/09/2022	The CST is responsible for public expenditure, including: <ul style="list-style-type: none"> • Spending reviews and strategic planning.
Steve Barclay MP	13/02/2020	15/09/2021	

Rishi Sunak MP	24/07/2019	13/02/2020	<ul style="list-style-type: none"> • In-year spending control. • Public sector pay and pensions. • Annually Managed Expenditure (“AME”) and welfare reform including tax credits and pensions. • Efficiency and value for money in public service. • Procurement. • Capital investment and infrastructure spending. • Treasury interest in devolution to Scotland, Wales and Northern Ireland. • Skills, labour market policy, and childcare
Financial Secretary to the Treasury (“FST”)			
Lucy Frazer MP	16/09/2021	07/09/2022	During this period, the FST was responsible for:
Jesse Norman MP	23/05/2019	16/09/2021	<ul style="list-style-type: none"> • The UK tax system including: <ul style="list-style-type: none"> ◦ Direct, indirect, business, property, and personal taxation (except for taxes covered by EST and XST). ◦ European and other international tax issues. ◦ Customs and VAT at the border. ◦ The Finance Bill and the National Insurance Bill. ◦ Tax administration policy • Trade policy: goods, including tariffs. • Departmental Minister for HM Revenue and Customs (HMRC), the Valuation Office Agency, and

			the Government's Actuary's Department.
Economic Secretary to the Treasury ("EST")			
John Glen MP	09/01/2018	06/07/2022	<p>The Economic Secretary to the Treasury is the City Minister and during this period was responsible for:</p> <ul style="list-style-type: none"> • Financial services policy, reform and regulation including: <ul style="list-style-type: none"> ◦ Financial conduct, including relationship with the FCA. ◦ Financial stability, including relationship with the PRA. ◦ Competitiveness and growth of the financial services sector. ◦ Capital markets and listings. ◦ Financial inclusion (working with DWP). ◦ Islamic finance, Fintech, and Crypto assets. ◦ International financial services ◦ Sponsorship of UKGI and State-owned financial assets, including NatWest shareholding. ◦ Cash and Payments including Royal Mint. • Financial services tax, including bank levy, bank corporation tax surcharge, Insurance Premium Tax. • Personal savings tax and pensions tax policy. • Foreign exchange reserves and debt management policy (including green gilt), National

			<p>Savings and Investment, Debt Management Office.</p> <ul style="list-style-type: none"> • UK Infrastructure Bank, British Business Bank and British Patient Capital.
The Exchequer Secretary ("XST")			
Helen Whately MP	16/09/2021	08/07/2022	During this period, the XST was responsible for: <ul style="list-style-type: none"> • Growth and productivity, including skills, migration, infrastructure (physical & digital), digital economy, economic regulation, business regulation, competition, corporate governance, foreign direct investment (non-FS), and the Levelling Up White Paper living standards mission. • Energy, environment and climate policy and taxes (including transport taxes). • The following indirect taxes, <ul style="list-style-type: none"> ◦ Excise duties (alcohol, tobacco, gambling, and SDIL), including excise fraud and law enforcement. ◦ Charities, the voluntary sector, and gift aid. • Departmental minister for HM Treasury Group (• Crown Estate and the Royal Household. • Energy Profits Levy.
Kemi Badenoch MP	13/02/2020	16/09/2021	
Simon Clarke MP	27/09/2019	13/02/2020	
Minister of State for Efficiency and Transformation (Joint with Cabinet Office)			
Lord Agnew of Oulton	14/02/2020	24/01/2022	During this period was responsible for: <ul style="list-style-type: none"> • Supporting the Chancellor of the Duchy of Lancaster and the

			<p>Chief Secretary to the Treasury to deliver cross-government and public sector reform and efficiency, including public value and planning and performance.</p> <ul style="list-style-type: none"> • Supporting the Chancellor of the Duchy of Lancaster with oversight of the corporate functions and operation of the spending controls, including in relation to COVID-19 • HM Treasury Lords Spokesperson.
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Organisational structure of HM Treasury Special Advisers ('SpAd')

Name of Special Advisor	Date started in post	Date left post/dept	Responsibilities
Liam Booth-Smith	13/02/20	05/07/22	Chancellor's Chief of Staff
Lisa Lovering	01/09/20	05/07/22	Chancellor's SpAd
Douglas McNeill	13/02/20	05/07/22	Chancellor's SpAd
James Nation	06/01/21	05/07/22	Chancellor's SpAd
Michael Webb	23/03/20	06/06/22	Chancellor's SpAd
Cass Horowitz	24/02/20	05/07/22	Chancellor's Media SpAd
Nerissa Chesterfield	13/02/20	05/07/22	Chancellor's Media SpAd
Olivia Oates	15/09/21	06/09/22	CST's SpAd
Rupert Yorke	03/03/20z	05/07/22	Chancellor's SpAd
Allegra Stratton	28/04/20	25/10/20	Chancellor's Media SpAd
Aled Maclean Jones	14/04/20	14/09/21	CST's SpAd