

PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2013/14

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| Name Stephen Lovegrove | Department Department of Energy and Climate Change (DECC) |
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| OBJECTIVE | PERFORMANCE MEASURES | MILESTONES |
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| 1. BUSINESS DELIVERY | | |
| <ul style="list-style-type: none"> Ensuring Department of Energy and Climate Change (DECC) plays its full part in the Government's overall strategy for strengthening private sector growth and reducing the cost of living | <p>Feedback from Secretary of State, departmental ministers, No10, Cabinet Office and Lead Non Executive Director, Cabinet Secretary and Head of the Civil Service</p> | <ul style="list-style-type: none"> Stocktake at mid-year |
| <ul style="list-style-type: none"> Ensuring our Climate Change objectives are met at the lowest possible cost to consumers and businesses through effective implementation of energy efficiency measures and appropriate international engagement | <ul style="list-style-type: none"> Ambitious roll out of Green Deal enabled improvements Full operator engagement with Energy Company Obligation Effective progress of Smart Meter Programme Development of HMG agreed position for 2030 European Union decarbonisation target | <ul style="list-style-type: none"> Green Deal, Energy Company Obligation and Smart Meter metrics refined by Nov 2013 and targets hit. Position agreed by October 2013 |
| <ul style="list-style-type: none"> Continued progress in the NDA's mission to manage the decommissioning of the nuclear legacy safely and speedily | <ul style="list-style-type: none"> Improvement in Nuclear Decommissioning Authority contract management and performance Accurate scoping and commencement of Sellafield Security Enhancement Programme | <ul style="list-style-type: none"> Review and conclude contract negotiations with site licensee by November 2013 Rescoped and reduced Sellafield Security Enhancement Programme agreed by December 2013 |

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| <ul style="list-style-type: none"> • Security of Supply and Diverse Energy Mix | <ul style="list-style-type: none"> • Develop plans for launch of a Capacity Auction in line with Gas Strategy. • Conclude Habitat Conservation Plan negotiations at Value for Money level and/or develop longer term low carbon generation strategy • Bring forward proposals to increase and improve recovery rates from UK Continental Shelf • Progress 4th Carbon Review | <ul style="list-style-type: none"> • Capacity Auction plans launched in line with Gas Strategy. • EdF Energy deal concluded before summer 2013 and plans in place for introduction of additional partner • Opening of high level negotiations with Hitachi and other partners • Carbon Review |
| <ul style="list-style-type: none"> • Reduce delivery risk in core projects and programmes | <ul style="list-style-type: none"> • Tighter programme management • Better resourcing model based on portfolio management • Clearer accountability | <ul style="list-style-type: none"> • Management Information improved significantly by autumn 2013, approved by Board Audit chair and Lead Non Executive Director • Portfolio management introduced in course of 2013 |
| <ul style="list-style-type: none"> • To deliver fiscal consolidation by ensuring spending outturns are consistent with plans; and by putting in place credible and sustainable plans to deliver spending totals agreed for 2014-2015 and 2015-16 | <ul style="list-style-type: none"> • Treasury assessment | <ul style="list-style-type: none"> • Agree budget allocation with ministers • Spending Review |
| <p>2. CORPORATE</p> | | |
| <ul style="list-style-type: none"> • Improve DECC's culture | <ul style="list-style-type: none"> • Demonstrable advance in staff satisfaction and engagement in broader departmental strategy. | <ul style="list-style-type: none"> • Improve 'cultural differences' (B29) in Staff Survey from 69% by 3-5% |

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| <ul style="list-style-type: none"> • Improve Communications | <ul style="list-style-type: none"> • Demonstrable improvement in: <ul style="list-style-type: none"> ○ Internal Communications ○ Press Handling ○ Visibility of core Department of Energy and Climate Change narrative | <ul style="list-style-type: none"> • Appointment of new Director of Communications by summer 2013 • Formal feedback from No10 to demonstrate improvement in Autumn 2013 |
| <ul style="list-style-type: none"> • Deliver the actions set out in the single savings plan for Government once this has been agreed between Departments, HM Treasury and ERG, including all existing Public Expenditure Committee: sub committee on Efficiency and Reform (PEX(ER)) mandates and those agreed during 2013/14 | <ul style="list-style-type: none"> • Feedback from other Permanent Secretaries, Head of the Civil Service and Minister of the Cabinet Office | <ul style="list-style-type: none"> • Stocktake when appropriate |
| <h3>3. CAPABILITY BUILDING</h3> | | |
| <ul style="list-style-type: none"> • Rebuild and make effective the Departmental Board | <ul style="list-style-type: none"> • Correct balance of Ministers, Non Executive Directors and Executives • More consistent preparation of Board materials • Effective Board discussions and deployment of Non Executive Directors within the Department | <ul style="list-style-type: none"> • Board in place and operating by summer 2013 • Interim Board Review to show significant progress in December 2013 • Improve Staff Survey “I believe that the Departmental Board has a clear vision for the future of the DECC” (B43) from 27% by 5-10% |
| <ul style="list-style-type: none"> • Senior structures fit for purpose | <ul style="list-style-type: none"> • Reform of Executive Board and its Committees • Active portfolio management • Fully effective and proportionate quality assurance and analytical processes | <ul style="list-style-type: none"> • New Executive Board and subsidiary structures in place by summer 2013 • Staff Survey ‘Management of Change’ (B45) score to improve from 27% by 5-10% |

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| <ul style="list-style-type: none"> • Develop commercial capability | <ul style="list-style-type: none"> • Equipping DECC to respond adequately, professionally and flexibly for the changing challenges it has ahead | <ul style="list-style-type: none"> • Complete Skills Audit and Deighton Review response by Summer 2013 • Complete 2-3 year workforce planning exercise by end 2013 |
| <ul style="list-style-type: none"> • Contribute corporately and departmentally to the delivery of the Civil Service Reform Programme | <ul style="list-style-type: none"> • Involvement in Civil Service Reform boards • Higher levels of digitisation | <ul style="list-style-type: none"> • Contributions to Civil Service Reform Implementation Board • New Information Technology and Communications strategy by March 2014 |
| <ul style="list-style-type: none"> • Senior Civil Servants delivering against clear and measurable objectives | <ul style="list-style-type: none"> • Effective accountability mechanisms in place, ensuring senior leaders are delivering against all of their objectives • SMART objectives, reflecting ministerial policies, in place for senior civil service, and cascaded below by managers | <ul style="list-style-type: none"> • Performance appraisals and objectives completed on time and moderated properly, including specific DECC Works objectives |