

PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2015/16

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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.

Stephen Lovegrove is a member of the Corporate Management Board, the Learning Board, and the Property Steering Group. He is a member of the National Security Council (Officials) Group. He is also appointed by the Treasury as Accounting Officer with responsibilities to Parliament for financial management, value for money and the running of the Department as set out in Managing Public Money.

What we do

The Department of Energy & Climate Change (DECC) works to make sure the UK has secure, clean, affordable energy supplies and promotes international action to mitigate climate change.

Corporate and Capability Management

Permanent Secretaries are also required to contribute to the corporate leadership of the Civil Service and support Civil Service Reform. Stephen Lovegrove is a member of the Commercial Review of Government Panel.

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. Stephen Lovegrove's specific objectives for 2015/16 are set out overleaf.

Objectives

1. Strategic priorities

Objective	How will progress be achieved and measured?
Ensure the UK has a secure and resilient energy system in which demand and supply are balanced, and in particular supporting the significant expansion of new nuclear.	<ul style="list-style-type: none">• Reaching FID for HPC and starting process for follow on projects.• Electricity margins maintained at acceptable levels, strategic examination of gas security underway, continued progress on EU single market including interconnection.• Development of regulatory and other frameworks for future development of nuclear generation (e.g. nuclear skills strategy)• Develop strategy on feasibility and economic viability of deployment of Small Modular Nuclear Reactors• Closer integration of energy and climate change RD&D activity across HMG and with other major funders• Support the industry by removing barriers to the effective exploration of UK shale gas reserves• Review the capacity market mechanism to ensure it brings forward new gas capacity in the 2020s• Incorporation of the OGA.
Keep energy bills as low as possible for households and businesses streamlining carbon/business energy taxes, and promoting competition in the energy market.	<ul style="list-style-type: none">• Full implementation of final CMA report.• Remain on track for roll out of Smart Meters in homes and businesses by 2020.• Regulatory regime fully reflects benefits of 'smart' approaches and energy system governance is fit for the future (ISO, architect, code reform).• Reform approaches to home energy efficiency, business energy efficiency and low-carbon heat including:<ul style="list-style-type: none">• resolve future direction of Green Deal• put in place plans for reform of ECO

	<ul style="list-style-type: none"> • agree on the future approach to RHI • put in place more effective delivery models to make use of local capability
Secure ambitious international action on climate change and reduce carbon emissions cost-effectively at home, including balancing spend on subsidy with support for R&D.	<ul style="list-style-type: none"> • Formal Government response to the Committee on Climate Change's Annual Progress Report. • Firmly on track to secure cross-Whitehall agreement on the fifth carbon budget level (to be set in law by end of June 2016). • Consult on the Feed In Tariff scheme as part of the FIT Review. • Secure a global climate deal through the UNFCCC negotiations in Paris (Dec 2015) which ensures a) international contributions make a significant step towards limiting global warming to 2 degrees and b) legal framework allows and promotes further progress post-Paris • International climate finance spend meets KPIs on carbon reduction, clean energy installation, jobs supported, poverty reduction and transformation. • Future approach to Climate Finance allows broader range of activities to mitigate climate change and enhance the development of clean energy globally
Manage the UK's energy legacy safely and responsibly, including through driving a step-change in progress at Sellafield.	<ul style="list-style-type: none"> • Successful contract transition from PBO at Sellafield: NDA and Sellafield Limited well-placed to manage changing patterns of activity and skills requirements at Sellafield
Ensure the department delivers against its manifesto commitment	<ul style="list-style-type: none"> • Develop a top-quality Single Departmental Plan which sets out how manifesto commitments and efficiency improvements will be delivered over the course of the Parliament by March 2016.

2. Business Priorities

Objective	How will progress be achieved and measured?
<p>Materially strengthen DECC's commercial capability and programme management, through the implementation of the Commercial Capability Review recommendations</p>	<ul style="list-style-type: none"> • Strengthened senior leadership • Further integration with UKTI
<p>Make DECC a digital 'centre of excellence', developing a digital strategy that focuses and delivers our Big Data agenda for consumer-facing policies.</p>	<ul style="list-style-type: none"> • Used improved data capability to target policies better, particularly with fuel poor households. • Developed policies to take advantage of data from Smart Meters.
<p>Align DECC's talent strategy with our Diversity Action Plan, Professions, Resourcing Strategy and our development offer, to develop all of our people and to retain and make best use of the skills and capabilities of our most talented people.</p>	<p>For G7 – SCS:</p> <ul style="list-style-type: none"> • Regular talent reviews (at least quarterly) • Monthly talent and development reviews for Directors • Identify and succession plan for business critical roles • Encourage and support nominations for the High Potential Development Scheme, Senior Leaders Scheme and Future Leaders scheme • Horizon scan for diverse talent <p>AO-SEO</p> <ul style="list-style-type: none"> • Ensure places are available for people on fast stream schemes • Fund c70 places (as for 2014/15) on positive action schemes e.g. Positive Action Pathways, Crossing Thresholds, META, Stonewall Leadership Programme, • Take on c.20 Summer Diversity Internships, c.12 Movement to work or work experience students • Take on c.6 Fast Track Apprentices, • To personally meet twice yearly those identified for Corporate and DECC Talent Schemes. <p>Measures</p> <ul style="list-style-type: none"> • DECC High potential turnover lower than others in equivalent grade • Those on Diversity talent schemes promoted within 30 months of completing the talent scheme

	<ul style="list-style-type: none"> • Health and Diversity of pipeline positive following talent reviews
Improve whole of Government effectiveness	<ul style="list-style-type: none"> • Creation of cross-Whitehall fora (BIS, DfT, DCLG) to drive implementation.
Implement DECC's Spending Review settlement in line with the Government's fiscal objectives, ensuring effective business planning by the start of 16/17 financial year	<ul style="list-style-type: none"> • Business planning outcomes are aligned with the SR settlement, and support effective delivery of DECC objectives as recorded in the Single Departmental Plan
Successfully implement a DECC-wide programme of change to ensure that DECC has the right capabilities in place and the capacity to implement agreed energy and climate change programme, whilst also delivering operational efficiencies and reduced admin costs	<ul style="list-style-type: none"> • Implementation of a new operating model for DECC that ensures the department is designed and structured around our policy activities and is making the best use of its resources. Timings: Proposal (April 2015); Design (July 2015), Implementation Plans (Sept 2015), Changes complete (by July 2016) • A reduction in DECC's pay admin costs by end of 2016/17 as part of the Spending Review. Timings: Proposal and Implementation Plans (Sept 2015); Changes complete (July 2016)
Improve the effectiveness of the department and deliver transformational change	<ul style="list-style-type: none"> • Develop digital solutions that meet common standards set by the Government Digital Service and support the development of and utilise cross-government platforms and services wherever this demonstrates the best value for money solution for the government • Continue to build the Department's commercial capability and work with the Crown Commercial Service to deliver the Government's 33% commitment of spend with SMEs by 2020 • Drive up People Survey engagement scores • Develop a credible plan for ensuring Apprentices make up 2.3% of the workforce over the course of the Parliament

3. Diversity

Objective	How will progress be achieved and measured?																																			
1. To achieve progress on key performance measures for diversity and inclusion on increasing representation rates of women in SCS roles at Pay Band 2 and above, and representation rates of BAME, LGBT and people with disabilities at all grades in the department. This will be through delivery of DECC's Vision, Goals and Action Plan 2015/16. Ensure that these plans are aligned with the Talent Action Plan.	<ul style="list-style-type: none">Achievement of DECC's agreed year 1 Diversity representation Goals by April 2016 (published in April 2015) as follows: <table><tr><th></th><th>Grade</th><th>1 Year Goal</th></tr><tr><td rowspan="2">Women</td><td>SCS PB2+</td><td>31%</td></tr><tr><td>SCS</td><td>41%</td></tr><tr><td rowspan="4">Disability</td><td>SCS</td><td>3%</td></tr><tr><td>Grade 6</td><td>5%</td></tr><tr><td>Grade 7</td><td>5%</td></tr><tr><td>SEO</td><td>7%</td></tr><tr><td rowspan="4">BAME</td><td>SCS</td><td>3%</td></tr><tr><td>Grade 6</td><td>6%</td></tr><tr><td>Grade 7</td><td>7%</td></tr><tr><td>SEO</td><td>8%</td></tr><tr><td rowspan="4">LGBT</td><td>SCS</td><td>7%</td></tr><tr><td>Grade 6/7</td><td>5%</td></tr><tr><td>SEO/HEO</td><td>4%</td></tr><tr><td>EO/AO</td><td>4%</td></tr></table> <ul style="list-style-type: none">Requesting that the Executive Committee ensure senior leaders encourage their teams to complete their diversity data by July 2015, explaining the rationale for thisIncreasing declaration rates for overall departmental workforce to 90% by September 2015 as agreed in DECC's year 1 Diversity Action plan 2015/16Exco review progress on key performance measures for diversity and inclusion on a quarterly basis throughout 15/16		Grade	1 Year Goal	Women	SCS PB2+	31%	SCS	41%	Disability	SCS	3%	Grade 6	5%	Grade 7	5%	SEO	7%	BAME	SCS	3%	Grade 6	6%	Grade 7	7%	SEO	8%	LGBT	SCS	7%	Grade 6/7	5%	SEO/HEO	4%	EO/AO	4%
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2. Ensuring that DECC meets its Diversity Vision by taking action on recruitment and selection, talent and development, improving our diversity data and supporting our staff networks.

- Personally, acting as a mentor for individuals with protected characteristics and ensure all DECC SCS do the same
- Drive a DECC wide communications campaign, running monthly events, stories and blogs to maintain momentum from June 2015,
- Implementation of a partnership agreement with Diversity Networks by October 2015,
- Personally championing and role-modelling Diversity within DECC, proactively support the Diversity networks agenda, including speaking at their events
- Ensuring that the department tracks the action by managers of employees with consecutive box 3 ratings via quarterly reviews at Executive Committee meetings from June 2015 onwards,
- Promoting the Civil Service in the wider community through engaging local schools and organisation in the wider community (e.g. Schools Outreach Programme) as and when required,
- Requesting that all SCS undertake **3 days volunteering** focused on improving diversity outcomes e.g. Schools Outreach, Dementia friends,
- Agreeing to the funding c70 places (as for 2014/15) on positive action schemes e.g. positive action pathways, crossing thresholds, META, Stonewall leadership programme,
- Agreeing that DECC takes on c.20 Summer Diversity Internships, c.12 Movement to work or work experience students and c.6 Fast track apprentices,
- Ensuring that DECC advertise our vacant SCS roles externally using accessible language and sourcing that attracts the most diverse audience,
- Ensuring that all DECC full time posts to include opportunity for job-share and greater consideration of role design to fit part time working.

4. Personal leadership

Objective	How will progress be achieved and measured?
<p>1. Role model and embed the Civil Service Leadership Statement, ensuring DECC builds strong managers and leaders</p> <p>2. Contribute to the leadership of the wider Civil Service, fully participating in cross Government Groups</p>	<p>Actions:</p> <ul style="list-style-type: none"> • Embed the Leadership Statement in DECC through aligning the development offer with the refreshed competency framework and ensuring all line managers have agreed people management objectives in place. • Be personally visible through bi-monthly SCS events, Permanent Secretary stand-ups and all staff events, keeping all staff abreast of changes taking place in the department. • Contribute to cross government initiatives that support the leadership statement e.g. blog, article, event participation, at least quarterly • To personally meet twice yearly those identified for Corporate and DECC Talent Schemes. • Membership of the Corporate Management Board (cross Whitehall). • Permanent Secretary lead on Emerging Technologies horizon scanning for Satellite. • Member of the Property Steering Group (Cabinet Office). <p>Measures</p> <ul style="list-style-type: none"> • Progress on People Survey indicators from 2014 with an improvement on the overall leadership and management indicator(44%), and particularly: <ul style="list-style-type: none"> • I feel that change is managed well in DECC • I believe that DECC is operating as a single joined up organisation • My manager helps me to understand how I contribute to DECC's objectives • Overall, I have confidence in the decisions made by

	<p>DECC's SCS.</p> <ul style="list-style-type: none">• Progress on Annual Skills Review indicator on leading and managing change.• 360 feedback
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