DECC'S OPEN DATA STRATEGY

28th June 2012

Introduction

DECC (and its predecessor Departments) has long history of publishing data relating to energy and climate change and thirty seven key datasets are currently available on data.gov uk.

DECC's Oil and Gas Portal is built in open source software, and is accessible through our website to support licensing in the oil and gas Industries. This has now been adapted to support our internal staff appraisal system.

DECC-led policies are increasingly moving into the delivery phase, and although delivery is generally undertaken by delivery partners and/or the private sector (eg Ofgem, e-serve, energy suppliers, National Grid, business etc), DECC is ultimately responsible for achievement of the desired policy outcomes. As a result, the Department collects and publishes a range of performance management data (eg installed capacity of renewable electricity production, number of energy efficiency measures installed under the Carbon Emissions Reduction Target (CERT) and Community Energy Saving Programme (CESP) schemes, energy prices data) in order to monitor and evaluate the impact of our policies and programmes, and to strengthen future policy design. Frequency and dates of publication can be found on the DECC website.

The Department is also strengthening its role in enabling delivery of a small number of public facing programmes that are substantively led by industry. For example DECC has been working with Ofgem and Industry on the Feed in Tariff scheme and we publish data on our website for a number of reasons, for example to inform users or monitor and evaluate policy, on a weekly, monthly or quarterly basis. In a number of instances (for example the Smart Meters Programme) DECC's role is to put in place the regulatory and commercial frameworks to enable delivery by third parties. Inevitably, much of the information relating to the delivery of such initiatives will be held or collected by partner organisations, but DECC is committed to work with them to publish information whenever possible. For example , OFGEM provide quarterly reports on CERT targets and 6 monthly reports on CESP schemes which they are responsible for administering.

DECC continues to have a strong policy development role in order to facilitate changes through the marketplace, eg through targeted and proportionate use of legislation and regulation.

Big Data

DECCs publishes data in excel format on climate change, including greenhouse gas emissions and the impact of climate changes in the UK; data on energy including production, transformation (eg coal used for electricity generation), consumption, efficiency and prices. These are published at various aggregate levels (for example by region or local authority) on a weekly, monthly, quarterly or annual basis depending on the business need. We also publish reports on Fuel Poverty and compensation paid to those who have worked in the mining industry.

In the past year DECC has made energy and emissions data available at disaggregated levels of geography (by region or local authority) and in some cases (domestic electric and gas consumption) down to areas of roughly 400 properties. We are now working with local authorities to see how they can best use this data to drive local energy efficiency policies.

We have released a sub-national energy consumption analytical tool (COTA - the Change Over Time Analysis Tool) to sit alongside an existing change over time analytical tool to help members of the public view data about the energy consumption in local authorities, to assess changes over time and make comparisons between different areas. Data on fuel poverty, cavity and loft insulation, gas and electricity consumption, and domestic solar photovoltaic installations has also been made available at local authority level, both as data and in Local Authority Interactive Maps. We have worked with our Arms Length Bodies (ALBS) to drive similar improvements and to ensure they can make underlying data available in line with guidelines on official statistics.

In March 2011 DECC launched the 2050 pathways calculator, a user-friendly online tool which allows members of the public (including a modified version for children and schools) to create their own UK emissions reduction pathway. The calculator uses real UK data from across DECC's evidence sources and allows the user to see the impact of the various choices available.

From March 2012 DECC introduced a disclosure log to simultaneously publish and respond to requests under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004. We publish responses of wider public interest, as well as a brief description of all other requests received.

Between now and 2014 DECC will routinely release additional data on the rollout of new programmes including the Green Deal and the Renewable Heat Initiative. This will be aggregated by local geographical areas, and other selected breakdowns as appropriate. As launch or detailed implementation of these programmes has not yet been reached, specific plans for data publication are yet to be determined. However, DECC is committed to making this available at the earliest opportunity.

In Spring 2012 DECC will be consulting on the scope of data it will be collecting from suppliers on the roll-out of Smart Meters which will allow us to more clearly identify what information can be published.

Existing mapping tools (mentioned above) will be enhanced to include additional datasets to be displayed via layered maps, allowing users to find all relevant information about their area. This will include data on Green Deal and Smart Meter installations as it becomes available, and is scheduled for publication in December 2013.

DECC has a general policy to co-ordinate across its policy areas, ALBs, strategic partners, and users to ensure it collects or can access information required to publish data that users want. We will also review the format and context in which information is provided.

DECC also provides a quarterly snapshot of how the department is spending its budget, the results it has achieved and how it is deploying its workforce through the Quarterly Data Summary (QDS) publication.

This new data on the rollout of policies combined with improved mapping and analytical tools will improve accountability by having clear, contextualised information for smaller geographic areas about the delivery of policies to different locations and groups. It will enable the public to make more informed choices about energy efficiency, and provide an improved evidence base to support policy making in this area.

DECC (and its partner organisations) will continue to review the case for making underlying datasets available where the data would not breach the privacy of individuals. Where this cannot be guaranteed at individual record level, we will make the data available at the lowest possible level of granularity.

My Data

As mentioned above, DECC has few direct public service responsibilities. In general policies are delivered by third parties on DECC's behalf, but data ownership and availability is being built into contracts to deliver these programmes. For example, DECC works with DCLG on Energy Performance Certificates which record energy efficiency in new-build homes and those adapted as part of the Green Deal, but this data will be published on the DCLG website later this year.

The introduction of Smart Meters to all households across Great Britain will provide better understanding of energy consumption, including through-in home displays which will allow people to monitor their energy use in real time. This will make householders more aware of their energy consumption and the resulting costs. Third parties will also be able to access data, subject to obtaining the consumer's consent, via the Data and Communications Company.

The Government has recently published a consultation on smart metering data access and privacy, including proposed arrangements to enable consumers easily to access their own energy consumption data and share this with third parties, should they choose to[1]. Smart meters will be installed over two implementation phases. During the Foundation Stage, which began in April 2011, the Government is working with industry, consumer groups and other stakeholders to ensure all the necessary groundwork is completed for mass roll-out. Mass roll-out will start in 2014 and be completed in 2019.

Protection of sensitive and personal data is a high priority DECC. We maintain a comprehensive register of datasets containing personal date in accordance with the data handling requirements, and responsibility for this data lies with individual Information Asset Owners, all of whom have received comprehensive training. DECC also runs a SIRO network for it ALBs which includes quarterly meetings chaired by the DECC SIRO.

[1] DECC, Smart Metering Implementation Programme: Data access and privacy – Consultation document (April 2012) http://www.decc.gov.uk/en/content/cms/consultations/cons_smip/cons_smip.aspx

We have policies and processes in place for managing information requests, and compliance with legislative requirements is closely monitored, with monthly reports from the Permanent Secretary circulated to senior managers. This provides a foundation which allows us to ensure that any sensitive or personal data which we do hold is properly protected. It also means that when engaging with third parties who hold data on our behalf, we can give them clear guidance on how to make data available to individuals about the service they receive.

Satisfaction and Experience Data

DECC publishes the majority of its research reports (for example the Green Deal Consumer Demand survey data tables were published in November 2011 alongside the consultation). Reports summarise the key findings from either quantitative or qualitative work in an anonomysed format but do not include data at an individual level. For future projects DECC will also publish anonomysed data collected for social research and customer insight purposes, to support primary quantitative research. Research agencies conducting the work on our behalf follow MRS and data privacy guidelines when collecting and storing data on individuals.

Reports are published as soon as is practical, and are usually accompanied by a report providing analysis and interpretation. We seek to follow the Government Social Research Code of Practice which provides guidance on the speed of publication.

A range of customer surveys have already been completed or are in progress looking at experiences, awareness and behaviours. One example is the Energy Demand Reduction project – a pilot study of Smart Meters involving various supplier led interventions which helped DECC to understand how customers react to improved information about their energy consumption. We are currently exploring options for making this data available in the most appropriate format. DECC is commissioning further surveys to support the implementation of new policies, and to monitor their early impacts. Analysis of these surveys, combined with an evaluation of the impact of policies will inform DECC's understanding of any difference between expected and observed impacts.

The Green Deal Programme will monitor customer satisfaction and complaints and annual data will be published in the annual report of the Green Deal Regulation and Oversight Body from 2013. This and the other customer surveys will give DECC a better understanding of customer behaviours, and performance by third party service deliverers, helping to improve public service quality, and ensure accountability of providers.

DECC has run user engagement surveys and has a user panel for statistics comprising volunteers who have taken part previous surveys, to ensure that what we produce meets user needs.

Creation of Dynamic Information Markets

DECC currently engages with its stakeholders through a variety of means. Members of the public are encouraged to register for updates on the website, specific projects have user groups made up of suppliers, academia or local authorities. These include user groups for NEED, and the more general Statistics Update group whose members receive updates whenever we add content to the statistics pages on the DECC website.

DECC has been working with BIS to make sample data on domestic energy consumption available for developer days and to identify what information could usefully be made available at record level. Both departments are currently addressing the implications of ownership of data and privacy in order to take this forward. DECC is also looking at how "Datahacks" could make more of its data accessible to all.

DECC is currently assessing how to produce anonymised record level data on energy consumption by property type and location. Again, the privacy implications are being assessed which will determine the level at which data which can be made available. We will have plans on how to take this forward in December 2013.

DECC is also investigating the feasibility of linking private sector data with data held by ALBs and other Whitehall Departments to create a richer, more comprehensive evidence base. As part of this work we will also look at the feasibility of data labs which would allow academics and practitioners to have access to record level data in a secure environment to conduct more detailed analysis. This assessment and any resulting proposals are due for completion by December 2012. Work would then progress through 2013.

The publication of this additional information will enable more detailed analysis of DECC's data to improve accountability, public choice and public service quality.

Continuously Improving the Quality of Published Data

Information and data is recognised as a key corporate asset. Information risk is addressed in part through our Knowledge and Information Strategy (see ANNEX A below), and supporting policies and guidance. The Strategy seeks to ensure best practice in information management, from creation to disposal; to ensure that we have appropriate tools in place to support effective knowledge and information management; and to embed a knowledge sharing culture. As part of this we have compiled an information asset register to identify datasets across the Department. We are also working with The National Archives to ensure that we are addressing digital continuity, so that all of our digital data will be accessible for as long as it is needed.

All of these measures help DECC to create, manage and exploit corporate data and information effectively, and publish where possible.

All of DECC's current national statistics are accredited by the UK Statistics Authority and are accompanied by methodology notes and quality reports in line with Government

Statistical Service guidance including all our survey forms and revisions analysis. DECC has already started to produce data at lower levels of disaggregation (for example the mapping tools mentioned in chapter one) and will continue to publish new statistics where applicable. For example, we started publishing a quarterly update on cavity wall and loft insulation in September 2010 and have since widened the scope to include solid wall insulation.

DECC will continue to listen to its users, especially via user groups and consultations, and aims to develop strategies and services to reflect their needs. The DECC website invites suggestions and comments from users on our published data. We will expand the published information on the quality of our data, although the exact specification will depend on GSS developments.

DECC is seeking to gain accreditation from the UK Statistics Authority for experimental statistics on insulation levels by December 2013. We are also planning to move analysis data from the NEED project into a regular national statistics format. Plans to take this forward will be available by December 2012, which will feed into a timetable to National Statistics accreditation.

DECC is assessing release mechanics and looking at other formats of data released beyond the current excel and pdf formats and recent developments in analytical tools and maps. We are keen to use routes such as “Apps” and infographics to push data out in different ways and firmer proposals will be available by December 2012.

Key data releases

Dataset Name	Description	Date of release	Frequency of publication	Open Government License?
Smart Meters	We anticipate that, as a minimum, data will include the number of smart meters installed nationally and by region, with a breakdown by customer segments (such as domestic/non-domestic). More detail will be available following decisions on the range of issues currently open for consultation at http://www.decc.gov.uk/en/content/cms/consultations/cons_smip/cons_smip.aspx	Detailed publication dates will be available in Autumn 2012	Minimum of quarterly	Yes
Green Deal	We anticipate that as a minimum, data will include the number of Green Deals taken out nationally and by lower levels of geography.	Detailed publication dates will be available in March 2013	Minimum of quarterly	Yes
Renewable Heat	We anticipate that as a minimum, data relating to Renewable Heat Premium Payments will include the number of payments approved at a national level and by region, and a breakdown of the main technologies deployed. For the Renewable Heat Incentive Scheme we anticipate that as a minimum, data will Include the number of schemes approved and a breakdown by region and technology.	Detailed publication dates will be available in Autumn 2012	Minimum of quarterly	Yes

ANNEX A – DECC Knowledge and Information Management Strategy

A Knowledge-Sharing Strategy for DECC

Knowledge & Information Management

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Executive summary

Background

DECC is a knowledge-intensive organisation, which means it is reliant on the expertise, experience and skills of its people, past and present. It needs accurate and comprehensive information which can be found easily, to function effectively and efficiently. Since its creation, DECC has built a solid foundation for capturing, storing and sharing corporate information and knowledge. This policy builds on that by developing a capability which will allow DECC to co-ordinate its knowledge and information management activities more effectively, to identify and address any gaps and to ensure all staff are aligned with a shared vision of knowledge sharing in DECC.

Vision

We will make DECC a place where all our people understand the value of knowledge and information to the department, themselves, their colleagues and successors. They will have the tools and guidance to help them acquire, safeguard and share that information and knowledge; and will be motivated to do so in every aspect of their professional lives.

Strategy

To achieve the Vision we will bring together the many good practices and activities underway in different parts of DECC, supplement them with additional activities selected according to clearly identified business needs and ensure all are co-ordinated together to maximise impact, while introducing thought leadership to help DECC leaders develop and embed a knowledge sharing culture. In doing this we will seek to

- Motivate our people to adopt good practice with knowledge and information management;
- Demonstrate and publicise the benefits of good information and knowledge management at every opportunity;
- Provide the most fit-for-purpose tools, guidance and processes to support better information and knowledge management, that resources will allow;
- Recognise and reward good information and knowledge management practice; and
- Maximise the benefits of all DECC's knowledge sharing activities by ensuring they are co-ordinated and joined-up.

Making it happen

To encourage good information and knowledge management, to support staff in knowledge-sharing and to embed these behaviours and values, we will focus on three core strands of activity:

Strand 1: Improve Information Management

We will build on the successful DECC Information Management strategy and will update the training, guidance and support provided to staff, to make good information management integral to effective working.

Strand 2: Knowledge-Sharing Enablers

We will introduce practical tools and processes to support sharing of know-how, learning and information, using techniques already tested either within DECC or other organisations.

Strand 3: Develop Sharing Culture

We will seek to encourage knowledge-sharing by inspiration and example, through leadership, role models, sharing success and recognising and rewarding good knowledge sharing behaviours.

1. Introduction and background

DECC is a knowledge-intensive organisation, reliant on the know-how, experiences and skills of its people, and dependant on accurate, comprehensive information to perform its duties.

Since DECC was created in 2009 much work has been undertaken to ensure that its teams and people are able to work with 'Matrix', a single, shared, electronic document and records management system. This was a key part of the DECC Information Management Strategy[2], rolled-out during 2010 and early 2011. As adoption of Matrix grows, the benefits of good information management are becoming more widely recognised.

In addition to work around Matrix, there are or have been several initiatives aimed at improving the ways in which DECC manages information. These include 'Knowledge Bank' (now defunct), 'My Sites' and Team Sites' (both using SharePoint technology) and a Wiki currently being piloted by the Science and Innovation Group.

While significant progress has been made in sharing knowledge and information more effectively, we still need both to do more and to coordinate our activities better. This was underlined by the findings of the Capability Review conducted by the Cabinet Office, which observed: *"The Department does not manage knowledge in a systematic way and stakeholders express frustration that knowledge is being lost with staff movement"*[3].

This paper sets out the case for knowledge-sharing in DECC, provides a vision of where we want to be and proposes a strategy to get there. Finally, an outline action plan for 'making it happen' is proposed.

2. Scope and methodology

To identify the underlying issues and key knowledge-sharing priorities for DECC a series of group- and one-to-one discussions were conducted with a broad stakeholder group; in addition an exploratory workshop was held in December 2010 with a group of senior stakeholders. Based on the outputs the Knowledge & Information Management Steering Group considered a draft strategy in March 2001: this document takes into account the input and feedback from that review.

Knowledge-sharing is an integral aspect of the values and culture of an organisation, the processes and routines it employs, and the technology and systems it uses to enable its activities, rather than a discrete function or activity. Thus the scope of this proposal includes:

- All individuals and teams within DECC;
- All activities conducted in order for DECC to deliver on its remit; and

[2] 'DECC IM Strategy', 9th October 2009, Mx ref DO9/986842
[3] 'Department of Energy and Climate Change: Baseline Assessment', Capability Reviews Team, Cabinet Office, December 2009

- All of DECC's information storage, transmission and management systems, physical and electronic, including DECC Intranet (but not web sites intended primarily for outbound transmission, eg DECC Internet).

3. Drivers

There are five key themes or 'drivers' for change. These are the areas of most importance to the organisation and which, if properly addressed, will deliver most benefits. They range from immediate, must-do-quickly issues, through to long-term development of an ingrained knowledge-sharing culture:

- **Information management** – there is a significant opportunity to help staff use Matrix more effectively and efficiently. The system is not universally popular and as a result many staff continue to store information in other places – personal drives, Outlook, shared drives, etc. Increasing the usage of Matrix will improve its perception as an aid to effective working, rather than a barrier.
- **Connecting people** – almost all respondents said it is difficult to find out who knows what: who are the subject experts, or who has worked on which projects previously, in which organisations and so on. Expertise goes untapped, with resulting inefficiencies and quality issues. The DECC directory is seen as inadequate and several directorates have developed low-tech solutions to meet local needs.
- **Learning routines** – DECC lacks consistent, shared processes and procedures for capturing knowledge and learning before, during and after projects or assignments. Some teams will conduct 'learning reviews' or 'after action reviews' during or after projects, but this practice is patchy and tends to be limited to sharing learning within project teams, not beyond. Some 'lunch and learn' type events exist, but again, these are local and exceptional.
- **Knowledge retention** – there are no established processes for capturing know-how and learning when staff leave or move, or ensuring such knowledge is transferred successfully to replacement staff or others who need it. Practices are determined locally and vary considerably: while there is evidence of some use of handover interviews and templates for recording information, in most cases managers are left to decide what action to take, if any.
- **Knowledge-sharing culture** – organisational learning and sharing of knowledge are primarily driven by the values of the organisation and the behaviours of its people. Currently at DECC actively sharing knowledge or storing it for the benefit of others (beyond an individual's immediate team or group) is not seen as a day-to-day priority. The challenge therefore is to create a culture in which actively sharing learning, and actively seeking the learning of others, are routine – "the way we do things around here".

4. Business benefits

As stated earlier, knowledge-sharing is not a discrete or separate function but is an integral aspect of everything we do. It is therefore to be expected that the benefits of good knowledge-sharing will be realised throughout the organisation and will include:

- **Efficiency and Value for Money** – improving internal communication flows within DECC will reduce or eliminate duplication of effort, such as instances in which similar information-gathering or analyses may be conducted by different teams, unaware of or unable to locate those who have already carried out related work. At a time of reducing resources, making best use of those we have will become critical to delivering value for money.
- **Evidence-based policy-making** – the best decisions or policies are made when those with the most relevant and recent expertise contribute and the most accurate and up to date information is used. Making it easier for staff to locate and access those people and/or their expertise, or to be certain the data used is the best available, will improve the quality of policy-making.
- **Business continuity** – better knowledge-sharing will help safeguard DECC's corporate memory and ensure it is able to perform its role and deliver on its objectives, during a period of significant change.
- **Compliance** – good knowledge-sharing and information management will help DECC to meet its obligations under the Data Protection and Freedom of Information Acts, under the Government's requirements for handling data[4] and in line with its 'Transparency Agenda'.

There are several additional drivers specific to DECC's current situation, including:

- **Future DECC** – DECC's major change programme is looking to establish new ways of working, including what needs to happen to create 'One DECC' – an integrated, co-ordinated, cohesive organisation with a shared sense of purpose. The 'One DECC' workshops conducted in February 2011 cited a need for 'Clear knowledge sharing culture and tools'.
- **Second Capability Review** – expected later in 2011, the Cabinet Office's Capability Reviews Team will seek evidence of DECC acting in response to the findings of the earlier Review.
- **ICT service review 2014** – the contract with Fujitsu, which includes maintenance and support for Matrix, expires in 2014. In the medium term therefore we will need to consider how best to proceed thereafter.
- **Co-ordination** – there is a clear need for better co-ordination and exploitation of existing, planned or lapsed knowledge-sharing initiatives (Knowledge Bank, DECC Directory, other SharePoint-based projects, etc), and a need to include these within an overall Knowledge and Information Management framework

[4] 'Data Handling Procedures in Government: Final Report' – CESG June 2008

5. Vision

We will make DECC a place where all our people understand the value of knowledge and information to the department, themselves, their colleagues and successors. They will have the tools and guidance to help them acquire, safeguard and share that information and knowledge; and will be motivated to do so in every aspect of their professional lives.

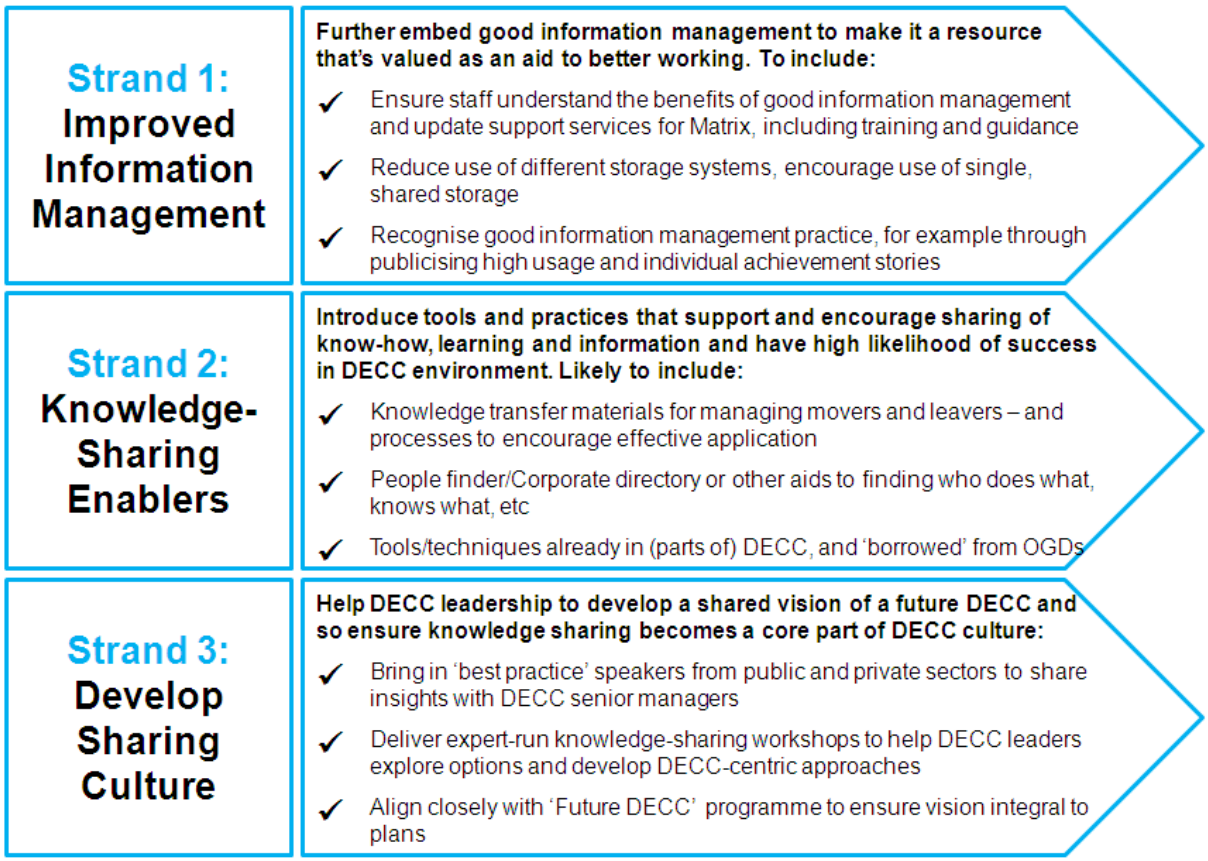
6. Strategy

To achieve the Vision we will bring together the many good practices and activities underway in different parts of DECC, supplement them with additional activities selected according to clearly identified business needs and ensure all are co-ordinated together to maximise impact, while introducing thought leadership to help DECC leaders develop and embed a knowledge sharing culture. In doing this we will seek to

- Motivate our people to adopt good practice with knowledge and information management;
- Demonstrate and publicise the benefits of good information and knowledge management at every opportunity;
- Provide the most fit-for-purpose tools, guidance and processes to support better information and knowledge management, that resources will allow;
- Recognise and reward good information and knowledge management practice; and
- Maximise the benefits of all DECC's knowledge sharing activities by ensuring they are co-ordinated and joined-up.

7. Making it happen

There are three 'strands' to our approach, reflecting DECC's current needs and constraints. These incorporate activities already under way as well as some to be introduced, plus they will bring together, for the first time, activities being led by different teams across DECC:



This strategy will

- **Deliver immediate benefits** – both through increased use of Matrix due to better and more targeted advice, and through economies/shared learning as a result of bringing various activities under a shared umbrella;
- **Maximise use of existing resources** – both through the better co-ordination described above and by re-using, not re-creating, existing work; and
- **Enable a knowledge sharing culture** – by providing the insight and inspiration to help all at DECC to put knowledge sharing at the centre of everything we do.

Each of the strands is explored in more detail in the Knowledge Sharing Action Plan in Annex 1.

8. Governance

The strategy involves a number of different activities, some already underway and some being led by different teams across DECC. A key challenge is to ensure that these activities are brought together under a shared 'umbrella', to ensure shared learning, that interdependent activities are co-ordinated and that they remain aligned with DECC's corporate goals at all times.

It is therefore proposed that a light touch 'programme management' approach be employed: identified project leaders/managers will continue to lead existing activities under current line management arrangements, but will provide reports/updates to the KIM Steering Group on a regular basis (frequency to be determined).

The role of the KIM Steering Group will include –

- **Co-ordination and leadership** - ensuring that activities and projects are adequately co-ordinated (ie learning is shared, decisions are non-conflicting, resources are re-used and duplication avoided);
- **Selection and prioritisation** - assessing suitability of new or existing activities or projects for inclusion in the programme and ensuring those pursued are aligned with DECC's strategic and business goals;
- **Advocacy** - publicising and promoting agreed activities and projects across their own and other DECC Groups, Directorates and Teams; and
- **Escalation and representation** - making representations to, other forums (eg Management Board in relation to proposed activities or projects, where appropriate..

It is anticipated that simple project brief and highlight report templates will be provided to assist project leaders in providing regular updates to the KIM Steering Group.

9. Communications

One of the major benefits of better knowledge sharing is more joined-up working, ie confidence amongst all that they know what others are doing, how their work affects that of others and how their work is affected by that of others. Implementing the Knowledge Sharing Strategy provides an opportunity to 'lead by doing', making sure adequate, relevant and timely information on developments is provided to staff, and that information on different activities is integrated as much as possible.

Achieving this will require agreement on an overall timetable of activities and development by the KIM and Internal Communications teams, and individual project leaders, of a comprehensive and cohesive communications plan. Work on this will begin once the activities and projects to be included and their timelines, have been finalised.

10. Measuring success

Some individual activities have particular quantifiable measurements that indicate progress, for example Matrix monthly statistics. To assess longer-term progress, and to provide a shared progression chart that all can understand, it is proposed that we use the DECC Knowledge Sharing Maturity Model, a tool based on the Knowledge Council's Knowledge Management Maturity Model and illustrated in Annex 2.

To use the model it is necessary to agree where DECC currently sits in relation to each category of organisational behaviour/activity – 'Strategy & Governance', 'Culture & Leadership', etc – and then where we realistically want to be at a point in the future. As well as providing a means of assessing progress, the model can also help ensure we stay on track: any proposed new projects or activities would be expected to clearly help DECC progress against the model.

Annex 1 - Knowledge Sharing Action Plan Overview