

Agency Management Team

Performance Reporting Framework 2015-2016

**1. Synopsis**

- 1.1 This paper presents the Performance Reporting Framework 2015-2016 for the Agency Management Team. It explains how performance will be measured and reported during the year.
- 1.2 A performance record table has been produced for each of the 30 performance measures published in SEPA's [Annual Operating Plan 2015-2016](#) explaining exactly what the measure means, what it is trying to achieve, how it will be measured and reported and who is responsible for managing performance issues. These are provided at the beginning of the financial year to help the Agency Management Team understand each of the performance measures. They will be published on the intranet for reference and hyperlinks will be provided in each performance report. They will also be published on the website, so that hyperlinks can be provided for Board performance reports.
- 1.3 Agency Management Team members are asked particularly to focus on reviewing the measures for which they are responsible.

**2. Risks**

- 2.1 There are reputational risks if SEPA fails to achieve corporate targets stated within the Annual Operating Plan.

**3. Resource and Staffing Implications**

- 3.1 There are no resource or staff implications arising from this report.

**4. Equalities**

- 4.1 There are no equalities elements arising from this report.

**5. Environmental and Carbon Impact**

- 5.1 There are no environmental and carbon impacts within this report.

**6. Submission to Board**

- 6.1 Not required.

**7. Recommendations**

- 7.1 The Agency Management Team is invited to **approve** the contents of the Performance Reporting Framework 2015-2016 for publication on the intranet and website.

**Business Strategy Manager**  
**Executive Director, Science & Strategy**  
**31 March 2015**

Is this to be included in the staff bulletin?  Yes  No

## Scottish Environment Protection Agency

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## Introduction

In the past few months the Business Strategy Team has worked with performance measure owners for the thirty performance measures published within the [2015-2016 annual operating plan](#). Owners were identified and tasked with developing a performance record table to establish what will be measured in 2015-2016 and how it will be reported. The performance record tables highlight potential issues and risks and note who is required to act when performance falls below expected levels. Completing these records at the start of the year creates a consistent approach to reporting, which is also transparent.

The Agency Management Team has the opportunity to review the measures and ensure that the levels of performance required to achieve a green reporting status under our red, amber and green reporting system, are right for measuring performance throughout the year. Performance is measured using either quantitative targets or project milestones.

In addition to the thirty corporate measures, each portfolio has agreed to work towards six common internal performance measures and progress will be reported on the internal portfolio scorecard, with commentary to explain any red or amber performance.

## Quarterly reporting

The quarterly report will provide a summary of performance over the previous three months for each of the thirty corporate performance measures. Once approved by the Agency Management Team, the quarterly performance report will be submitted to the Agency Board and reviewed by the Scottish Government. Once the Agency Board has reviewed and approved the performance report it will be published on our external website.

The quarterly report will include an appendix showing progress towards the six internal performance measures and another appendix summarising progress towards those Greening SEPA performance measures not included in the Annual Operating Plan. These latter measures are reported annually in the Greening SEPA report and the quarterly updates will ensure the Agency Management Team has regular feedback on performance.

## Reporting by Exception

On a monthly basis, the Agency Management Team will receive an Exception performance report providing an update on the performance of those measures which received a red or amber RAG status in the previous quarterly performance report.

An exception will also be triggered if Business Strategy is made aware of a measure where:

- performance falls below expected levels or greatly exceeds expected levels;
- key milestones are missed in project-based measures; and/or
- time allowed has been exceeded.

Business Strategy will encourage performance measure owners to inform us when such circumstances arise. A further check is provided by reviewing individual portfolios' monthly performance reports.

Ideally these issues will already have been discussed at the relevant portfolio management team level before being presented to the Agency Management Team.

## Audience

The monthly Exception report will be published on the Business Strategy pages of the intranet, but will not be published externally.

The portfolio scorecard is intended for internal use only so will be removed from the quarterly reports before these are submitted to the Agency Board, and will not be sent to the Scottish Government or published on SEPA's website.

However, the appendix providing an update on performance towards the Greening SEPA targets will be included in the report submitted to the Agency Board and sent to the Scottish Government.

The final report of the year is the Annual Review of Performance, which will summarise our performance against targets over the whole year. After approval by the Agency Management Team, followed by the Agency Board, it will be published on the SEPA Performs website page.

The Annual Report and Accounts is usually published in September after the Scottish Parliament returns from the summer recess. The Annual Report and Accounts must be approved by the Minister for Environment and Climate Change and laid before the Scottish Parliament before being officially published on SEPA's website.

01. Improving poor performers

Performance measure	Improve compliance with licence conditions for at least 20% of the 395 licences for regulated sites which were assessed as non-compliant for 2013.
Summary	<p>As Scotland's environmental regulator, we issue a range of licences designed to control activities that could lead to pollution or environmental damage. In order to report performance towards this target, we will assess operators' compliance with the conditions of their licences using our Compliance Assessment Scheme.</p> <p>In March 2014 395 licences' level of compliance were assessed as non-compliant. At the end of the 2014 assessment year xx of those 395 failing sites were returned to compliant. The aim of this measure is to focus on those xx (still to confirm based on 2014 results) sites that failed to be returned to compliant in 2014.</p> <p>To achieve this target this year we need to turn 20% of these to compliant during the year (i.e. y, which is 20% of xx above).</p> <p>We use a number of tools to improve operators' compliance with environmental regulation, from providing advice and guidance, to targeting specific harms, to taking enforcement action. This measure will let us know whether or not the steps we are taking to improve compliance are having the desired effect.</p>
Purpose	<p>When operators do not comply with the conditions of their licence, there is a risk of damage to the environment and to human health.</p> <p>We have chosen this performance measure to ensure that we are focusing our efforts in the right areas. This measure will ensure that 20% of those 395 licences found non-compliant in 2013 and did not become compliant in 2014 have moved to compliant by the end of 2015.</p>
Relates to	<p>Outcome: Scotland's environment is protected and improving.          Corporate Plan measure: Increase the percentage of operators assessed as compliant.          Our priorities this year: Regulating activities to control their impact on the environment and human health.          Strategic objectives: Promote compliance and enforce environmental law; focus on the areas where we can make the biggest impact; promote the benefits of a good environment.</p>
Measuring success	<p>By the end of March 2016 we want to report: that the compliance rating of at least xx (still to confirm based on 2014 results) of licences which were non-compliant at the end of 2013 and continued to be non-compliant in 2014, have improved and are now compliant.</p> <p>The Compliance Assessment Scheme is SEPA's assessment process to check a licensed operator's compliance with their licence conditions. Licence conditions are assessed and a rating based on the level of compliance is given. The ratings are Excellent, Good, Broadly Compliant, At Risk, Poor and Very Poor. The ratings At Risk, Poor and Very Poor are considered as non-compliant levels of performance.</p> <p>Our end of year assessment will be:</p> <p>Red = less than 20% of the non-compliant licences from 2013 year still non-compliant at the end of 2014 are found to be rated compliant at the end of the year.          Green = 20% or more of the non-compliant licences from 2013 still non-compliant at the end of 2014 are rated compliant at the end of the year.</p> <p>In-year progress will be reported using the following RAG assessment (see note 2 below) based on the number of compliant licences as a proportion of all previously non-compliant licences assessed year-to-date.</p>

Performance measure	Improve compliance with licence conditions for at least 20% of the 395 licences for regulated sites which were assessed as non-compliant for 2013.								
	<table border="1"> <thead> <tr> <th>Target – in-year</th> <th>% Performance</th> </tr> </thead> <tbody> <tr> <td>Green</td> <td>20% or more compliant</td> </tr> <tr> <td>Amber</td> <td>15%-20%</td> </tr> <tr> <td>Red</td> <td>Less than 15%</td> </tr> </tbody> </table>	Target – in-year	% Performance	Green	20% or more compliant	Amber	15%-20%	Red	Less than 15%
Target – in-year	% Performance								
Green	20% or more compliant								
Amber	15%-20%								
Red	Less than 15%								
Previous Targets	In 2013-2014 our measure was to improve performance of 50% of licences that were non-compliant in 2012. We achieved a figure of 53%. In 2014-2015 the target was to move 20% of the previous year's non-compliant licences to compliant. This was achieved.								
Presentation	<ol style="list-style-type: none"> <li>Quarterly reported fully to Agency Management Team &amp; Agency Board. This report will be published on SEPA's website.</li> <li>Monthly updates to Business Strategy team.</li> <li>Additional monthly exception reporting when performance is below expected levels, deviation from the plan, when issues need highlighting or for information (amber or red performance).</li> </ol> <p>The information will also be reported quarterly to the Operations Portfolio Management Team.</p> <p>A snapshot summary of in-year performance will be presented in tabular format based on the information logged in the Compliance Assessment Scheme.</p> <p>A text update will also be presented showing what percentage of the year's planned routine and audit inspection programmes have been achieved.</p>								
Responsible director	Director of Operations								
Owner	Unit Manager, Operations Development Unit								
Who measures?	Senior Business Consultant								
How is it measured?	<p>Formula(s):</p> <ol style="list-style-type: none"> <li>CAS Summary Report – Total number of licences under each compliance category identified as non-compliant in 2013 versus their 2014 results on the compliance assessment scheme.</li> </ol> <p>Scope: sites which cease trading will be removed from the baseline.</p>								
Source of data	Reports run from CAS. Reports run by Robin Ferguson in Operations Development Unit.								
Definitions (Keywords)	CAS Compliance Assessment Scheme.								
Who acts on the data?	Area Heads of Operations. Operations Portfolio Management Team.								
What do they do?	If red or amber: investigate the root cause of the issue and take appropriate action. If green: continue as planned. Review target at the end of the year.								
Key milestones	<ul style="list-style-type: none"> <li>June 2015 – publication of 2014 compliance assessment scores and confirmation of baseline for this measure (that is, the confirmation of the number of licences which are assessed as poor, very poor or at risk).</li> <li>Quarterly assessments of data in time for quarterly reports (7<sup>th</sup> day of the following month).</li> <li>End of year compliance assessment.</li> </ul>								

Performance measure	Improve compliance with licence conditions for at least 20% of the 395 licences for regulated sites which were assessed as non-compliant for 2013.
Notes and comments	<ol style="list-style-type: none"> <li>1. This area of work is measured on a calendar year basis. Work to improve performance must be completed by the end of December.</li> <li>2. Although the compliance assessment scheme assesses operator compliance over a calendar year, operators continue to submit data until the end of March. That means that the final results of the scheme are not confirmed until May 2015 and published in June 2015. The data which is used to report the status of this measure at the end of March 2015 will be provisional.</li> <li>3. The 395 figure excludes water resource licences which, at the time of the latest revision to this measure (11 June 2014) had not been assessed. Some of these licences may be non-compliant but these will not be added to the 395 figure at this late stage. The Annual Review of Performance showed a figure of 408 but this has been revised down with the exclusion of these water resource licences. SEPA will still endeavour to turn round these licences by the year-end.</li> <li>4. At the beginning of each year the compliance of each licensed activity is automatically reset to excellent. The status of compliance is reassessed positively or negatively following site visits, data assessment, analysis of the results of sampling and following environmental incidents at the site. We will target all poor performing sites over the year to assess their compliance. We also provide advice and guidance and use our range of enforcement tools to promote compliance.</li> <li>5. This performance measure relates to licences which are included in our compliance assessment scheme. The scheme is used to assess compliance with licences. It includes all regimes regulated by SEPA, with a number of exclusions which relate to very low risk activities or activities that are short-lived or not regulated by licence. Excluded are: <ol style="list-style-type: none"> <li>a. Control of Major Accidents and Hazards (COMAH) Regulations</li> <li>b. Controlled Activities Regulations (CAR) – Engineering</li> <li>c. Controlled Activities Regulations (CAR) – Diffuse Pollution</li> <li>d. Waste management licensing (WML) – Exemptions</li> <li>e. Producer Responsibility Regime</li> <li>f. Transfrontier Shipments of Waste Regime</li> <li>g. Waste Carriers &amp; Brokers</li> <li>h. Authorised Radioactive Sources</li> </ol> </li> <li>6. Note the baseline figures and measurements for the year will be based on the number of licences, rather than operators or sites. Although relatively small there are some sites and operators who are registered for more than the one licensed activity per site, so it is important to avoid treating sites, operators and licences as synonymous.</li> </ol>

## 02. Decreasing non-compliance

Performance measures	Achieve a 10% decrease in the percentage of regulated sites which are identified as non-compliant in 2015 compared to 2014.
Summary	<p>As Scotland's environmental regulator, we issue a range of licences designed to control activities that could lead to pollution or environmental damage. In order to report performance towards this target, we will assess operators' compliance with the conditions of their licences using our Compliance Assessment Scheme.</p> <p>The target is to reduce the non-compliance rate by 10% (or by a tenth) compared to the previous financial year. The non-compliance rate for the financial year 2014-2015 will be available in June 2015 when 2014 results are finalised.</p> <p>We use a number of tools to improve operators' compliance with environmental regulation from providing advice and guidance, to targeting specific harms, to taking enforcement action. This measure will let us know whether or not the steps we are taking to improve compliance are having the desired effect.</p>
Purpose	<p>When operators do not comply with the conditions of their licence, there is a risk of damage to the environment and to human health.</p> <p>We constantly strive to improve the effectiveness of our environmental regulation. As well as taking a risk-based approach to inspection, we are also focusing some of our efforts on tackling specific environmental harms. We have chosen this performance measure to ensure that we are focusing our efforts in the right areas.</p>
Relates to	<p>Outcome: Scotland's environment is protected and improving.</p> <p>Corporate Plan measure: increase the percentage of operators assessed as compliant.</p> <p>Our priorities this year: Regulating activities to control their impact on the environment and human health.</p> <p>Strategic objectives: Promote compliance and enforce environmental law; focus on the areas where we can make the biggest impact; promote the benefits of a good environment.</p>
Measuring success	<p>By the end of March 2016 we want to report: no more than 0.9x% rate (see notes above) non-compliance compared to the number of licences assessed.</p> <p>The Compliance Assessment Scheme is SEPA's assessment process to check a licensed operator's compliance with their licence conditions. Licence conditions are assessed and a rating based on the level of compliance is given. The ratings are Excellent, Good, Broadly Compliant, At Risk, Poor and Very Poor. The ratings At Risk, Poor and Very Poor are considered as non-compliant levels of performance. SEPA targets licences with unsatisfactory compliance using tools including inspection and enforcement to drive improvement.</p> <p>Our in-year assessment will be:  Red = 0.9x+1% or more non-compliance rate year to date.  Amber = More than 0.9x% but less than 0.9x +1% year to date.  Green = 0.9x% or less non-compliance rate year to date.</p>
Previous Targets	In 2013-2014 our measure was a decrease in the percentage of sites which are identified as non-compliant in 2013 compared to 2012 by 10%. We reported a failure to meet this target in the ARP, but only by a very small margin (an 8.4% reduction 'v' a target of 10%). The same measure was repeated in 2014-2015. This was achieved/not achieved with an x% decrease 'v' a target of 10% (results not due until June 2015).
Presentation	<ol style="list-style-type: none"> <li>Quarterly reported fully to Agency Management Team &amp; Agency Board. This report will be published on SEPA's website.</li> <li>Monthly updates to Business Strategy team.</li> <li>Additional monthly exception reporting when performance is below expected</li> </ol>

Performance measures	Achieve a 10% decrease in the percentage of regulated sites which are identified as non-compliant in 2015 compared to 2014.
	<p>levels, deviation from the plan, when issues need highlighting or for information (amber or red performance). The information will also be reported quarterly to the Operations Portfolio Management Team.</p> <p>A snapshot summary of in-year performance will be presented in tabular format based on the information logged in the Compliance Assessment Scheme.</p> <p>A text update will also be presented showing what percentage of the planned routine and audit inspection programmes have been achieved.</p>
Responsible director	Director of Operations
Owner	Unit Manager, Operations Development Unit
Who measures?	Senior Business Consultant
How is it measured?	<p>Formula(s): 1. CAS Summary Report Frequency of reports: quarterly</p> <p>Scope: Licences which cease trading will be removed from the baseline.</p>
Source of data	Reports run from CAS. Reports run by Senior Business Consultant, Operations Development Unit.
Definitions (Keywords)	<p>Non-compliance rate is the number of non-compliant licences compared to the total number of licences assessments during the year, expressed as a percentage.</p> <p>CAS Compliance Assessment Scheme.</p>
Who acts on the data?	Area Heads of Operations. Operations Portfolio Management Team.
What do they do?	If red or amber: investigate the root cause of the issue and take appropriate action. If green: continue as planned. Review target at the end of the year.
Key milestones	<ul style="list-style-type: none"> <li>• June 2015 – publication of 2014 compliance assessment scores and confirmation of baseline for this measure (that is, the identification of licences which are assessed as poor, very poor or at risk). Quarterly assessments of data.</li> <li>• Quarterly assessments of data in time for quarterly reports (7th day of the following month).</li> <li>• End of year compliance assessment.</li> </ul>
Notes and comments	<ol style="list-style-type: none"> <li>1. This area of work is measured on a calendar year basis. Work to improve performance must be completed by the end of December.</li> <li>2. Although the compliance assessment scheme assesses operator compliance over a calendar year, operators continue to submit data until the end of March. That means that the final results of the scheme are not confirmed until May 2015 and published in June 2015. The data which is used to report the status of this measure at the end of March 2015 will be provisional.</li> <li>3. At the beginning of each year the compliance of each licensed activity is automatically reset to excellent. The status of compliance is reassessed positively or negatively following site visits, data assessment, analysis of the results of sampling and following environmental incidents at the site. We will target all poor</li> </ol>

Performance measures	Achieve a 10% decrease in the percentage of regulated sites which are identified as non-compliant in 2015 compared to 2014.
	<p>performing sites over the year to assess their compliance. We also provide advice and guidance and use our range of enforcement tools to promote compliance.</p> <p>4. The inspection programme is risk-based, so the frequency of inspection at each site depends on risk and previous performance. We will be inspecting different sites in 2015 than we did in 2014.</p> <p>5. This performance measure relates to licences which are included in our compliance assessment scheme. The scheme is used to assess compliance with permits, authorisations, certain registrations or licences (referred to generically as licences in this document). It includes all regimes regulated by SEPA, with a number of exclusions which relate to very low risk activities or activities that are short-lived or not regulated by licence. They are:</p> <ul style="list-style-type: none"> <li>a. Control of Major Accidents and Hazards (COMAH) Regulations</li> <li>b. Controlled Activities Regulations (CAR) – Engineering</li> <li>c. Controlled Activities Regulations (CAR) – Diffuse Pollution</li> <li>d. Waste management licensing (WML) – Exemptions</li> <li>e. Producer Responsibility Regime</li> <li>f. Transfrontier Shipments of Waste Regime</li> <li>g. Waste Carriers &amp; Brokers</li> <li>h. Authorised Radioactive Sources</li> </ul> <p>6. Note the baseline figures and measurements for the year will be based on the number of licences, rather than operators or sites. Although relatively small there are some sites and operators who are registered for more than the one licensed activity per site, so it is important to avoid treating sites, operators and licences as synonymous.</p>

### 03. Water environment

Performance measure	Deliver specific work which will contribute to the objectives of the first river basin management plans and deliver improvements in the water environment, including the problem-solving project for diffuse pollution.
Summary	<p>This year's key workstreams contributing to deliver improvements in the water environment (as directed by the first river basin management plan) and which can be monitored throughout the year to assess performance are:</p> <ol style="list-style-type: none"> <li>1. Review CAR authorisations to assess impact and secure environmental improvements from dischargers and water users, where required.</li> <li>2. Work with Scottish Water to ensure completion of environmental improvement works as detailed in the Quality &amp; Standards technical expression, and to ensure studies are undertaken to inform future investment.</li> <li>3. Undertake diffuse pollution mitigation work in diffuse pollution priority catchments to raise awareness of statutory requirements and secure compliance (an Annual Operating Plan harms problem-solving project).</li> <li>4. Ensure that the Water Environment Fund is fully allocated to fund works by third parties to restore water bodies impacted by physical alterations, and control invasive species.</li> <li>5. Deliver pilot catchment projects to demonstrate mechanisms and techniques to deliver both physical restoration and natural flood management benefits.</li> </ol>
Purpose	It is important to monitor this area of work, as SEPA is the competent authority for the delivery of Ministerial objectives set out in the river basin management plans.
Relates to	<p>SEPA Outcome: Scotland's environment is protected and improving.          Corporate Plan measure: Improvement in the quality of Scotland's environment.          Strategic Objective: Promote compliance and enforce environmental law.          Our priorities this year: Regulating activities to control their impact on the environment and human health; delivering environmental improvements; safeguarding communities.</p>
Target	The River Basin Management Planning Operational Delivery Team will make a RAG assessment of performance towards this performance target based on assessments of progress of all relevant projects.
Previous Targets	<p>Last year's AOP measure was: <i>progressively improve the chemical and ecological status of water to achieve at least 70% of water bodies at good status or better by 2015.</i> Whilst 70% was not achieved, good progress was made in all contributing workstreams, such as diffuse pollution and CAR authorisations. Full explanation of why the 70% target proved difficult was explained in quarterly performance reports last year and the <a href="#">Annual Review of Performance</a>.</p>
Presentation	<ol style="list-style-type: none"> <li>1. Quarterly reported fully to Agency Management Team &amp; Agency Board. This report will be published on SEPA's website.</li> <li>2. Monthly updates to Business Strategy team.</li> <li>3. Additional monthly exception reporting when performance is below expected levels, deviation from the plan, when issues need highlighting or for information. (Amber or Red performance).</li> </ol> <p>The information will also be reported monthly to the Operations Portfolio Management Team.</p> <p>A text update will be provided detailing:</p> <ul style="list-style-type: none"> <li>• The number of CAR licences reviewed against plan.</li> <li>• The number of diffuse pollution mitigation visits and workshops which have been held each quarter, and the total year-to-date, and the percentage uptake of required measures to alleviate diffuse pollution.</li> <li>• The number of Scottish Water environmental improvement studies and works completed against plan.</li> <li>• The full allocation of Water Environment Funding to appropriate projects against budget.</li> </ul>

Performance measure	Deliver specific work which will contribute to the objectives of the first river basin management plans and deliver improvements in the water environment, including the problem-solving project for diffuse pollution.
	<ul style="list-style-type: none"> <li>• Progress against pilot catchment delivery programme.</li> </ul> <p>See notes below for full details and targets for workstreams.</p>
Responsible director	Director of Operations
Owner	Manager, Water and Land Unit
Who measures?	Unit Managers
How is it measured?	<p>CAR licence reviews: Regional Operations teams provide details of when they plan to start and complete each licence review and we then report against actual start and completion dates.</p> <p>Diffuse pollution mitigation work: Details of all visits and workshops are held on a spreadsheet.</p> <p>Pilot catchment: progress reported against project plan.</p> <p>Water Environment Fund: actual and allocated spend and number of environmental improvements for completed projects or proposed projects.</p> <p>Quality and Standards: progress against plan for 37 Quality and Standards projects which will be delivered to improve wastewater discharges to meet Water Framework Directive requirements and 3 studies to be completed to understand any investment required in bathing water protected areas (see notes for more detail).</p> <p>Scope:</p> <p>CAR licences being reviewed are those in water bodies which are downgraded and which have targets for improvement by end of the first river basin management plan cycle 2008-2015.</p> <p>Diffuse pollution mitigation work included is that completed in the 14 priority catchments identified for improvement in the Rural Diffuse Pollution Plan. Records on diffuse pollution mitigation work are held on a spreadsheet within the Land unit.</p> <p>Work with Scottish Water relates to that prioritised through the Quality and Standards process and set out in the technical expression.</p> <p>Pilot schemes are those detailed in the notes below.</p> <p>Water Environment Fund report covers all the spend of the Scottish Government grant for the fund.</p>
Source of data	<p>CAR licence reviews: the source data is updated by / taken from each teams' PRS (Performance Reporting System) spreadsheet.</p> <p>Water Environment Fund – progress as shown in the budget tracking spreadsheet.</p>
Definitions	<p>CAR licences are those required under the Water Environment (Controlled Activities) (Scotland) Regulations 2005 (CAR) (SSI 2005 No. 348) to control impacts on the water environment.</p> <p>Quality and Standards is the process by which Scottish Water environment investment is prioritised and managed.</p> <p>Water Environment Fund is funded by the Scottish Government and administered by SEPA. It secures improvements in the physical condition of water bodies, where regulatory controls cannot apply.</p>
Who acts on the data?	River Basin Management Planning Operational Delivery Team Operations Management Team
What do they do?	<p>If red or amber: identify the root cause of the problem and take appropriate action.</p> <p>If green: continue as planned.</p>

Performance measure	Deliver specific work which will contribute to the objectives of the first river basin management plans and deliver improvements in the water environment, including the problem-solving project for diffuse pollution.
Key milestones	
Notes and comments	<p>As explained in last year's performance reports, the 70% target has become more challenging as we have progressed through the first river basin management plan cycle. In recognition of this the 70% target has been dropped and future targets are being reviewed as part of the consultation over the second river basin management plans for Scotland and the Solway-Tweed catchment areas.</p> <p><b>Workstreams:</b></p> <p><b>1. Quality and Standards</b></p> <p><b>During 2015-2016, 37 Quality and Standards projects will be delivered to improve wastewater discharges to meet Water Framework Directive requirements and 3 studies will be completed to understand any investment required in bathing water protected areas.</b></p> <p>During 2015-2016, the following Q&amp;S projects are due to be completed which contribute to RBMP:</p> <ul style="list-style-type: none"> <li>- 3 Bathing Water studies in Ayr, Kirkcaldy and Fisherrow</li> <li>- 29 Unsatisfactory Intermittent discharges improved in Glasgow</li> <li>- 8 improved wastewater treatment works</li> </ul> <p>In addition, the following Q&amp;S projects are due to complete to protect the water environment:</p> <ul style="list-style-type: none"> <li>- 1 Integrated Flood Study in Edinburgh which will inform strategic options being considered to improve water quality</li> <li>- 1 historic sludge site restored to reduce water pollution risks</li> <li>- 1 carbon reduction trial to understand whether a variable treatment approach is feasible</li> <li>- 3 wastewater treatment works to improve compliance.</li> </ul> <p><b>2. Water Environment Fund</b></p> <p><b>Ensure that the Water Environment Fund is fully allocated to third parties to undertake projects that restore the physical condition of water bodies.</b></p> <p>Quarterly report of spend of the Scottish Government grant for the Water Environment Fund including:</p> <ul style="list-style-type: none"> <li>• actual spend and number of environmental improvements for completed projects (ecological status/potential improvements and lengths of watercourse improved)</li> <li>• allocated spend (grants awarded) potential environmental improvements expected for projects when complete</li> <li>• profiled spend to end of Financial year (where we are in active discussions with our partners and expect an application).</li> </ul> <p><b>3. CAR licence review</b></p> <p><b>The number of CAR licences reviewed against plan.</b></p> <p>Text to describe progress of individual and major reviews in such areas as hydro schemes and irrigation schemes.</p> <p><b>4. Diffuse pollution</b></p> <p><b>Achieve a greater than 70% uptake of required measures to alleviate diffuse pollution after first revisits to non-compliant farms. Deliver specific work which will contribute to the development of the next rural diffuse pollution plan for Scotland.</b></p> <p>This measure will show how effective diffuse pollution mitigation work has been in</p>

Performance measure	Deliver specific work which will contribute to the objectives of the first river basin management plans and deliver improvements in the water environment, including the problem-solving project for diffuse pollution.
	<p>encouraging landowners and land managers in tackling diffuse pollution. The targets are for more than 70% of non-compliant farms to have improved their performance by taking up required measures by the time of the first revisit and the production of the next rural diffuse plan by January 2016.</p> <p>Text update will be provided detailing:</p> <ul style="list-style-type: none"> <li>• the number of farms revisited and the % improving their performance,</li> <li>• the number of awareness raising events</li> <li>• progress on the development of the next rural diffuse pollution plan for Scotland.</li> </ul> <p>Take-up of measures – farms show evidence of starting to introduce diffuse pollution mitigation measures.</p> <p>Progress is reported to River Basin Management Planning Operational Delivery Team and the Operations Management Team.</p> <p><b>5. Progress in completing pilot projects</b></p> <p>Progress will be reported against the pilot catchment delivery programme.</p> <p>This workstream sets out to introduce improvements in the South Esk, Dee, Nith and Glazert Water catchments. Priority reaches (stretches of river) go through a step-by step process of landowner engagement, options appraisal, design and ground-works.</p> <p>These projects aim to demonstrate mechanisms and techniques to deliver both physical restoration and natural flood management benefits.</p>

#### 04. Second river basin management plans

Performance measure	Publish the second river management plans for Scotland and the Solway Tweed river basin districts by 22 December 2015.
Summary	<p>The second river basin management plans (RBMP2) are a legal requirement of the European Water Framework Directive (WFD). The plans are the second in a series of three plans, each covering a six-year period up to 2027. The first plans were published in 2009 and covered the period 2009 to 2015; the second plans must be published by 22 December 2015. These will set objectives for Scotland's water environment for the next 2 planning cycles up to 2027. SEPA will produce the RBMPs on behalf of the Scottish Government.</p> <p>The plans will take the form of a series of documents including a non-technical summary, a detailed summary of pressures, programme of measures and objectives and will include an online data tool.</p>
Purpose	It is important for SEPA to measure this area of work as the river basin management plans are the planning mechanism for the protection and improvement of the water environment, and production of the plans is a requirement of the Water Framework Directive.
Relates to	<p>SEPA's Corporate Outcome: Scotland's environment is protected and improving.</p> <p>Corporate Plan: Improvement in the quality of Scotland's environment.</p> <p>Strategic objectives: monitor, understand and report on the environment; promote the benefits of a good environment.</p> <p>Priorities for the year: delivering environmental improvements.</p>
Target	<p>During the year the level of achievement/timescales will be:</p> <p>Green – the IS/database systems will be functional and data entry completed in sufficient time to support the development of each stage of the final plan, including the draft for submission to the Minister on 22 September 2015 and the final publication on 22 December 2015.</p> <p>Amber - The IS/database functionality, data entry or development of the webtool is behind schedule and not available for the development of each stage of the final RBMP or plan content development is significantly delayed;</p> <p>Red – The IS/database functionality is significantly delayed or, the webtool or plan content development are unlikely to be available for publication of the final RBMP on 22 December 2015.</p> <p>Year-end RAG status:  Green: river basin management plans published by 22 December  Red: publication has been delayed.</p>
Previous Targets	No previous target set.
Presentation	<ul style="list-style-type: none"> <li>• Quarterly written report (no charts or tables required) to the Agency Management Team and SEPA Board;</li> <li>• Monthly updates to the RBMP Project Board;</li> <li>• Additional monthly exception reporting to the Agency Management Team when performance is below expected levels, deviation from the plan or when issues need highlighting (amber or red performance)</li> </ul>
Responsible director	Director of Operations
Owner	Manager, Water and Land Unit
Who measures?	RBMP Project Manager
How is it measured?	Frequency: Quarterly in full; monthly on an exception-reporting basis.

Performance measure	Publish the second river management plans for Scotland and the Solway Tweed river basin districts by 22 December 2015.
Source of data	RBMP Project Manager and RBMP Unit Manager
Definitions (Keywords)	<p>WFD Measures database – a bespoke database designed to capture pressures and measures at a water body level. This database is intended to manage progress with measures throughout the river basin planning cycles and to provide the data for reporting purposes.</p> <p>Webtools – a suite of tools (likely to include Spotfire and GIS) to present data to the public that is legally required under the WFD, at a range of levels from river basin district to individual water body.</p>
Who acts on the data?	RBMP Project Board
What do they do?	<p>If red: Take action to ensure that risks, issues are addressed and that dependencies and critical paths are managed appropriately. Escalate to senior managers in other units or to Agency Management Team, as appropriate;</p> <p>If amber: As above, or advise project manager and unit managers of mitigation actions to take.</p>
Key milestones	<p>A draft of the final second RBMP should be submitted to the Minister on 22 September 2015.</p> <p>The final second RBMP must be published by 22 December 2015.</p>
Notes and comments	

## 05. Radioactive waste disposals

Performance measure	Ensure that no member of the public receives a radiation dose exceeding the annual dose limit of 1 millisievert as a result of disposals of radioactive waste authorised by SEPA.
Summary	Compliance with conditions included in registrations or authorisations issued by SEPA under the Radioactive Substances Act 1993 to nuclear, non-nuclear and equivalent Ministry of Defence sites.
Purpose	The Scottish Government has issued SEPA with a Direction requiring us to ensure that certain requirements of the Basic Safety Standards Directive (Council Directive 96/29/EURATOM) are complied with. One of these requirements is to ensure that authorised discharges of radioactive waste do not give rise to radiation doses greater than 1 millisievert to members of the public.
Relates to	Contributes to SEPA's Outcome: Scotland's environment is protected and improving. Contributes to SEPA's Strategic Objective: Promote compliance and enforce environmental law.
Target	Green – if sites in Scotland have not reported any events involving radioactive substances. Amber - if any site in Scotland has reported a minor event involving radioactive substances. Red – if any site in Scotland has reported a significant event involving radioactive substances. The categories for environmental events have been included in separate SEPA guidance.
Previous Targets	SEPA has used the annual dose limit of 1 millisievert indicator for many years as an indicator that disposals of radioactive waste from sites are not giving undue health detriments.
Presentation	<ol style="list-style-type: none"> <li>Quarterly reported fully to Agency Management Team &amp; Agency Board. This report will be published on SEPA's website.</li> <li>Monthly updates to Business Strategy team.</li> <li>Additional monthly exception reporting when performance is below expected levels, deviation from the plan, when issues need highlighting or for information. (Amber or Red performance).</li> </ol> <p>Evidence to show that this limit has not been exceeded is included in our annual Radioactivity in Food and the Environment report, available on our website.</p>
Responsible director	Director of Operations
Owner	Unit Manager, Radioactive Substances
Who measures?	Scientist, Radioactive Substances
How is it measured?	Frequency: Monthly
Source of data	Compliance Assessment Scheme
Definitions	<p>Formula for deciding whether an event is minor or significant.</p> <p>An event involving radioactive substances is considered to be minor where:</p> <ul style="list-style-type: none"> <li>the total dose to a member of the public falls between 10 uSv/y and 1 mSv/y; or</li> <li>it involves a sealed source of similar level of hazard (SSLPH); or</li> <li>negligible secondary radioactive waste has been generated as a result of the event; or</li> <li>minor spread of contamination; or</li> <li>minor impairment to commercial activities in the vicinity of the event; or</li> </ul>

Performance measure	Ensure that no member of the public receives a radiation dose exceeding the annual dose limit of 1 millisievert as a result of disposals of radioactive waste authorised by SEPA.
Definitions (continued)	<p>An event involving radioactive substances is considered to be significant where:</p> <ul style="list-style-type: none"> <li>• the total dose to a member of the public falls between 1 mSv/y and 5 mSv/y; or</li> <li>• it involves a high-activity sealed source (HASS)<sup>4</sup>; or</li> <li>• it involves an unsealed source with an activity greater than its D value; or</li> <li>• there is significant spread of contamination; or</li> <li>• significant secondary radioactive waste has been generated as a result of the event; or</li> <li>• there is significant disturbance to commercial activities in the vicinity of the event; or</li> <li>• there is a significant reduction in the amenity value of the area affected.</li> </ul>
Who acts on the data?	RS site inspectors in the first instance who will assess the consequences of the event and (i) advise/brief senior managers of the event (ii) involve SEPA inspectors responsible for regulating other environmental media at the site.
What do they do?	<p>If red: Take appropriate regulatory action including serving a prohibition notice under Section 22 of RSA 93 or an enforcement action under Section 21 of RSA 93.</p> <p>If amber: Take appropriate regulatory action</p> <p>If green: No further action required</p>
Key milestones	None
Notes and comments	<p>We regulate three types of sites:</p> <ul style="list-style-type: none"> <li>• licensed nuclear sites and similar facilities such as power stations, naval bases and research facilities</li> <li>• non-nuclear sites such as hospitals, universities and industry</li> <li>• sites that use ‘closed’ sources (i.e. material stored in a protective container), such as paper mills and combine harvesters.</li> </ul> <p>The average “background” dose to members of the public from all sources of radioactivity is estimated by the Health Protection Agency to be 2.6 millisieverts (mSv) per year. The 1 millisievert annual dose limit attributed to disposals of radioactive waste represent an increment above this “background” dose.</p>

## 06. Flood risk management strategies

Performance measure	Publish 14 flood risk management strategies covering the whole of Scotland by 22 December 2015.
Summary	<p>SEPA is collaborating with responsible authorities designated under the Flood Risk Management (Scotland) Act 2009 to produce a risk-based and plan-led approach to managing flooding. SEPA will produce Scotland's first Flood Risk Management Strategies, underpinned by the best available information and data, which will set the direction of efforts to reduce flooding and inform future investment decisions.</p> <p>This work will be encapsulated in a set of 14 complementary Flood Risk Management Strategies by December 2015 and our input to Local Flood Risk Management Plans by June 2016. We will use evidence based information to set objectives for the management of flooding and to identify the actions that will reduce the likelihood of floods occurring and the associated impacts. These objectives and actions form the basis for a public consultation on SEPA's Flood Risk Management Strategies begun in December 2014 and closing in June 2015, which will inform the development of Local Flood Risk Management Plans by lead local authorities. Key inputs to the Flood Risk Management Strategies are being produced through three regional strategic appraisal contracts.</p> <p>The purpose of this measure is to monitor how well we are working with local authorities, Scottish Water and others in completing and publishing the 14 Flood Risk Management Strategies by the statutory deadline of 22 December 2015.</p>
Purpose	SEPA has a strategic national overview role in flood risk management. Working with local authorities, Scottish Water and others, we will develop and use the best available information and data to inform Scotland's efforts to tackle flooding so they can be targeted at the most vulnerable areas and where the benefit of investment is greatest.
Relates to	<p>Outcome: Scotland's environment is protected and improving.</p> <p>Corporate Plan: Delivery of 14 Flood Risk Management strategies by December 2015.</p> <p>Our priorities for the year: Safeguarding communities.</p>
Target	<p>The level of performance we want to achieve:</p> <p>Green: Flood Risk Management (FRM) Strategies on schedule for publication on 22 December 2015.</p> <p>Key deadlines are:</p> <ul style="list-style-type: none"> <li>• Submission of draft final of the 14 FRM Strategies to Ministers by 2 November 2015.</li> <li>• Publication of the 14 FRM Strategies by 22 December 2015.</li> </ul> <p>Amber: Key inputs to the FRM Strategies are not available in time to submit the final draft FRM Strategies to Ministers by 2 November 2015.</p> <p>Red: Key inputs will not be available in time or our partners are refusing to sign-off the content of the Flood Risk Management Strategies to enable publication by our statutory deadline of 22 December 2015.</p>
Previous Targets	Work with Flood Risk Management partners to develop draft flood risk management strategies for public consultation. This was achieved.
Presentation	<ol style="list-style-type: none"> <li>1. Full quarterly reporting to Agency Management Team &amp; Agency Board. This report will be published on SEPA's website.</li> <li>2. Monthly updates to Business Strategy team.</li> <li>3. Additional monthly exception reporting when performance is below expected levels, deviation from the plan, when issues need highlighting or for information. (Amber or Red performance).</li> <li>4. Monthly updates to the Flood Risk Management (FRM) Act Programme Executive Control Board (David Pirie, Senior Responsible Owner for the FRM Act Programme).</li> </ol>
Responsible	Executive Director, Science and Strategy

Performance measure	Publish 14 flood risk management strategies covering the whole of Scotland by 22 December 2015.
director	
Owner	Flood Risk Manager, Operations FRM Act Business Change Manager, Science and Strategy
Who measures?	Programme Manager, FRM Act Programme
How is it measured?	Progress will be measured against the key inputs to the FRM Strategies through the 2015-2016 FRM Act programme delivery schedule. It will be reported quarterly.
Source of data	FRM Act Programme team
Definitions (Keywords)	Flood Risk Management partners in this context are responsible authorities defined under the Flood Risk Management (Scotland) Act 2009
Who acts on the data?	FRM Programme Executive Control Board.
What do they do?	If red or amber: issues raised and actions to resolve will be discussed and agreed with the Senior Responsible Owner before implementation. If green: continue as planned.
Key milestones	<ul style="list-style-type: none"> <li>• 2 June 2015: consultation on 14 draft Flood Risk Management Strategies closes.</li> <li>• 2 November 2015: submission of 14 final draft Flood Risk Management Strategies to Ministers.</li> <li>• 22 December 2015: publication of 14 Flood Risk Management Strategies.</li> </ul>
Notes and comments	

## 07. Solway flood warning scheme

Performance measure	Launch the new Solway flood warning scheme by 31 December 2015
Summary	This measure will track progress towards delivering a new Flood Warning Scheme for the Solway Firth. Flood warning schemes are a management option to minimise the impact of flooding on communities, business and the economy. This development is planned in the 2012-2016 Flood Warning Strategy with associated funding approved by Scottish Government. This scheme will contribute towards duties outlined in the Flood Risk Management (Scotland) Act and help Scotland adapt to the impacts of Climate Change.
Purpose	The new scheme will raise SEPA's profile in an area where to date it has only been possible to offer a regional Flood Alert service. This scheme will see another major section of the Scottish coastline covered, meaning that SEPA has a more comprehensive service to offer for a type of flooding which can be particularly widespread or destructive. Delivery of this scheme will be another major milestone in delivering the projects outlined and approved in the 2012-2016 Flood Warning Strategy.
Relates to	Outcome: Scotland's Environment is protected and improving. Corporate Plan: We will improve our flood forecasting and flood warning service to reduce the impact of flooding on our most vulnerable communities and improve accessibility of our flood warning service in relation to the protected characteristics of disability, race and age. We will launch a new flood warning scheme in the Solway area. Our priorities this year: "Safeguarding Communities"
Target	Green: all key milestones are on-track. Amber: one or more key milestones are behind schedule. Red: it is likely that a key milestone will not be achieved.  The Key milestone section below outlines the key deliverables to ensure that performance is met.
Previous Targets	This is a new performance indicator introduced in the 2015–2016 Annual Operating Plan.
Presentation	<ol style="list-style-type: none"> <li>Quarterly reported fully to Agency Management Team and Agency Board.</li> <li>Additional monthly exception reporting when performance is below expected levels, deviation from the plan, when issues need highlighting or for information. (Amber or Red performance).</li> </ol> <p>The information will also be reported bimonthly in the Hydrology performance report.</p>
Responsible director	Executive Director, Science and Strategy
Owner	Head of Hydrology
Who measures?	Senior Specialist Scientist, Water Resources
How is it measured?	Progress will be reported quarterly and through the utilisation of project management progress reporting techniques.
Source of data	Flood Warning Improvement Project 3 (monthly report). Hydrology Bimonthly Report. FW Strategy Implementation Report The above reports will summarise feedback from the following sources: Updates from local Hydrometry teams on progress and suitability of new stations. Updates from consultants on model development progress.

Performance measure	Launch the new Solway flood warning scheme by 31 December 2015
	<p>Updates from Flood Early Warning System specialist.</p> <p>Updates from Flood Warning Dissemination System specialist.</p> <p>Finance reports.</p> <p>Updates from Flooding Communications staff.</p>
Definitions (Keywords)	<p>The Flood Early Warning System (FEWS) Scotland is a keystone system for the delivery of Flood Warning. The system imports data from SEPA's hydrometric network or meteorological forecasting data from the Met Office and hosts a number of catchment modelling systems. Fluvial or coastal models run frequently during elevated flood risk situations to provide forecast conditions for up to 5 days ahead. All the data assimilated or generated by FEWS Scotland can be displayed in graphical or textual format and made visible internally and externally using FEWS Web Reports.</p> <p>The Flood Warning Dissemination System (FWD) Horizon is a keystone system for the delivery of Flood Warning. Horizon holds the details of all customers who have registered for our service and the system will deliver messages via the web, recorded message, text, email, fax or pager.</p>
Who acts on the data?	<p>The Flood Warning Improvement Project Board.</p> <p>Hydrology Management Team will maintain an overview of the project and provide support if direction or difficulties are encountered.</p> <p>SSMT will maintain an overview of the project.</p>
What do they do?	<p>If red: Prioritise resource to resolve the problem, discuss risks, put in place a mini-action plan to get the project back on track, consider the implications of a delay.</p> <p>If amber: Review progress and risks, consider additional support options.</p> <p>If green: Continue as planned.</p>
Key milestones	<p>The key milestones for the coming year up until launch are:</p> <ul style="list-style-type: none"> <li>• Complete model development by 25 May 2015</li> <li>• Configure and test Flood Early Warning System to accommodate new target areas and new Solway Firth model by 29 June 2015</li> <li>• Configure and test Flood Warning Dissemination system to process new target areas by 01 October 2015</li> <li>• Develop media &amp; launch campaign by 30 November 2015</li> <li>• Complete official launch of the scheme 31 December 2015.</li> </ul>
Notes and comments	None

## 08. Radioactive monitoring network

Performance measure	Maintain 100% operational readiness Radioactive Incident Monitoring Network
Summary	The Radioactive Incident Monitoring Network (RIMNET) forms a key part of the UK's National Response Plan to oversee nuclear incidents and is run by the Met Office. It comprises a series of 94 gamma dose rate monitors located throughout the UK, 27 of which are in Scotland. The monitors are linked to a central database facility from which information can be obtained via terminals which are located in various government bodies and agencies including four in SEPA and one in the Scottish Government. The Met Office is responsible for the provision and maintenance of the gamma dose rate monitors, central database facility, terminals and response to elevated readings. SEPA has four RIMNET terminals located in two locations and monthly checks are carried out on the terminals to ensure access to the RIMNET system. This measure thus records our completion of monthly checks on the reliability of our four terminals, and we have access to the network from a least one of the SEPA sites at any one time.
Purpose	It is important for SEPA to have access to the RIMNET system so that in the event of an incident involving the release of radioactive material we can obtain information and data held on RIMNET. We can then input this data, allowing others to have access to it.
Relates to	Outcome: Scotland's environment is protected and improving. Corporate Plan: n/a. AOP Priority: Safeguarding Communities.
Target	Green - RIMNET terminal system at both SEPA locations connected and available OR only one system connected and RIMNET web access available for a period not exceeding 6 months.  Amber - RIMNET system only available at one location for a period exceeding 6 months.  Red - no access to any RIMNET systems for more than a full day.
Previous Targets	Target was achieved last year.
Presentation	<ol style="list-style-type: none"> <li>Quarterly reported fully to Agency Management Team &amp; Agency Board. This report will be published on SEPA's website.</li> <li>Monthly updates to Business Strategy team.</li> <li>Additional monthly exception reporting when performance is below expected levels, deviation from the plan, when issues need highlighting or for information. (Amber or Red performance).</li> </ol> <p>The information will also be reported quarterly to the Operations Portfolio Management Team.</p> <p>Monthly checks are recorded on a spreadsheet in accordance with procedure RS-P-021.</p>
Responsible director	Director of Operations
Owner	Unit Manager, Radioactive Substances
Who measures?	RS Unit staff carrying out monthly checks.
How is it measured?	Monthly checks – usually the first week of the working month.
Source of data	Records kept of monthly checks by RS Policy and Nuclear Regulation Unit staff.
Definitions (Keywords)	
Who acts on	RS Policy and Nuclear Regulation Unit.

Performance measure	Maintain 100% operational readiness Radioactive Incident Monitoring Network
the data?	
What do they do?	<p>If red: Assist, where possible, in ensuring access to RIMNET systems is brought up to green level. Report to Met Office/CGI (RIMNET contractor) if appropriate.</p> <p>If amber: Assist, where possible, in ensuring access to RIMNET systems is brought up to green level. Report to Met Office/CGI (RIMNET contractor) if appropriate.</p> <p>If green: No action needed.</p>
Key milestones	Monthly checks.
Notes and comments	<p>In reality the main risk is reputational as a number of fall-back options are available and maintenance of the system is the responsibility of the Met Office. These include the Met Office emailing copies of the data if our terminals are not working, or for us to use the Scottish Government terminals in Edinburgh. The Met Office would also inform us if an unusual level of radioactivity had been detected at any of the monitoring sites in Scotland.</p> <p>Checking the functioning of the terminals once a month theoretically means the terminals could have been failing for the whole of the previous month. This is unlikely as the Met Office would alert us if the systems were down.</p>

## 09. Air Hazard Emergency Response Service

Performance measure	Maintain 100% operational readiness of Air Hazard Emergency Response Service (AHERS)
Summary	SEPA's AHERS needs to be in a state of readiness to respond to an airborne hazard emergency within the terms of the service 24/7 throughout the year.
Purpose	To ensure that we can protect human health and the environment during an airborne hazard emergency, as part of our responsibilities under the Civil Contingencies Act.
Relates to	SEPA Outcome: Scotland's environment is protected and improving AOP Priority - Safeguarding communities
Target	Green: AHERS is 100% ready to respond to a major airborne hazard emergency incident AHERS will meet the agreed response times at least 90% of the time Red: AHERS is not ready to respond to a major airborne hazard emergency incident AHERS meets the agreed response time less than 80% of the time
Previous Targets	This became an AOP performance measure last year. We met the target over the 2014-2015 period.
Presentation	<ol style="list-style-type: none"> <li>1. Reported quarterly to Agency Management Team &amp; Agency Board. This report will be published on SEPA's website.</li> <li>2. Monthly updates to Business Strategy team.</li> <li>3. Additional monthly exception reporting when performance is below expected levels, deviation from the plan, when issues need highlighting or for information. (Amber or Red performance).</li> </ol> <p>The information will also be reported monthly to the Science and Strategy Portfolio Management Team.</p> <p>Month by month table with ability to respond as %, with supporting text to explain amber or red performance.</p>
Responsible director	Executive Director, Science and Strategy
Owner	Unit Manager, Field Chemistry
Who measures?	AHERS coordinator
How is it measured?	Availability of at least one Field Response Team at all times ready to respond to a major airborne hazard emergency incident. Measured through staff availability to man rotas. Time to respond to an incident will be recorded on incident response logs.  Report annually, with monthly review.
Source of data	Rota spreadsheets and incident response logs held by Chemistry
Definitions (Keywords)	Field Response Team = 2 person team that will deliver monitoring of the air quality in the vicinity of an incident
Who acts on the data?	Unit Manager, Field Chemistry/Head of Chemistry
What do they do?	<p>If red: seek to co-opt additional staff in to support rota. Pro-actively develop resilience to reduce impact of e.g. staff sickness. Investigate causes of slow response and seek to address these.</p> <p>If amber: Investigate causes of slow response and seek to address these</p> <p>If green: Send out e-mail to rota members thanking them for their commitment to the service</p>
Key	<ul style="list-style-type: none"> <li>• Maintain review of numbers on Field Response Teams, and seek to train new team</li> </ul>

Performance measure	Maintain 100% operational readiness of Air Hazard Emergency Response Service (AHERS)
milestones	<p>members as required and at least one group per year</p> <ul style="list-style-type: none"> <li>• Plan training requirements &amp; seek to deliver by 31 January 2016</li> <li>• In conjunction with the Flood Unit Manager develop approach to improve resilience arising from unplanned gaps in rota by 30 September 2015 e.g. if someone falls sick, as part of Out of Hours Review Working Group</li> </ul>
Notes and comments	<p>The AHERS service was contacted with regard to five incidents last year, and the monitoring team was deployed two times. In addition the service has provided monitoring and advice in relation to the ongoing volcanic incident at Bardarbunga in Iceland which started to erupt in August 2014.</p> <p>There are currently 56 people on the rotas. The rota comprises staff from Ecology, Chemistry, Environmental Quality &amp; National Operations</p> <p>Each member of staff is on the rota for seven days at a time; the changeover day is Wednesday</p> <p>There is one Airborne Hazard Advisor on call nationally, and two field response teams on the rota at a time, one in the north and the other in the south. Concern has been expressed about the resilience of the rota in the north because there is a smaller pool of available staff. However there is resilience in the system because the south team could be deployed in the event of an incident in the north region, or vice versa.</p> <p>The agreed response time is within 3 hours from reaching the response vehicle to response team confirming they have arrived at the monitoring location identified by the AHA. This response time is for incidents that fall within the agreed geographic coverage in which 95% of the population of Scotland live (this effectively covers areas to the south of the Great Glen).</p>

## 10. Bathing water quality decisions

Performance measure	100% daily SEPA bathing water quality decisions issued.
Summary	This performance indicator measures SEPA's performance of our statutory duty to provide daily water quality predictions of water quality and health risk advice at SEPA signage sites (23 locations) during the official bathing season to bathers and beach users as required by the Bathing Waters (Scotland) Regulations 2008 and for the new Bathing Waters Directive (2006/07/EC).
Purpose	The purpose of this measure is to ensure we are providing a daily decision of real-time forecast bathing water quality at 23 bathing waters that are part of SEPAs beach signage network. Functionality of the electronic beach signage is excluded from this measure as this is dependent on third parties.
Relates to	SEPA Outcome: Scotland's environment is understood and SEPA is an influential and respected authority. Strategic objective: Monitor, understand and report on the environment. AOP priority for the year: Safeguarding communities; understanding the state of the environment and its impact on human health.
Target	Green – forecast decisions made at 100% of sites on 100% of days. Red – fewer than 100% of forecast decisions made at each site
Previous Targets	Last year this measure was different and was split into two parts (though reported as one). (i) 95% bathing water signage availability was not met (due to telecom connection issues beyond our control). (ii) 95% bathing water information systems operational was met.
Presentation	<ol style="list-style-type: none"> <li>Quarterly reported fully to Agency Management Team &amp; Agency Board. This report will be published on SEPA's website.</li> <li>Monthly updates to Business Strategy team.</li> <li>Additional monthly exception reporting when performance is below expected levels, deviation from the plan, when issues need highlighting or for information. (Amber or Red performance).</li> </ol> <p>The information will also be reported monthly to the Science and Strategy Portfolio Management Team.</p> <p>Table showing monthly performance and year-to-date performance. Text to give explanation of issues.</p>
Responsible director	Executive Director, Science and Strategy
Owner	Unit Manager, Coordination Unit
Who measures?	Senior Scientist, Coordination Unit
How is it measured?	<ul style="list-style-type: none"> <li>Formula:</li> <li>% of days decisions of forecast real-time bathing water quality are made by SEPA</li> </ul> <p>Note 'No prediction' is an acceptable decision which can be issued when the duty hydrologist doesn't have sufficient data availability to make a water quality prediction via standard systems or the manual forecast procedure'.</p> <p>Frequency: monthly but also reported as a season-to-date basis. Narrative: provided by EQ, IS and SCC function to explain issues, which have arisen. Data items: baselined against 100% functionality during 124 days of bathing</p>

Performance measure	100% daily SEPA bathing water quality decisions issued. season. Scope: narrative may refer to updates for information if required.
Source of data	SEPA website, SCC logs, EQ logs
Definitions (Keywords)	Bathing season - the official bathing season in Scotland as decided annually by Scottish Ministers. The reporting season is the extended season (15 May to 15 September, 124 days). Official bathing season: 1 June to 15 Sept = 107 days. Electronic signage (VMS) – 25 variable message signs (VMS) boards at 23 beach locations and with control software operated by SCC with sign on-line logs and interface/mimic board. Predictions – based on water quality models which rely on hydrology download, model prediction and decision between 09:00 and 10:00 each day.
Who acts on the data?	Relevant teams including: Agency Management Team Science and Strategy Management Teams EQ, SCC, and IS
What do they do?	If red: look at root cause and take appropriate action If green: continue as planned and review target at end of year.
Key milestones	Functionality starts 15 May and daily through to 15 September. Performance applies and reported only over 5 months - at end May, June, July, August, and September.
Notes and comments	“No prediction” usually arises when the hydrologist on duty has not received adequate data. One reason this can occur is when automatic rain gauges break and cannot be replaced in time. We are also reliant on internal IT connections functioning at the critical times and IS are not able to promise a full 100% service throughout the year.

## 11. Daily flood guidance

Performance measure	Maintain 100% operational readiness for daily flood guidance.
Summary	This measure captures our ability to send out a Flood Guidance Statement every morning 365 days of the year.
Purpose	<p>Working in partnership with the Met Office we deliver the Scottish Flood Forecasting Service. The main output from this service is a 5-day outlook Flood Guidance Statement (FGS) which is currently sent to over 540 emergency responders from 135 organisations, 365 days of the year at least once per day.</p> <p>The Flood Guidance Statement provides an overview of the expected flood risk across Scotland for the next five days and identifies developing situations that could cause significant disruption to normal life. The guidance highlights the risk for the main types of flooding – river, coastal and surface water. By providing an early “heads up” notification each morning, the impacts from flooding on people and the economy can be minimised.</p> <p>The Flood Guidance Statement is a high profile, vital service that SEPA provides and any disruption to this service is likely to result in reputational damage, for SEPA and the Met Office, especially with the Scottish Government and emergency responders. The Flood Guidance Statement is a key product which will help Scotland prepare for and adapt to climate change impacts.</p>
Relates to	<p>Outcome: Scotland’s Environment is protected and improving.</p> <p>Corporate Plan: We will improve our flood forecasting and flood warning service to reduce the impact of flooding on our most vulnerable communities and improve accessibility of our flood warning service in relation to the protected characteristics of disability, race and age. We will launch a new flood warning scheme in the Solway area.</p> <p>Our priorities this year: “Safeguarding Communities”</p>
Target	<p>Green - All planned Flood Guidance Statements have been issued by 12 noon each day (monthly).</p> <p>Red - 1 or more planned Flood Guidance Statements have not been issued by 12 noon (monthly).</p>
Previous Targets	Achieved 100% target after appearing in last year’s AOP for the first time.
Presentation	<ol style="list-style-type: none"> <li>1. Quarterly reported fully to Agency Management Team &amp; Agency Board. This report will be published on SEPA’s website.</li> <li>2. Monthly updates to Business Strategy team.</li> <li>3. Additional monthly exception reporting when performance is below expected levels, deviation from the plan, when issues need highlighting or for information. (Amber or Red performance).</li> </ol> <p>The information will also be reported quarterly to the Science and Strategy Portfolio Management Team.</p> <p>A table will show the percentage of Flood Guidance Statements that have been issued by 12 noon each day.</p> <p>RAG status will be summarised in a table and a narrative will be provided if there is any deviation from the target.</p>
Responsible director	Executive Director, Science and Strategy
Owner	Unit Manager, Flood
Who measures?	Senior Specialist Scientist, Water Resources

Performance measure	Maintain 100% operational readiness for daily flood guidance.
How is it measured?	A check is made using the FGS archive that a Flood Guidance Statement has been produced each morning.
Source of data	The FGS archive in the FWD system, any queries can be checked against an Excel FGS monitor.
Definitions (Keywords)	FGS (Flood Guidance Statement).
Who acts on the data?	Initially the Flood Forecasting and Warning Manager then the owner (Flood Unit Manager).
What do they do?	<p>If red: put in place measures which will prevent a re-occurrence. Raise at Hydrology Management Team, notify Head of Hydrology and Director.</p> <p>If amber: investigate the reason for the drop in performance (if not already known), if possible put in place measures which will prevent a re-occurrence. Discuss at Hydrology Management Team any learning points.</p> <p>If green: business as usual which includes any continuous improvement options.</p>
Key milestones	None
Notes and comments	<p>We have the option to issue Flood Guidance Statements if new information comes to light or we are in a heightened flood risk situation. Any additional publications over and above the morning issue will just be noted.</p> <p>Major system issues and the availability of the on-call officer who produces the Flood Guidance Statements are considered to be the main weak points. Resilience is provided by a pool of 12 Duty Officers. We have access to a Met Office network computer and laptop, Met Office colleagues could issue the Flood Guidance Statement on our behalf if necessary, and we have non-networked versions of the Flood Guidance Statement. We maintain a distribution list of Flood Guidance Statement receivers so we can send by conventional email should there be any issues with the Flood Warning Dissemination System.</p>

## 12. 98% flood warning

Performance measure	Maintain operational readiness of our public warning and incident response systems – 98% flood warning
Summary	<p>Issuing Flood Alerts and Warnings is an essential public service that SEPA provides and SEPA has a duty to undertake this activity at least in a passive way (e.g. via our website).</p> <p>In 2011, SEPA launched a new Floodline service allowing registered customers to receive flood messages direct to their chosen method of communication (active way).</p> <p>To deliver this service, SEPA purchased a Flood Warning Message Dissemination System. The system has the capability to send out messages to registered customers using text messages, voice messages, email, fax or pager.</p> <p>From the outset at procurement it was clear that SEPA did not have the budget to acquire a system which could provide guaranteed availability 100% of the time and the Service Level Agreement which was agreed upon was 98%. In reality, SEPA aims to provide a service almost 100% of the time, with the exception of planned system upgrades. Any perceived downtime during a major flood event is likely to generate significant negative publicity and reputational damage for SEPA.</p>
Purpose	<p>Alerts and Warnings are issued by SEPA when we think that members of the public or emergency partners need to remain vigilant to the potential for flooding or when we think flooding is imminent and there is a known risk to land, property, infrastructure, essential services or a risk to life.</p> <p>It is important for our reputation that Flood Alerts and Warnings can be issued on time. This measure summaries the operational system readiness to issue Alerts and Warnings 24/7, 365 days of the year and our ability to display related information on our website.</p>
Relates to	<p>Outcome: Scotland's Environment is protected and improving.</p> <p>Corporate Plan: We will improve our flood forecasting and flood warning service to reduce the impact of flooding on our most vulnerable communities and improve accessibility of our flood warning service in relation to the protected characteristics of disability, race and age. We will launch a new flood warning scheme in the Solway area.</p> <p>Our priorities this year: "Safeguarding Communities"</p>
Target	<p>Green - The Flood Warning Dissemination System is available more than 98% of the time.</p> <p>Amber - The Flood Warning Dissemination System is available between 98% and 97% of the time.</p> <p>Red - The Flood Warning Dissemination System is available less than 97% of the time. These will be reported on a monthly basis and the RAG status will be based on the monthly figure.</p> <p>The year-end RAG status will be based on the average for the full year.</p> <p>Hydrology will be taking action to investigate any downtime which results in availability dropping below 99.8% (Lower Action Limit).</p>
Previous Targets	Achieved 98% target after appearing in last year's AOP for the first time.
Presentation	<ol style="list-style-type: none"> <li>Quarterly reported fully to Agency Management Team &amp; Agency Board. This report will be published on SEPA's website.</li> <li>Monthly updates to Business Strategy team.</li> <li>Additional monthly exception reporting when performance is below expected levels, deviation from the plan, when issues need highlighting or for information. (Amber or Red performance).</li> </ol> <p>The information will also be reported quarterly to the Science and Strategy Portfolio Management Team.</p> <p>Tables or graphs will be provided which shows the availability of SEPA's Flood Warning webpages and the availability of the interface used by staff to issue Flood Warning Messages. A RAG status will be provided and a narrative when appropriate.</p>
Responsible	Executive Director, Science and Strategy

Performance measure	Maintain operational readiness of our public warning and incident response systems – 98% flood warning
director	
Owner	Unit Manager, FLOOD
Who measures?	Senior Specialist Scientist, Water Resources
How is it measured?	We receive figures for our website availability and on our user interface availability (what staff use to issue messages). A failure in either metric could result in significant difficulties and complaints. The minimum of these two metrics will be used to provide the availability percentage score on a monthly basis. The year-end measure will be based on the average for the full year.
Source of data	Each month we receive system percentage availability (up time) from the system provider.
Definitions (Keywords)	FWD – Flood Warning Dissemination
Who acts on the data?	<p>If a fault occurs, initially the FWD System Administrator who will then escalate to the Flood Forecasting and Warning Manager, up through the management chain as required depending on the scale of impact.</p> <p>It will not be until the end of the reporting period that the monthly availability statistics will be produced, but we will have an indication of numbers of hours' downtime before the end of each reporting period.</p>
What do they do?	<p>It is likely that a resolution of a particular issue will have been identified by the time of reporting. Further root cause analysis and analysis of the risk of a recurrence may be undertaken.</p> <p>If red: same as amber requiring an urgent action plan to resolve.</p> <p>If amber: raise at Hydrology Management Team (HMT), notify Head of Hydrology and Director. System administrator will log, investigate and aim to put in place measures which will prevent a recurrence, in conjunction with the supplier, as soon as possible. Any changes which require authorisation or funding will be raised initially at HMT.</p> <p>If green: business as usual, which includes any continuous improvement options.</p>
Key milestones	Not applicable.
Notes and comments	<p>We will be upgrading to a new version of the Flood Warning Dissemination System in 2015-2016; this will be undertaken in a controlled way following some rigorous testing. The launch will be dependent on successful testing and a suitable weather window opportunity. Some minor issues cannot be ruled out as part of this process. There are risks associated with a move to any new operating system.</p> <p>There are a number of other systems and factors which can potentially impact on flood warning service delivery. These include staff availability, and the availability of Hydrology systems e.g. WISKI (Hydrology Information Management System) and FEWS (Flood Early Warning System). Any issues with these will be noted in the comments if they have impacted on overall service provision but any impacts from these should generally be felt internally only rather than externally.</p> <p>A disaster recovery back up website has recently been developed to cover a catastrophic failure of the system during a flood event. This backup option provides passive updates to the public via the website only, meeting our minimum statutory requirement. Using the backup site would be a last resort and this would probably still generate some negative publicity depending on the scale of an event.</p> <p>Failing by a small margin in any individual month will not immediately give the measure a red RAG status at the year-end. To fail for the full year will require downtime of about a week spread over the full year.</p>

### 13. Reporting requirements

Performance measure	Deliver 100% of the data required for our statutory reporting obligations, with 90% delivered within agreed timescales.
Performance measure	<p>Key reporting requirements and agreed timescales:</p> <ol style="list-style-type: none"> <li>1. Emissions data required by the Large Combustion Plant Directive to Department of Environment, Food and Rural Affairs by 31 December.</li> <li>2. Data relating to Riverine Inputs and Direct Discharges under the Strategy for Joint Assessment and Monitoring Programme (OSPAR, 1998) by the end of September 2015.</li> <li>3. Environmental Change Network report - data for freshwater sites located in Scotland to the Centre for Ecology and Hydrology by the end of December 2015.</li> <li>4. Compliance data for the Bathing Water Directive for designated bathing waters throughout Scotland by end of October 2015.</li> <li>5. <a href="#">Water Information System for Europe</a> – State of the Environment rivers reporting to the European Environment Agency by the end of October 2015.</li> <li>6. Radioactivity in Food and the Environment (RIFE 18) report by October 2015.</li> <li>7. Scottish Pollutant Release Inventory 2014 by October 2015.</li> <li>8. Provision of the Scottish Pollutant Release Inventory 2014 for DEFRA by November 2015.</li> <li>9. Provision of the Scottish Pollutant Release Inventory 2014 for the European Pollutant Release Inventory to DEFRA by March 2016.</li> <li>10. Report Local Authority 2014 waste data as Official Statistics by October 2015.</li> </ol> <p>Note: Water quality data as required for the Nitrates Directive Article 10 is reported on a 4-year cycle and is next due in June 2016</p>
Summary	By measuring this area of work, we are monitoring SEPA's ability to produce statutory and obligatory reports within agreed timescales.
Purpose	SEPA aims to be a respected and influential authority. To achieve that it must produce high quality reports on time. Some of these reports are required by legislation or under agreements with Government.
Relates to	<p>SEPA outcome: Scotland's environment is understood and SEPA is an influential and respected authority</p> <p>Strategic objectives:</p> <ul style="list-style-type: none"> <li>• Monitor, understand and report on the environment</li> <li>• Be the best we can</li> </ul> <p>Corporate Plan: Delivery of our key reporting requirements to agreed timescales.</p>
Target	<p>Green: 100% of reports have been delivered or are on track to deliver on time.</p> <p>Amber: 1 report has failed to be completed on time, but the rest are likely to be completed in time. Effort is required to bring this target back on track</p> <p>Red: In-year more than one report is likely to miss deadline, and cannot be rectified by year end. End of year reporting: Not all were completed or fewer than 90% of reports were delivered on time.</p>
Previous Targets	2014-2015: Deliver 85% of our key reporting requirements to agreed timescales (achieved).

Performance measure	Deliver 100% of the data required for our statutory reporting obligations, with 90% delivered within agreed timescales.
Presentation	<p>4. Quarterly reported fully to Agency Management Team &amp; Agency Board. This report will be published on SEPA's website.</p> <p>5. Monthly updates to Business Strategy team.</p> <p>Additional monthly exception reporting when performance is below expected levels, deviation from the plan, when issues need highlighting or for information. (Amber or Red performance).</p>
Responsible director	Executive Director, Science and Strategy
Owner	Head of Environmental Quality
Who measures?	Unit Manager, Data Unit
How is it measured?	Formula: Written report Frequency: Quarterly
Source of data	Ingrid Baber – Environmental Quality for all reports except the Radioactivity in Food and the Environment (RIFE 20) report by October 2015 – Corynne McGuire, Radioactive Substances Unit
Definitions	Further explanation of our reporting requirements is provided in the Annual Operating Plan
Who acts on the data?	Environmental Quality function; Radioactive substances unit; Business Strategy Team; Agency Management Team
What do they do?	If red or amber: investigate root cause of problems and take appropriate action If green: Continue as planned
Key milestones	The deadlines for reporting are included in the measure. Some of these are self-imposed but for the sake of this measure these deadlines will be assumed. (The list of reports and their deadlines will be publicly available once the first quarterly performance report is placed on our website).
Notes and comments	Environmental Quality is the lead department for delivering these reports, except the RIFE report. All reports, including RIFE are being reported together to make the monitoring of performance easier. Principal Policy Officer and Head of Environmental Quality have taken responsibility for measuring and owning this target. However, the RIFE report is outside their remit in terms of improving performance. Note that in reality only about half of these reports are statutory, but we have agreed we are obligated to produce all of them, and the list was published in the 2015-2016 Annual Operating Plan.

## 14. Citizen Science - Project Finder

Performance measure	Increase the number of registered citizen science and action projects by 50% in Scotland's Environment website Project Finder.
Summary	<p><a href="http://apps.environment.scotland.gov.uk/project-finder/">Project Finder</a><sup>1</sup> is an online searchable register of citizen science projects and citizen "action" projects on offer in Scotland. It is intended to provide a "one-stop-shop gateway" to help volunteers find projects of interest and help projects to "advertise" for volunteers, and for potential volunteers to see what projects are running (at a national and local level), providing a "match-making" online platform to facilitate contact between projects and volunteers.</p> <p>In 2013, Scotland's Environment Web (LIFE+) Project<sup>2</sup> and <a href="#">The Conservation Volunteers</a> undertook a project to look at the impact that engagement in citizen science activities has upon participants' environmental values, attitudes and behaviour towards the environment and its management. The research concluded that there is a meaningful link between citizen science participation and increased environmental knowledge, and positive environmental attitudes and behaviour (more details in Notes – see below).</p> <p>Hence the decision to promote the already well-established Citizen Science and Action network to a wider audience. With European LIFE+ funding support, SEPA (via Scotland's Environment Web LIFE project) developed Project Finder. This performance measure will chart the success in increasing the number of projects listed on the site.</p>
Purpose	SEPA is committed to: understanding the state of the environment, engaging the public, and raising environmental awareness and promoting positive environmental behaviours. A practical reflection of this is SEPA's commitment to encouraging more people to become involved in citizen science.
Relates to	<p>Corporate Plan: Increase in the number of people engaged in citizen science.</p> <p>AOP: Scotland's environment is understood and SEPA is an influential and respected authority.</p> <p>SEPA priorities this year: understanding the state of the environment and its impact on human health; raising environmental awareness and promoting positive environmental behaviours.</p> <p>Our strategic objectives: engage the public in our work.</p> <p>AOP – key activities: develop and promote the development of citizen science as a means of widening our understanding of the environment</p> <p>Key target - increase participation in citizen science initiatives.</p> <p>Key target - we will have increased the environmental data we collect and use from citizen science initiatives.</p>
Target	<p>25% increase in registered projects by end of Q1 2015-2016 (end June 2015)</p> <p>40% increase in registered by start Q3 2015-2016 (start October 2015)</p> <p>50% increase in registered projects by end Q4 2015-2016 (end March 2016)</p> <p>Green – work is on track and key milestones are being achieved.</p> <p>Amber – Q1 and Q3 milestones are progressing slower than expected but with effort the overall 50% increase can still be met.</p> <p>Red – If 25% increase in registered projects has not been achieved by start of Q3 2015-2016 the measure is unlikely to be achieved without significant effort.</p>
Previous Targets	No previous targets apply to this measure
Presentation	<ol style="list-style-type: none"> <li>Quarterly reported fully to Agency Management Team &amp; Agency Board. This report will be published on SEPA's website.</li> <li>Monthly updates to Business Strategy team.</li> <li>Additional monthly exception reporting commentary when performance is below</li> </ol>

<sup>1</sup> <http://apps.environment.scotland.gov.uk/project-finder/>

<sup>2</sup> Scotland's Environment Web project is supported by the European LIFE+ programme until August 2015.

Performance measure	Increase the number of registered citizen science and action projects by 50% in Scotland's Environment website Project Finder.
	<p>expected levels, deviation from the plan, when issues need highlighting or for information. (Amber or Red performance).</p> <p>The information will also be reported quarterly to the Science and Strategy Portfolio Management Team on the same basis.</p>
Responsible director	Executive Director, Science and Strategy
Owner	SEWeb Principal Policy Officer
Who measures?	SEWeb Administrator
How is it measured?	<p>Monthly count of projects registered in Project Finder</p> <p>Monthly website analytics – number of Project Finder Page Views</p> <p>Monthly number of contact emails sent by volunteers to projects via Project Finder</p> <p>Annual (end of year) Survey of Projects Registered on Project Finder – assess amount of additional volunteers engaged in projects as a results of Project Finder.</p>
Source of data	System – website analytics and Project Finder on Scotland's Environment Web Survey – annual survey of registered projects
Definitions (Keywords)	
Who acts on the data?	SEWeb Principal Policy Officer, Communications Officer and SEWeb Partners.
What do they do?	<p>If green: no further action required</p> <p>If amber: review actions to increase number projects, identify any delays and failures and assess cause/impact, identify new actions and update milestones timetable.</p> <p>If red: check if all reasonable actions have been successfully completed to increase the number of registered projects, survey key contacts in third sector/citizen science sector to obtain understanding why registration isn't taking place, are any further enhancements to the Project Finder System required to encourage more projects to register, assess available resources to implement any recommended enhancements, review future viability of Project Finder on Scotland's Environment website with SEWeb partners.</p>
Key milestones	
Notes and comments	<p>Whilst SEPA can undertake all reasonable actions to promote and encourage Citizen Science and Action projects to register on Project Finder, the achievement of the targets/milestones are out with SEPA's direct control, with a high level of dependency on the projects listing on the site and remaining there.</p> <p>A key weakness of Project Finder in its current form is that there is no need for a prospective volunteer to use the formal referral process to get in touch with the organisation. It is feasible that projects see most of their volunteers coming direct, perhaps via their own website, through word of mouth or social media. We have no easy way of knowing how many people are going via this route, and nor do the organisations.</p> <p>This might discourage them from remaining on the Project Finder site, even if it is a source of free advertising.</p> <p>The 2013 research on citizen science came in two parts:</p> <p>Phase 1 Report - The impact of Citizen Science on participant behaviour and attitude - literature review.</p> <p>Phase 2 Report - The impacts of Citizen Science activities on behaviours and attitudes</p>

Performance measure	Increase the number of registered citizen science and action projects by 50% in Scotland's Environment website Project Finder.
	The research concluded that there is a meaningful link between citizen science participation and increased environmental knowledge, attitudes and behaviour. This is particularly evident in the larger survey of existing citizen scientists, but small increases were also observed in a pilot with new citizen scientists. The fact that changes were more noticeable in existing citizen scientists than new citizen scientists suggests that continued or long-term engagement with citizen science may be important for effecting attitude and behaviour changes.

## 15. Environmental monitoring plan

Performance measure	Complete at least 95% of our environmental monitoring plan
Summary	This performance indicator measures SEPA's to ability to collect the samples as defined in the national monitoring plan. Sampling is deemed to be completed once samples are received on National Environmental Monitoring System (NEMS).
Purpose	The resulting analysis provides the data required to assess a range of statutory and regulatory drivers. Links to Scotland's environment is understood
Relates to	SEPA Outcome: Scotland's environment is understood and SEPA is an influential and respected authority. Corporate Plan measure: Delivery of our environmental monitoring plan. Strategic Objective: Monitor, understand and report on the environment. Our priorities this year: Regulating activities to control their impact on the environment and human health.
Target	The level of performance we want to achieve and / or the timescale for achieving it Green: 95% samples received on NEMS on time compared to baselined monthly plan year-to-date Amber: 85% to samples received on NEMS on time compared to baselined monthly plan year-to-date Red: fewer than 85% of samples received on NEMS on time compared to baselined monthly plan year-to-date
Previous Targets	2014-2015: Complete 95% of activities required by the 2014 national monitoring plan by 31 December 2014. Achieved 100%.
Presentation	<ol style="list-style-type: none"> <li>1. Quarterly reported fully to Agency Management Team &amp; Agency Board. This report will be published on SEPA's website.</li> <li>2. Monthly updates to Business Strategy team.</li> <li>3. Additional monthly exception reporting when performance is below expected levels, deviation from the plan, when issues need highlighting or for information. (Amber or Red performance).</li> </ol> <p>The information will also be reported quarterly to the Science and Strategy Portfolio Management Team.</p> <p>A graph showing monthly performance and year-to-date performance. Text explanation of uncollected samples.</p>
Responsible director	Executive Director, Science and Strategy
Owner	National Monitoring Team Manager
Who measures?	Business Consultant
How is it measured?	Formula: ES001 report; Inputs date period required. Frequency: monthly. Performance is cumulative and calendar year to date (y.t.d); (percentage) the formula is:

Performance measure	Complete at least 95% of our environmental monitoring plan
	$f = \frac{\text{y. t. d. sum of No of Planned Samplings completed (in month)}}{\text{y. t. d. sum of monthly No of Planned Samplings (2015 baseline)}}$ <p>Narrative: provided by National Monitoring team sampling function to explain issues, which have arisen.</p> <p>Data items: baselined plan, each month is re-run to show the full sample count for each month.</p> <p>Scope: target excludes samples where collection and analysis are contracted e.g. Radioactive Substances and air emissions</p>
Source of data	NEMS (National Environmental Monitoring System) National Monitoring Team Manager
Definitions	National Monitoring Plan contains locations, frequencies, and samples required by various monitoring purposes e.g. Urban Waste Water Treatment directive; Bathing Waters directive and Water Framework directive. The sampling schedule defines the planned dates for collection. Baseline – is the expected workload for the year – defined as early in the year as possible.
Who acts on the data?	Science and Strategy Management Team and relevant Operations teams
What do they do?	If red or amber: look at root cause and take appropriate action If green: continue as planned and review target at end of year.
Key milestones	Planned base lining – completed by the end of March 2015.
Notes and comments	<ul style="list-style-type: none"> <li>• Some samples may be collected in advance and this could result in performance above 100%.</li> <li>• NMP works on calendar year basis and is zeroed each January.</li> <li>• Issues relating to time it takes to receive samples on the system means that all months reports to date need to be rerun each month to check for samples which were missed.</li> <li>• NMT responsible for 90% of plan; other Marine Science, Ecology, Field Chemistry, Hydrology, Microbiology all collect samples which are included in the plan.</li> <li>• Until baseline is set, we will report against current plan.</li> <li>• The count of samples on NEMS does not highlight whether or not the samples were collected within planned dates.</li> <li>• It should be noted that a sampling visit may not result in the collection of a physical sample if conditions are not appropriate.</li> </ul>

## 16. Meet 100% of statutory monitoring requirements

Performance Measure	Meet 100% of statutory monitoring requirements
Summary	<p>This performance indicator measures SEPA's ability to collect and report Scotland's statutory monitoring requirements for Urban Waste Waters Treatment Directive (UWWTD) and Bathing Water Directive.</p> <p>The national monitoring plan defines the sites required for compliance samples for calendar year 2015. Sampling and reporting is deemed to be completed once samples are received and all the specific compliance parameters (chemistry determinants) are analysed and reported into the National Environmental Monitoring System (NEMS).</p> <p>UWWTD comprises both the Wastewater and Industrial sectors - this performance only applies to work required for the UWWTD wastewater sector.</p> <p>The Bathing Waters Directive sets limits on indicator bacteria concentrations in seawater at identified bathing waters in Scotland. SEPA monitors Scotland's designated bathing waters throughout the bathing water season from 1 June to 15 September. We must collect one pre-season sample during the last two weeks in May which is used for compliance. The results of this monitoring are posted on our website. Profiles for each bathing water give further information about each site.</p>
Purpose	The results provide the data required to complete the statutory data returns to the prescribed EU Directive site(s) frequency and allow annual assessment of compliance of the site(s).
Relates to	<p>SEPA Outcome: Scotland's environment is understood and SEPA is an influential and respected authority</p> <p>Our priorities this year: Regulating activities to control their impact on the environment and human health.</p> <p>Strategic Objective: Monitor, understand and report on the environment</p> <p>Corporate Plan: Delivery of our environmental monitoring plan.</p>
Target	<p>The level of performance we want to achieve and / or the timescale for achieving it.</p> <p>Green - 100% of sites have the mandatory compliance data (samples and parameters) in NEMS compared to baselined monthly plan, year-to-date.</p> <p>Amber - 98% of sites have the mandatory compliance data (samples and parameters) in NEMS on time compared to baselined monthly plan year-to-date and the shortfall can be rectified either through a planned contingency sample or a rescheduled sample. Commentary must demonstrate how this will be achieved.</p> <p>Red – fewer than 98% of sites have the mandatory compliance data (samples and parameters) in NEMS on time compared to baselined monthly plan year-to-date.</p>
Previous Targets	This was achieved last year.
Presentation	<ol style="list-style-type: none"> <li>Quarterly reported fully to Agency Management Team and Agency Board. This report will be published on SEPA's website.</li> <li>Monthly updates to Business Strategy team.</li> </ol> <p>Additional monthly exception reporting when performance is below expected levels, deviation from the plan, when issues need highlighting or for information. (Amber or Red performance).</p> <p>Monthly to Science and Strategy Management Team.</p> <ul style="list-style-type: none"> <li>Table showing monthly performance and year-to-date performance.</li> </ul>

Performance Measure	Meet 100% of statutory monitoring requirements
	<ul style="list-style-type: none"> <li>• Text explanation of uncollected samples or unreported parameters.</li> <li>• Text explanation of operational site sampling issues.</li> <li>• Text explanation of rescheduled samples or replacement sub-samples.</li> <li>• Text explanation of site discharge quality compliance against CAR licence for the UWWTD parameters.</li> </ul>
Responsible director	Executive Director, Science and Strategy
Owner	Unit Manager, Coordination Unit
Who measures?	Senior Scientist, Coordination Unit
How is it measured?	<p>Formula: Overall summary of</p> <ul style="list-style-type: none"> <li>• % site samples received in NEMS on time compared to baselined monthly plan year to date</li> <li>• % site parameters reported in NEMS on time compared to baselined monthly plan year to date.</li> </ul> <p>Frequency: monthly</p> <p>Narrative: provided by each sampling function to explain issues, which have arisen, co-ordinated by Coordination Unit, Unit Manager.</p> <p>Data items: baselined plan and CAR licence conditions.</p> <p>Scope: target excludes UWWTD industrial sites although narrative may refer to or give updates for information if required. Site performance against CAR licence conditions are included as text comment to provide an overall picture of progress at the designated sites for UWWTD performance.</p>
Source of data	<p>NEMS (National Environmental Monitoring System)</p> <p>NMT – National Monitoring Team Manager</p> <p>EQ – Spotfire</p> <p>Q&amp;S – site compliance and CAR overview</p> <p>Ops – local team update on issues or CAR licences</p>
Definitions (Keywords)	<p>National Monitoring Plan contains locations, frequencies, and samples required by statutory monitoring purposes - e.g. Wastewater (STW) and Industrial sectors. This measure only applies to the UWWTD Wastewater and Bathing sites. The sampling schedule defines the planned dates for collection.</p> <p>Baseline – is the expected workload for the year – defined as early in the year as possible.</p> <p>Urban Waste Water Treatment Directive</p> <p>Compliance parameters – BOD (Biochemical Oxygen Demand) and COD (Chemical Oxygen Demand) are required by the Directive at a frequency for each site against receiving water type and population equivalent (pe) of the discharge. This may also include TP (Total Phosphorus) and TN (Total Nitrates) depending on sensitive area status. (Note these 4 parameters only make up a part of most CAR licences).</p> <p>Additional contingency samples were employed last year (2014) but this is not continued in 2015 now that the UWWTD action plan is operational.</p> <p>Bathing Waters</p> <p>Most bathing waters will be sampled 18 times during the season. Some geographically remote sites will be sampled 10 times. Sites which have consistently demonstrated excellent water quality (typically every sample meeting guideline criteria for a number</p>

Performance Measure	Meet 100% of statutory monitoring requirements
	<p>of years) are sampled five times. This reduction in water quality sampling allows more resource to be put into the investigative work required to eliminate or minimise the sources of pollution which still have an intermittent adverse effect on several designated bathing waters.</p> <p>The overall annual classification outcome for designated bathing water is determined by the results over a rolling 4 year classification period. We will provide this annually prior to the end of September. The information will also be reported quarterly to the Operations Portfolio Management Team</p> <p>Classification parameters are Escherichia coli and Intestinal enterococci and classification is calculated by the Directive criteria using 90 and 95 percentiles over the four year period.</p>
Who acts on the data?	<p>Relevant teams including:</p> <ul style="list-style-type: none"> <li>• AMT</li> <li>• Operations and Science and Strategy Management Teams</li> <li>• UWWTD Delivery Board</li> <li>• Operations Teams, EQ, Q&amp;S, Chemistry, NEMS and NMT</li> </ul>
What do they do?	<p>If red or amber: look at root cause and take appropriate action</p> <p>If green: continue as planned and review target at end of year.</p>
Key milestones	
Notes and comments	<ul style="list-style-type: none"> <li>• Some lower frequency samples (x4 pa) may not be scheduled per quarter and this may appear to affect monthly performance during overlaps.</li> <li>• NMP works on calendar year basis and is zeroed each January.</li> <li>• Issues relating to time it takes to receive samples on the system means that all month's reports to date need to be rerun each month to check for samples which were missed. No data will be reported until the 15<sup>th</sup> each month to ensure all chemical analyses are signed off. This will mean that it could be up to eight weeks before management teams receive reports.</li> <li>• Until baseline is set, we will report against current plan.</li> <li>• Site CAR licence performance is included for information for Operations monitoring/enforcement and to assist pro-active response. This can only be regarded as projected compliance information because final UWWTD site compliance will be reported later in 2016 when data and samples can be subject to exclusions and sample decisions.</li> <li>• Most bathing water samples are scheduled over the season (3.5 months) and are planned in a fixed pre-season monitoring calendar as required by the Directive.</li> <li>• To support bathing water signage and discounting, closure and replacement samples are needed if poor water quality was predicted at a bathing water and a classification sample exceeded the high result threshold.</li> </ul>

## 17. VIBES awards

Performance measure	Increase the number of businesses entering the annual Vision in Business for the Environment of Scotland (VIBES) awards scheme
Summary	<p>Scotland's environment is one of its greatest assets, and is a major contributor to the economy. Many businesses in Scotland are taking significant steps to improve or reduce their impact on the environment, often saving money in the process. The VIBES Awards were developed in the year 2000 to recognise these efforts and to showcase best environmental and sustainable practice within businesses.</p> <p>VIBES is a strategic partnership between SEPA, Scottish Government, Scottish Enterprise, Highlands and Islands Enterprise, Scottish Water, Zero Waste Scotland, Energy Saving Trust and 2020 Climate Group. The awards are supported by the CBI Scotland, Federation of Small Businesses, Institute of Directors and Bright Green Business.</p> <p>This area of work is a way of measuring SEPA's contribution to the Scottish Government's aim of achieving sustainable economic growth.</p> <p>This area of work provides a measure for:</p> <ul style="list-style-type: none"> <li>• going beyond compliance</li> <li>• encouraging environmental excellence</li> <li>• partnership working with public and private sector</li> <li>• joined-up government with public sector partners</li> </ul> <p>Rising numbers of entrants into the annual competition acts as a reflection of our success in this area, especially in encouraging businesses to appreciate the environmental impact of their work.</p>
Purpose	It is important to measure this area of work to demonstrate that SEPA are supporting the Scottish Government economic strategy to achieve sustainable economic growth through regulatory reform.
Relates to	<p>Outcome: Scotland's environment is understood and SEPA is an influential and respected authority.</p> <p>Corporate Plan: Work in partnership in a Team Scotland approach to deliver wider benefits for Scotland's environment.</p> <p>Our priorities this year: Raising environmental awareness and promoting positive environmental behaviours.</p>
Target	<p>The target is to achieve a higher number of entries than the previous year. The number of entries in 2014 was 76 entries over 8 categories.</p> <p>The application for awards will be open on 7 May and closed on 13 July 2015. The performance is based on the number of entries, which will not be finalised until 13 July 2015.</p> <p>This will be reported as either red or green.</p>
Previous Targets	This is the first year that a target has been reported.
Presentation	<p>Although numbers will not be available until mid-July it is likely we will know the result by the time the Quarter 1 performance report is published, and this will be the only performance report in which it will feature.</p> <p>The number of entries is reported as a total number of entries and number of entries per category. This is reported to the Steering Group that comprises representatives from the strategic partners.</p>
Responsible director	Chief Officer, Governance
Owner	Unit Manager, Advice and Engagement
Who measures?	Specialist, Advice and Engagement Unit
How is it measured?	<p>This is measured through the number of entries to the awards.</p> <p>Where a business applies for more than one award, category these applications are counted as separate entries.</p>

Performance measure	Increase the number of businesses entering the annual Vision in Business for the Environment of Scotland (VIBES) awards scheme
	<p>All applicants that are classed as micro businesses (i.e. have less than 10 employees) are automatically entered into the micro business category and counted as a separate entry – there is no separate application form for the micro business category.</p> <p>The 2014 categories comprised 8 award categories;</p> <ul style="list-style-type: none"> <li>- Best Environmental Management (Large + 250 employees)</li> <li>- Best Environmental Management (SME less than 250 employees)</li> <li>- Best Environmental Product or Service</li> <li>- Hydro Nation Award</li> <li>- Circular Economy Award</li> <li>- Transport Award.</li> <li>- Best Co-operation Award</li> <li>- Best Micro Business (less than 10 employees)</li> </ul> <p>The final number of awards for 2015 has not been finalised but may include an additional award to those identified above to recognise biodiversity.</p>
Source of data	<p>All applications from businesses are received via email to the VIBES email address - <a href="mailto:vibes@sepa.org.uk">vibes@sepa.org.uk</a>. These are monitored by the VIBES co-ordinator.</p> <p>The applications are stored on the SEPA system in a dedicated folder.</p> <p>The applicants are entered onto an excel spreadsheet and tracked through the judging system.</p>
Definitions (Keywords)	
Who acts on the data?	The VIBES steering group members (chaired by SEPA) act on the data.
What do they do?	<p>The numbers of entries are only known when the application period closes. The applications will close on 13 July 2015. There is limited opportunity to react and in particular AMT will have no chance to react to the final data. By the time, the numbers are known it is too late to encourage further entries.</p> <p>There are a number of measures put in place to encourage entries and to achieve the target. These include;</p> <ul style="list-style-type: none"> <li>• A PR company is employed to encourage entries</li> <li>• Partners are encouraged to promote the awards through their networks including events that are held.</li> <li>• Launch events are held throughout Scotland to encourage entries</li> <li>• A detailed contact list of companies is maintained and information and reminders are sent to these contacts throughout the application period.</li> <li>• Social media is used to promote the awards.</li> </ul>
Key milestones	Launch events are held in May and June at locations across Scotland. The numbers of businesses attending these events are an indication of the likely number of entries that will be received when the applications close.
Notes and comments	

## 18. Landfill Tax

Performance measure	Establish a Landfill Tax Team and support Revenue Scotland in the collection of the Scottish Landfill Tax.
Summary	<p>We are supporting Revenue Scotland in the collection of Scottish Landfill Tax (SLfT). This role will commence on 01 April 2015. The tax encourages waste prevention, reuse and recycling by taxing both waste sent to landfill and unauthorised landfill operations.</p> <p>Although Revenue Scotland will collect the tax, wider collection services will be provided by SEPA primarily in relation to compliance, investigation and enforcement work to maximise collection of the tax; we will assist landfill operators in meeting their statutory obligation to pay SLfT and will support the collection of the tax from unauthorised activities.</p> <p>Although not directly related to the AOP measure, SEPA will act as regulator of the Scottish Landfill Communities Fund (SLCF), a credit scheme associated with Scottish Landfill Tax. SEPA's regulatory role will commence on 01 April 2015.</p>
Purpose	<p>Supporting Revenue Scotland in the collection of Scottish Landfill Tax from 01 April 2015 will be a new duty for SEPA. In addition, we will assist landfill operators in meeting their statutory obligation to pay Scottish landfill tax and support the collection of landfill tax from unauthorised activities.</p> <p>SEPA will also act as regulator of the Scottish Landfill Communities Fund.</p>
Relates to	<p>SEPA outcome: Scotland is preparing for a sustainable future and is taking steps to limit climate change.</p> <p>Corporate Plan: Contribute to the Scottish Government's purpose of creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth.</p> <p>Our priorities this year: Championing sustainable resource use.</p>
Target	<ul style="list-style-type: none"> <li>▪ recruitment of a Scottish Landfill Tax Team by end April 2015</li> <li>▪ implementation of training programme for Scottish Landfill Tax staff</li> <li>▪ quarterly verification of landfill operator waste data returns</li> <li>▪ regular transfer of waste data to Revenue Scotland</li> <li>▪ completion of audit programme as agreed with Revenue Scotland</li> <li>▪ supporting Revenue Scotland in the collection of Scottish Landfill Tax through evidence gathering</li> </ul>
Previous Targets	This is a new performance measure. Last year the measure was: Landfill tax collection services will be ready to go live by 01 April 2015 and was achieved.
Presentation	<p>This performance measure will be reported using a narrative to support the RAG assessment.</p> <p>The progress will be reported and reviewed initially as part of the monthly Project Board. Delivery for responsibility will move to 'business as usual' reporting requirements within National Operations B when the project is formally concluded. These management arrangements will be used as the basis for providing quarterly updates to the Agency Management Team.</p> <ol style="list-style-type: none"> <li>1. Quarterly reported fully to Agency Management Team &amp; Agency Board. These reports will be published on SEPA's website.</li> <li>2. Monthly updates to Business Strategy team.</li> <li>3. Additional monthly exception reporting when performance is below expected levels, deviation from the plan, when issues need highlighting or for information (amber or red performance).</li> </ol>
Responsible director	Director of Operations
Owner	Manager, Waste and Landfill Tax
Who	Unit Manager, Landfill Tax

Performance measure	Establish a Landfill Tax Team and support Revenue Scotland in the collection of the Scottish Landfill Tax.										
measures?											
How is it measured?	Data items: N/A; Scope: N/A.										
Source of data	The progress will be reported and reviewed initially as part of the monthly Project Board. Delivery for responsibility will move to 'business as usual' reporting requirements within National Operations B when the project is formally concluded. These management arrangements will be used as the basis for providing quarterly updates to the Agency Management Team										
Definitions (Keywords)	N/A										
Who acts on the data?	Initially, the SEPA Scottish Landfill Tax Project Board; on formal conclusion of the Project, line management arrangements within National Operations B										
What do they do?	If red: The Project team has scoped the resource required for the task and recruitment is complete. An MoU has been signed which allows SEPA to approach Revenue Scotland where planned resources are insufficient. If amber: As above, The Project team has scoped the resource required for the task and recruitment is complete. An MoU has been signed which allows SEPA to approach Revenue Scotland where planned resources are insufficient. If green: continue as normal.										
Key milestones	<p>Summary milestone table</p> <p>The Project documentation is currently being revised to reflect the change to SEPA's role in supporting the collection of SLfT, specifically the significant reduction in IS development work required by SEPA. Once Project documentation is approved by the SEPA Project Board specific milestones will be reflected in this document.</p> <p>Detailed performance measures for SEPA are currently being developed in conjunction with Revenue Scotland. When these are finalised they will be reflected within this document.</p> <table border="1"> <thead> <tr> <th>Activity / Event</th> <th>Timescale</th> </tr> </thead> <tbody> <tr> <td>01 April 2015 – Scottish Landfill tax go live</td> <td>0 months (from beginning of period)</td> </tr> <tr> <td>Mid-August 2015 – last date for 1<sup>st</sup> quarter landfill tax return</td> <td>4.5 months (from beginning of period)</td> </tr> <tr> <td>Mid-November 2015 – last date for 2<sup>nd</sup> quarter landfill tax return</td> <td>7.5 months (from beginning of period)</td> </tr> <tr> <td>Mid-February 2016 – last date for 3<sup>rd</sup> quarter landfill tax return</td> <td>10.5 months (from beginning of period)</td> </tr> </tbody> </table>	Activity / Event	Timescale	01 April 2015 – Scottish Landfill tax go live	0 months (from beginning of period)	Mid-August 2015 – last date for 1 <sup>st</sup> quarter landfill tax return	4.5 months (from beginning of period)	Mid-November 2015 – last date for 2 <sup>nd</sup> quarter landfill tax return	7.5 months (from beginning of period)	Mid-February 2016 – last date for 3 <sup>rd</sup> quarter landfill tax return	10.5 months (from beginning of period)
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Notes and comments											

## 19. Landfill audits

Performance measure	Deliver 100% of planned audits by March 2016.
Summary	<p>Landfill sites have been audited on a rolling basis since 2009 with the aim of driving improvements in the standards of operation. Over time further objectives have been added including reducing greenhouse gas emissions, developing standards for operation, improving consistency of regulation and preparing for the implementation of Zero Waste. The project is continuing this year and is likely to roll forward to future years.</p> <p>The landfill sites to be audited were chosen by assessing where we can make the biggest impact, and the process considered: performance scores under the Compliance Assessment Scheme; potential risk including financial provision; the length of time since a previous audit was carried out and information from local teams.</p> <p>The audits are thorough, usually lasting about two days. Staff from the National Operations Waste Unit plan, prepare and lead the audits to provide expertise about greenhouse gas management, engineering and financial provision among other issues, promoting national good practice and are accompanied by the local team.</p> <p>The number of audits for this year has been maintained at a minimum of four.</p>
Purpose	<p>Greenhouse gas emissions from landfill sites can be significant and encouraging operators to reduce emissions contributes to the Scottish Government's target of a 42% reduction in greenhouse gas emissions by 2020.</p> <p>Ensuring that landfill sites are well-managed is also important for Scotland's transition to a Zero Waste nation.</p> <p>By auditing landfill sites and sharing best practice, SEPA is contributing to both of these important ambitions.</p>
Relates to	<p>SEPA outcome: Scotland is preparing for a sustainable future and is taking steps to limit climate change</p> <p>Corporate Plan measure: Delivery of a programme of landfill audits to support compliance and reduce the impact of landfills on climate and environment.</p> <p>AOP: Deliver 100% of planned audits by March 2016.</p> <p>Strategic objectives:</p> <ul style="list-style-type: none"> <li>• Champion sustainable resource use</li> <li>• Act to combat climate change</li> </ul> <p>Our priorities for the year:</p> <ul style="list-style-type: none"> <li>• Championing sustainable resource use</li> <li>• Acting to combat climate change</li> </ul>
Target	<p>Green: 100% of planned audits completed on time</p> <p>Amber: 85-100% of planned audits completed on time</p> <p>Red: Fewer than 85% of planned audits completed on time</p>
Previous Targets	The target of completing four landfill audits was completed last year.
Presentation	<ol style="list-style-type: none"> <li>1. Full quarterly reporting to Agency Management Team &amp; Agency Board. This report will be published on SEPA's website.</li> <li>2. Monthly updates to Business Strategy team.</li> <li>3. Additional monthly exception reporting when performance is below expected levels, deviation from the plan, when issues need highlighting or for information. (Amber or Red performance).</li> </ol>
Responsible director	Director of Operations

Performance measure	Deliver 100% of planned audits by March 2016.									
Owner	Unit Manager, National Operations Waste Team									
Who measures?	Specialist, National Operations Waste Team									
How is it measured?	Formula: Number of audits completed year to date divided by number of audits planned year to date x 100 Frequency: Quarterly Scope: Any work added to plan after the base-lined plan will not be included.									
Source of data	Systems : Project management documents Departments: National Operations Waste Unit									
Who acts on the data?	National Operations Waste Unit; Local Teams; Agency Management Team									
What do they do?	If amber or red: Leeway will be built into the plan to allow catch up in last quarter if required If green: continue as planned.									
Key milestones	<table border="1"> <tr> <td>End Quarter 1</td> <td>Prioritisation and choice of sites completed.</td> </tr> <tr> <td>End Quarter 2</td> <td>At least 25% audits completed</td> </tr> <tr> <td>End Quarter 3</td> <td>At least 75% audits completed</td> </tr> <tr> <td>End Quarter 4</td> <td>100% audits completed</td> </tr> </table>		End Quarter 1	Prioritisation and choice of sites completed.	End Quarter 2	At least 25% audits completed	End Quarter 3	At least 75% audits completed	End Quarter 4	100% audits completed
End Quarter 1	Prioritisation and choice of sites completed.									
End Quarter 2	At least 25% audits completed									
End Quarter 3	At least 75% audits completed									
End Quarter 4	100% audits completed									
Notes and comments	The plan may be adapted in year but the commitment is to complete the planned landfill audits by the end of March 2016.									

## 20. Greenhouse gas emissions

Performance measure	Development of a new greenhouse gas emissions target
Summary	<p>This target is aimed at reviewing the ongoing appropriateness of our existing long term target to reduce emissions of CO<sub>2</sub>e by 42% by 2020 compared to a 2006-2007 baseline. Three major changes have occurred since the target was set in 2011 and since the 2006-2007 baseline was chosen:</p> <ul style="list-style-type: none"> <li>• Two of the biggest estate changes in SEPA's history have been completed and these have significantly altered our emissions profile;</li> <li>• There have been major changes to the way in which emissions are calculated and which have required us to significantly re-profile our baseline;</li> <li>• The assumptions we made about the scale and pace of decarbonisation of the UK electricity grid have proven to be inaccurate. The UK grid actually increased in carbon intensity in 2014-2015 by over 10%.</li> </ul> <p>As a result, there is a need to review whether the current target remains relevant for these changed circumstances and, if not, to identify a new target that reflects the aspirations of the Climate Change (Scotland) Act and the Scottish Government's target to decarbonise electricity generation in Scotland whilst being financially and operationally realistic.</p> <p>SEPA is expected to be, and is committed to being, an exemplar in Scotland in tackling climate change. So, we need to show leadership and challenge and modify our behaviours. This work will raise awareness of SEPA's environmental responsibility, to reduce its environmental impact in line with its Corporate Plan commitments, to comply with duties under the Climate Change (Scotland) Act 2009 and to exercise its functions in the way best calculated to contribute to delivery of the emissions reductions targets set out in part one of the Act.</p>
Purpose	To help deliver long term reduction in our emissions of greenhouse gases from fossil fuel use.
Relates to	<p>Outcome: SEPA is a high performance organisation.</p> <p>Corporate Plan: SEPA will reduce its greenhouse gas emissions.</p> <p>Our priorities for the year: Acting to combat climate change.</p>
Target	<p>Red: Actions significantly behind track compared to planned milestones, with no remedial measures in place to bring back on track by next reporting period.</p> <p>Amber: Actions behind track compared to planned milestones, but remedial measures in place to ensure performance brought back on track by next reporting period.</p> <p>Green: Actions completed in line with milestones</p>
Previous Targets	Last year's target was: 5% reduction from our 2013-2014 baseline in carbon emissions from energy usage at SEPA buildings.
Presentation	<p>Development of a new greenhouse gas emissions target.</p> <p>Until we have agreed a new target we will continue to report our performance and actions to reduce our greenhouse gas emissions against our existing long term target.</p> <ol style="list-style-type: none"> <li>1. Update on progress in relation to planned milestones.</li> <li>2. Quarterly reports to Agency Management Team &amp; Agency Board.</li> <li>3. Monthly updates to Business Strategy team.</li> <li>4. Additional monthly exception reporting when performance is below expected levels, deviation from the plan, when issues need highlighting or for information (amber or red performance).</li> <li>5. Annual energy and CO<sub>2</sub>e figures will cover the whole estate and be published in the Annual Review of Performance and the Sustainability Report at the end of the year. Performance data on emissions of CO<sub>2</sub>e from buildings energy and transport will be reported quarterly.</li> </ol> <p>The information will also be reported monthly and quarterly to the Science and Strategy</p>

Performance measure	Development of a new greenhouse gas emissions target
	Management Team.
Responsible Director	Executive Director, Science and Strategy
Owner	Head of Environmental Strategy
Who measures?	Unit Manager, Sustainable Development for review of target Senior Policy Officer, Sustainable Development for emissions data. (Note: migration to SCC will occur in 2015-2016, but information about responsible officers not currently available)
How is it measured?	<b>Milestones: Development of a new greenhouse gas emissions target</b> <b>Tracking Overall GHG Emissions</b> Formula: Converted kWh / km travelled to CO <sub>2</sub> e. Frequency: Variable. Meters available daily at some buildings, read weekly at others. Transport data collated monthly. Scope: Monthly and Quarterly Reports in respect of largest users of Energy, (Gas top 9 buildings, Electricity top 8 Buildings) transport and travel.
Source of data	Green Team Members, utilities meters, utilities bills, co-ordinated by Facilities.
Definitions (Keywords)	
Who acts on the data?	Agency Management Team, Energy Performance Group, Greening SEPA Steering Group, Resources function; Building Emergency Management Groups in the major buildings; local Energy Management Groups in the other buildings; Facilities where change is required.
What do they do?	If red: Actions significantly behind track compared to planned milestones, with no remedial measures in place to bring back on track by next reporting period. If amber: Actions behind track compared to planned milestones, but remedial measures in place to ensure performance brought back on track by next reporting period. If green: Actions completed in line with milestones
Key milestones	<b>Milestones: Development of a new greenhouse gas emissions target</b> <ul style="list-style-type: none"> <li>• Exploratory meetings with Scottish Government Climate Change Team / Sponsor – Completed by end April 2015</li> <li>• Exploratory engagement with “Board Buddies” to develop thinking – By end April 2015</li> <li>• Review of current target completed and findings written up by end June 2015</li> <li>• Options for new target (if deemed necessary) developed by end June 2015</li> <li>• Engagement on options completed by end July 2015</li> <li>• Board session on options completed by end August (tbc)</li> <li>• Senior management agreement to new target (if deemed necessary) by end September</li> <li>• SEPA Board approval of new target (if deemed necessary) by end October 2015</li> <li>• Publication of new target (if deemed necessary) in SEPA’s Sustainability Report by November 2015</li> </ul>
Notes and comments	

## 21. Zero Waste targets

Performance measure	Outcome: No more than 5% of all waste to be consigned to landfill by 2025.
Summary	<p>This target is aimed at reducing our environmental impact, and meeting the Scottish Government's Zero Waste Plan targets. SEPA wishes to continue its upward trajectory of waste material recycled, and to meet or exceed the Zero Waste targets.</p> <p>SEPA's Green Network is important to the success of this measure as the Green Network, with the help of Facilities staff and MITIE, will be responsible for coordinating the segregation of key dry recyclables; and carrying out a series of waste audits to check progress.</p> <p>We cannot control where our residual waste is disposed, but we will contribute to the achievement of this measure by continually segregating and recycling our waste. Currently around 75% of waste is recycled and about 10% is diverted to landfill. Progress towards achieving this performance indicator is thus dependent on moving well above the Zero Waste Plan target "reuse or recycle 50% of waste materials by 2020 and 70% by 2025."</p> <p>To achieve the longer term diversion from landfill target of 5%, either the waste recycled figure will have to rise well above the 70% target to 95% or a significant proportion of our non-recyclable waste will have to be used for "energy from waste". The Scottish Government assumed that closing this gap would be achieved by using energy from waste schemes.</p> <p>The existence of a local energy from waste market has yet to be developed. Since May 2013 MITIE has been reporting a category of waste "MRF/EFW" that diverts waste from landfill and which includes an unquantified element of waste diverted to "refuse derived fuel" for export. This allowed SEPA to achieve diversion from landfill of 88% in 2013-2014 and about 90% in 2014-2015.</p>
Purpose	To deliver the Zero Waste targets which are stated below.
Relates to	<p>SEPA outcome: SEPA is a high performance organisation.</p> <p>Corporate Plan: We will achieve or exceed zero waste targets in line with Scottish Government policy as detailed in the Zero Waste Plan: a) reuse or recycle 50% of waste materials by 2020 and 70% by 2025; and b) no more than 5% of all waste to be consigned to landfill by 2025.</p> <p>Our priorities for the year: Engaged, competent people working in efficient, comfortable places.</p>
Target	<p>Green – progress is being made to maintain the amount of waste going to landfill at previous years' levels. This must be achieved by at least maintaining levels of recycling or re-use above 70% and landfill diversion of 85%.</p> <p>Amber - no progress is being made and indications are that levels are slipping.</p> <p>Red – landfill rising above 15% of waste or recycling levels falling below the 70% level.</p> <p>No other intermediate targets have yet been set for the years leading up to 2025.</p>
Previous Targets	Long term target remains unchanged from last year. The average recycling achieved in 2014-2015 was 75%. Landfill ended the year at 10%.
Presentation	<ol style="list-style-type: none"> <li>Quarterly reported fully to Agency Management Team &amp; Agency Board. This report will be published on SEPA's website.</li> <li>Monthly updates to Business Strategy team.</li> </ol>

Performance measure	Outcome: No more than 5% of all waste to be consigned to landfill by 2025.
	<p>3. Additional monthly exception reporting when performance is below expected levels, deviation from the plan, when issues need highlighting or for information. (Amber or Red performance). The information will also be reported quarterly to the Resources Portfolio Management Team.</p> <p>Commentary quarterly on the data provided by MITIE. Note this data is sometimes at least a month out of date.</p>
Responsible director	Chief Officer of Resources
Owner	Head of Procurement Facilities and Estates
Who measures?	MITIE reporting to Facilities Coordinator
How is it measured?	Measure waste streams – through MITIE contract and provided via a monthly report giving waste stream breakdown. Measurement of waste volumes - protocol originally agreed in co-operation with SEPA and MITIE.
Source of data	MITIE reporting to Facilities Coordinator
Definitions (Keywords)	MITIE are the lead contractor for SEPA's entire waste disposal. MRF – Materials Recycling Facility. EFW – Energy from Waste.
Who acts on the data?	Agency Management Team.
What do they do?	If red: refer to Agency Management Team and launch a staff communication campaign. If amber: consider spot checks and audits across the SEPA estate. If green: continue as normal.
Key milestones	None.
Notes and comments	This measure will be given a red RAG status if recycling levels fall below 70%. We are assuming another 15% will be diverted to MRF/EFW (Materials Recycling Refuse Facility and Energy From Waste) giving a target of 85% for waste diverted from landfill. We have no firm data on the eventual destination of this waste, but MITIE has treated it as waste diverted from landfill since introducing this category in May 2013. Converting some of this waste to a fuel, rather than sending it to landfill, has had the beneficial effect of moving it further up the waste hierarchy.

## 22. Organisational efficiencies

Performance Measure	Deliver organisational efficiencies of at least 3%.
Summary	This indicator measures SEPA's ability to identify the efficiencies savings needed to make budgets balance in future years and generate efficient practices.
Purpose	The Scottish Government sets efficiency saving targets each year. SEPA must identify how to make the efficiency savings.
Relates to	SEPA outcome: SEPA is a high performance organisation. Corporate Plan 2012-2017: Achieve annual efficiency savings. Strategic objective: Be the best we can. Our priorities this year: Enable delivery of high quality, consistent and customer-focused services.
Target	<p>Green:</p> <p>June 2015: evidence of arrangements for a workshop in summer. September 2015: SEPA has begun to identify savings. December 2015: SEPA has identified 75% of required savings. March 2016: SEPA has identified 100% of required savings.</p> <p>Amber:</p> <p>September 2015: SEPA has not yet identified any savings. December 2015: SEPA has identified between 50% and 74% of required savings. March 2016: Amber status not relevant at end of year.</p> <p>Red:</p> <p>September 2015: No red status used. December 2015: SEPA has identified fewer than 50% of required savings. March 2016: SEPA has not identified savings required.</p>
Previous Targets	<p>In 2014-2015 the measure was achieved as 3% efficiencies were agreed for the 2015-2016 budget.</p> <p>In 2013-2014 the measure was achieved as 3% efficiencies were agreed for the 2014-2015 budget.</p> <p>In 2012-13 the 2% efficiency savings were achieved.</p> <p>In 2011-2012 the target was 11% efficiency savings and this was achieved.</p>
Presentation	<ol style="list-style-type: none"> <li>Quarterly reported fully to Agency Management Team &amp; Agency Board. This report will be published on SEPA's website.</li> <li>Monthly updates to Business Strategy team.</li> <li>Additional monthly exception reporting when performance is below expected levels, deviation from the plan, when issues need highlighting or for information. (Amber or Red performance).</li> </ol> <p>The information will also be reported in an annual statement, signed by the Chief Executive as required by the Public Services Reform Act.</p>
Responsible Chief Officer	Chief Officer Finance.
Owner	Head of Finance
Who measures?	Management Accounting Manager
How is it measured?	<p>Formula: reduction of FTE's and supplies costs via reduction in budgets issued.</p> <p>Frequency: quarterly.</p> <p>Scope: capital savings are not included as this performance measure relates to operating</p>

Performance Measure	Deliver organisational efficiencies of at least 3%.
	costs.
Source of data	Detailed budget preparation working papers.
Definitions (Keywords)	
Who acts on the data?	Portfolio Management Teams. Agency Management Team. SEPA Board.
What do they do?	If red: prioritise the need to identify items to be stripped from budget. If amber: prioritise the need to identify items to be stripped from budget. If green: continue as planned.
Key milestones	<ul style="list-style-type: none"> <li>• Summer 2015 workshop to identify corporate efficiency savings.</li> <li>• 31 December 2015: 75% of savings to have been identified.</li> <li>• 28 Feb 2016: 95% of savings to have been identified.</li> <li>• 31 March 2016: 100% of savings to have been identified.</li> </ul>
Notes and comments	Historically work on efficiency savings does not start until the accounts have been completed towards the end of August, so no RAG status will be applied in the first quarter.

## 23. Cost recovery

Performance measure	Achieve 99% cost recovery across our charging schemes.
Summary	This indicator measure SEPA's ability to recover costs through charging schemes against costs incurred in regulatory monitoring.
Purpose	Ability to recover the costs of activities related to charging schemes.
Relates to	SEPA outcome: SEPA is a high performance organisation. Corporate Plan 2012-2017: Achieve annual efficiency savings. Strategic objective: Be the best we can. Our priorities this year: Enable delivery of high quality, consistent and customer-focused services.
Target	<p><b>Green:</b>  June 2015: SEPA is on target to achieve 99% -100% cost recovery across all charging schemes.  September 2015: SEPA is on target to achieve 99% -100% cost recovery across all charging schemes  December 2015: SEPA is on target to achieve 99% -100% cost recovery across all charging schemes.  March 2016: SEPA achieve over 99% cost recovery across all charging schemes.</p> <p><b>Amber:</b>  June 2015: SEPA is not on target to achieve more than 99% cost recovery  September 2015: SEPA is not on target to achieve more than 99% cost recovery – corrective actions to achieve over 99% recovery  December 2015: SEPA identifies corrective action to achieve over 99% recovery.  March 2016: Amber status not relevant at end of year.</p> <p><b>Red:</b>  June 2015: If planned charging scheme activity is not showing at least 99% cost recovery  September 2015 SEPA forecast cost recovery is below 99% and no corrective action is identified.  December 2015: SEPA forecast cost recovery is below 99% and no corrective action is identified.  March 2016: SEPA Cost Recovery out-turn is below 99%.</p>
Previous Targets	SEPA has always aimed to achieve full cost recovery. Last year's target of 98% was achieved.
Presentation	<ol style="list-style-type: none"> <li>Quarterly reported fully to Agency Management Team &amp; Agency Board. This report will be published on SEPA's website.</li> <li>Monthly updates to AMT in the monthly financial report from June 2015 through to March 2016. Business Strategy team.</li> <li>Additional monthly exception reporting when performance is below expected levels, deviation from the plan, when issues need highlighting or for information. (Amber or Red performance).</li> <li>Management Team reports and annual reports and accounts.</li> </ol> <p>Performance is reported monthly in table format by charging scheme highlighting forecast under/ over recoveries.</p>
Responsible Chief Officer	Chief Officer Finance.
Owner	Head of Finance
Who	Deputy Head of Finance

Performance measure	Achieve 99% cost recovery across our charging schemes.
measures?	
How is it measured?	Forecast income levels of charging schemes through subsistence fees and applications against costs including actual costs to date (including utilising activity time recording system - ATR) and forecast workload planning. Frequency: this is completed on a monthly basis. Data items: define all terms used in formula. Scope: all direct staff costs and overheads rates. None allowable expenditure directly relating to Grant in Aid is excluded.
Source of data	Agresso. ATR. CLAS. ELMS. Workload Planning. Based on information submitted in ATR. Non-completion and spurious completion cause significant issues.
Definitions (Keywords)	None.
Who acts on the data?	Portfolio Management Teams. Agency Management Team.
What do they do?	If red: prioritise corrective action. If amber: prioritise corrective action. If green: continue as planned.
Key milestones	Monthly monitoring – inclusion in Agency Management Team reports.
Notes and comments	The Annual Accounts target is to achieve an out-turn cost recovery of at least 98% and we publish that SEPA aims to achieve full cost recovery annually. The fact that the two targets for success are different could result in a conflict of perceptions for the Agency Management Team and Agency Board. We need to remain aware of the potential for misunderstanding and mitigate it. The first 2-3 months of the financial year are usually spent collecting workload data and no cost recovery figures will be available.

## 24. Licence determination

Performance measure	Work with operators to determine at least 96% of applications within statutory timescales																		
Summary	This performance indicator measures whether or not SEPA determines applications for registrations, permit, authorisations and licences within the statutory time limits.																		
Purpose	SEPA wants to ensure that it determines licences within the statutory timescales. Licensing underpins the bulk of SEPA's regulatory effort																		
Relates to	SEPA outcome: SEPA is a high performance organisation. Corporate Plan: Improve customer service Strategic objective: Be the best we can. Our priorities for the year: Regulating activities to control their impact on the environment and human health.																		
Target	The level of performance we want to achieve and / or the timescale for achieving it Green - year to date performance 96% or above Amber - year to date performance between 91% and 96% Red - year to date performance below 91%																		
Previous Targets	This measure has been in place for a number of years and since 2005-2006 it has always been achieved <table border="1" data-bbox="352 880 762 1413"> <thead> <tr> <th>Year</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2004-2005</td> <td rowspan="3">72%</td> </tr> <tr> <td>2005-2006</td> </tr> <tr> <td>2006-2007</td> </tr> <tr> <td>2007-2008</td> <td>90%</td> </tr> <tr> <td>2008-2009</td> <td>92%</td> </tr> <tr> <td>2009-2010</td> <td>94%</td> </tr> <tr> <td>2010-2011</td> <td rowspan="5">96%</td> </tr> <tr> <td>2011-2012</td> </tr> <tr> <td>2012-2013</td> </tr> <tr> <td>2013-2014</td> </tr> <tr> <td>2014-2015</td> </tr> </tbody> </table>	Year	Target	2004-2005	72%	2005-2006	2006-2007	2007-2008	90%	2008-2009	92%	2009-2010	94%	2010-2011	96%	2011-2012	2012-2013	2013-2014	2014-2015
Year	Target																		
2004-2005	72%																		
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2006-2007																			
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2010-2011	96%																		
2011-2012																			
2012-2013																			
2013-2014																			
2014-2015																			
Presentation	<ol style="list-style-type: none"> <li>Quarterly reported fully to Agency Management Team &amp; Agency Board. This report will be published on SEPA's website.</li> <li>Monthly updates to Business Strategy team.</li> <li>Additional monthly exception reporting when performance is below expected levels, deviation from the plan, when issues need highlighting or for information. (Amber or Red performance).</li> </ol> <p>Control charts are presented monthly to Agency Management Team (AMT) and Operations Management Team (OPSMT) along with text explanation of any issues. OPSMT also get the data broken down by regime.</p>																		
Responsible director	Director of Operations																		
Owner	Head of Operations for Region																		
Who measures?	Senior Business Consultant, Operations Development Unit provides data Business Strategy produces graphs																		
How is it measured?	Senior Business Consultant, Operations Development Unit, runs reports as near as possible to first day of month.																		

Performance measure	Work with operators to determine at least 96% of applications within statutory timescales																						
	<p>Formula: Sum number of licences determined with statutory timescales divided by sum number of licences determined.</p> <p>Frequency: Monthly, performance is measured year-to-date.</p> <p>Data items: Business Strategy takes relevant data from report and produces graphs.</p> <p>File save as "Operations Control Charts 2015-2016 " xxx" in the monthly reporting folder under:</p> <p><a href="V:\Business Development\Business Strategy\Performance Reporting\Corporate Report\2015-2016">V:\Business Development\Business Strategy\Performance Reporting\Corporate Report\2015-2016</a></p> <p>Enter "Sum number of licences determined with statutory timescales divided by Sum number of licences determined" to 3 decimal places</p> <p>The graph and tolerance auto updates.</p> <p>Record the following in the Monthly Performance Report:</p> <ol style="list-style-type: none"> <li>Tolerance</li> <li>Actual Numbers of licences, number of licences determined in time.</li> <li>Copy and paste special "bitmap" of control chart.</li> </ol> <p>Scope: excludes Band A nuclear sites, which are tracked separately by Radioactive Substances unit.</p>																						
Source of data	<p>Reports run from iOpen, which takes the data from CLAS.</p> <p>Reports run by Senior Business Consultant in Operations Development Unit.</p>																						
Definitions (Keywords)	<p>Statutory timescales:</p> <table border="1"> <thead> <tr> <th>Licence Type (New Applications)</th> <th>Determination Time</th> </tr> </thead> <tbody> <tr> <td>CAR (Simple &amp; Complex)</td> <td>4 months from being deemed Duly Made, unless an extension has been formally agreed with the applicant</td> </tr> <tr> <td>CAR Registrations</td> <td>30 days from being deemed Duly Made</td> </tr> <tr> <td>Waste</td> <td>4 months from being deemed Duly Made, unless an extension has been formally agreed with the applicant</td> </tr> <tr> <td>Waste Exemptions</td> <td>21 days from being deemed Duly Made</td> </tr> <tr> <td>PPC Part A</td> <td>4 months from being deemed Duly Made, unless an extension has been formally agreed with the applicant</td> </tr> <tr> <td>PPC Part B</td> <td>4 months from being deemed Duly Made, unless an extension has been formally agreed with the applicant</td> </tr> <tr> <td>PPC Part B (Deemed)</td> <td>12 months from being deemed Duly Made</td> </tr> <tr> <td>RSA Nuclear (formerly Band A)</td> <td>4 months from being deemed Duly Made, unless an extension has been formally agreed with the applicant</td> </tr> <tr> <td>RSA Authorisation (formerly Band B)</td> <td>4 months from being deemed Duly Made, unless an extension has been formally agreed with the applicant</td> </tr> <tr> <td>RSA Registration (formerly Band C)</td> <td>4 months from being deemed Duly Made, unless an extension has been formally agreed with the applicant</td> </tr> </tbody> </table>	Licence Type (New Applications)	Determination Time	CAR (Simple & Complex)	4 months from being deemed Duly Made, unless an extension has been formally agreed with the applicant	CAR Registrations	30 days from being deemed Duly Made	Waste	4 months from being deemed Duly Made, unless an extension has been formally agreed with the applicant	Waste Exemptions	21 days from being deemed Duly Made	PPC Part A	4 months from being deemed Duly Made, unless an extension has been formally agreed with the applicant	PPC Part B	4 months from being deemed Duly Made, unless an extension has been formally agreed with the applicant	PPC Part B (Deemed)	12 months from being deemed Duly Made	RSA Nuclear (formerly Band A)	4 months from being deemed Duly Made, unless an extension has been formally agreed with the applicant	RSA Authorisation (formerly Band B)	4 months from being deemed Duly Made, unless an extension has been formally agreed with the applicant	RSA Registration (formerly Band C)	4 months from being deemed Duly Made, unless an extension has been formally agreed with the applicant
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RSA Registration (formerly Band C)	4 months from being deemed Duly Made, unless an extension has been formally agreed with the applicant																						
Who acts on the data?	<p>Regional Management Teams</p> <p>Operations Management Team</p>																						
What do they do?	<p>If red or amber: Investigate root cause and take appropriate action</p> <p>If green: continue as planned and review target as the end of the year.</p>																						
Notes and	Data issues are sometimes identified as root cause of problems and these are																						

Performance measure	Work with operators to determine at least 96% of applications within statutory timescales
comments	addressed with teams and IS when identified.

## 25. Environmental incident reports

Performance Measure	Respond to 96% of environmental incidents and pollution reports within 24 hours
Summary	Measuring the time it takes SEPA to acknowledge receipt of notification of an environmental event. This involves the call being received by SEPA Communication Centre (SCC), allocated to an appropriate team and a member of the team responding to the notifier, usually with a phone call.
Purpose	If members of the public are helping us in our work, we want to respond promptly to them. This measures our process for informing the relevant team about pollution incidents, which need investigating.
Relates to	SEPA outcome: SEPA is a high performance organisation. Corporate Plan: Improve customer service Strategic objective: Be the best we can. Our priorities for the year: Regulating activities to control their impact on the environment and human health.
Target	The level of performance we want to achieve and / or the timescale for achieving it Green – year to date performance should be at 96% or above Amber - year to date performance between 91 and 96% Red – year to date performance is below 91%
Previous Targets	This target has been in place for a number of years – at least since 2006 and it has always been achieved  Previous target 96%
Presentation	<ol style="list-style-type: none"> <li>Quarterly reported fully to Agency Management Team and Agency Board. This report will be published on SEPA's website.</li> <li>Monthly updates to Business Strategy team.</li> <li>Additional monthly exception reporting when performance is below expected levels, deviation from the plan, when issues need highlighting or for information. (Amber or Red performance).</li> </ol> <p>How is it reported? – Graphs, charts Graphs in Agency Management Team reports. Summary percentage and data provided to Operations Management Team (OPSMT) with number received and number responded to within 24 hours – focus on type of event – breakdown of major events included.</p>
Responsible director	Director of Operations
Owner	Head of Operations for Region
Who measures?	Senior Business Consultant, Operations Development Unit Business Support
How is it measured?	Formula: Sum number of notifications responded to in 24 hours divided by sum total number of notifications  Frequency: Monthly, performance is measured year-to-date.  Data items: Report run by Senior Business Consultant, Operations Development Unit, and stored as "Operations Control Charts 2015-2016 " xxx" in the corresponding

Performance Measure	Respond to 96% of environmental incidents and pollution reports within 24 hours
	<p>monthly reporting folder under:  <a href="V:\Business Development\Business Strategy\Performance Reporting\Corporate Report\2015-2016">V:\Business Development\Business Strategy\Performance Reporting\Corporate Report\2015-2016</a></p> <p>Business Strategy takes relevant data from report and produces graphs.</p> <ol style="list-style-type: none"> <li>1. Enter “Sum number of notifications responded to in 24 hours divided by sum total number of notifications” to 3 decimal places</li> <li>2. The graph and tolerance auto updates.</li> <li>3. Record the following in the Monthly Performance Report <ol style="list-style-type: none"> <li>a. Tolerance</li> <li>b. Actual Numbers of incidents, number of notifications and number responded to in time.</li> <li>c. Copy and paste special “bitmap” of control chart.</li> </ol> </li> </ol> <p>Scope: all incidents are included.</p>
Source of data	Reports run from iOpen, which takes the data from ELMS. Reports run by Senior Business Consultant, Operations Development Unit
Who acts on the data?	Regional management teams Operations management teams
What do they do?	If red or amber: investigate the root cause of the issue and take appropriate action If green: continue as planned. Review target at the end of the year.
Notes and comments	Data issues are sometimes identified as the root cause of problems and these are addressed with teams and IS when identified.

## 26. Major and significant environmental events

Performance Measure	Respond to all significant and major environmental events within 12 hours.
Summary	Measuring the time, it takes SEPA to acknowledge receipt of notification of an environmental event. This involves the call being received by SEPA Communication Centre (SCC), allocated to an appropriate team and a member of the team responding to the notifier, usually with a phone call.
Purpose	If members of the public are helping us in our work, we want to respond promptly to them. This measures our process for informing the relevant team about significant and major environmental events, which need immediate investigating.
Relates to	SEPA outcome: SEPA is a high performance organisation; Scotland's environment is protected and improving. Corporate Plan: Improve customer service Strategic objective: Be the best we can. Our priorities for the year: Regulating activities to control their impact on the environment and human health.
Target	Green – year to date performance should be at 100% Red – year to date performance is below 100%
Previous Targets	This is a new target and supplements measure: Respond to 96% environmental incidents and pollution reports within 24 hours which has been in place for a number of years – at least since 2006 and it has always been achieved.
Presentation	<ol style="list-style-type: none"> <li>1. Quarterly reported fully to Agency Management Team and Agency Board. This report will be published on SEPA's website.</li> <li>2. Monthly updates to Business Strategy team.</li> <li>3. Additional monthly exception reporting when performance is below expected levels, deviation from the plan, when issues need highlighting or for information. (Amber or Red performance).</li> </ol> <p>Graphs in Agency Management Team reports. Summary percentage and data provided to Operations Management Team (OPSMT) with number received and number responded to within 12 hours.</p>
Responsible director	Director of Operations
Owner	Head of Operations for Region
Who measures?	Senior Business Consultant, Operations Development Unit Business Support
How is it measured?	<p>Formula: Sum number of notifications responded to in 12 hours divided by sum total number of major environmental incidents.</p> <p>Frequency: Monthly, performance is measured year-to-date.</p> <p>Data items: Report run by Beth Fotheringham and stored as "Operations Control Charts 2015-2016 " xxx" in the corresponding monthly reporting folder under: <a href="V:\Business Development\Business Strategy\Performance Reporting\Corporate Report\2015-2016">V:\Business Development\Business Strategy\Performance Reporting\Corporate Report\2015-2016</a></p> <p>Business Strategy takes relevant data from report and produces graphs.</p> <ol style="list-style-type: none"> <li>4. Enter "Sum number of notifications of major events responded to in 12 hours divided by sum total number of notifications" to 3 decimal places</li> </ol>

Performance Measure	Respond to all significant and major environmental events within 12 hours.
	<ol style="list-style-type: none"> <li>1. The graph and tolerance auto updates.</li> <li>2. Record the following in the Monthly Performance Report <ol style="list-style-type: none"> <li>a. Tolerance</li> <li>b. Actual Numbers of incidents, number of notifications and number responded to in time.</li> <li>c. Copy and paste special "bitmap" of control chart.</li> </ol> </li> </ol> <p>Scope: all major environmental events are included.</p>
Source of data	Reports run from iOpen, which takes the data from ELMS. Reports run by Senior Business Consultant, Operations Development Unit.
Definitions (Keywords)	
Who acts on the data?	Regional management teams Operations management teams
What do they do?	If red: investigate the root cause of the issue and take appropriate action If green: continue as planned. Review target at the end of the year.
Notes and comments	Data issues are sometimes identified as the root cause of problems and these are addressed with teams and IS when identified.

## 27. Development Plans and SEA consultations

Performance measure	Respond to 100% of formal development plan consultations and Strategic Environmental Assessment consultations within agreed timescales.
Summary	<p>SEPA is identified as a key agency under the Planning etc. (Scotland) Act 2006 and is a statutory consultee within the land use planning system. Under the Environmental Assessment (Scotland) Act 2005, SEPA has a statutory duty as a Consultation Authority and must provide advice to those undertaking strategic environmental assessments.</p> <p>Land use planning in Scotland is a "plan-led" system. This makes our engagement throughout the earlier and later stages of the development plan process one of our key planning priorities.</p> <p>As a key agency, we engage with planning authorities at the following stages:</p> <ul style="list-style-type: none"> <li>• the compilation of the main issues report;</li> <li>• the preparation of the proposed plan;</li> <li>• the preparation of action programmes.</li> </ul> <p>The full development plan process can take a number of years. However, consultation on parts of a plan can require assessing hundreds of individual sites in a very short timescale. We receive around 200 consultations on development plans per year.</p> <p>Strategic environmental assessment is a systematic process for identifying, reporting, mitigating and monitoring environmental effects of plans, programmes and strategies. SEPA responds to approximately 300 strategic environmental assessment consultations each year.</p>
Purpose	<p>The Scottish Government has clearly indicated the importance of the planning system to support economic growth and the importance of the development plan in this process (Planning Reform: The Next Steps, March 2012). To help facilitate a plan-led system, SEPA engages pro-actively and early in development plan preparation. We provide clear, helpful, consistent advice to planning authorities to allow our interests to be fully considered when the plan is formulated so that we can support development proposals at the planning application stage. This will avoid any unnecessary delays to planning processes by ensuring that our interests are given due consideration from the outset.</p> <p>The Scottish Government is committed to making SEPA a world leader in strategic environmental assessment and has identified it as a vital component of sustainable economic growth.</p>
Relates to	<p>SEPA outcome: Scotland's Environment is Protected and Improving</p> <p>Corporate Plan: Improve customer service.</p> <p>Our priorities this year: Safeguarding Communities.</p>
Target	<p>Green – year to date performance of 100%</p> <p>Amber – More than 20% of development plan consultations or strategic environmental assessments currently in progress are due in 2 days from the agreed deadline for completion.</p> <p>Red – More than 10% of development plan consultations or strategic environmental assessments currently in progress are due in 1 day from the agreed deadline for completion.</p>
Previous Targets	<p>Last year we had a target to respond to 100% of Development Plan consultations and strategic environmental assessments within agreed timescales. We achieved 100% for the latter, but missed one of the former by one day.</p>

Performance measure	Respond to 100% of formal development plan consultations and Strategic Environmental Assessment consultations within agreed timescales.
Presentation	<ol style="list-style-type: none"> <li>1. Quarterly reported fully to Agency Management Team &amp; Agency Board. This report will be published on SEPA's website.</li> <li>2. Monthly updates to Business Strategy team.</li> </ol> <p>Additional monthly exception reporting when performance is below expected levels, deviation from the plan, when issues need highlighting or for information. (Amber or Red performance).</p> <p>This data will also be presented monthly to OPSMT.</p> <p>The data will be provided in a table format with a text description on any issues affecting performance.</p>
Responsible director	Director of Operations
Owner	Manager, Planning Advice and Engagement
Who measures?	Manager, Planning Advice and Engagement
How is it measured?  How is it measured? (continued)	<p>Data provided will include:</p> <ul style="list-style-type: none"> <li>• the percentage of development plan consultations and strategic environmental assessments on time during the month and year to date</li> <li>• the percentage of development plan consultations and strategic environmental assessments for which an extension has been agreed during the month and year to date</li> <li>• the percentage of development plan consultations and strategic environmental assessments responded to late during the month and year to date</li> </ul> <p>Frequency: monthly Scope: This measure includes everything that is defined as a local plan consultation by the Planning Act 2006 or is defined as a strategic environmental assessment consultation by the Environmental Assessment (Scotland) Act 2005.</p>
Source of data	Planning Casework system – planning consultations received are entered by an Administration Officer. Agreed extensions to deadline and date response submitted are entered by Planning Officers in the Planning Advice and Engagement Unit.
Who acts on the data?	Planning Advice and Engagement Unit Operations Management Team if required Science and Strategy Team if required
What do they do?	<p>If green: carry on as planned and review target at end of year. All planning staff and managers are aware of the 100% target. Planning Managers are responsible for ensuring that this target is met.</p> <p>If amber/red: Where deadlines are challenging, then extensions will be sought if possible and work is reprioritised to focus on development plan and/or strategic environmental assessment responses rather than other consultations. In the very unlikely event that a response was going to be unavoidably late, authorisation for this would be sought via line management, with approval being from the Planning, Advice and Engagement Manager or their delegated representative.</p>
Key milestones	Response rate must be 100% each month to ensure year-to-date 100% target is met.
Notes and comments	

## 28. Planning consultations

Performance measure	Respond to 95% of planning consultations within agreed timescales.
Summary	<p>SEPA is identified as a key agency under the Planning etc (Scotland) Act 2006 and is a statutory consultee within the land use planning system. Local authorities consult SEPA on a wide range of planning applications including housing, industrial development, wind farms, mining operations and energy production. Whilst Local authorities have discretion as to when to consult SEPA, we encourage consultation and have provided guidance on those areas where we can add the most value. SEPA has also provided standing advice, which Local Authorities can use when a development has a low level of risk. There are approximately 3,000 planning consultations received each year.</p> <p>The standard consultation timescale is 10 working days, though this may vary depending upon the type of consultation or the complexity. For complex proposals, we will request an extension to allow adequate consultation time with internal specialists in order to provide a full response.</p>
Purpose	<p>In the past SEPA did not have good record of responding swiftly to planning consultations. In 2006 fewer than 45% of consultations were responded to on time and we almost always requested an extension to timescales</p> <p>The Scottish Government reformed the planning process in 2008, to underpin economic growth, with an expectation of higher levels of performance. SEPA responded positively to this reform, transforming response times. We have put this measure in place to ensure that everyone who inputs to planning consultation responses is focussed on responding as quickly as possible.</p>
Relates to	SEPA outcome: Scotland's Environment is Protected and Improving Priority: Safeguarding Communities
Target	<p>The level of performance we want to achieve and / or the timescale for achieving it:</p> <p>Green – year to date performance of 95% or above Amber - year to date performance of 90-94% Red – year to date performance of less than 90%</p>
Previous Targets	2014-2015: Corporate target to respond to 95% of planning consultations within agreed timescales. We achieved 97% in 2014-2015.
Presentation	<ol style="list-style-type: none"> <li>Quarterly reported fully to Agency Management Team &amp; Agency Board. This report will be published on SEPA's website.</li> <li>Monthly updates to Business Strategy team.</li> <li>Additional monthly exception reporting when performance is below expected levels, deviation from the plan, when issues need highlighting or for information. (Amber or Red performance).</li> </ol> <p>This data will be presented monthly to OPSMT.</p> <p>The data will be provided in a table format with a text description on any issues affecting performance.</p>
Responsible director	Director of Operations
Owner	Manager, Planning Advice and Engagement
Who measures?	Manager, Planning Advice and Engagement

Performance measure	Respond to 95% of planning consultations within agreed timescales.
How is it measured?  How is it measured? (continued)	<p>Data provided will include:</p> <ul style="list-style-type: none"> <li>• total number of planning consultations received during the month and year to date</li> <li>• the percentage of planning consultations responded to on time during the month and year to date</li> <li>• the percentage of planning consultations for which an extension has been agreed during the month and year to date</li> <li>• the percentage of planning consultations responded to late during the month and year to date.</li> </ul> <p>Frequency: monthly</p> <p>Scope: This measure includes everything that is defined as a planning application by the Planning Act 2006.</p>
Source of data	Planning Casework system – planning consultations received are entered by an Administration Officer. Agreed extensions to deadline and date response submitted are entered by Planning Officers in the Planning Advice and Engagement Unit.
Who acts on the data?	Planning Advice and Engagement Unit Operations Management Team if required Science and Strategy Team if required
What do they do?	If red or amber: investigate root cause and take appropriate action: If green: carry on as planned and review target at end of year.
Key milestones	
Notes and comments	This is being measured on a year-to-date basis and will be reported on this basis.

## 29. Official and Ministerial enquiries and third party consultations

Performance measure	Respond to at least 90% of formal third party consultations and Official and Ministerial Enquiries (OMEs) within agreed timescales
Summary	<p>Official and Ministerial Enquiries refer to requests for information from across all tiers of government, from Ministers down to officials. Third party consultations require us to comment on a formal basis on a wide range of issues and publications by external organisations. Official and Ministerial Enquiries require a response within 10 working days unless requested or agreed otherwise whereas the minimum standard of service expected for third party consultations is as set, or agreed for each consultation.</p> <p>Official and Ministerial Enquiries can include direct enquiries from Ministers, members of the Scottish, UK or European parliaments, chief executives of local authorities; staff from the Scottish or UK parliaments, for example members of SPICe (the Scottish Parliament Information Centre) or Committee clerks.</p> <p>Consultations can range from commenting on draft reports, to providing input to proposals for legislation and regulations. The business procedure and associated performance measure seek to provide a coordinated/consistency of approach for the organisation. Consultation responses are placed on SEPA's website on a monthly basis and will be held there for one year.</p>
Purpose	SEPA is committed to dealing with OMEs quickly and effectively. The <a href="mailto:ask@sepa.org.uk">ask@sepa.org.uk</a> email address is provided for this purpose and is monitored during normal office hours by staff in the External Engagement Unit, who ensure enquiries are passed to and addressed by the appropriate person within SEPA. The measure also provides assurance that third party consultations are completed on time. There is a risk to SEPA's reputation if both of these are not responded to on time and comprehensively.
Relates to	<p>SEPA outcome: SEPA is a high performance organisation.</p> <p>Corporate Measure: Improve customer service.</p> <p>Strategic objective: Be the best we can.</p> <p>Our priorities for the year: Enable delivery of high quality, consistent and customer-focused services.</p>
Target	<p>The level of performance we want to achieve and / or the timescale for achieving it:</p> <ul style="list-style-type: none"> <li>• Green - year to date performance of 90% or above for both consultations and enquiries</li> <li>• Amber - year to date performance of 88% - 90% for both consultations and enquiries</li> <li>• Red - year to date performance of 87% or below for both consultations and enquiries</li> </ul>
Previous Targets	In 2014–2015 these were reported as two separate measures. Both achieved over 90%.
Presentation	<ol style="list-style-type: none"> <li>1. Quarterly reported fully to Agency Management Team and Agency Board. This report will be published on SEPA's website.</li> <li>2. Monthly updates to Business Strategy team.</li> <li>3. Additional monthly exception reporting when performance is below expected levels, deviation from the plan, when issues need highlighting or for information. (Amber or Red performance).</li> </ol> <p>The data will be provided in a chart format with a text description on any issues affecting performance.</p>
Responsible director	Chief Officer, Governance
Owner	Unit Manager, External Engagement
Who measures?	Senior Administration Officer
How is it measured?	<p>Data provided will include:</p> <ul style="list-style-type: none"> <li>• total number of OMEs and consultations received during the month and year to date</li> <li>• the percentage of OMEs and consultations responded to on time during the month</li> </ul>

Performance measure	Respond to at least 90% of formal third party consultations and Official and Ministerial Enquiries (OMEs) within agreed timescales
	<p>and year to date</p> <ul style="list-style-type: none"> <li>the percentage of OMEs and consultations responded to late during the month and year to date.</li> </ul> <p>Frequency: monthly</p>
Source of data	Official and Ministerial Enquiries and consultations are logged by the OME and Consultations Administrator (Senior Admin. Officer) based in the External Engagement Unit (EEU). The process is managed for the organisation by the EEU in the Governance portfolio.
Definitions (Keywords)	<p>Third party consultations are consultations sent to SEPA on a wide range of issues and publications by any of SEPA's external partners or stakeholders, including, e.g. Scottish and UK Government departments, European Commission, other NDPBs, consultants on behalf of national and international government bodies.</p> <p>Official and Ministerial Enquiries refer to requests for information from across all tiers of government, from Ministers down to officials.</p>
Who acts on the data?	External Engagement Unit. Portfolio Management Teams, if required.
What do they do?	<p>If red or amber: investigate root cause and take appropriate action:</p> <p>If green: carry on as planned and review target at end of year.</p>
Key milestones	
Notes and comments	Note that when extensions to deadlines are agreed, these are deemed to be responded to "on time" with reference to the revised deadline.

### 30. Maintain high levels of staff engagement

Performance measure	Outcome: Maintain high levels of staff engagement.
Summary	Staff engagement is measured by the Engagement index of the People Survey (bi-annual staff survey) and includes various indicators such as employees' positive communication about SEPA, employee turnover and employee commitment levels. The engagement index score increased from 75% in the 2011 staff survey to 79% in the 2013 survey. We intend to carry out the next survey in the autumn of 2015, with the results out by December 2015. Prior to the results being available we will be tracking staff engagement through proxy measures on absence, grievances and turnover.
Purpose	There is a growing body of evidence that employee engagement has a significant impact on organisational success. Developing a high level of employee engagement is also in line with the objectives of the People Strategy.
Relates to	Corporate Plan measure: Improve customer service. SEPA outcome: SEPA is a high performance organisation. SEPA value: Engagement. SEPA strategic objective: Be the best we can. AOP Priority: Engaged, competent people working in efficient, comfortable places.
Target	Maintain our high level of staff engagement as evidenced by the engagement index score of 79% in the results of the People Survey 2015. At year end or post People Strategy results: Green – 75% or above. Red – below 75%.  Proxy measures on a quarterly basis: 1. Corporate performance indicator “sickness absence lost time rate amongst employees against the SEPA total target” Green = up to 2.9% Amber= 3.0-3.5% Red= 3.6% and above  2. Total number of grievance and dignity at work cases Green = Same number of cases or decrease in the number of cases when compared to previous year Amber = Up to 10% increase in the number of cases compared to previous year Red = Increase of more than 11% when compared to previous year  3. Employee Turnover [turnover as a percentage of average headcount in the period, based on voluntary leavers i.e. resignations. We can also report total turnover (all leavers)] Green = Improvement on previous year Amber = no change compared to previous year Red= deterioration compared to previous year
Previous Targets	This is the first time this measure has been included.
Presentation	This measure is reported as the “engagement index score (%)” in the staff survey summary report provided by the external contractor carrying out the staff survey. Prior to its publication, we will present quarterly proxy measures indicated above.

Responsible director	Chief Officer Resources
Owner	Head of Employee Development and Safety
Who measures?	External contractor who carries out the staff survey 2015. Senior HR Advisor and Assistant HR Officer
How is it measured?	<p>It is measured by the percentage of positive responses received in the staff survey to questions relating to:</p> <ul style="list-style-type: none"> <li>- employees' positive communication about SEPA (e.g. "proud to work for SEPA", "would recommend SEPA as a great place to work", "would speak positively about environmental issues outside of work"),</li> <li>- employee turnover (e.g. "intend to still be working for SEPA in 12 months time"),</li> <li>- employee commitment levels (e.g. "I care about the future of my organisation", "happy to go the extra mile when required", "working here makes me want to do the best work").</li> </ul> <p>The overall engagement index score is calculated on the basis of averages in response to these set of questions.</p> <p>Proxy measures will be reported quarterly as indicated above.</p>
Source of data	People Survey 2015.
Definitions (Keywords)	<p>The engagement index is an average of responses to questions referred to above.</p> <p>The lost time rate is the absence hours as a % of possible working hours.</p>
Who acts on the data?	AMT, all Portfolio MTs, all Managers and Organisational Development
What do they do?	Portfolio MTs devise actions for all Portfolios to improve this score, action log is monitored by all Portfolio MTs, with half yearly reports to AMT.
Key milestones	No measurable milestones planned. People Board has asked all Portfolios to report on the actions taken as a result of the last People Survey to ensure there will be tangible improvements in the next Survey. This will be reported to the People Board regularly.
Notes and comments	People Board is used as a forum to review this index and discuss actions.

<b>Performance indicator</b>	By March 2016 sustainability to represent a minimum of 15% of the scored assessment criteria used to select eligible targeted goods and services.
Summary	<p>In 2009 SEPA signed up to the <a href="#">Scottish Government's Sustainable Procurement Action Plan</a> for Scotland. This includes a Ten Step Plan to assist public sector organisations to meet their needs for procuring sustainably. The Sustainable Procurement Action Plan includes a toolkit called the Flexible Framework, designed to measure an organisation's progress towards sustainable purchasing. SEPA committed itself to examine ways of reducing the impact of its procurement of goods and services and to work with the Government to influence public sector procurement policy. This was explained in the <a href="#">2011-2012 Greening SEPA annual report</a> in which we also gave an interim target of: "25% increase by 2017 in the number of targeted goods and services whose procurement is controlled against sustainability criteria. Annual targets will be set to ensure that we achieve this target".</p> <p>This measure is intended to track progress towards the introduction of sustainability criteria within purchasing. Already 100% of relevant procurement contains sustainability as a required element of the technical assessment criteria. By 2017 we intend sustainability criteria to reach 25% of the assessment criteria used in any tendering decision for these goods or services. By the end of this year we intend this proportion to have been maintained at 15%, but we intend to have a better understanding of the various factors that can contribute to a higher social or environmental sustainability score. We will incorporate any guidance on sustainability criteria issued by the Scottish Government during the period.</p>
Purpose	SEPA is fully committed to introduce more sustainable procurement. This means assessing external sustainable procurement tools. The approach addresses the accepted definition of sustainability, encompassing the social, economic and environmental implications of product and service choices and embraces whole life costing, addressing how aspects such as design, manufacturing materials, operating costs, energy consumption, waste and recycling options support a more sustainable approach.
Relates to	<p>SEPA Outcomes: Scotland is preparing for a sustainable future and is taking steps to tackle climate change; SEPA is a high performance organisation.</p> <p>Strategic objectives: champion sustainable resource use.</p> <p>Priorities for the year: championing sustainable resource use.</p> <p>Greening SEPA target of: "25% increase by 2017 in the number of targeted goods and services whose procurement is controlled against sustainability criteria. Annual targets will be set to ensure that we achieve this target".</p>
Target	<p>The level of performance that we wish to achieve is linked to the development of the Flexible Framework (Level 3) which will then directly impact on the sustainability of SEPA's procurement.</p> <p>Green – confident we are on track to maintain the 15% target by the end of the year.</p> <p>Amber – some issues outstanding but target can still be achieved with some effort.</p> <p>Red – project has stalled and will require significant effort to be delivered.</p>
Previous Targets	December 2012 Greening SEPA report for 2011-2012 featured a target of a 5% increase, as an initial step in the achievement of the 25% 2017 target above. Last year we set a target of 15%, which was duly achieved.
Presentation	The overall rag status for the performance measure will be displayed and will be reported quarterly within the Greening SEPA annex of the Quarterly AMT Reports.

<b>Performance indicator</b>	By March 2016 sustainability to represent a minimum of 15% of the scored assessment criteria used to select eligible targeted goods and services.
	Generally presentation will be by exception reporting, providing explanations of red or amber status.
Responsible director	Chief Officer, Resources
Owner	Head of Procurement, Facilities and Estate
Who measures?	Procurement Specialist and Procurement Advisors will provide reports to Head of Procurement, Facilities and Estate who will collate the reports received
How is it measured?	Progress will be measured in the annual Procurement Capability Assessment and through Flexible Framework Self Assessment Tool and by evidence of 15% target being employed within the procurement assessment criteria process.
Source of data	Agresso and the SG Self-Assessment Tool
Definitions (keywords)	<p>Sustainable Procurement is defined as:</p> <p><i>"A process whereby organisations meet their needs for goods, services , works and utilities in a way that achieves value for money on a whole life basis and generates benefits not only to the organisation, but also to society, the economy and the environment."</i></p> <p>Eligible procurement are all goods and services going through the procurement section of SEPA. These are usually items over £10,000.</p> <p>The Flexible Framework was produced by the UK Sustainable Procurement Task Force and is a useful and easy means of self-assessing an organisation's performance on sustainable procurement. It will help organisations to prioritise the areas for improvement.</p> <p>Level 3 of the Flexible Framework is defined on page 11 of the <a href="#">Scottish Government's Sustainable Procurement Action Plan</a> for Scotland. Under the procurement process:</p> <p><i>"All contracts are assessed for general sustainability risks and management actions identified. Risks managed throughout all stages of the procurement process. Targets to improve sustainability are agreed with key suppliers."</i></p>
Who acts on the data?	<p>Procurement Section</p> <p>Heads of Service</p> <p>Greening SEPA Steering Group</p> <p>Portfolio Management Teams</p> <p>Agency Management Teams</p>
What do they do?	<p>If red: Agency Management Team to consider actions recommended by the Greening SEPA Steering Group to increase sustainable procurement.</p> <p>If amber: Portfolio Management Teams consider action recommended by the Greening SEPA Steering Group to increase Sustainable procurement.</p> <p>If green: nothing – review target</p>
Key milestones	
Notes and comments	<p>The passing of the Procurement Reform (Scotland) Bill on 13 May 2014, has provided clearer guidelines for public bodies such as SEPA and addresses Sustainability in terms of Social, Economic and Environmental Sustainability. Sustainability Assessment Criteria now to include all three elements.</p> <p>An indicative list of sustainability criteria was tabled for information at a GSSG meeting during 2013-2014. This list was augmented to address social and</p>

<b>Performance indicator</b>	By March 2016 sustainability to represent a minimum of 15% of the scored assessment criteria used to select eligible targeted goods and services.																						
	<p>economic criteria during 2014-2015. Following the passing of the <a href="#">Procurement Reform Bill</a><sup>3</sup> in May 2014, a list of sustainability criteria that can be used through the Procurement Process has been developed by SEPA's Procurement section and is available on our internal website. These address the three strands of sustainability contained within the Bill, namely, Social, Financial and Environmental sustainability. This year we will be concentrating on developing the social and environmental elements of the list below.</p> <table border="1" data-bbox="459 465 1487 880"> <thead> <tr> <th colspan="2"><b>Possible sustainability criteria to include in a tender assessment</b></th> </tr> </thead> <tbody> <tr> <td>Energy use</td> <td>Energy efficiency</td> </tr> <tr> <td>Carbon management plans</td> <td>Green travel policy</td> </tr> <tr> <td>Fossil fuel use</td> <td>Green travel plans</td> </tr> <tr> <td>Waste disposal/Recycling</td> <td>Use of recyclable packaging</td> </tr> <tr> <td>Whole life costs</td> <td>Internal promotion of sustainability</td> </tr> <tr> <td>Approach to corporate social responsibility</td> <td>Training and apprenticeship opportunities</td> </tr> <tr> <td>Use of Third Sector organisations</td> <td>Community benefit clauses</td> </tr> <tr> <td>Maintenance regimes</td> <td>Reusability</td> </tr> <tr> <td>Sustainability of building materials</td> <td>Maintenance Regimes</td> </tr> <tr> <td>Tenderer's ecological ethos</td> <td>Encouragement of innovation and growth</td> </tr> </tbody> </table>	<b>Possible sustainability criteria to include in a tender assessment</b>		Energy use	Energy efficiency	Carbon management plans	Green travel policy	Fossil fuel use	Green travel plans	Waste disposal/Recycling	Use of recyclable packaging	Whole life costs	Internal promotion of sustainability	Approach to corporate social responsibility	Training and apprenticeship opportunities	Use of Third Sector organisations	Community benefit clauses	Maintenance regimes	Reusability	Sustainability of building materials	Maintenance Regimes	Tenderer's ecological ethos	Encouragement of innovation and growth
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<sup>3</sup> <http://www.scotland.gov.uk/Topics/Government/Procurement/policy/ProcurementReform/usefulinfo>

## 02. Biodiversity action plan

Performance measure	100% of SEPA buildings grounds to have Biodiversity Action Plans implemented by 2017
Summary	<p>To demonstrate its own environmental performance commitment SEPA has agreed to enhance the biodiversity of its SEPA offices with grounds under our control. SEPA has a responsibility to improve the biodiversity in SEPA grounds under the Nature Conservation (Scotland) Act (2004), which states that all public bodies have a duty to promote biodiversity.</p> <p>SEPA's Green Network is key to the success of this target as the network (with the cooperation of Facilities staff) will be responsible for carrying out a review of previous actions and revising and implementing a new set of actions to enhance biodiversity in SEPA grounds. Part of this target includes outreach work to communicate and share best practice of our work with others.</p> <p>The programme of work has been split over five years:-  2012-2013: Review existing Biodiversity Action Plans (BAP) already in place (completed)  2013-2014 :Update guidance and produce a revised Biodiversity Action Plan for each appropriate SEPA office location (completed)  2014-2015 : Implement BAP and update as necessary  2015-2016: Implement BAP and update as necessary  2016-2017: Undertake outreach work  Specific milestones have been developed for 2015-2016, against which progress towards the overall 2015-2016 target will be measured.</p>
Purpose	SEPA wants to be an exemplar in internal environmental performance. A target was set in 2012 that states that SEPA will improve biodiversity in its estate. It is important to measure this area of work so that we can recognise the progress we are making and identify and manage issues which may prevent us from successfully improving biodiversity.
Relates to	SEPA outcome: SEPA is a high performance organisation Strategic objective: Demonstrate excellent environmental performance
Target	<p>Green – at what level of performance will we report green  2015-2016: 100% of SEPA offices have fully implemented a Biodiversity Action Plan  2016-2017: 100% of SEPA offices with grounds have carried out some form of outreach work as outlined in the outreach template</p> <p>Amber - at what level of performance will we report amber  80-100% of SEPA offices with grounds on track to meet yearly targets set as above</p> <p>Red - at what level of performance will we report red  &lt;80% of SEPA offices with grounds on track to meet yearly targets set as above</p> <p>Note: SEPA currently has 24 offices. 19 have grounds. The offices not currently included in the target as they have no grounds and/or have problems with vandalism are Arbroath, Fraserburgh, Lerwick, Stornoway &amp; Thurso. It is anticipated that SEPA's estate will change over the next five years so targets have been recorded as a percentage.</p>
Previous Targets	The previous corporate target was for 100% of SEPA buildings grounds to have Biodiversity Action Plans implemented by 2017. The 2014-2015 specific target was for 100% of SEPA offices with grounds are implementing a Biodiversity Action Plan. This was achieved.
Presentation	It will be reported as commentary against the yearly targets. Progress via milestones will be included quarterly in the AMT performance report as well as through Greening SEPA reporting streams.
Responsible director	Director of Science and Strategy
Owner	Head of Ecology

Performance measure	100% of SEPA buildings grounds to have Biodiversity Action Plans implemented by 2017		
Who measures?	Scientist, Ecology Partnership And Development Unit		
How is it measured?	<p>Frequency: Quarterly</p> <p>In year progress is measured against achievement of key milestones by specific deadlines (detailed below for 2015-2016).</p> <p>End of year achievement is measured by percentage attainment of the targets as specified above. For 2015-2016 this is the percentage of relevant SEPA offices implementing their biodiversity action plans.</p>		
Source of data	Performance is interpreted from responses to information requests to the relevant Green Co-ordinators (members of the Green Network) who have taken responsibility for preparing their local biodiversity action plan.		
Who acts on the data?	Greening SEPA Steering Group (GSSG), Facilities, Green Network, Ecology, SSMT		
What do they do?	<p>If red: This is a cross directorate programme of work. If it is reporting red within the year it will be escalated initially through Head of Ecology and, ultimately through SSMT.</p> <p>If amber: Ecology, with support from GSSG and Facilities will help the relevant office Green Co-ordinator to meet the target set for that year</p> <p>If green: No action necessary</p>		
Key milestones	By end of March 2016: production of overall review report/summary		
	Milestones due in next reporting period	Owner	Due date
	Production of annual report (2014-2015) on progress in implementation of biodiversity actions plans	Scientist	31 March 2015
	Circulate template for reporting implementation of biodiversity action plans	Scientist	31 May 2015
	Improve intranet pages on biodiversity on SEPA grounds	Scientist	30 June 2015
	Fifth progress (Quarter 1) report on implementation	Scientist	30 June 2015
	Sixth progress (Quarter 2) report on implementation	Scientist	30 September 2015
	Seventh (Quarter 3) progress report on implementation	Scientist	7 January 2016
	Production of annual report (2015-2016) on progress in implementation of biodiversity actions plans	Scientist	31 March 2016
Notes and comments	<p>A Biodiversity Action Plan is a document which includes a map or plan of the office grounds with listed suitable habitat enhancement options, agreed by Ecology and Facilities. There is a template for the BAP. Information on actions to enhance biodiversity and who to contact for further information is available on the Biodiversity in SEPA Grounds webpage. The SEPA grounds BAP should tie in with any local BAPs already in place through the Scottish Biodiversity Strategy.</p> <p>Revised plans were formulated in 2013-2014, in conjunction with Ecology and include</p>		

Performance measure	100% of SEPA buildings grounds to have Biodiversity Action Plans implemented by 2017
	<p>suitable actions to enhance biodiversity, agreed by Facilities. Implementation of the revised plans will be reported on in 2015-2016.</p> <p>Ecology contacts for each office location have been nominated to provide advice to Green Co-ordinators (who may be from any function).</p> <p>Outreach work has also to be incorporated into the plans, where possible. The outreach template can be used to plan this part of the target. Outreach work ties into our outcome 'Leading the Way' and aims to share best practice with neighbouring offices with grounds.</p> <p>There are 3 key supporting requirements:-</p> <ol style="list-style-type: none"> <li>1) Agreement from Facilities in the adoption and implementation of a Biodiversity Action Plan for each office.</li> <li>2) Designation / Agreement of Ecology contacts for each SEPA office (inc. Terrestrial Biodiversity Ecologist staff)</li> <li>3) Time and agreement from Green Co-ordinators to carry out all the actions to meet the yearly targets set.</li> </ol>