



Scottish Environment
Protection Agency

Agency Board Meeting 24 May 2016

Board Report Number: <unique number set by Board Administrator>

Annual Review of Performance 2015-2016

Summary: This paper presents SEPA's Annual Review of Performance towards the targets set in the [Annual Operating Plan 2015-2016](#). We have achieved all 30 of the targets, though one measure remains provisional.

The information in this review is the basis of the performance section of the Annual Report and Accounts which will be published in the autumn.

Board members have the opportunity to suggest topics or stories they would like included within this year's Annual Report and Accounts. The structure of the Annual Report is changing this year, limiting the scope compared to previous years.

[Section 2](#) and [Section 3](#) provide information about how we met the targets set for each of the 30 measures.

Risks: There are risks to SEPA's reputation associated with not achieving corporate targets within the time periods specified in our Annual Operating Plan 2015-2016. Reference is made to two related risks which presently remain on the Corporate Register.

Resource and Staffing Implications: The resource and staffing implications are as stated in the report.

Equalities: There are no equalities implications.

Environmental and Carbon Impact: The environmental implications are as stated in the report. Provisional figures suggest emissions from transport fell 6% during the year and buildings energy emissions fell 17%, giving overall emissions down 13%.

Purpose of the report: For information.

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Dr David Pirie, Executive Director
10 May 2016

Appendices: Annual Review of Performance 2015-2016



Annual Review of Performance 2015 – 2016

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Introduction

Our [2012-2017 Corporate Plan](#) and [Annual Operating Plan 2015-2016](#) described our priorities for the year and the 30 performance measures we would use to monitor our success. During another year of change we met all of the 30 targets, though one measure remains provisional.

This review explains each of the performance measures and summarises our performance over the year. As well as showing how we met the target this year, where relevant we also indicate whether the target was achieved in previous years.

These performance measure summaries will be included within the 2015-2016 Annual Report and Accounts which is usually laid before the Scottish Parliament in September.

Under the latest Government guidance (FReM¹) the Annual Report is intended to concentrate more narrowly on reviewing performance. Any further articles we include in the Annual Report will have to be more closely linked to these performance measures than in the past.

The Access to Information Annual Review can be found in [Appendix 1](#).

¹ [The Government Financial Reporting Manual 2015-2016](#) is the technical accounting guide to the preparation of financial statements.

Summary

We met all of our 30 performance measure targets in the [2015–2016 Annual Operating Plan](#) (but note the comment about one of the compliance measures below).

The [Annual Operating Plan Scorecard](#) on the next page details the 30 performance measures we have been using this year and their final status for the year.

Some of the highlights of the year were:

- determined 98% of all [licence applications](#) within the relevant statutory timescale, against a target of 96%;
- exceeded our target to deliver at least 95% of our [Environmental Monitoring Plan](#), collecting 28,495 samplings against the planned 27,728 in the 2015 environmental monitoring plan², a 100% record;
- exceeded our target for responding to 96% of [environmental incident reports](#) within 24 hours by responding to 6,150 (98%) of the 6,277 reports on time;
- completed all planned samples and analysis set by the [statutory monitoring requirements](#) of the Urban Waste Waters Treatment Directive and the Bathing Water Directive;
- completed the launch of the [Solway Flood Warning Scheme](#) in October, two months ahead of schedule;
- completed the [Second River Basin Management Plans](#) by the December deadline;
- [Flood Risk Management Strategies](#) were published by the December deadline and were launched by the Minister on 11 January 2016;
- all four measures covering our public warning and incident response systems achieved their targets;
- [Maintain High Levels of Staff Engagement](#) was achieved as this year's People Survey showed our Engagement Index score was maintained at the same level as the 2013 survey;
- achieved 99% [cost recovery](#) across all our charging schemes.

[Decreasing Non-Compliance](#) has been shown as “Target achieved (provisional)” as it is still too early to be confident we will achieve this target. Presently a little under 10% of licences are non-compliant (against our target for the year of lower than 10.8%). The year-end results are significantly affected by the unpredictable nature of operator data returns, the bulk of which are received between the end of the compliance year (December) and the end of March. These are in the process of being entered on to the system, checked and signed off.

² Actual samplings can exceed planned samplings for a number of reasons, including some needing a repeat sampling on instructions from our laboratory.

Section 2: 2015–2016 Annual Operating Plan Scorecard

		Target	RAG	Page
Scotland's environment is protected and improving				
01	Improving Poor Performers	20%	✓	7
02	Decreasing Non-Compliance	10%	✓	8
03	Water Environment	31/03/2016	✓	9
04	Second River Basin Management Plans	22/12/2016	✓	10
05	Radioactive Waste Disposals	1millisievert	✓	12
06	Flood Risk Management Strategies	22/12/2016	✓	13
07	Solway Flood Warning Scheme	31/03/2016	✓	14
	<i>Maintain operational readiness of our public warning and incident response systems:</i>			
08	Radioactive Incident Monitoring Network	100%	✓	15
09	Air Hazard Emergency Response Service	100%	✓	16
10	Bathing Water Data	100%	✓	17
11	Daily Flood Guidance	100%	✓	18
12	Flood Warning	98%	✓	19
Scotland's environment is understood and SEPA is an influential and respected authority				
13	Reporting Requirements	100%	✓	
14	Citizen Science – Project Finder	50%	✓	21
15	Environmental Monitoring Plan	95%	✓	22
16	Statutory Monitoring Requirements	100%	✓	23
17	VIBES awards	77	✓	24
Scotland is preparing for a sustainable future and is taking steps to limit climate change				
18	Landfill Tax	31/03/2016	✓	25
19	Landfill Audits	4	✓	27

Section 2: 2015–2016 Annual Operating Plan Scorecard (continued)

SEPA is a high performance organisation				
20	Greenhouse Gas Emissions	31/03/16	✓	28
21	Zero Waste Targets	85%	✓	29
22	Organisational Efficiencies	3%	✓	30
23	Cost Recovery	99%	✓	31
24	Licence Determination	96%	✓	32
25	Environmental Incident Reports	96%	✓	33
26	Major and Significant Environmental Events	12 hours	✓	34
27	Development Plans and SEA Consultations	100%	✓	35
28	Planning Consultations	95%	✓	36
29	Official and Ministerial Enquiries and Third Party Consultations	90%	✓	37
30	Maintain High Levels of Staff Engagement	75%	✓	39

Key

Status	Definition
Green	Performance meets or is beyond expectations
Amber	Performance is progressing towards expectations
Red	Performance is below expectations
	Information not available
✓	Target achieved
✘	Target not achieved

Section 3: Performance measure reports

1. Improving Poor Performers	Improve compliance with licence conditions for at least 20% of the 395 licences for regulated sites which were assessed as non-compliant for 2013.										
Outcome	Scotland's environment is protected and improving										
<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 assess operators' compliance with the conditions of their licences using our Compliance Assessment Scheme (CAS).</p> <p>In March 2014 395 licences were assessed as non-compliant for the compliance year to December 2013. At the end of the 2014 assessment year 154 of these 395 failing sites were still non-compliant. To achieve this target we needed to turn 20% of these to compliant during the year (i.e. at least 31, which is 20% of 154 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, and the next one, lets us know whether or not the steps we are taking to improve compliance are having the desired effect.</p>											
<table border="1"> <tr> <td>2015-2016</td> </tr> <tr> <td style="background-color: #d9ead3;">Target achieved</td> </tr> </table>		2015-2016	Target achieved								
2015-2016											
Target achieved											
<p>Performance explained:</p> <p>This target has been achieved as of those 154 licences remaining non-compliant after two or more years, 68 were assessed in 2015 as compliant (44%) against the 20% target. Note this figure is still to be finalised as year-end assessments are currently being checked and signed off.</p>											
<table border="1"> <thead> <tr> <th>Status</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Moved to Compliant</td> <td>68</td> </tr> <tr> <td>Not Assessed</td> <td>2</td> </tr> <tr> <td>Still Non-Compliant</td> <td>84</td> </tr> <tr> <td>TOTAL</td> <td>154</td> </tr> </tbody> </table> <p>CAS data as at 10/5/16</p>		Status	Total	Moved to Compliant	68	Not Assessed	2	Still Non-Compliant	84	TOTAL	154
Status	Total										
Moved to Compliant	68										
Not Assessed	2										
Still Non-Compliant	84										
TOTAL	154										
<p>Two licences have not been assessed. Of those two, one has been revoked and one has been surrendered.</p>											
Responsible director	Director of Operations										

Section 3: Performance measures reports (continued)

2. Decreasing Non-Compliance	Achieve a 10% decrease in the percentage of regulated sites which are identified as non-compliant in 2015 compared to 2014.								
Outcome	Scotland's environment is protected and improving								
<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 assessed operators' compliance with the conditions of their licences using our Compliance Assessment Scheme (CAS).</p> <p>The target was to reduce the non-compliance rate by 10% (or by a tenth) compared to the previous financial year. The non-compliance rate for the calendar year 2014 was 12% as represented by 639 non-compliant permits. Our target was therefore a non-compliance rate of 10.8% or better.</p>									
<table border="1"> <tr> <td>2015-2016</td> </tr> <tr> <td style="background-color: #d9ead3;">Target achieved (provisional)</td> </tr> </table>		2015-2016	Target achieved (provisional)						
2015-2016									
Target achieved (provisional)									
<p>Performance explained:</p> <p>This measure is provisionally being reported as achieved.</p> <p>Year-end assessments are currently being finalised and signed off but at this stage 9.7% of licences have been assessed as non-compliant (against the target of lower than 10.8%).</p> <p>For 2015, 5,467 assessments have been recorded on our Compliance Assessment Scheme to date. Of those, 532 (9.7%) have been assessed as non-compliant.</p>									
<table border="1"> <thead> <tr> <th>Status</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Compliant</td> <td>4,935</td> </tr> <tr> <td>Failing</td> <td>532</td> </tr> <tr> <td>TOTAL</td> <td>5,467</td> </tr> </tbody> </table>		Status	Total	Compliant	4,935	Failing	532	TOTAL	5,467
Status	Total								
Compliant	4,935								
Failing	532								
TOTAL	5,467								
<p>CAS data as at 10/5/16</p> <p>It should be noted that this figure is 'provisional' at the moment. A large proportion of operator data returns are not received until after the end of the current compliance year (which ends in December, and many have until the end of March before they are required to submit). These are in the process of being entered on to the system, checked and signed off.</p> <p>In order to fail the target from this position a large proportion of those data returns still to be received and entered on to the system would need to be assessed as non-compliant.</p>									
Responsible director	Director of Operations								

Section 3: Performance measures reports (continued)

3. Water Environment	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.
Outcome	Scotland's environment is protected and improving
<p>SEPA helps protect and improve Scotland's wetlands, rivers, lochs, estuaries, coastal waters and groundwater through regulation, monitoring and planning. SEPA is the competent authority for the delivery of Scottish Ministers' objectives set out in the river basin management plans for the Scotland and Solway-Tweed river basin districts.</p> <p>Five key work-streams contributing to improving the water environment (as directed by the first River Basin Management Plan) were monitored throughout the year to assess performance:</p> <ol style="list-style-type: none"> 1. Review CAR^[1] authorisations to assess impact and secure environmental improvements from dischargers and water users, where required. 2. Work with Scottish Water to ensure completion of environmental improvement works as detailed in the Quality & Standards improvement plans, and to ensure studies are undertaken to inform future investment. 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). 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. 5. Deliver pilot catchment projects to demonstrate mechanisms and techniques to deliver both physical restoration and natural flood management benefits. 	
<p>2015-2016</p> <p>Target achieved</p>	
<p>Performance explained:</p> <p>This target has been achieved. While there have been some delays in the Quality & Standards and CAR review work-streams, these are being managed and do not justify an overall failure for this very large and wide ranging performance measure. In addition, the publication of the second River Basin Management Plans this year has revised the water environment objectives for the next two cycles up to 2027.</p> <p>1. CAR licence reviews</p> <p>CAR reviews have progressed as planned with the exception of the three programmed hydro sector reviews. However there has been significant progress in this area in recent months. After recent meetings with the sector and the Fisheries Board there is now an agreed way forward for the River Garry system, which will enable a decision on the required flows for the Lower Garry early in 2017. The other two programmed reviews have been incorporated into the second River Basin Management Plan.</p> <p>The hydro reviews equated to 20 water bodies. Three, as noted above, were re-prioritised into the second cycle of the River Basin Management Plan. Of the 17 remaining, all achieved the improved target objective for the first cycle with the exception of the Garry Tummel system. This outstanding review covers three water bodies.</p> <p>Further detail of what was achieved over the first cycle can be read on pages 71-78 of the Appendices to the river basin management plan for the Scotland river basin district: 2015 – 2027.</p>	

^[1] The Water Environment (Controlled Activities)(Scotland) Regulations 2005

3. Water Environment	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>2. Quality & Standards</p> <p>Scottish Water has made progress in delivering planned improvements to the water environment, however a significant number of projects have been delayed due to planning, monitoring, modelling or ground condition issues. Twenty-four unsatisfactory intermittent discharges have been improved in Glasgow, however five were delayed. Five of the eight upgrades planned to wastewater treatment works were completed, with the remaining three experiencing significant delays and are now forecasted to be delivered in two to four years. One of the three bathing water studies was completed, with the other two delayed into next year due to monitoring and modelling issues.</p> <p>3. Diffuse Pollution</p> <p>There have been 1,460 farm revisits (1,281 first revisits and 179 second revisits) to non-compliant farms in the 14 priority catchments over the last year. The percentage of revisited farms which are either compliant with the General Binding Rules (or have undertaken significant remedial work but have yet to complete) reached 83%. The severe floods which hit Scotland over the Christmas and New Year period resulted in some of the work we have been doing with land managers being put back by a year.</p> <p>Land Unit staff have been delivering lectures and workshops at Scotland's Rural College and the University of the Highlands and Islands to educate students who will be the next generation of rural land-owners and workers.</p> <p>4. Water Environment Fund</p> <p>Water Environment Fund and Pilot Catchment projects have achieved full expenditure of the total amended Scottish Government grant of £1,879,228. Over the year 16 kms of river treated for morphology (physical condition) and fish access have been improved, with one water body upgraded to "good" status. Control and eradication of invasive non-native species has been funded along 281 kms of rivers, in 43 water bodies. Restoration plans and designs have been produced that will achieve good status in 40 water bodies in future years, improving status by at least one class³ for 12 water bodies and improving 1,112 km of river for fish access or morphology.</p> <p>5. Pilot Catchment Projects</p> <p>Over the last year the agreed work plan for the South Esk, Dee, Nith, Glazert Water and Leven pilot catchments has continued to be delivered with the objective of improving physical condition and natural flood management potential in downgraded water bodies. Of the 15 water bodies being progressed, three are at the land-owner engagement stage, five at options appraisal, six at the point where third parties are engaged and leading on design, and one where we have taken on the design role.</p>	
Responsible director	Director of Operations

³ There are five Water Framework Directive water environment classes. These are: high, good, moderate, poor and bad.

Section 3: Performance measures reports (continued)

4.Second River Basin Management Plans	Publish the second river basin management plans for Scotland and the Solway-Tweed river basin districts by 22 December 2015.		
Outcome	Scotland's environment is protected and improving.		
<p>SEPA is the competent authority for the delivery of Scottish Ministers' objectives set out in the river basin management plans for the Scotland and Solway-Tweed river basin districts.</p> <p>The second river basin management plans (RBMP2) are a legal requirement of the European Water Framework Directive. 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 had to be published by 22 December 2015. These will set objectives for Scotland's water environment for the next two planning cycles up to 2027. We produce the RBMPs on behalf of the Scottish Government.</p> <p>The plans take the form of a series of documents including a non-technical summary, a detailed summary of pressures, programme of measures and objectives and include an online data tool. This measure monitored progress in completing the draft for submission to the Minister on 22 September 2015 and the final publication on 22 December 2015.</p>			
<table border="1" style="width: 100%;"> <tr> <td style="background-color: #e0e0e0;">2015-2016</td> </tr> <tr> <td style="background-color: #c0e0c0;">Target achieved</td> </tr> </table>		2015-2016	Target achieved
2015-2016			
Target achieved			
<p>Performance explained:</p> <p>This target has been achieved as both the Solway-Tweed and the Scotland river basin plans were ready for publication in December. The latter was published on 21 December. The Solway-Tweed is a cross-border plan. Whilst it was also ready for publication by 22 December, the plan along with all English plans, was delayed.</p> <p>The Solway-Tweed plan was published in February, along with our new Water Environment Hub, an on-line tool providing information on river basin planning for both plans, through a series of maps, charts and tables.</p>			
Responsible director	Director of Operations		

Section 3: Performance measures reports (continued)

5. Radioactive Waste Disposal	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.		
Outcome	Scotland's environment is protected and improving.		
<p>SEPA works to minimise the impact on human health and the environment from radioactive material and waste in Scotland. We do this by monitoring the compliance of nuclear, non-nuclear and equivalent Ministry of Defence sites with the conditions included in their registrations or authorisations that we issue under the Radioactive Substances Act 1993.</p> <p>Through the Radioactive Substances (Basic Safety Standard) (Scotland) Direction 2000, the Scottish Government requires us to ensure that discharges of radioactive waste from the sites that we regulate do not lead to any member of the public receiving a radiation dose exceeding the annual dose limit of 1 millisievert. The purpose of this performance measure is to monitor how well we are working to ensure that.</p> <p>Each year, SEPA publishes a retrospective report on Radioactivity in Food and the Environment (RIFE). The most recent report, RIFE 20, confirms that in 2014 no member of the public received a radiation dose exceeding the annual dose limit of 1 millisievert from disposals of radioactive waste authorised by SEPA.</p>			
<table border="1" style="width: 100%;"> <tr> <td style="text-align: center;">2015-2016</td> </tr> <tr> <td style="text-align: center;">Target achieved</td> </tr> </table>		2015-2016	Target achieved
2015-2016			
Target achieved			
<p>Performance explained:</p> <p>This target has been achieved as throughout the year no site in Scotland, authorised under the Radioactive Substances Act 1993, has reported an incident involving radioactive substances which would lead to a member of the public receiving a radiation dose exceeding the annual dose limit of 1 millisievert.</p>			
Responsible director	Director of Operations		

Section 3: Performance measures reports (continued)

6. Flood Risk Management Strategies	Publish 14 flood risk management strategies covering the whole of Scotland by 22 December 2015.
Outcome	Scotland's environment is protected and improving.
<p>We are 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. We were set the task of producing 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 was to be encapsulated in a set of 14 complementary Flood Risk Management Strategies by December 2015, and also in 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 formed the basis for a public consultation on SEPA's Flood Risk Management Strategies begun in December 2014 and closed in June 2015, which informed the development of Local Flood Risk Management Plans by lead local authorities. Key inputs to the Flood Risk Management Strategies were produced through three regional strategic appraisal contracts.</p> <p>The purpose of this measure was to monitor how well we worked 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>	
<p>2015-2016</p> <p>Target achieved</p>	
<p>Performance explained:</p> <p>This target was achieved as Flood Risk Management Strategies were approved by the Minister for Environment, Climate Change and Land Reform on 03 December and published on our website on 14 December. The Strategies were launched by the Minister in Selkirk on 11 January 2016.</p> <p>Recent significant flooding over the winter has broadly confirmed that our understanding of flood risk and the agreed approach for its management is appropriate.</p>	
Responsible director	Director of Science and Strategy

Section 3: Performance measures reports (continued)

7. Solway Flood Warning Scheme	Launch the new Solway flood warning scheme by 31 December 2015.		
Outcome	Scotland's environment is protected and improving.		
<p>This measure tracked 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 was one of the major milestones listed 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.</p> <p>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. It will add another major section of the Scottish coastline, meaning that we have a more comprehensive service to offer for a type of flooding which can be particularly widespread or destructive.</p>			
<table border="1"> <tr> <td>2015-2016</td> </tr> <tr> <td style="background-color: #d9ead3;">Target achieved</td> </tr> </table>		2015-2016	Target achieved
2015-2016			
Target achieved			
<p>Performance explained:</p> <p>This measure was achieved as the new flood warning service for the Solway Firth became operational on 09 October 2015, when the scheme was launched by the Minister for Environment, Climate Change and Land Reform, Dr Aileen McLeod. The launch was achieved two months ahead of schedule.</p> <p>The new service allows us to provide early notification of potential coastal flooding to communities along the Solway Firth, from Loch Ryan to Gretna. It increases our capability in an area where to date it has only been possible to offer a regional Flood Alert service.</p> <p>The new scheme has now been integrated into our Flood Early Warning System and the Flood Warning Dissemination System.</p> <p>Staff training on the scheme was completed on 15 September and the new scheme was used as the basis for the annual training exercise (named Big Water) held on 23 September.</p>			
Responsible director	Director of Science and Strategy		

Section 3: Performance measures reports (continued)

8. Radioactive Incident Monitoring Network	Maintain operational readiness of our public warning and incident response systems - 100% Radioactive Incident Monitoring network (RIMNET).
Outcome	Scotland's environment is protected and improving.
<p>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 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.</p> <p>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.</p>	
2015-2016	
Target achieved	
<p>Performance explained:</p> <p>This target has been achieved as we have maintained access to the network from at least one of the SEPA sites throughout the year.</p>	
Responsible director	Director of Operations

Section 3: Performance measures reports (continued)

9. Air Hazard Emergency Response Service	Maintain operational readiness of our public warning and incident response systems – 100% Air Hazard Emergency Response Service (AHERS).		
Outcome	Scotland's environment is protected and improving.		
<p>SEPA's Air Hazard Emergency Response Service (AHERS) needs to be in a state of readiness to respond to an airborne hazard emergency within the terms of the service 24 hours a day throughout the year. There is one Airborne Hazard Advisor on call nationally, and two field response teams on the rota at any time, one in the north and the other in the south. The agreed response time is within three hours between 0900 and 1700, Monday to Friday and four hours out with these times for an incident that requires monitoring.</p> <p>The purpose of this measure is to ensure that we can meet our response times and protect human health and the environment during an airborne hazard emergency, as part of our responsibilities under the Civil Contingencies Act. The Civil Contingencies Act includes within its definition of an emergency "an event or situation which threatens serious damage to the environment."</p>			
<table border="1" style="width: 100%; text-align: center;"> <tr> <td data-bbox="153 815 1436 864">2015-2016</td> </tr> <tr> <td data-bbox="153 864 1436 913">Target achieved</td> </tr> </table>		2015-2016	Target achieved
2015-2016			
Target achieved			
<p>Performance explained:</p> <p>The Field Response Team work from three rotas and all of these have remained fully staffed and available to respond to airborne hazard incidents when required, ensuring this target has been achieved this year.</p>			
Responsible director	Director of Science and Strategy		

Section 3: Performance measures reports (continued)

10. Bathing Water Data	Maintain operational readiness of our public warning and incident response systems - 100% daily SEPA bathing water quality decisions issued.		
Outcome	Scotland's environment is protected and improving.		
<p>SEPA has a statutory duty to provide daily predictions of water quality and health risk advice at SEPA beach signage sites (23 locations) during the official bathing season to bathers and beach users, as required by the Bathing Waters (Scotland) Regulations 2008 and the new Bathing Waters Directive (2006/07/EC).</p> <p>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. 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 SEPA's beach signage network.</p> <p>Functionality of the electronic beach signage is excluded from this measure as this is dependent on third parties.</p>			
<table border="1" style="width: 100%; text-align: center;"> <tr> <td data-bbox="153 824 1436 875">2015-2016</td> </tr> <tr> <td data-bbox="153 875 1436 925">Target achieved</td> </tr> </table>		2015-2016	Target achieved
2015-2016			
Target achieved			
<p>Performance explained:</p> <p>This target has been achieved as a daily bathing water forecast was issued for every site throughout the bathing water monitoring period.</p>			
Responsible director	Director of Science and Strategy		

Section 3: Performance measures reports (continued)

11. 100% daily flood guidance	Maintain operational readiness of our public warning and incident response systems - 100% daily flood guidance.		
Outcome	Scotland's environment is protected and improving.		
<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 which is currently sent to over 540 emergency responders from 135 organisations, 365 days of the year at least once per day. It 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. This measure captures our ability to send out a Flood Guidance Statement every morning by 12 noon 365 days of the year.</p>			
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2015-2016			
Target achieved			
<p>Performance explained: This target has been achieved as all Flood Guidance Statements were issued by 12 noon over the whole year.</p>			
Responsible director	Director of Science and Strategy		

Section 3: Performance measures reports (continued)

12. 98% flood warning	Maintain operational readiness of our public warning and incident response systems - 98% flood warning.																																																																												
Outcome	Scotland's environment is protected and improving.																																																																												
<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). In 2011, SEPA launched a new Floodline service allowing registered customers to receive flood messages direct to their chosen method of communication (active way). 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>SEPA did not have the budget to acquire a system which could provide guaranteed 100% availability and a 98% service level agreement was agreed. In reality we aim to provide a service as close to 100% as possible, 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. This measure summarises the operational system readiness to issue alerts and warnings 24 hours a day, 365 days of the year and our ability to display related information on our website.</p>																																																																													
<div style="text-align: center;"> <p>2015-2016</p> <p>Target achieved</p> </div> <p>Flood Warning Messaging System and Website Availability</p> <table border="1"> <caption>Approximate data points from the graph</caption> <thead> <tr> <th>Month</th> <th>SEPA Availability (%)</th> <th>Target (%)</th> <th>Average (%)</th> </tr> </thead> <tbody> <tr><td>Apr-13</td><td>99.9</td><td>98.0</td><td>99.95</td></tr> <tr><td>Jun-13</td><td>98.4</td><td>98.0</td><td>99.95</td></tr> <tr><td>Aug-13</td><td>99.9</td><td>98.0</td><td>99.95</td></tr> <tr><td>Oct-13</td><td>99.9</td><td>98.0</td><td>99.95</td></tr> <tr><td>Dec-13</td><td>99.9</td><td>98.0</td><td>99.95</td></tr> <tr><td>Feb-14</td><td>99.5</td><td>98.0</td><td>99.95</td></tr> <tr><td>Apr-14</td><td>99.9</td><td>98.0</td><td>99.95</td></tr> <tr><td>Jun-14</td><td>99.9</td><td>98.0</td><td>99.95</td></tr> <tr><td>Aug-14</td><td>99.9</td><td>98.0</td><td>99.95</td></tr> <tr><td>Oct-14</td><td>99.0</td><td>98.0</td><td>99.95</td></tr> <tr><td>Dec-14</td><td>99.9</td><td>98.0</td><td>99.95</td></tr> <tr><td>Feb-15</td><td>99.9</td><td>98.0</td><td>99.95</td></tr> <tr><td>Apr-15</td><td>99.9</td><td>98.0</td><td>99.95</td></tr> <tr><td>Jun-15</td><td>99.9</td><td>98.0</td><td>99.95</td></tr> <tr><td>Aug-15</td><td>99.9</td><td>98.0</td><td>99.95</td></tr> <tr><td>Oct-15</td><td>99.9</td><td>98.0</td><td>99.95</td></tr> <tr><td>Dec-15</td><td>99.9</td><td>98.0</td><td>99.95</td></tr> <tr><td>Feb-16</td><td>99.9</td><td>98.0</td><td>99.95</td></tr> </tbody> </table> <p>Legend: Upper Natural Process Limit (light blue shaded area), Lower Natural Process Limit (light blue shaded area), SEPA (grey line with markers), Average (blue horizontal line), Target (green horizontal line).</p>		Month	SEPA Availability (%)	Target (%)	Average (%)	Apr-13	99.9	98.0	99.95	Jun-13	98.4	98.0	99.95	Aug-13	99.9	98.0	99.95	Oct-13	99.9	98.0	99.95	Dec-13	99.9	98.0	99.95	Feb-14	99.5	98.0	99.95	Apr-14	99.9	98.0	99.95	Jun-14	99.9	98.0	99.95	Aug-14	99.9	98.0	99.95	Oct-14	99.0	98.0	99.95	Dec-14	99.9	98.0	99.95	Feb-15	99.9	98.0	99.95	Apr-15	99.9	98.0	99.95	Jun-15	99.9	98.0	99.95	Aug-15	99.9	98.0	99.95	Oct-15	99.9	98.0	99.95	Dec-15	99.9	98.0	99.95	Feb-16	99.9	98.0	99.95
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<p>Performance explained:</p> <p>This target has been achieved as the Flood Warning Messaging system and website have been performing at 100% through the year. The amount of downtime for either the internal staff user interface or our website amounts to around 4.5 hours over the year resulting in availability of 99.95% of the time. Any major system failures still have back up arrangements available including a disaster recovery website and 24/7 support from the system supplier.</p>																																																																													
Responsible director	Director of Science and Strategy																																																																												

Section 3: Performance measures reports (continued)

13. Reporting requirements	Deliver 100% of the data required for our statutory reporting obligations, with 90% delivered within agreed timescales.		
Outcome	Scotland's environment is understood and SEPA is an influential and respected authority		
<p>We aim to be an influential and respected authority. To achieve this we must turn our data into useful information and produce high quality reports on time. Some of these reports are required by legislation or under agreements with the UK and Scottish Governments. We identified 10 important reports that we needed to deliver this year. This measure tracks the completion of all these key reports and that at least 90% of them were produced to agreed timescales by 31 March 2016.</p>			
2015-2016			
Target achieved			
Performance explained:			
<p>This target has been achieved as all reports due by the year-end have been completed on time. The following two reports received extended deadlines due to circumstances outside our control: the State of the Environment report will be completed by the new reporting deadline of end April, whilst the request for the Environmental Change Network report was only received towards the end of March. We anticipate completion by May 2016.</p>			
	Reporting deadline	Department	Status
Title of submission			
Emissions data required by the Large Combustion Plant Directive to Department of Environment, Food and Rural Affairs	December 2015	Data Unit	Completed
Data relating to Riverine Inputs and Direct Discharges under the Strategy for Joint Assessment and Monitoring Programme (OSPAR, 1998)	October 2015	Data Unit	Completed
Environmental Change Network report - data for freshwater sites located in Scotland to the Centre for Ecology and Hydrology	May 2016	Data Unit	Delayed
Compliance data for the Bathing Water Directive for designated bathing waters throughout Scotland to the Environment Agency for submission to the European Union	December 2015	Coordination Unit	Completed
Water Information System for Europe – State of the Environment reporting to the European Environment Agency ⁴	April 2016	Data Unit	Completed
Radioactivity in Food and the Environment (RIFE 20) report	October 2015	Radioactive Substances Unit	Completed
Scottish Pollutant Release Inventory 2014	October 2015	Data Unit	Completed
Provision of the Scottish Pollutant Release Inventory 2014 for DEFRA	November 2015	Data Unit	Completed
Provision of qualifying Scottish Pollutant Release Inventory 2014 data for the European Pollutant Release Inventory to DEFRA	March 2016	Data Unit	Completed
Report Local Authority 2014 waste data as Official Statistics	October 2015	Data Unit	Completed
Responsible director	Director of Science and Strategy		

⁴ This was originally an October 2015 deadline but the EEA has amended the deadline as a result of updating reporting schemes and associated guidance.

Section 3: Performance measures reports (continued)

14. Citizen Science - Project Finder	Increase the number of registered citizen science and action projects by 50% in Scotland’s Environment website⁵ <u>Project Finder</u>.
Outcome	Scotland’s environment is understood and SEPA is an influential and respected authority

[Project Finder](#)⁶ 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, providing a “match-making” online platform to facilitate contact between projects and volunteers.

In 2013, Scotland’s Environment Web (LIFE+) Project and [The Conservation Volunteers](#) undertook a project to look at the impact that engagement in citizen science activities has upon participants attitude towards the environment. The research concluded that there is a meaningful link between citizen science participation and increased environmental knowledge, and positive environmental attitudes and behaviour.

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 charted the success in increasing the number of projects listed on the site.

2015-2016

Target achieved

Performance explained:

This measure has been achieved, as Project Finder reached 81 registered projects, an increase of 66% on the level at the beginning of the year, against the 50% target.

To achieve and surpass the target, we have formed new partnerships with organisations such as Volunteer Scotland, and engaged with users and organisations, listing their projects to evaluate and promote the application. We also worked with Education Scotland to broaden the reach of Project Finder users to schools as part of citizen science promotion in schools throughout Scotland.

Scotland’s Environment Web was selected as one of the 24 [Best LIFE Environment Projects](#) out of 113 that finished and were evaluated in 2015. One of the four objectives of the LIFE Environment Projects was to promote public monitoring and activity to protect and improve the environment.

Responsible director	Director of Science and Strategy
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⁵ Scotland’s Environment Web project is supported by the European LIFE+ programme until August 2015.

⁶ <http://apps.environment.scotland.gov.uk/project-finder/>

Section 3: Performance measures reports (continued)

15. Environmental monitoring plan	Complete at least 95% of our 2015 national monitoring plan.
Outcome	Scotland's environment is understood and SEPA is an influential and respected authority

SEPA has a duty to monitor and report on the state of Scotland's environment and to use that scientific understanding to inform our independent regulation of activities that may affect its quality. Our environmental monitoring plan is designed to ensure that we collect the right samples at the right locations at the right time. We need to do this in order to meet our statutory monitoring obligations under European Union, UK and Scottish environmental law and to ensure that we gather enough data to help us understand Scotland's environment.

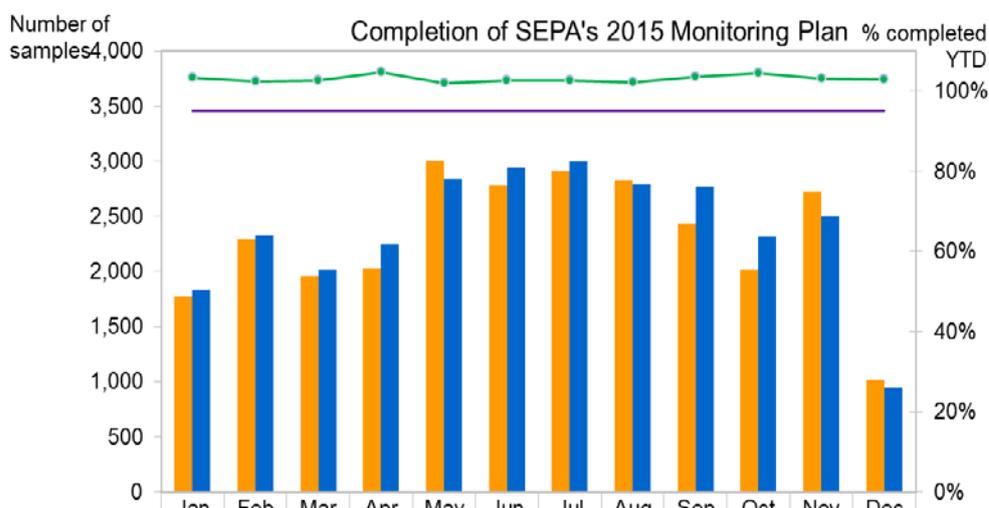
The purpose of this performance measure is to monitor the percentage of samplings completed against the 2015 environmental monitoring plan (for the calendar year 2015) on a year-to-date basis, to ensure that at least 95% of planned samplings are completed by 31 December 2015.

2015-2016

Target achieved

Performance explained:

We have achieved this target as by the end of the calendar year we had collected 100% of the samples planned for the year. By the end of December we had collected 28,495 samples compared to the planned 27,728 in the 2015 environmental monitoring plan.



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
No of planned samplings in month (baseline plan)	1,776	2,286	1,955	2,026	3,007	2,778	2,909	2,819	2,428	2,014	2,722	1,008
No of planned samplings completed (in month)	1,834	2,326	2,015	2,249	2,834	2,937	2,992	2,787	2,761	2,317	2,497	946
Percentage of baseline plan completed year to date	103%	102%	103%	105%	102%	103%	103%	102%	103%	104%	103%	103%
Target (%)	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%

Responsible director Director of Science and Strategy

Section 3: Performance measures reports (continued)

16. Statutory monitoring requirements	Meet 100% of our statutory monitoring requirements.
Outcome	Scotland's environment is understood and SEPA is an influential and respected authority
<p>The purpose of this performance measure is to monitor SEPA's ability to collect and report Scotland's statutory monitoring requirements for the Urban Waste Waters Treatment Directive and the Bathing Water Directive. The parameters and sampling frequencies are set by the Directives and these are incorporated into our National Monitoring Plan which generates monthly sampling schedules for the year.</p> <p>The main objective of the Urban Waste Water Treatment Directive is to ensure that all significant discharges of sewage are treated before they are discharged either to inland surface waters, groundwaters, estuaries or coastal waters. These waters are generally those where the potentially impacted population is greater than 2,000 and the waste water thus requires secondary treatment. The Directive sets tight sampling and analysis standards for these discharges.</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 01 June to 15 September. The results of this monitoring are posted on our website and released as an annual report.</p>	
2015-2016	
Target achieved	
<p>Performance explained:</p> <p>This target has been achieved as we have completed all of the sampling and laboratory analysis scheduled for the calendar year under the Urban Waste Waters Treatment Directive.</p> <p>At the end of the second quarter we were able to report a 100% completion of our bathing waters monitoring programme over the bathing season (from the beginning of June to 15 September), likewise meeting our full statutory duties.</p> <p>Although not covered by this measure, projected discharge quality compliance, based on a rolling 12 months period is estimated to be 96%. This equates to 10 works now failing compliance.</p>	
Responsible director	Director of Science and Strategy

Section 3: Performance measures reports (continued)

17. VIBES awards	Increase the number of businesses entering the annual VIBES⁷ awards scheme.		
Outcome	Scotland's environment is understood and SEPA is an influential and respected authority		
<p>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>This area of work is a way of measuring SEPA's contribution to the Scottish Government's aim of achieving sustainable economic growth. 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. Applications for awards this year opened on 07 May and closed on 13 July 2015.</p>			
<table border="1" style="width: 100%;"> <tr> <td style="background-color: #e0e0e0;">2015-2016</td> </tr> <tr> <td style="background-color: #c0c0c0;">Target achieved</td> </tr> </table>		2015-2016	Target achieved
2015-2016			
Target achieved			
<p>Performance explained:</p> <p>This measure has been achieved as we have succeeded in increasing the number of entrants to this year's VIBES awards scheme. By mid-July we had received 89 entries as compared with 76 the previous year. In total 54 businesses entered for the eight categories, with 22 entering two or more categories. Previous applicants represented 20 of the entries. Entries came from 18 different sectors with the most coming from the manufacturing sector (9), followed by hospitality (7) and food & drink (5).</p> <p>The awards ceremony was held on 26 November at the Sheraton Hotel, Edinburgh and was attended by 280 guests. The winner for each category was as follows (number of entries in brackets):</p> <p>Management – Large (7) – Emtelle Management – SME (7) - CMS Windows Environmental Product or Service (13) - Aberdeen Heat and Power Circular Economy (6) - Better World Books Cooperation (8) - Taylor Wimpey and C&D Associates Transport (3) – City Car Club Hydro-nation (4) - Bridge Biotechnologies Micro Business (16) - Lobster Pod Commendations – Clyde Shopping Centre and Tinto Toners</p> <p>A celebration event was held on 26 January at the City Chambers, Glasgow, providing presentation and networking opportunities for the VIBES award winners.</p>			
Responsible chief officer	Chief Officer Governance		

⁷ This 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 Change Group. The awards are also supported by CBI Scotland, Federation of Small Businesses, Institute of Directors and Bright Green Business.

Section 3: Performance measures reports (continued)

18. Landfill Tax	Establish a Landfill Tax Team and support Revenue Scotland in the collection of the Scottish Landfill Tax.
Outcome	Scotland is preparing for a sustainable future and is taking steps to limit climate change
<p>We have established a Landfill Tax team to support Revenue Scotland in the collection of Scottish Landfill Tax. Revenue Scotland will collect the tax and SEPA will support the collection of the tax, primarily in relation to awareness raising, compliance, investigation and enforcement work to maximise collection of the tax at both licensed and unlicensed sites. We have also established a Scottish Landfill Communities Fund Team to regulate the Scottish Landfill Communities Fund.</p> <p>The purpose of this measure was to show our progress in establishing a Landfill Tax Team and supporting Revenue Scotland in the collection of the Scottish Landfill Tax.</p>	
<p>2015-2016</p> <p>Target achieved</p>	
<p>Performance explained:</p> <p>This target has been achieved as we have fulfilled all scheduled tasks in our support role for Revenue Scotland over the year. We now have a well-established Scottish Landfill Tax team who have built up good working relations with Revenue Scotland. As anticipated, our knowledge and experience of the waste sector has proven very valuable to Revenue Scotland in relation to landfill tax compliance and illegal activity.</p> <p>We have provided support to Revenue Scotland at Devolved Tax Collaborative (a twice a year forum organised by Revenue Scotland) and at landfill operator forums. We held a Waste Crime seminar for the Revenue Scotland Board and staff, as well as for Scottish Government officials. This highlighted the extent of criminality in the waste sector and our actions to address this. We have worked with Revenue Scotland colleagues to review and update guidance in light of legislative change or operational feedback and have regularly provided information to Scottish Government colleagues to assist them with policy development and legislative change. Our team have undertaken numerous joint visits with Revenue Scotland to landfill sites and waste producers. This has provided an opportunity for tax payers and relevant third parties to become aware of SEPA's new Scottish Landfill Tax role and to discuss the implementation of the new tax directly with our staff.</p> <p>The team successfully assessed over 50 liability rulings (operators' previous Landfill Tax arrangements under HMRC) by the required timescale. We have received Scottish Landfill Tax returns for the first three quarters of 2015-2016. We have successfully analysed these and other available information, identifying discrepancies, trends and patterns. This has led to us undertaking further formal compliance work. Close working with our Data Unit has improved our understanding of the data and improved the quality of submissions from site operators.</p> <p>We provide an intelligence service to Revenue Scotland and our team works closely with dedicated staff in our Intelligence Unit to target our compliance activities. The latter led a project on a key problematic waste stream and the success of this pilot project means we intend to apply such methods nationally in 2016-2017. We are currently working closely with Police Scotland on an intelligence-led operation involving the movement and disposal of waste. We have provided training and raised awareness throughout SEPA on our role and, in particular, continue to work closely with our regional teams regarding waste activities that may be liable for landfill tax. The additional leverage arising from potential tax liability for such activities has already led to some positive results.</p>	

18. Landfill Tax	Establish a Landfill Tax Team and support Revenue Scotland in the collection of the Scottish Landfill Tax.
<p>Scottish Landfill Communities Fund</p> <p>In addition to the above, we are the regulator of the Scottish Landfill Communities Fund which is expected to have a value of over £7m this year. We are working closely with Revenue Scotland to ensure we make available sufficient guidance for all parties involved in the fund and to assist Revenue Scotland in confirming the credit claimed by landfill operators.</p> <p>We continue to build relationships with the Approved Bodies and have attended a number of meetings of the Scottish Landfill Communities Fund forum. So far we have approved 15 Approved Bodies to receive and distribute the funds contributed by landfill operators. We have worked with them to ensure they understand and comply with the requirements of the fund. We have carried out 12 compliance inspections and found a good level of compliance.</p>	
Responsible director	Director of Operations

Section 3: Performance measures reports (continued)

19. Landfill Audits	Deliver 100% of planned audits by 31 March 2016.		
Outcome	Scotland is preparing for a sustainable future and is taking steps to limit climate change		
<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 likely to roll forward to future years.</p> <p>The landfill sites 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 two days. Staff from the National Operations Waste Unit plan, prepare and lead the audits. They provide expertise on greenhouse gas management, engineering and financial provision, amongst other issues, and promote national good practice. They are accompanied by the local team. The number of audits this year was maintained at a minimum of four.</p>			
<table border="1" style="margin: auto;"> <tr> <td>2015-2016</td> </tr> <tr> <td style="background-color: #d9ead3;">Target achieved</td> </tr> </table>		2015-2016	Target achieved
2015-2016			
Target achieved			
<p>Performance explained:</p> <p>We have achieved this target as by the end of the year we have completed six landfill audits, exceeding the minimum of four required. The audits carried out were split between our three regions. The South West received the most with three audits. This was partially due to the fact no audits took place here last year after a new approach to regulating landfills was introduced to this area. Analysis of the audit findings uncovered some common themes, such as issues with the overall site management plan and failings in assessing the potential for the re-use of waste. Partly due to the wet weather experienced last year, there have been issues with contaminated liquids “leaching” or seeping out of the landfill.</p> <p>As in previous years, most sites showed decreasing waste flows. This leads to extended completion times for phases or for sections of the site to be filled, leaving them open to the elements for longer and increasing the likelihood of complaints. Reduced waste volumes appears to be due to increased recycling rates, preparation for the impact of landfill bans and the Waste (Scotland) Regulations 2012 beginning to take effect, with more waste being pre-treated and diverted from landfill.</p> <p>One site in the South West had been underperforming for a considerable period. The decision was taken, along with our local responsible inspector, to carry out an in-depth audit of all activities on the site, not just the landfill, and to involve several teams within our Operations and Science and Strategy portfolios, with a view to documenting all the activities that required improvement. The audit process at this site involved 13 different SEPA staff being present on site and produced the largest audit report written in the seven year history of the project. It has been agreed that the audit report will form the basis of a series of improvement plans submitted by the operator with the aim of returning the site to compliant status.</p>			
Responsible director	Director of Operations		

Section 3: Performance measures reports (continued)

20. Greenhouse gas emissions	Development of a new greenhouse gas target.		
Outcome	SEPA is a high performance organisation		
<p>This target was aimed at reviewing the ongoing appropriateness of our existing long term target to reduce emissions of CO₂e 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"> • Two of the biggest estate changes in SEPA's history have been completed and these have significantly altered our emissions profile; • There have been major changes to the way in which emissions are calculated and these have required us to re-profile significantly our baseline; • The assumptions we made about the scale and pace of decarbonisation of the UK electricity grid have proven to be optimistic. The UK grid actually increased in carbon intensity in 2014-2015 by over 10%. <p>As a result, there was 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. This measure recorded progress in completing a number of milestones leading up to finalising a new target.</p>			
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2015-2016			
Target achieved			
<p>Performance explained</p> <p>We have achieved this measure as we have new greenhouse gas targets.</p> <p>In September 2015, the Agency Management Team and the Board agreed to maintain the existing target to reduce our greenhouse gas emissions by 42% by 2020 but to augment it with more specific targets. These were focused on two things directly in our control: our buildings and our travel. They therefore agreed to adopt two new targets: to reduce buildings energy use by 18% by 2020 and to reduce travel emissions by 5% by 2020. These targets will be measured from a 2014-2015 baseline.</p>			
Corporate Risk Register	R020 Greenhouse gas emissions		
Responsible director	Director of Science and Strategy		

Section 3: Performance measures reports (continued)

21. Zero Waste targets	No more than 5% of all SEPA waste to be consigned to landfill by 2025.		
Outcome	SEPA is a high performance organisation.		
<p>This target is aimed at reducing our environmental impact, and meeting the Scottish Government's Zero Waste targets of no more than 5% of all waste being consigned to landfill by 2025. We intend to continue increasing the proportion of our waste which is recycled, and to meet or exceed the Zero Waste targets. Achieving this target is dependent on surpassing the Zero Waste Plan of "reuse or recycle 50% of waste materials by 2020" and also finding other options for disposing any residual waste to landfill. We cannot control where our residual waste is disposed, but we will meet this measure by continually segregating and recycling our waste. The previous year about 75% of waste was recycled and only 10% went to landfill.</p>			
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td data-bbox="150 647 1444 696" style="background-color: #e0e0e0;">2015-2016</td> </tr> <tr> <td data-bbox="150 696 1444 750" style="background-color: #c0c0c0;">Target achieved</td> </tr> </table>		2015-2016	Target achieved
2015-2016			
Target achieved			
<p>Performance explained:</p> <p>This target has been achieved as we have maintained the level of waste sent to landfill at just over 10% for the 12 months to the end of March, according to the figures from our waste contractor, Mitie.</p> <p>SEPA's total waste production has reduced by approximately 25% over the year, and staff have reduced paper sent to recycling by around 50%; this equates to almost 10 tonnes less paper in Quarter 3 than the first quarter.</p> <p>Office moves and further VDI rollout (virtual desktop infrastructure – an office-wide systems upgrade) have created temporary spikes in waste levels. This has affected the figures for waste diverted from landfill, slipping from 90% last year to about 87% this year.</p> <p>Mitie sends our general waste to material recovery facilities (MRF). Here it is sorted into landfill, various recyclable materials and waste used to generate energy, and is reported under these categories in the monthly reports we receive from Mitie.</p>			
Responsible chief officer	Chief Officer Resources		

Section 3: Performance measures reports (continued)

22. Organisational efficiencies	Deliver organisational efficiencies of at least 3%.		
Outcome	SEPA is a high performance organisation.		
<p>The Scottish Government sets efficiency savings targets for public bodies each year. We must identify how to make the efficiency savings in order to achieve a balanced budget in future years. The purpose of this performance measure is to monitor how well we are working to reduce our operating costs in order to achieve the required efficiency savings set by the Scottish Government. By March 2016 we should have identified organisational savings of at least 3% for next year's budget.</p>			
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2015-2016			
Target achieved			
<p>Performance explained:</p> <p>This target has been achieved as we have identified the required savings to balance our budget this year.</p> <p>Last year our portfolios presented proposals for potential savings in 2016-2017, and these were discussed by the Agency Management Team in November. The total savings we needed to make to balance our budgets exceeded the 3% expected efficiency saving set by the Scottish Government. This is because the draft budget presented by the Scottish Government in December 2015 indicated our funding for 2016-2017 will be 6.8% lower than that received in 2015-2016.</p> <p>A balanced budget was approved by the SEPA Board in February 2016. This showed the efficiencies savings required to close the funding gap will come from a voluntary severance programme and other recurring budget savings, with the balance being achieved via staff turnover.</p>			
Corporate Risk Register	R001 SEPA funding		
Responsible chief officer	Chief Officer Finance		

Section 3: Performance measures reports (continued)

23. Cost recovery	Achieve 99% cost recovery across our charging schemes.		
Outcome	SEPA is a high performance organisation.		
<p>This indicator measures SEPA's ability to recover costs through charging schemes, against costs incurred in regulatory monitoring. SEPA has a responsibility to ensure that all relevant costs of regulatory activities are recovered through charges. Last year we achieved 98% and this year we are aiming to recover 99% or more of our costs.</p>			
<table border="1"> <tr> <td>2015-2016</td> </tr> <tr> <td style="background-color: #d9ead3;">Target achieved</td> </tr> </table>		2015-2016	Target achieved
2015-2016			
Target achieved			
<p>Performance explained: We have achieved this target as provisional year-end figures show we have recovered 99% of our costs across our charging schemes, against the 99% target.</p>			
Responsible chief officer	Chief Officer Finance		

Section 3: Performance measures reports (continued)

24. Licence determination	Work with operators to determine at least 96% of applications within statutory timescales.
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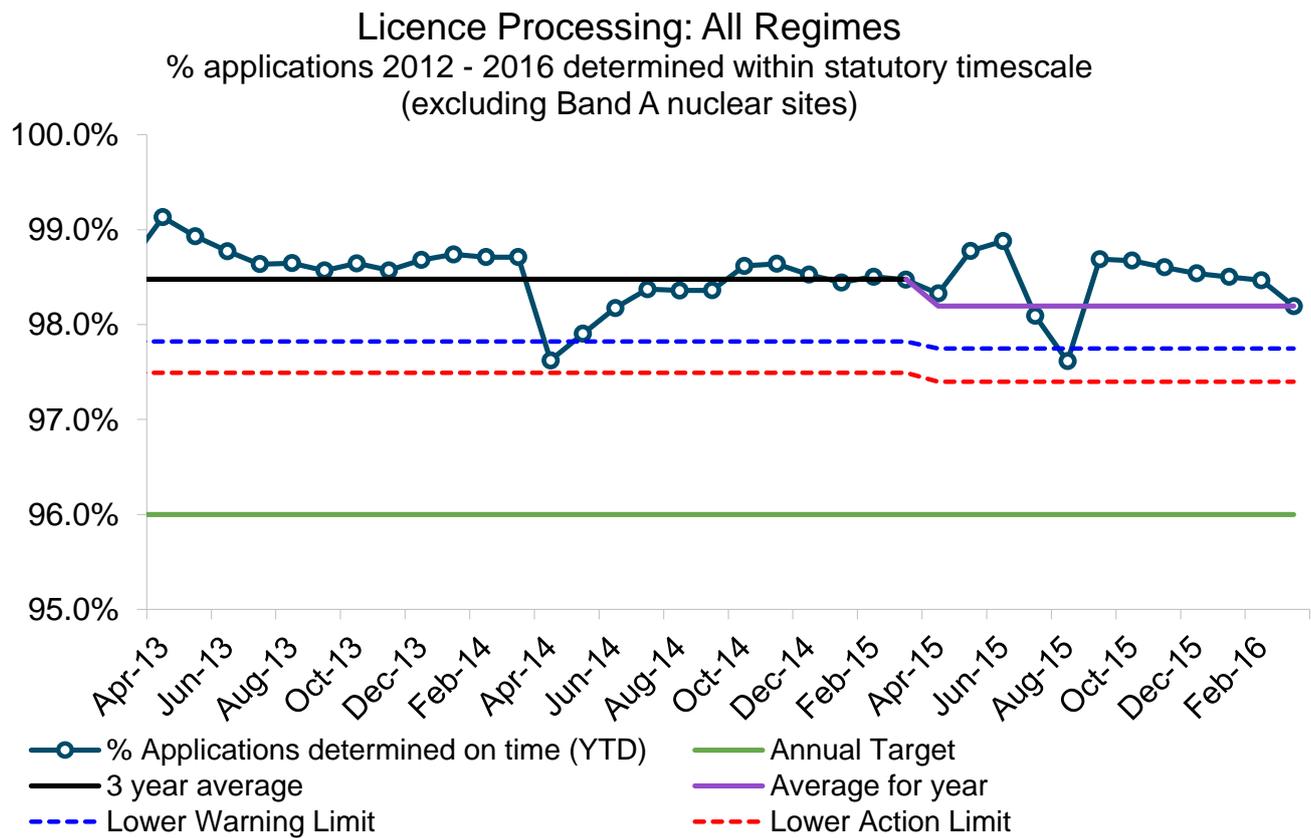
Outcome SEPA is a high performance organisation.

SEPA wants to ensure that it determines applications within the statutory timescales so that businesses can comply with environmental legislation. The statutory timescales for determining Waste Exemptions is 21 days, Controlled Activity Regulations (Registrations) is 30 days, Pollution Prevention and Control Part B (Deemed Applications) is 12 months. For all others reported here, the statutory timescale for determining an application is 4 months.

2015-2016
Target achieved

Performance explained:

This measure has been achieved as we have determined 98% of applications on time. Over the year we completed 8,916 of the 9,080 licences and registrations determined within statutory timescales.



Responsible director	Director of Operations
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Section 3: Performance measures reports (continued)

25. Environmental incident reports	Respond to 96% environmental incidents and pollution reports within 24 hours.
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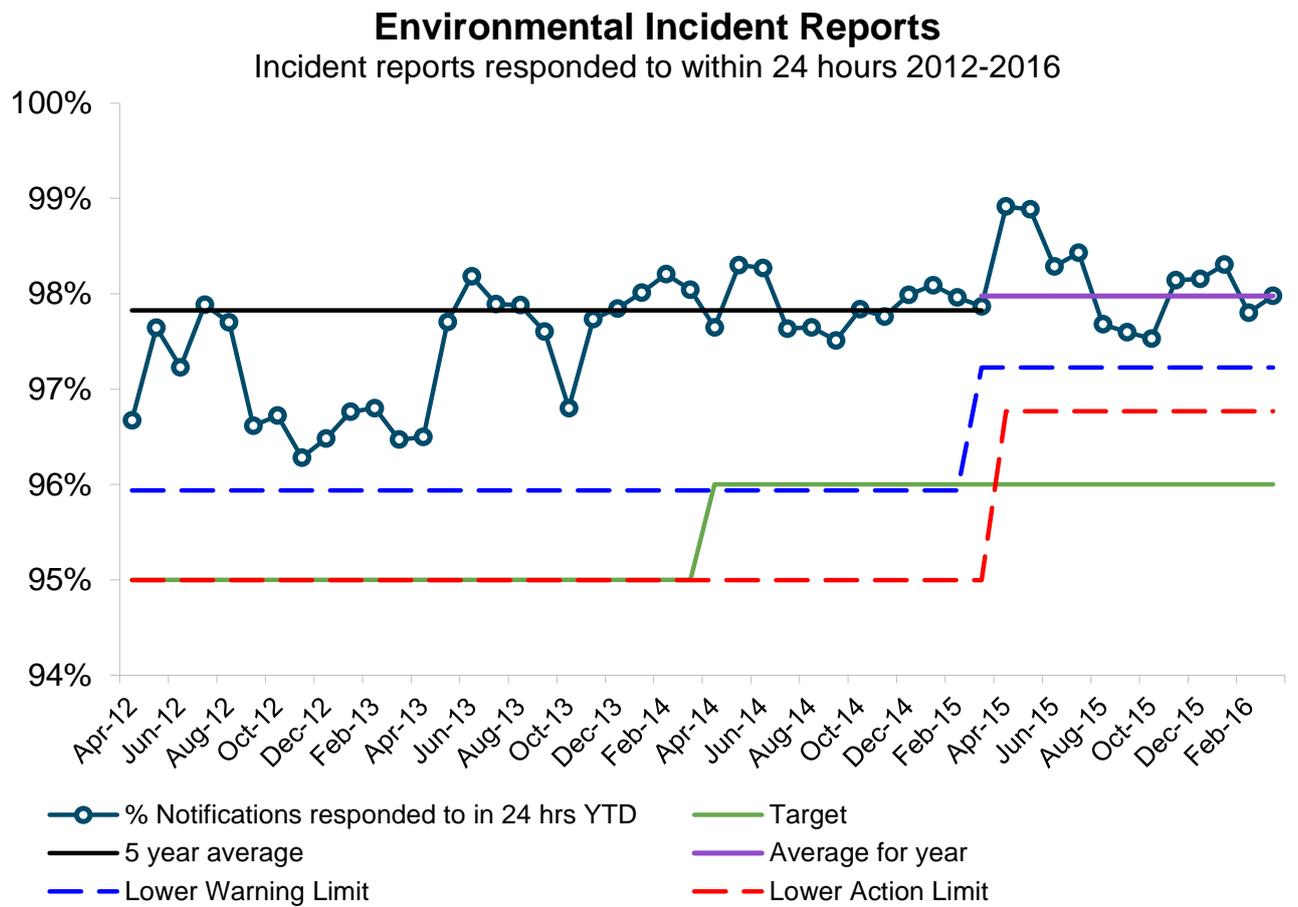
Outcome SEPA is a high performance organisation.

When members of the public are helping us in our work, we want to respond promptly to them. This includes responding quickly to the people who report environmental incidents and pollution to us. This measure records the time it takes us to acknowledge receipt of notification of an environmental event. This involves the call being received by SEPA Contact Centre, allocated to an appropriate team and a member of the team responding to the notifier, usually with a phone call.

2015-2016
Target achieved

Performance explained:

This measure has been achieved as we have responded to 98% of environmental events within 24 hours, against the 96% target. Over the year we responded to 6,150 of the 6,277 notifications within the required 24 hours.



Responsible director	Director of Operations
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Section 3: Performance measures reports (continued)

26. Major and significant environmental events	Respond to all significant and major environmental events within 12 hours.
Outcome	SEPA is a high performance organisation.
<p>When members of the public are helping us in our work, we want to respond promptly to them. This includes responding quickly to the people who report environmental incidents and pollution to us. This measure records the time it takes us to acknowledge receipt of notification of major and significant environmental events (Category 1 or 2). This involves the call being received by the SEPA Contact Centre or directly via regional teams, allocated to an appropriate team and a member of the team responding to the notifier, usually with a phone call within 12 hours.</p>	
2015-2016	
Target achieved	
Performance explained:	
<p>This measure has been achieved as we have responded to 100% of Category 1 and 2 environmental events (117 out of 117) within 12 hours.</p>	
Responsible director	Director of Operations

Section 3: Performance measures reports (continued)

27. Development Plans and SEA consultations	Respond to 100% of formal development plan consultations and Strategic Environmental Assessment consultations within agreed timescales.			
Outcome	SEPA is a high performance organisation.			
<p>SEPA is a key agency under the Planning etc. (Scotland) Act 2006 and is a statutory consultee within the land use planning system. 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. We engage with planning authorities at the following stages: the compilation of the main issues report; the preparation of the proposed plan; and the preparation of action programmes. 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. By involvement at an early stage, we can ensure protection of the environment is given adequate consideration in the development plan, saving unnecessary delays to planning applications later on.</p> <p>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. The latter 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> <p>The purpose of this performance measure is to monitor how well we met agreed timescales for both tasks.</p>				
2015-2016				
Target achieved				
<p>Performance explained: This target was achieved as we have responded to all consultations on time over the year.</p> <p>We have responded to 171 development plan consultations on time and another 20 within agreed extension deadlines. We have responded to all 192 strategic environmental assessment consultations on time.</p>				
	Target	% on time	% within extension	% late year
Development Planning Consultation	100%	90% (171)	100% (191)	0% (0)
SEA Consultations	100%	100% (192)	100% (192)	0% (0)
Responsible director	Director of Operations			

Section 3: Performance measures reports (continued)

28. Planning consultations	Respond to at least 95% of planning consultations within agreed timescales.			
Outcome	SEPA is a high performance organisation.			
<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 us about planning applications when they believe there are environmental issues that need to be considered. We provide standing advice, which Local Authorities can use when a development has a low level of risk, but we encourage consultation where the issues are more complex. We receive approximately 3,000 planning consultations a year.</p> <p>We provide advice on environmental issues such as flooding, air quality (particularly near sites we regulate), issues with sustainable waste management or the water environment. The standard consultation timescale is 10 working days, but when complex proposals are received, we will request an extension to allow us to provide a full response. Sometimes this will include holding a meeting with the developer to gain a better understanding of the proposal. The purpose of this performance measure is to monitor how well we met agreed timescales for responding to planning consultations.</p>				
2015-2016				
Target achieved				
Performance explained:				
<p>We have achieved this target as we have responded to 96% of planning consultations on time this year, after agreed extensions, against the target of 95%. Out of 4,285 consultations received, only 168 responses have been late this year.</p>				
Consultation Group	Target	% on time	% within extension	% late
Planning Consultations	95%	86% (3,700)	96% (4,117)	4% (168)
Responsible director				
Director of Operations				

Section 3: Performance measures reports (continued)

29. Official and Ministerial enquiries and third party consultations	Respond to at least 90% of formal third party consultations and Official and Ministerial Enquiries within agreed timescales.
Outcome	SEPA is a high performance organisation.

Third party consultations require us to comment on a formal basis on a wide range of issues and publications by external organisations. 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.

Official and Ministerial Enquiries refer to requests for information from across all tiers of government, from Ministers down to officials. These 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.

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. The purpose of this performance measure is to monitor how well we met agreed timescales for responding to third party consultations and Official & Ministerial Enquiries.

2015-2016

Target achieved

Performance explained:

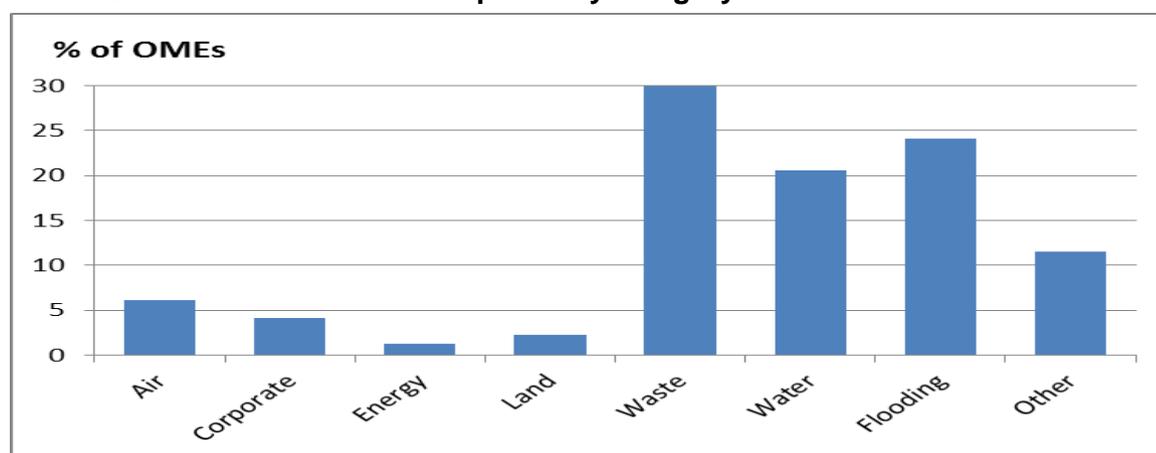
This target was achieved as for both formal third party consultations and Official and Ministerial Enquiries we responded within agreed timescales well over 90% of the time through the year.

Official and Ministerial Enquires (OMEs)

Over the year, we responded to 309 OMEs, with 291 meeting agreed timescales, equivalent to 94%. Enquiries received this year were 8% higher than last year, but lower than the latest 4-year average of 340 enquiries per year.

- Over half of enquiries in 2015-2016 came from Members of the Scottish Parliament;
- Waste, Water and Flooding are the most significant categories - they constituted around 75% of all enquiries, similar to previous years.

Official and Ministerial Enquiries by category:



29. Official and Ministerial enquiries and third party consultations

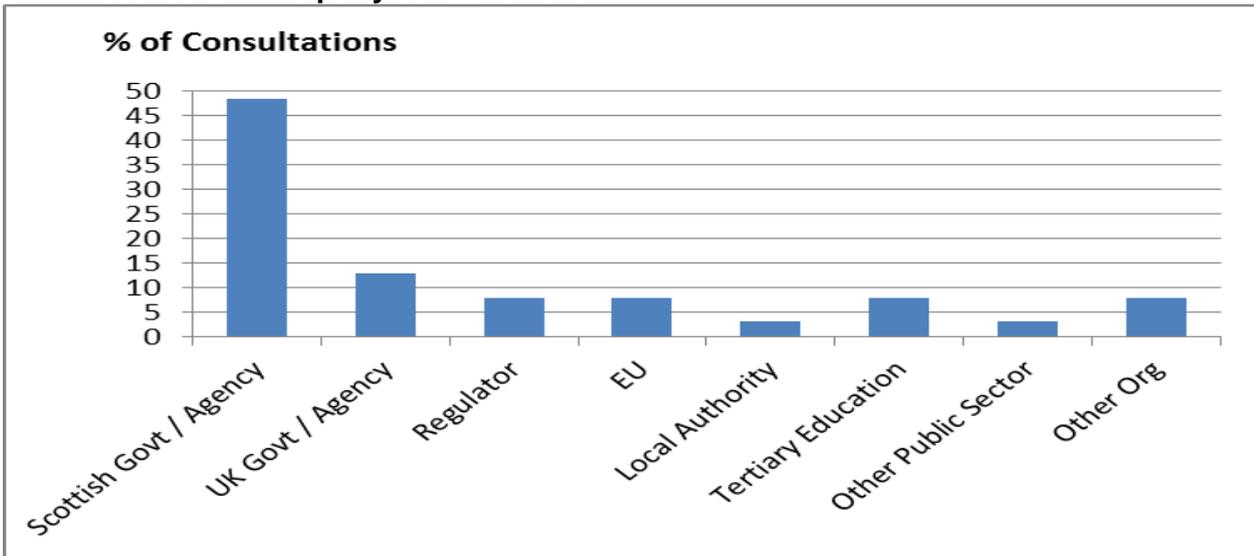
Respond to at least 90% of formal third party consultations and Official and Ministerial Enquiries within agreed timescales.

Third party consultations

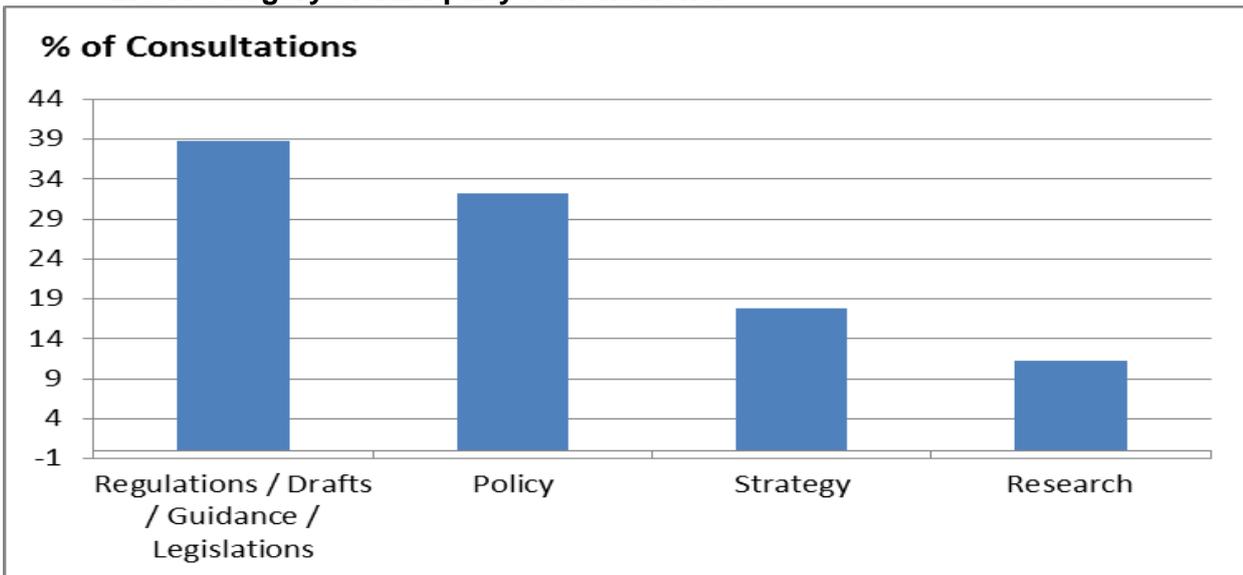
During the year, we responded to 59 third party consultations and 58 (98%) were responded to within agreed timescales. These consultations were issued by a diverse range of organisations (see below). However, the largest percentage of consultations came from the Scottish Government and its Agencies.

The nature of consultations can broadly be categorised as research, strategy, policy and legislation/guidance/regulation. The largest proportion relate to this last category of legislation, guidance and regulations (including drafts).

Source of third party consultations:



Broad category of third party consultations:



Responsible chief officer

Chief Officer Governance

Section 3: Performance measures reports (continued)

30. Maintain high levels of staff engagement	Maintain high levels of staff engagement.
Outcome	SEPA is a high performance organisation.
<p>Staff engagement is measured by the Engagement Index of our People Survey. It includes various indicators such as employees' positive communication about SEPA to third parties, employees' intention to continue working for SEPA in the foreseeable future and employee commitment levels to their job. The external company conducting the staff survey uses an industry wide standard for staff engagement, allowing benchmarking against other organisations. We had a very high engagement index score in previous surveys: 75% in the 2011, which increased further to 79% in 2013. The target was to maintain the engagement index at or above 75% in the 2015 People Survey.</p>	
2015-2016	
Target achieved	
<p>Performance explained:</p> <p>This target has been achieved as this year's People Survey showed our Engagement Index score has been maintained at the same level as recorded by the previous survey two years ago. The Engagement Index score was unchanged at 79% which compares with the stated benchmark for the public sector in Scotland of 69%.</p> <p>The survey took place over a few weeks in November and December 2015 with the results made available to all staff in February 2016. Almost 90% of the questions were the same as those used in the 2013 survey, allowing us to compare results and to monitor the success of our People Strategy. We received over a thousand responses, pushing up the response rate to an impressive 78%, an increase of 3% on the 2013 figure of 75%.</p>	
Responsible chief officer	Chief Officer Resources

Appendix 1: Access to Information Annual Review 2015-2016

1. Introduction

The requirement to actively disseminate environmental information is explicitly laid down in regulation 4(1) of the Environmental Information (Scotland) Regulations 2004. The requirement is derived from the 'access to information' pillar of the Aarhus Convention and applies to a wide range of types of environmental information. T

The proactive publication of data and information on the SEPA website and SEWeb demonstrates SEPA's ongoing commitment to this requirement. SEPA also maintains a Disclosure Log on the website, providing a searchable database of the information released into the public domain, as a result of FOISA and EIR requests. The Disclosure Log can be found at <http://apps.sepa.org.uk/disclosurelog/#>

This review contains a brief overview of activities relating to SEPA's duties to handle formal requests made under the Freedom of Information (Scotland) Act 2002 (FOISA), Environmental Information (Scotland) Regulations 2004 (EIR) or Data Protection Act 1998 (DPA), for the period 1 April 2015 to 31 March 2016.

2. Overview of activity 2015-16

2.1 Requests logged

Requests for information are formally logged, where the requested information cannot be provided as part of the normal day-to-day duties of a member of staff, or where the requestor formally cites the relevant legislation in their request. Where a requestor is dissatisfied with the content of a FOISA or EIR response, e.g. where information has been withheld, they may request a Formal Review. Thereafter the requestor can appeal to the Scottish Information Commissioner.

Requests from individuals seeking access to their personal data are handled under the terms of the DPA.

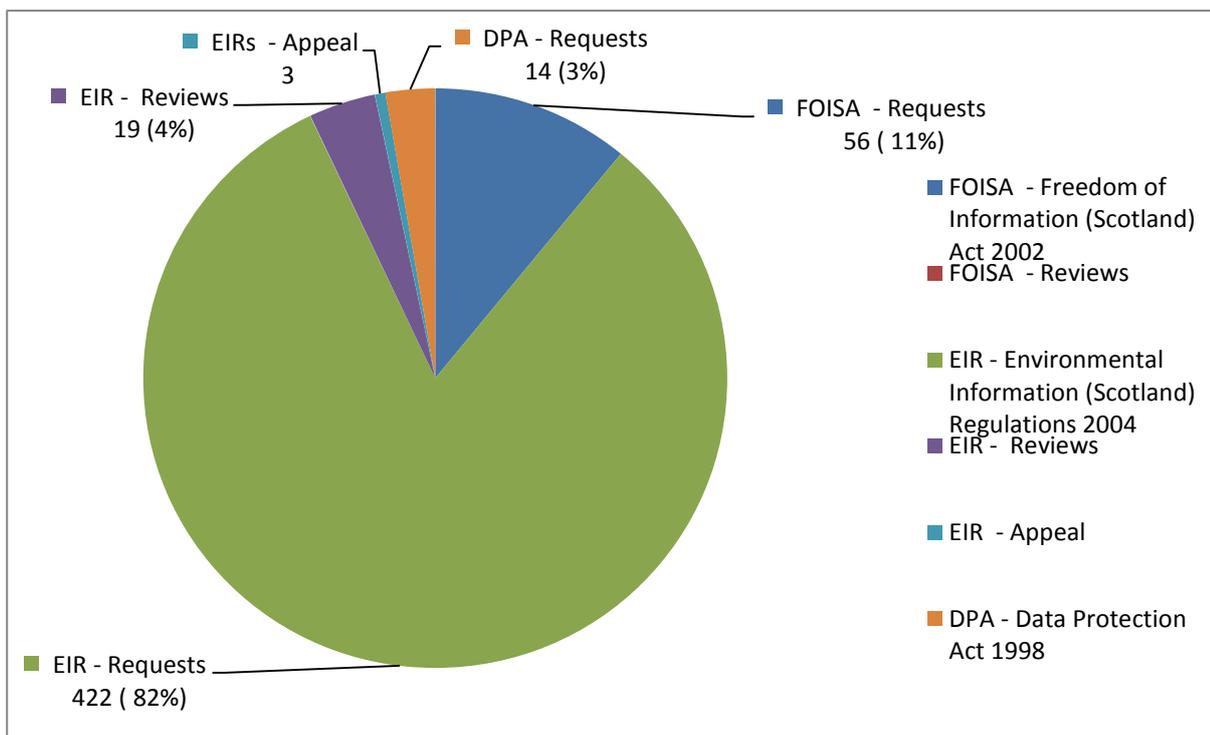


Figure 1 Access to Information requests logged in 2015-16

SEPA formally logged 478 information requests and 19 Formal Reviews in 2015-2016. This is the second largest number of requests logged in a Financial Year since the Access to Information legislation came into force on 1 January 2005. Responses were made to 497 requests for information and 21 Formal Reviews. Three appeals were submitted to the Office of the Scottish Information Commissioner and three Decision Notices were issued.

The most common focus for requests received by SEPA continues to be environmental information and consequently the majority of requests are handled under the terms of the Environmental Information (Scotland) Regulations 2004 (EIRs). Requests for non-environmental information are handled under the Freedom of Information (Scotland) Act 2002 (FOISA).

Requests for personal data are handled under the Data Protection Act 1998 (DPA). These requests are either Subject Access Requests, where individuals seek their own personal data held by SEPA or requests received from external authorities seeking the personal data of named individuals. Where data is requested by external parties, SEPA must be satisfied that the reasons given for the supply of such data meets the requirements of the Act, before any such release can be made.

In the review period, 98% of all logged requests were responded to within the statutory timescales. The performance target for responses is 85%.

Where there has been a failure to meet the statutory deadline, this has been due to delays in retrieving information from SEPA sources and the finalisation of complex responses. Requestors are notified of any possible delay and where possible, SEPA will seek to provide all releasable SEPA information within the required timescales.

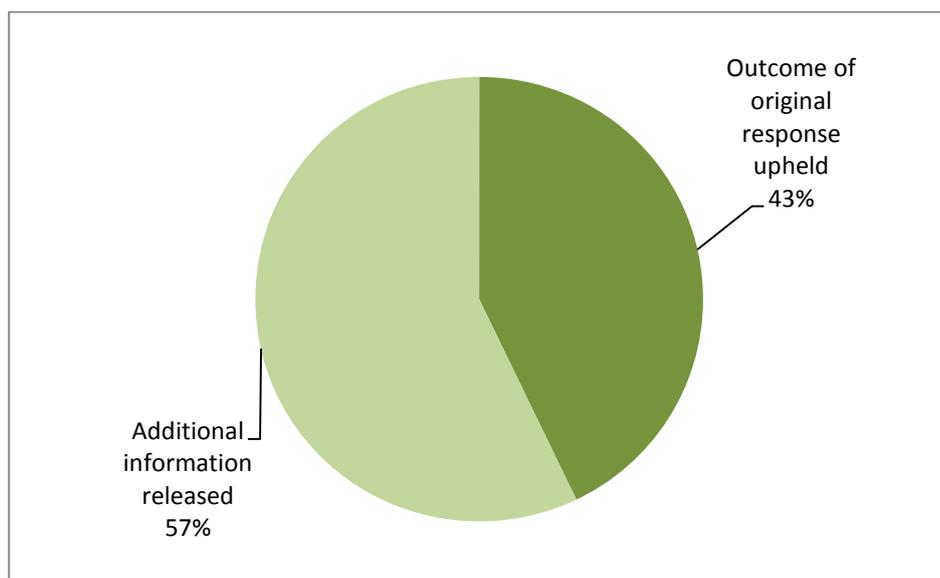


Figure 2 Outcomes of Formal Reviews in 2015-16

Twenty-one Formal Reviews were completed during 2015-2016. Reviews were carried out for 4% of Environmental Information (Scotland) Regulations 2004 (EIR) requests. No Formal Reviews were carried out in 2015-2016 in relation to Freedom of Information (Scotland) Act 2002 (FOISA) requests.

Requestors generally sought a Formal Review when information had been withheld. In most cases, information was released at the Formal Review stage because an underlying regulatory process had progressed to the point where information could be released. Wherever possible, information was released at the Formal Review, but information such as legal advice continued to be withheld. Where information relates to an ongoing prosecution, some of the information will be considered

for release after the completion of formal legal proceedings. If a requestor is still unsatisfied, they can appeal to the Scottish Information Commissioner.

During 2015-16, three appeals were lodged with the Office of the Scottish Information Commissioner meaning that appeals were made in respect of 0.4% of requests received.

The Office of the Scottish Information Commissioner also released four decision notices during 2015-16, two of which the decision sided with the authority and two were partially upheld which means additional information was released. Zero decisions relating to appeals about the substance of a response were fully in favour of the applicant.

A [Decision Notice](#) was issued in March 2016 in respect of an appeal lodged in 2014-15. The Scottish Information Commissioner upheld SEPA's decision to withhold third party data which forms part of the SEPA Flood Map.

A [Decision Notice](#) was issued in January 2016 in respect of an appeal concerning information relating to the WEEE Compliance Fee mechanism. The Scottish Information Commissioner upheld SEPA's decision to withhold Compliance Fee data provided under the Waste Electrical and Electronic Equipment Regulations 2013

A Decision Notice was issued in March 2016 in respect of an appeal concerning information relating to sewerage arrangements at a specified locality. The Scottish Information Commissioner upheld SEPA's decision to withhold section of a note of a telephone conversation.

2.2 Categories of requests received during 2015-2016

When a request is logged, it is categorised by the regime and, in the case of Environmental Information (Scotland) Regulations requests, by the media type. During 2015-16 more detailed sub-categories were introduced to highlight requests for specific topics, such as Unconventional Gas and Aquaculture.

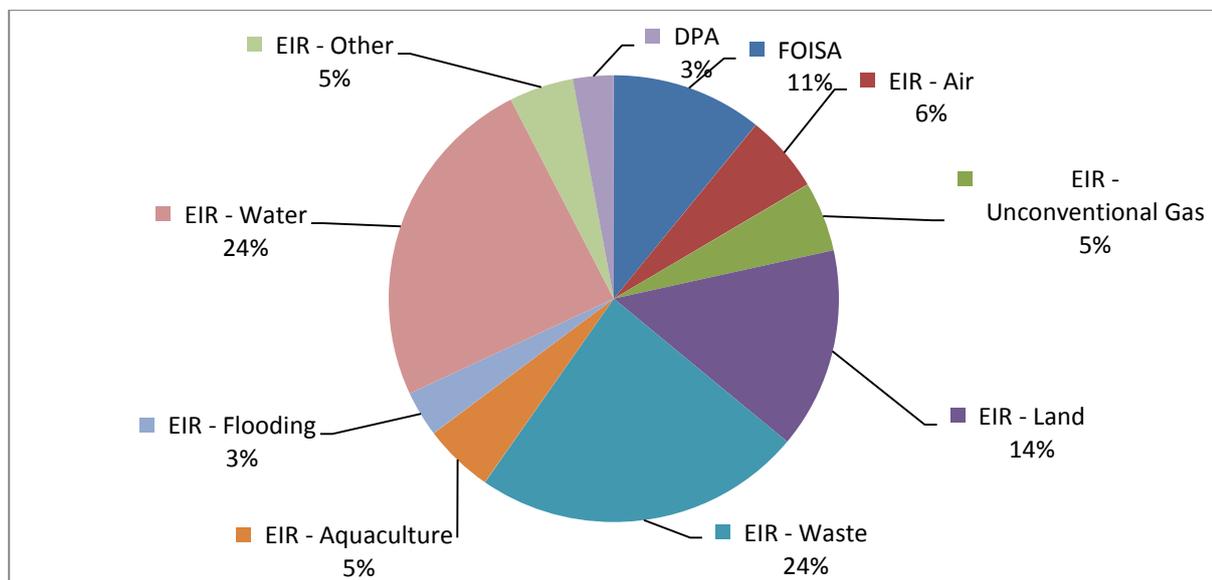


Figure 3 Access to Information requests by category 2015-16

Requests for environmental information water-related issues continue to constitute the largest subject category. In 2015-16, requests relating to Aquaculture were recorded in a specific category. More generally water related requests sought information on specific sites and pollution incidents.

There was a 60% increase in the number of requests for non-environmental information since 2014-15. FOISA requests accounted for 11% of logged requests in 2015-16. The subject matter of FOISA requests included harassment of SEPA staff, SEPA staff expenses and information on contract awarded by SEPA for IS services.

2.3 Profile of Requesters

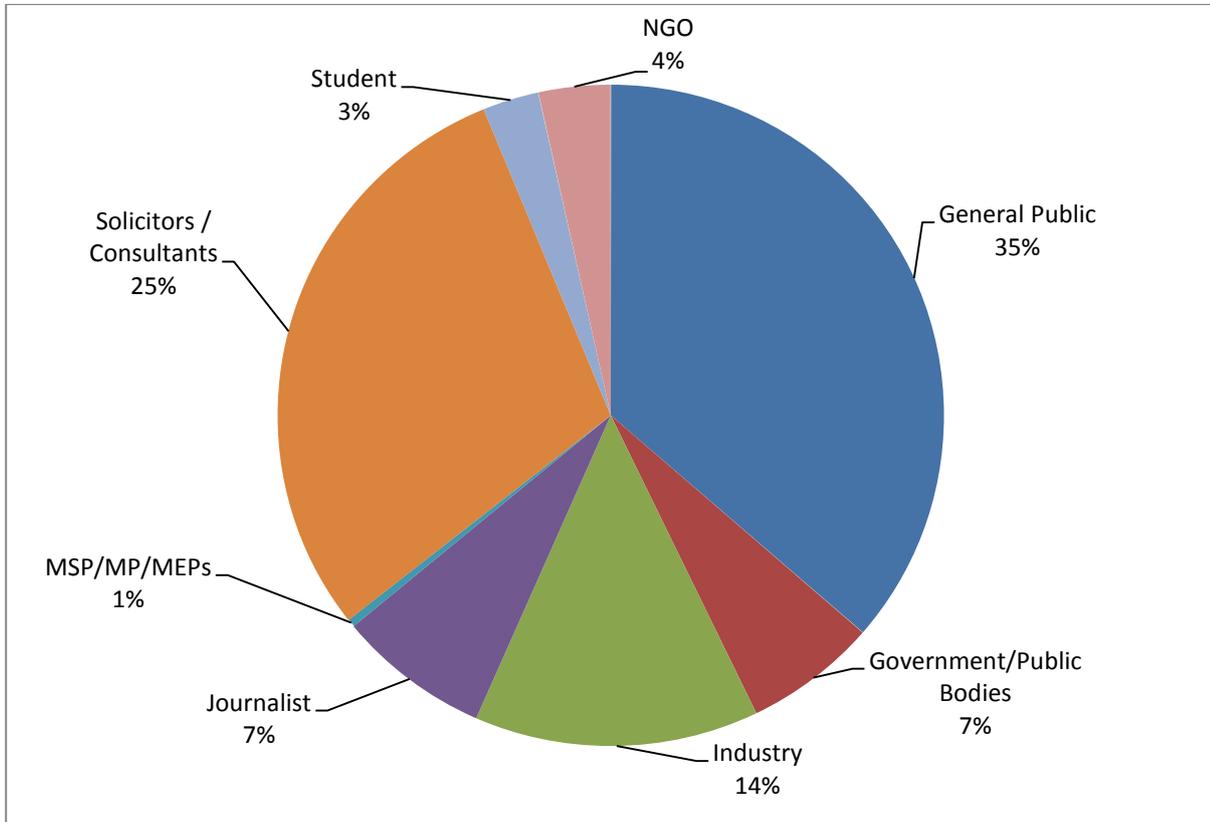


Figure 4 Profile of requestors 2015-16

The general public continue to be the largest single category of requestors. However the percentage has fallen from 43% of requestors (2014-15) to 35% in 2015-16. The number of requests received from journalists in 2015-16 is the largest number recorded in any Financial Year since the Access to Information legislation came into force on 1 January 2005.

There have been a number of serial requestors in the reporting period. Six requestors have made eight or more requests in the reporting period. In addition one requestor has made 18 requests in the reporting period.

3. Analysis of logged requests

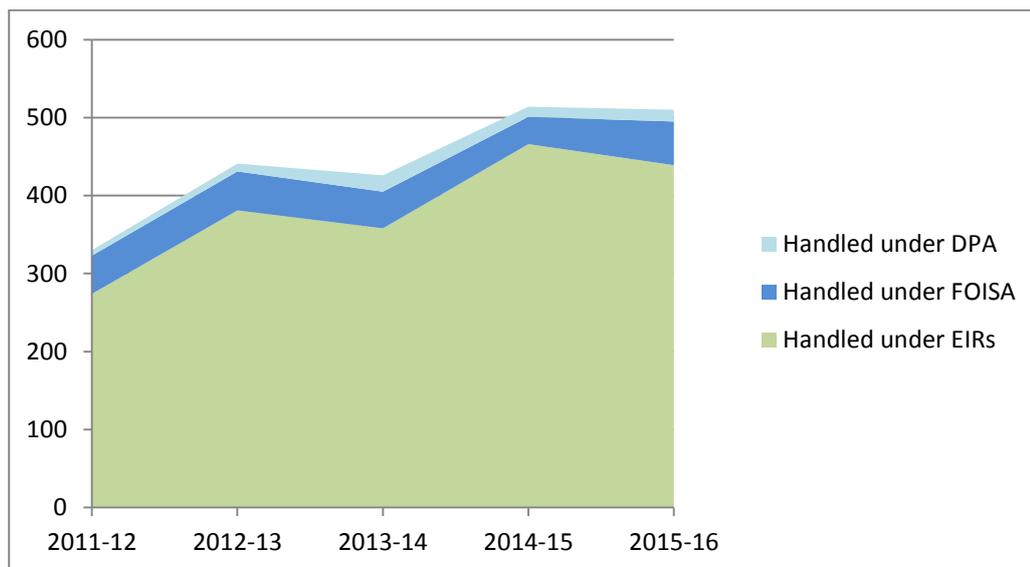


Figure 5 Logged requests for last five years

There was a 0.8% reduction in the number of logged requests in 2015-2016, when compared to 2014-2015. This was due in part to a 6% reduction in the number of EIR requests. However FOISA requests increased by 60% when compared to 2014-15. There were 55% more requests logged in 2015-16 when compared to 2010-11.

There is no clear correlation between the number of logged requests and the workload and resource required to handle them. Where complex and voluminous requests are handled this necessitates significant involvement of SEPA staff in the location and retrieval of information.

SEPA continues to submit quarterly data returns on request handling to the Scottish Information Commissioner during the reporting period. Data can be accessed from the OSIC website at <https://stats.itspublicknowledge.info/>

During 2015-16 the implementation of the mandatory requirements of the Re-use of Public Sector Regulations 2015 and the launch of the Scottish Government Open Data Strategy place Access to Information legislation within a broader information governance landscape.

Appendix 2: Using Control Charts to monitor and improve performance

The primary purpose of a control chart is to give early warning that a process being measured is failing to hit its target. This could be due to both over-performance, as well as under-performance. The charts allow trends in performance to be observed and give adequate time to make appropriate adjustment to working practices.

Each month's performance data is plotted. The average, warning* and action lines are constructed based on the statistical characteristics of the observed performance over time.

The chart indicates that performance is statistically "out of control" when:

- one performance result exceeds the action limit; or
- two consecutive performance results are found to exceed the warning limit.

In these cases, performance is "unsatisfactory" compared to the typical performance of the process. The cause of this unsatisfactory performance should be investigated and action taken to return performance to a satisfactory level. It should be noted that for processes that typically perform above target, performance might be statistically "unsatisfactory" even if the results continue to come in above target levels.

Statistically significant trends should also be monitored as they represent potential beneficial or detrimental changes in process performance. They can be observed when there are:

- nine consecutive points on one side of the average line;
- six consecutive points rising or falling;
- any unusual, non-random visible patterns.

Significant trends should be investigated to determine what may have caused the trend and to prevent deterioration in performance. Again, it should be noted that for processes that typically perform above target, performance trends might be statistically significant while continuing to achieve above target performance.

(* In these reports we have used 2 standard deviations for the warning line, and 3 standard deviations for the action line, based on the 5 year moving average).