

Environmental and Carbon Impact: The environmental implications are as stated in the report.
SEPA's total emissions for 2016-2017 fell almost 14% from the year before. Emissions have fallen 33% from the 2006-2007 baseline. Transport emissions have halved over this period, whilst buildings-related emissions have fallen 17%.

Purpose of the report: For information.

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Appendices: **Annual Review of Performance 2016-2017**



Annual Review of Performance 2016 – 2017

Scottish Environment Protection Agency

Annual Review of Performance

01 April 2016-31 March 2017

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Introduction

Our [2012-2017 Corporate Plan](#) and [Annual Operating Plan 2016-2017](#) described our priorities for the year and the 34 performance measures we would use to monitor our success. With nearly all data finalised, we can report all except two measures have been achieved.

This review of our performance explains each of the performance measures and summarises our performance over the year. As well as showing if we met the target this year, where relevant we also indicate whether the target was achieved in previous years. Abridged versions of these performance measure summaries will be included within the 2016-2017 Annual Report & Accounts, which is usually laid before the Scottish Parliament in September.

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

Summary

We met 32 of the 34 performance measure targets as set out in the [Annual Operating Plan 2016-2017](#).

The [Scorecard](#) on page six shows the final status of each of the 34 performance measures.

Some of the highlights of the year were:

- 98.5% of all [licence applications](#) were determined within the relevant statutory timescale, against a target of 96%;
- we continue to make encouraging progress with our diffuse pollution farm visits:
 - [Water environment – diffuse pollution](#) remains well above the 75% target for evidence of remedial action being taken by time of first revisit;
 - [Water environment – farm visits](#) – we have made good progress on the next phase of visits in the 14 newly identified priority catchments;
- we exceeded our target for responding to 96% of [environmental incident reports](#) within 24 hours by responding to 6,752 of the 6,843 incidents reported to us (99%) within 24 hours;
- we completed all planned samples and analysis set by the [Statutory monitoring requirements](#) of the Urban Waste Waters Treatment Directive and the Bathing Water Directive;
- the [Lomond flood warning scheme](#) was operational by December 2016 as planned, and launched in March 2017;
- all of the other five measures covering our public warning and incident response systems achieved their targets;
- we achieved 99% [cost recovery](#) across all our charging schemes.

Measures where we failed to meet the target:

[Water environment – river barriers](#) - three of the planned fish barrier projects encountered technical problems and were not completed. These projects are likely to be completed next year. We are still on track to meet our revised objectives for river basin planning. Completed projects have opened up 302 kms of river to migratory fish, against 327 kms planned for the year.

[Contact Centre enquiries](#) - over the full year the SEPA Contact Centre averaged almost 60% for calls resolved at first point of contact, against the 75% target. Performance has been held back by the Centre reaching its workload capacity during core working hours, restricting time available to improve on the breadth of general enquiries the Contact Centre is trained to handle.

Section 2: 2016–2017 Annual Operating Plan Scorecard

		Target	RAG	Page
Scotland's environment is protected and improving				
01	Persistently failing sites	31/12/2016	✓	8
02	Decreasing non-compliance	31/12/2016	✓	9
03	Water environment – physical condition, lochs, rivers	31/3/2017	✓	10
04	Water environment – river barriers	31/3/2017	*	12
05	Water environment – diffuse pollution	75%	✓	14
06	Water environment – farm visits	14	✓	16
07	Radioactive waste disposal	100%	✓	17
	Maintain operational readiness of our public warning and incident response systems:			
08	Daily flood guidance	100%	✓	18
09	Flood warning	98%	✓	19
10	Bathing Water Data	100%	✓	20
11	Highlands air monitoring network	90%	✓	21
12	Lomond flood warning scheme	31/12/2016	✓	22
13	Air Hazard Emergency Response Service (AHERS)	100%	✓	23
14	Radioactive Incident Monitoring Network	100%	✓	24

Scotland's environment is understood and SEPA is an influential and respected authority				
15	Reporting requirements	100%	✓	25
16	Environmental monitoring plan	95%	✓	26
17	Statutory monitoring requirements	100%	✓	27
18	Business and community partnerships	31/3/2017	✓	28

Scotland is preparing for a sustainable future and is taking steps to limit climate change				
19	Waste crime	31/3/2017	✓	29
20	Material recovery facilities	31/3/2017	✓	30
21	Landfill audits	4	✓	31

Section 2: 2016–2017 Annual Operating Plan Scorecard (continued)

SEPA is a high performance organisation				
22	Buildings' energy use	-18%	✓	32
23	Transport emissions	-5%	✓	33
24	Zero waste targets	80%	✓	34
25	Organisational efficiencies	3%	✓	35
26	Cost recovery	98%	✓	36
27	Licence determination	96%	✓	37
28	Environmental incident reports	96%	✓	38
29	Major and significant environmental events	12 hours	✓	39
30	Development plan and SEA consultations	100%	✓	40
31	Planning consultations	95%	✓	41
32	Official and Ministerial Enquiries and Third Party Consultations	90%	✓	42
33	Contact Centre enquiries	75%	✗	44
34	Staff engagement	31/3/2017	✓	45

Key

Status	Definition
Green	Performance meets or is beyond expectations
Red	Performance is below expectations
✓	Target achieved
✗	Target not achieved

Section 3: Performance measure reports

1. Persistently failing sites	Reduce the number of licences which were non-compliant for two years or more at the end of March 2016.												
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.</p> <p>The aim of this measure is to focus on the sites that have been persistently non-compliant and move them into compliance.</p> <p>We use a number of tools to improve operators' compliance with environmental regulation, from providing advice and guidance to taking enforcement action. This measure 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>2016-2017</td> </tr> <tr> <td style="background-color: #d4edda;">✓ Target achieved</td> </tr> </table>		2016-2017	✓ Target achieved										
2016-2017													
✓ Target achieved													
<p>Performance explained:</p> <p>This measure has been achieved as we have reduced the number of licenses which had been non-compliant for two years or more at the start of the year.</p> <p>At the end of 2015 there were 236 licences assessed as non-compliant for two years or more (equivalent to 4% of the licences assessed in 2015). 107 (45%) have returned to compliance in 2016.</p> <p>126 licences remain non-compliant and have now been non-compliant for three or more consecutive years. Of the remaining three licences, two have been revoked and the third has been suspended.</p>													
<table border="1"> <thead> <tr> <th>Status</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Assessed as compliant</td> <td>107</td> </tr> <tr> <td>Remain non-compliant</td> <td>126</td> </tr> <tr> <td>Revoked</td> <td>2</td> </tr> <tr> <td>Suspended</td> <td>1</td> </tr> <tr> <td>Total</td> <td>236</td> </tr> </tbody> </table> <p><i>Source: Compliance Assessment Scheme 15/05/17. (These numbers will be subject to minor revisions until we have the final results and closed all appeals later in the year).</i></p>		Status	Total	Assessed as compliant	107	Remain non-compliant	126	Revoked	2	Suspended	1	Total	236
Status	Total												
Assessed as compliant	107												
Remain non-compliant	126												
Revoked	2												
Suspended	1												
Total	236												
Information source	Senior Business Consultant, Data Unit												
Corporate risk register	R028 Compliance Assessment Scheme is not developed within the planned timescale												
Responsible director	Executive Director with responsibility for Regulatory Services												

Section 3: Performance measures reports (continued)

2. Decreasing Non-Compliance	Reduce the number of licences classed as “very poor” at the end of March 2016.		
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. This measure focusses on those operators who have demonstrated significant non-compliance with the conditions of their licence and require urgent action in order to minimise potential environmental harm.</p> <p>The aim of this measure is to focus on these sites and help operators to improve their compliance¹.</p> <p>We use a number of tools to improve operators’ compliance with environmental regulation, from providing advice and guidance to taking enforcement action. This measure 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>2016-2017</td> </tr> <tr> <td style="background-color: #d4edda;">✓ Target achieved</td> </tr> </table>		2016-2017	✓ Target achieved
2016-2017			
✓ Target achieved			
<p>Performance explained:</p> <p>This measure has been met as we have reduced the number of licenses classed as “very poor”.</p> <p>At the end of 2015 there were 74 licences assessed as “very poor” compliance (equivalent to 1% of the licences assessed in 2015). 27 (36%) of these licences have been assessed as having returned to compliance in 2016.</p> <p>Of the remaining 47 licenses, 25 (34%) continue to be assessed as “very poor”, and have now been assessed as “very poor” for two or more consecutive years. 20 continue to be assessed as non-compliant but have shown improvement and are no longer rated “very poor”. One was not assessed until after the end of 2016 and one has been revoked.</p> <p>In 2016 we undertook a total of 5,309 assessments. An additional 34 licences were assessed as “very poor” for the first time this year. Adding 25 remaining from the previous year (from above) leaves a total of 59 permits being assessed as “very poor”. This represents a fall from 74 assessed as “very poor” in the previous year. (These numbers will be subject to minor revisions until we have the final results and closed all appeals later in the year).</p>			
Information source	Senior Business Consultant, Data Unit		
Corporate risk register	R028 Compliance Assessment Scheme is not developed within the planned timescale		
Responsible director	Executive Director with responsibility for Regulatory Services		

¹ The assessment ratings are Excellent, Good, Broadly Compliant, At Risk, Poor and Very Poor. The ratings At Risk, Poor and Very Poor are considered as non-compliant levels of performance.

Section 3: Performance measures reports (continued)

3. Physical Condition	Increase in the length of river or loch shore where physical condition is restored.
Outcome	Scotland's environment is protected and improving

We help protect and improve Scotland's wetlands, rivers, lochs, estuaries, coastal waters and groundwater through regulation, monitoring and planning. We are the competent authority for the delivery of Scottish Ministers' objectives set out in the second [River Basin Management Plans](#) for the Scotland and Solway-Tweed river basin districts. These provide the means to deliver improvements in Scotland's water environment.

This measure maps progress against internal plans to improve the ecological status of 52 water bodies to "good" or better status over the first six years of the plans. This represents a significant expansion of effort from the first River Basin Management Plan. We record progress on the basis of the number and length of water bodies restored to "good" for physical condition (morphology). There is also an emphasis on ensuring a healthy pipeline of projects moving through the various project stages.

Internal targets for the year and a description of the various stages through which each project progresses can be found on page 6 of the ["How we report performance 2016-2017"](#). Note the schedule of projects was revised at the half year. Named locations can be identified using Scotland's Environment [mapping tool](#).

2016-2017
✓ Target achieved

Performance explained:

This measure has been achieved as we have met our revised internal targets for the distinct stages of the projects planned for the year. The schedule of projects has been revised in consultation with the Scottish Government mid-way through the year. The schedule for physical condition, takes into account revised assumptions about the level of the Scottish Government grant for 2016-2021.

Substantial progress was made on the build phase of two projects.

[The Stane Gardens restoration project](#) was completed in March 2017. Full restoration of the stream's physical shape (morphology) was undertaken along 0.6 kms of the South Calder bringing the water body to good ecological status for physical condition. The restoration of the river, remediation of contaminated land and the creation of good quality parkland will have added health and well-being benefits for the local community.

Before (left) and after (right) restoration of the South Calder at Shotts, North Lanarkshire.



3. <u>Physical Condition</u>	Increase in the length of river or loch shore where physical condition is restored.
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Phase One of the [Pow Burn Restoration Project](#) (Farnell to Powmouth) was successfully completed as planned in September 2016. Improvements to the physical shape were made extending along 0.5km of channel, removing pressure points so that the river has the ability to recover its natural shape and form over the next three to four years within a newly created river corridor. Phase One has helped maintain the trust of the landowners who are voluntarily giving up land for this project. Phase Two (1.4 kms) will be completed in the second quarter of 2017.

Typical reaches of the Pow Burn before restoration (left) and a reach following space being provided for the river (right) which it will be able to ‘rework’ into a natural river corridor



We have made significant progress in the pre-design phases across a wide range of other projects, as can be seen in the table below. One project (River Peffery) has been delayed so that it can be combined with parallel plans being developed for flood management purposes, ensuring more efficient use of funds. Those projects where we have identified positive restoration opportunities will be taken forward in 2017-2018.

Many projects completed their design phase as planned. Those that did not were delayed or paused for various reasons including stakeholder objections, funding constraints and revised priorities. Current funding levels will not enable a number of ongoing projects to continue through to completion as originally planned. These are being paused at an appropriate stage and reviewed in the light of overall River Basin Management Plan priorities, funding availability and timing. The decision on which projects to progress has been based on the level of environmental improvement anticipated. Meanwhile we continue to explore other sources of funding.

Schedule for physical condition projects for the year

Physical condition	Project delivery stages		
	Scoping, engagement & options	Design	Build
Plan for year	8	12	2
Completed	7	5	2
Started	1	5	0
Not started	0	2	0

Information source	Unit Manager, River Basin Planning
Responsible director	Executive Director with responsibility for Regulatory Services

Section 3: Performance measures reports (continued)

4. Fish Barriers	Increase in the length of river where fish movement is not restricted by man-made barriers.				
Outcome	Scotland's environment is protected and improving.				
<p>We help protect and improve Scotland's wetlands, rivers, lochs, estuaries, coastal waters and groundwater through regulation, monitoring and planning. We are the competent authority for the delivery of Scottish Ministers' objectives set out in the second River Basin Management Plans for the Scotland and Solway-Tweed river basin districts. These provide the means to deliver improvements in Scotland's water environment. This measure maps progress against internal plans to remove 177 man-made barriers to fish migration over the first six years of the plans.</p> <p>We record progress on the number of barriers we have removed and associated length of improvement. There is also an emphasis on ensuring a healthy pipeline of projects moving through the various project stages.</p>					
<table border="1"> <tr> <td>2016-2017</td> </tr> <tr style="background-color: #f28b82;"> <td>Target not achieved</td> </tr> </table>				2016-2017	Target not achieved
2016-2017					
Target not achieved					
<p>Performance explained</p>					
<p>This measure has not been achieved as three of the planned fish barrier projects have encountered technical problems and were not completed this year. However, it is important to stress that these projects are likely to be completed next year, and we are still on track to meet our revised objectives for river basin planning. In total, completions this year have opened up 302 kms of river to migratory fish, against 327 kms planned for the year.</p>					
<p>As can be seen in the table below, four of the seven planned build projects have been completed this year, Tarff (Creamery), Western Isles (Morsgail), and two on the Avon Water, South Lanarkshire (Ferniegair and Millheugh barriers). In addition, the Struan Heck barrier on the River Garry has been removed by SSE.</p>					
<p>We have completed options development and design on 10 fish barriers. We have also completed scoping on half of those planned for the year, with another 34 scoping studies underway. This provides a pipeline for options development and design and build in later years.</p>					
<p>Three build projects planned for this year on the Garlogie Dam, Sevenacres and Tullynessle were not completed for various reasons. At Garlogie an Osprey nest was discovered which prevented work from progressing. At Sevenacres and Tullynessle we have experienced problems finalising a design which is acceptable to all stakeholders in the project. However, we are reasonably confident these projects will be completed next year.</p>					
<p>Schedule for fish barrier projects for the year – end of year progress</p>					
Fish barriers	Project delivery stage				
	Barrier scoping	Options development & Design	Build*		
Plan for year	88	17	7		
Completed	43	10	5		
Started	34	0	1		
Not started	11	7	2		
<p>* One of these projects has been brought forward, which explains why the overall numbers for build are higher than the plan for the year.</p>					
<p>**The number of planned scoping, options development and design studies planned for the year was adjusted mid-year to take account of new assumptions regarding the level of Scottish Government grant.</p>					

4. Fish Barriers	Increase in the length of river where fish movement is not restricted by man-made barriers.
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The following projects, supported by the Water Environment Fund, were completed in the autumn of 2016. Shown are before and after photos of these projects. In brackets after the project name and location is the total cost and the percentage provided by the fund.

[Morsgail Culvert](#), Abhainn Cleit Duastal, the Isle of Lewis (£50,000, 72%).



[Tarff Creamery Weir](#), the Old Mill Burn, Twynholm, Dumfries and Galloway (£217,000, 100%).



[Millheugh Weir, Avon Water](#), South Lanarkshire (£1.45m, 80% - includes the nearby Ferniegair Weir as part of the same project).



Information source	Unit Manager, River Basin Planning
Responsible director	Executive Director with responsibility for Regulatory Services

Section 3: Performance measures reports (continued)

<p>5. Diffuse pollution</p>	<p>More than 75% uptake of required measures to alleviate diffuse pollution after first follow-up visits to non-compliant farms.</p>		
<p>Outcome</p>	<p>Scotland's environment is protected and improving.</p>		
<p>We are tackling diffuse pollution as a key part of our work to improve the quality of Scotland's water environments, in line with the objectives set out in the second cycle of the River Basin Management Plans. Traditional regulatory approaches proved ineffective in tackling rural diffuse pollution, so the Diffuse Pollution Management Advisory Group produced Scotland's Rural Diffuse Pollution Plan. This aims to ensure key stakeholders in Scotland work in a coordinated way to reduce rural diffuse pollution. Members are together promoting rural diffuse pollution good practice, investigating other mechanisms to tackle rural diffuse pollution and reviewing the effectiveness of the current plan.</p> <p>This measure shows how effective one-to-one farm visits have been in encouraging landowners and land managers to tackle rural diffuse pollution. The target was for more than 75% of non-compliant farmers to have taken up measures to become compliant or working towards compliance by the time of the first revisit.</p>			
<table border="1"> <tr> <td>2016-2017</td> </tr> <tr> <td style="background-color: #d9ead3;">✓ Target achieved</td> </tr> </table>		2016-2017	✓ Target achieved
2016-2017			
✓ Target achieved			
<p>Performance explained:</p> <p>This measure has been achieved as we have maintained the level of uptake of required measures after follow-up visits to non-compliant farms.</p> <p>The focus of inspections during the year has been on one-to-one initial engagement visits to farms in second cycle priority catchments, to the detriment of revisits in first cycle catchments. During the final quarter of the year 127 revisits were undertaken to first cycle farms as a consequence of our change of inspection focus, making a total of 164 revisits to non-compliant farms this year. All of these are either now compliant or had completed a significant proportion of the required work.</p> <p>The percentage of all farms revisited in the last two years which are now either compliant with the General Binding Rules, or have started remedial work, in these first cycle catchments remains above the target of 75%, at 86% (1,602 farms at the time of the first revisit – see next page).</p> <p>14% of land managers have made no attempt to become compliant at the time of the first revisit (224 out of 1,602). Most of these have received a second visit and the majority are now either compliant or moving towards compliance.</p> <p>General Binding Rules for rural land use have been part of our regulatory programme since 2008. Yet we still have persistent offenders who have not started remedial action on their farms, even after advisory visits to help them with regulatory requirements. The Land Unit has started the process of using fixed monetary penalties for non-compliance with these rules. Two first cycle priority catchments, the Ugie, and South Esk catchments were targeted.</p> <p>Working with the National Farmers Union of Scotland, 34 letters were sent to those non-compliant farmers who had showed no intention of working with us following our second revisit. These letters detailed our intention to complete an enforcement visit, at which time if no remedial work had been undertaken the process of issuing a fixed monetary penalty would be initiated. Our letters generated feedback from some farmers indicating they had completed the required remedial work. However in the Ugie and South Esk a small proportion of farmers are awaiting SEPA's enforcement visit planned for late May 2017, at which time the likelihood is we will issue a fixed monetary penalty.</p>			

5. [Diffuse pollution](#)

More than 75% uptake of required measures to alleviate diffuse pollution after first follow-up visits to non-compliant farms.

The percentage of farmers showing positive response to engagement at first and second revisits compared to catchment compliance at the initial one-to-one visit.

Priority Catchment	Initial 1:1 visits completed	% of farms compliant at initial 1:1 visit	Number of 1 st revisits completed in priority catchments to date	% of farms showing positive response at 1 st revisit	Number of 2 nd revisits completed to farms working towards compliance and non-compliant at 1 st revisit	% of <u>these</u> farms still showing positive response at 2 nd revisit
Ayr	250	13%	174	93%	22	90%
Doon	103	14%	31	82%	2	50%
North Ayrshire	97	60%	38	97%	0	
Irvine	132	8%	0		0	
Garnock	108	33%	73	95%	0	
Galloway coastal	317	3%	235	94%	42	98%
Stewartry coastal	173	28%	98	98%	3	100%
Eye	57	32%	37	97%	12	67%
Tay	459	49%	212	63%	0	
South Esk	169	31%	111	74%	41	73%
Dee	298	46%	140	84%	0	
Deveron	370	46%	121	81%	0	
Buchan Coastal	278	58%	117	85%	42	100%
Ugie	380	39%	215	77%	110	59%
Totals	3,191	35%	1,602	86%	274	79%

Information source	Land Unit Manager
Corporate risk register	R029 Designated bathing waters fail to reach EU “sufficient” quality
Responsible director	Executive Director with responsibility for Regulatory Services

Section 3: Performance measures reports (continued)

6. Farm visits	Complete first visits to all land managers in 14 of the 43 new priority catchments in the second River Basin Management Plans.		
Outcome	Scotland's environment is protected and improving.		
<p>We are tackling diffuse pollution as a key part of our work to improve the quality of Scotland's water environments, in line with the objectives set out in the second River Basin Management Plans. During the first River Basin Management Plan we worked through a programme of farm visits in 14 priority catchments, engaging land managers and encouraging behavioural change on the ground to achieve compliance with regulations. Initial indications have shown a high uptake of diffuse pollution mitigation measures with more than 75% of the land managers involved becoming compliant with regulations.</p> <p>The latest plan sets an aspiration to complete rural diffuse pollution work in 43 newly identified priority catchments by 2021. To achieve this target we needed to develop an inspection programme tackling rural diffuse pollution in 14 newly identified priority catchment this year, whilst completing work in the 14 first cycle catchments.</p>			
<table border="1"> <tr> <td data-bbox="153 779 1420 831">2016-2017</td> </tr> <tr> <td data-bbox="153 835 1420 884">✓ Target achieved</td> </tr> </table>		2016-2017	✓ Target achieved
2016-2017			
✓ Target achieved			
<p>Performance explained:</p> <p>This measure has been achieved with good progress made over the year following the completion of the staff recruitment process in November (seven new staff joining our Land Unit) and the success of land manager visits through the year.</p> <p>Our staff have been engaging with land managers in the Whiteadder, Dighty (Dundee area), Dundee coastal, Tweed, Stonehaven, Nairn, Ken/Dee, Urr, Water of Girvan, Dumfries coastal and Annan catchments, with 329 initial one-to-one engagement visits completed in the final quarter, making 821 for the year-to-date. Having the additional staff within the Land Unit allows a more efficient and effective engagement programme within these priority catchments for the remainder of the second cycle.</p> <p>Catchment coordinators are currently identifying those land managers within this year's priority catchments who require our intervention, contacting them and arranging workshops and on-farm events for them to attend, prior to receiving a visit from ourselves. Three priority catchment awareness-raising events took place during the final quarter. These events were in partnership with Scotland's Rural College, under the brand of "Farming and Water Scotland". The brand encompasses both regulatory messages and advice for farming business on diffuse pollution and the General Binding Rules. Farming and Water Scotland attended 40 agricultural shows across Scotland in 2016-2017.</p>			
Information source	Land Unit Manager		
Corporate risk register	R029 Designated bathing waters fail to reach EU "sufficient" quality		
Responsible director	Executive Director with responsibility for Regulatory Services		

Section 3: Performance measures reports (continued)

7. 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>We work 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 we contribute to a collaborative document, the annual Radioactivity in Food and the Environment (RIFE) report. This covers the results of radioactive monitoring across the whole of the UK. The most recent report published on 27 October 2016 (RIFE 21) confirms that in 2015 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%; text-align: center;"> <tr> <td style="padding: 5px;">2016-2017</td> </tr> <tr style="background-color: #d4edda;"> <td style="padding: 5px;">✓ Target achieved</td> </tr> </table>		2016-2017	✓ Target achieved
2016-2017			
✓ Target achieved			
<p>Performance explained:</p> <p>This target has been achieved as over the year no site in Scotland, authorised under the Radioactive Substances Act 1993, has reported any incident involving radioactive substances that would lead to a member of the public receiving a radiation dose exceeding the annual dose limit of 1 millisievert.</p>			
Information source	Scientist, Radioactive Substance Unit		
Responsible director	Executive Director with responsibility for Regulatory Services		

Section 3: Performance measures reports (continued)

8. 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>We work in partnership with the Met Office to deliver the Scottish Flood Forecasting Service. We produce a five-day outlook Flood Guidance Statement which is currently sent to over 540 emergency responders in 135 organisations, every day of the year and at least once per day. It provides an overview of the expected flood risk across Scotland for the next five days.</p> <p>The guidance highlights the risk for the main types of flooding – river, coastal and surface water. By providing an early notification each morning, the impacts from flooding can be minimised. It is a high profile, vital service that we provide 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.</p>			
<table border="1" style="width: 100%; text-align: center;"> <tr> <td data-bbox="153 723 1422 772">2016-2017</td> </tr> <tr> <td data-bbox="153 772 1422 824">✓ Target achieved</td> </tr> </table>		2016-2017	✓ Target achieved
2016-2017			
✓ Target achieved			
<p>Performance explained:</p> <p>This target has been achieved as all daily Flood Guidance Statements for emergency responders were issued before 12 noon during the year.</p>			
Information source	Senior Specialist Scientist, Water Resources		
Responsible director	Executive Director with responsibility for Evidence & Flooding		

Section 3: Performance measures reports (continued)

9. 98% Flood warning messaging system	Maintain operational readiness of our public warning and incident response systems – 98% Flood Warning Messaging system.		
Outcome	Scotland's environment is protected and improving.		
<p>We have a duty to issue flood alerts and warnings and these are published on our website and sent out to registered customers. In 2011 we launched a major expansion to our Floodline service allowing registered customers to receive flood messages directly by phone or text. To deliver this service, we purchased a system capable of sending out messages to registered customers via text messages, voice messages or email. Any downtime during a major flood event is likely to generate significant negative publicity and reputational damage for SEPA.</p>			
<p>We issue regional alerts and local warnings when we think members of the public or emergency partners need to be vigilant to potential flooding or when we think flooding is imminent and there is a known risk to land, property, infrastructure, essential services or to life. This measure summarises the operational system readiness to issue Alerts and Warnings at all hours of the day or night, 365 days of the year, and our ability to display related information on our website.</p>			
<table border="1" style="width: 100%; text-align: center;"> <tr> <td data-bbox="153 875 1420 920">2016-2017</td> </tr> <tr style="background-color: #d9ead3;"> <td data-bbox="153 925 1420 969">✓ Target achieved</td> </tr> </table>		2016-2017	✓ Target achieved
2016-2017			
✓ Target achieved			
<p>Performance explained: This target has been achieved as the Flood Warning Messaging system has performed very well over the year, with no significant downtime observed.</p>			
Information source	Senior Specialist Scientist, Water Resources		
Responsible director	Executive Director with responsibility for Evidence & Flooding		

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>During the official bathing season, which runs from 01 June to 15 September, we have a statutory duty to provide daily predictions of water quality and health risk advice at SEPA beach signage sites (31 variable message signs at 29 beaches). The purpose of this measure is to ensure we provided a daily forecast of water quality at each of these 29 bathing waters during the reporting season of 15 May to 15 September.</p> <p>Functionality of the electronic beach signage is excluded from this measure as this is dependent on third parties.</p>	
2016-2017	
✓ Target achieved	
<p>Performance explained:</p> <p>This measure has been achieved as during the 2016 bathing water season from 01 June to 15 September a bathing water forecast was issued every day for all sites.</p>	
Information source	Senior Scientist, Environmental Quality
Responsible director	Executive Director with responsibility for Evidence & Flooding

Section 3: Performance measures reports (continued)

11. Highlands Islands air monitoring	Our Highlands and Islands Air Monitoring Network is operational at least 90% of the time.
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Outcome	Scotland's environment is protected and improving.
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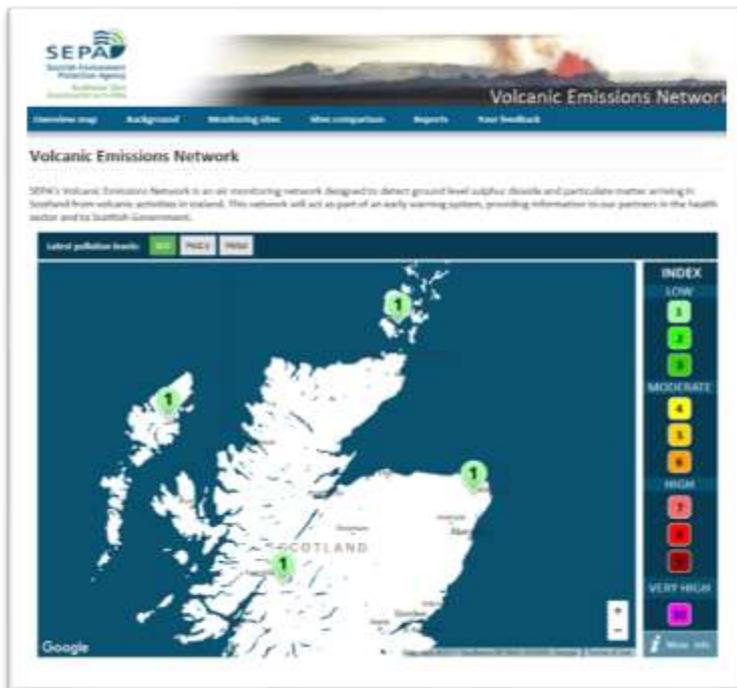
SEPA's Highlands and Islands air monitoring network (the Volcanic Emissions Network) needs to be in a state of readiness to measure the impact on local air quality from any emissions arising from Icelandic volcanic eruptions, or other local airborne hazard emergencies, within the terms of the service agreement throughout the year. The network consists of four sites – Tulloch Bridge, near Fort William; Loch of Strathbeg, near Fraserburgh; Stornoway on Lewis and Kirkwall on Orkney. At each site particulate and sulphur dioxide levels are continuously monitored with the results posted on our [Volcanic Emissions Network](#) external website. The purpose of this measure was to ensure the service was operational at least 90% of the time.

2016-2017
✓ Target achieved

Performance explained:

We have achieved this target as the network exceeded the 90% data capture target for the year and our Volcanic Emissions Network website continues to report live data. The associated reporting templates and mechanisms are being developed in consultation with the UK Met Office and the Scottish Government.

The project delivery report was submitted to the Scottish Government in October 2016. The report also included a summary of the first full year's data, covering the period 01 September 2015 to 31 August 2016. A summary of the second year's data will be collated and issued in Autumn 2017.



Information source	Senior Specialist Scientist, Field Chemistry
Responsible director	Executive Director with responsibility for Evidence & Flooding

Section 3: Performance measures reports (continued)

12. Lomond flood warning scheme	The Garnock, River Leven and Loch Lomond flood warning schemes are working by 31 December 2016.		
Outcome	Scotland's environment is protected and improving.		
<p>This measure tracked progress towards delivering a new Flood Warning Scheme for the Garnock, River Leven and Loch Lomond area. Flood warning schemes are a way of minimising the impact of flooding on communities, business and the economy. This flood warning scheme was listed in the 2012-2016 Flood Warning Strategy with funding approved by the Scottish Government. It contributes towards duties outlined in the Flood Risk Management (Scotland) Act and helps Scotland adapt to the impacts of climate change.</p>			
<table border="1" style="width: 100%; text-align: center;"> <tr> <td data-bbox="150 562 1422 613">2016-2017</td> </tr> <tr> <td data-bbox="150 613 1422 667">✓ Target achieved</td> </tr> </table>		2016-2017	✓ Target achieved
2016-2017			
✓ Target achieved			
<p>Performance explained: This measure was achieved as the system was operational by December and the flood warning schemes were publicly launched by the end of March.</p> <p>The project suffered delays in the first quarter after finalising terms for prospective contractors bidding for the modelling work took longer than expected. By August we had appointed a contractor and regular meetings allowed us to get the project back on track and develop viable models for the new catchments.</p> <p>In December these were configured into our Flood Early Warning System. We held two days of training in the new flood forecasting models in February for our Flood Warning Duty Officers. We made further refinements to the models and flood warning areas in the last quarter before going live. The launch in March was backed by a media campaign to encourage local residents and businesses to sign up to the new service. Official launches are planned for June.</p>			
Information source	Flood Forecasting & Warning Manager		
Responsible director	Executive Director with responsibility for Evidence & Flooding		

Section 3: Performance measures reports (continued)

13. 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.		
Our Air Hazard Emergency Response Service needs to be in a state of readiness to respond to an incident 24 hours a day throughout the year. There is one advisor on call nationally, and two field response teams on each rota at any time, one in the north and the other in the south. The purpose of this measure was to ensure that we can meet our agreed response times and protect human health and the environment during an airborne hazard emergency, as part of our responsibilities under the Civil Contingencies Act.			
<table border="1" style="width: 100%;"> <tr> <td style="padding: 5px;">2016-2017</td> </tr> <tr style="background-color: #d9ead3;"> <td style="padding: 5px;">✓ Target achieved</td> </tr> </table>		2016-2017	✓ Target achieved
2016-2017			
✓ Target achieved			
<p>Performance explained:</p> <p>This target has been achieved as the Airborne Hazard Emergency Response Service (AHERS) was 100% ready and available to respond to any airborne hazards incident throughout the year. Although there were no deployments required in the period, 11 calls were received that required the completion of risk assessments by the on-call Airborne Hazard Advisor.</p>			
Information source	Senior Specialist Scientist, Environmental Chemistry		
Responsible director	Executive Director with responsibility for Evidence & Flooding		

Section 3: Performance measures reports (continued)

14. Radioactive Monitoring Network	We have access to the Radioactive Incident Monitoring network (RIMNET) 100% of the time.		
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 for overseas nuclear incidents and is run by the Met Office. It comprises a series of 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 located in various government bodies and agencies. The Met Office is responsible for providing and maintaining the monitors, the central database facility and terminals, and responding to elevated readings. We have four terminals, located in two locations. We carry out monthly checks on the terminals to ensure we retain access to the network. This measure thus recorded our monthly checks on the reliability of our four terminals, and that we retained access to the network from a least one of the SEPA sites at any one time. If our terminals are not working we can gain access to the network through a secure web-based portal.</p> <p>It is important we retain access so that in the event of a radioactive incident we can obtain information from the network and make this available for others on our website.</p>			
<table border="1" style="width: 100%;"> <tr> <td style="padding: 5px;">2016-2017</td> </tr> <tr style="background-color: #d9ead3;"> <td style="padding: 5px;">✓ Target achieved</td> </tr> </table>		2016-2017	✓ Target achieved
2016-2017			
✓ Target achieved			
<p>Performance explained:</p> <p>This measure has been achieved as all our terminals remained operational during the year despite some problems with loss of connectivity to the Radioactive Incident Monitoring Network at London and Exeter, which was a general problem with the system and outwith our control. During this outage, which lasted a couple of days, data was still being collected but could not be viewed from the terminals across the whole network, not just at SEPA.</p>			
Information source	Principal Policy Officer, Radioactive Substances Unit		
Responsible director	Executive Director with responsibility for Regulatory Services		

Section 3: Performance measures reports (continued)

15. 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 15 important reports that we needed to deliver this year. This measure tracked the completion of all these key reports and that at least 90% of them were produced to agreed timescales by 31 March 2017.</p>			
2016-2017			
✓ Target achieved			
Performance explained:			
This target has been achieved as only one of the identified reports failed to be completed by the agreed deadline. The final report below was only partly achieved by the end of March.			
Key reporting requirements and agreed timescales			
Title of submission	Reporting deadline	Department	Status
2014 compliance data for the Urban Waste Waters Treatment Directive (Article 15) to the Environment Agency.	May 2016	Data Unit	Complete
Proposed actions and investments for failing sites for the Urban Waste Waters Treatment Directive (Article 17) to the Environment Agency.	May 2016	Data Unit	Complete
Water quality data as required every four years for the Nitrates Directive Article 10.	June 2016	Data Unit	Complete
Annual report on Scottish Water sites with failing water quality or environmental incidents to Water Industry Commission for Scotland (WICS).	June 2016	Data Unit	Complete ¹
Data relating to Riverine Inputs and Direct Discharges under the Strategy for Joint Assessment and Monitoring Programme (OSPAR, 1998).	September 2016	Data Unit	Complete
Water Information System for Europe – State of the Environment reporting to the European Environment Agency	October 2016	Data Unit	Completed
Radioactivity in Food and the Environment (RIFE 21).	October 2016	Radioactive Substances Unit	Complete
Scottish Pollutant Release Inventory 2015.	October 2016	Data Unit	Complete
Report Local Authority 2015 waste data as Official Statistics.	October 2016	Data Unit	Complete
Provision of the Scottish Pollutant Release Inventory 2015 for DEFRA.	November 2016	Data Unit	Complete
Emissions data required by the Large Combustion Plant Directive to Department of Environment, Food and Rural Affairs.	December 2016	Data Unit	Complete
Environmental Change Network report - data for freshwater sites located in Scotland to the Centre for Ecology and Hydrology.	December 2016	Data Unit	Requirement withdrawn
Compliance data for the Bathing Water Directive for designated bathing waters throughout Scotland to the EU.	December 2016	Data Unit	Complete
Provision of the Scottish Pollutant Release Inventory 2015 for the European Pollutant Release Inventory to DEFRA.	March 2017	Data Unit	Complete
Data for freshwater sites located in Scotland published as linked open data (as part of the Infrastructure for Spatial Information in the European Community (INSPIRE) directive).	March 2017	Data Unit	Partly achieved
1. A draft was submitted before the end of June deadline. Disagreements with Scottish Water meant the final report was not sent to WICS until 7 July.			
Information source	Unit Manager, Data Unit		
Responsible director	Executive Director with responsibility for Evidence & Flooding		

Section 3: Performance measures reports (continued)

16. Environmental monitoring plan	Complete at least 95% of our 2016 national monitoring plan.		
Outcome	Scotland's environment is understood and SEPA is an influential and respected authority		
<p>We have a duty to monitor and report on the state of Scotland's environment and to use that scientific understanding to inform our regulation of activities that may affect its quality. Our environmental monitoring plan ensures we collect the right samples at the right locations at the right time and we meet our statutory monitoring obligations under European, UK and Scottish environmental law.</p> <p>The purpose of this performance measure was to monitor the percentage of samplings completed against the 2016 environmental monitoring plan (for the calendar year 2016) on a year-to-date basis, to ensure that at least 95% of planned samplings were completed by 31 December 2016.</p>			
<table border="1" style="width: 100%; text-align: center;"> <tr> <td data-bbox="150 712 1422 763">2016-2017</td> </tr> <tr> <td data-bbox="150 770 1422 819">✓ Target achieved</td> </tr> </table>		2016-2017	✓ Target achieved
2016-2017			
✓ Target achieved			
<p>Performance explained</p> <p>This target has been achieved as we have received more than 95% of planned samples on the National Environment Monitoring System (NEMS) in the 2016 reporting year. Between January and December 2016 105% of samples were received against the base-line plan. This figure is in excess of 100% as some samples have to be retaken for a variety of reasons and are recorded more than once.</p>			
Information source	Business Consultant, Business Strategy		
Responsible director	Executive Director with responsibility for Evidence & Flooding		

Section 3: Performance measures reports (continued)

17. 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>We must collect and report Scotland's statutory monitoring requirements for the Urban Waste Water 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 official 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. Further details on sampling frequencies and parameters can be found on pages 40-41 of "How we report performance 2016-2017". Included under the Directives are details on how we have interpreted the requirement for sampling at regular intervals and setting agreed time targets.</p>			
<table border="1"> <tr> <td>2016-2017</td> </tr> <tr> <td style="background-color: #d4edda;">✓ Target achieved</td> </tr> </table>		2016-2017	✓ Target achieved
2016-2017			
✓ 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>Although not covered by this measure, projected discharge quality compliance, based on a rolling 12 months period is estimated to be 94%. This equates to 12 works now failing compliance.</p> <p>We are also able to report a 100% completion of our bathing waters monitoring programme over the bathing season from the beginning of June to 15 September 2016, achieving our statutory requirements.</p>			
Information source	Senior Scientist, Environmental Quality		
Responsible director	Executive Director with responsibility for Evidence & Flooding		

Section 3: Performance measures reports (continued)

18. Business and community partnerships	Increase the number of new business sector and community partnerships, compared to 2015-2016, with help from the Centre for Sustainable Practice and Living.		
Outcome	Scotland's environment is understood and SEPA is an influential and respected authority		
<p>The purpose of this measure is to show how our understanding of community and business concerns has encouraged them to consider the environment in their decision-making, and advanced the cause of economic and social sustainability.</p> <p>By measuring the number of our new business sector and community partnerships, we can provide evidence of our success in developing partnerships that embed the environment into business practices and community development. We have used the Centre for Sustainable Practice and Living to achieve this and we have measured the number of partnerships the Centre achieved during the year which reached the Commitment stage in the partnership lifecycle. This is the second stage of four stages, which include Discovery, Commitment, Delivery and Dissemination.</p>			
<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="padding: 5px;">2016-2017</td> </tr> <tr style="background-color: #d4e1d4;"> <td style="padding: 5px;">✓ Target achieved</td> </tr> </table>		2016-2017	✓ Target achieved
2016-2017			
✓ Target achieved			
<p>Performance explained:</p> <p>This measure has been achieved as the Centre for Sustainable Practice has made good progress in developing some successful partnerships.</p> <p>Earlier in the year the Centre held the first course in the Sustainability Leadership Development Programme. Participants on the course included organisations from the utilities, aquaculture and waste management sectors. This is a partnership between, Stirling University, Cambridge University and ourselves.</p> <p>The second Sustainable Leadership Course has been scheduled for June 2017. Our staff along with staff from Stirling University are currently in discussions with interested parties from several business sectors with a view to securing attendees for the course.</p> <p>A review of the Centre has been undertaken, looking at progress so far, and plans for the future. Stirling University and ourselves have been working well to agree the future role of the Centre and how to ensure its continued success. We are developing a joint vision and identifying potential future partnerships.</p>			
Information source	Senior Project Manager, SEPA and Centre Director, Centre for Sustainable Practice and Living		
Responsible director	Chief Officer, Performance & Innovation		

Section 3: Performance measures reports (continued)

19. Waste Crime	Understand the scale of waste crime in Scotland.		
Outcome	Scotland is preparing for a sustainable future and is taking steps to limit climate change		
<p>Waste crime is the illegal management of waste at any stage, from production to final disposal. If not handled correctly, waste can result in pollution which harms the environment and local communities, as well as disadvantaging legitimate waste businesses. Waste crime costs the UK economy at least £568 million a year in lost tax receipts and diverts as much as £1 billion from legitimate operations. Waste crime is therefore a significant problem which requires innovative, partnership work from us to prevent it, as well as tough enforcement action.</p> <p>The aim of this measure was to demonstrate an improvement in our understanding of the scale and nature of waste crime in Scotland. Better knowledge should help us identify and tackle the most important drivers behind waste crime. We are working in partnership with the waste industry to record the industry's perceptions of waste crime over time, allowing us to gauge if our interventions have been judged effective by those working in the industry.</p> <p>By the end of March 2017 we aimed to produce a waste crime perceptions survey incorporating the feedback of a representative sample of the Scottish waste industry.</p>			
<table border="1" style="margin: auto;"> <tr> <td style="padding: 5px;">2016-2017</td> </tr> <tr style="background-color: #d9ead3;"> <td style="padding: 5px;">✓ Target achieved</td> </tr> </table>		2016-2017	✓ Target achieved
2016-2017			
✓ Target achieved			
<p>Performance explained:</p> <p>We have achieved our target of producing a waste crime perceptions survey by the end of the year.</p> <p>Waste crime is substantially a hidden issue which means it is difficult to get a real sense of the scale and nature of the issue. Perceptions surveys have been used by other organisations to improve knowledge and understanding. We have used one here to collect information on waste crime, as perceived by individuals working within the Scottish waste sector.</p> <p>The survey is based on an analysis of 257 anonymous responses from individuals and will provide backing for our plans to identify and tackle waste crime in Scotland.</p> <p>The report identifies some of the challenges that remain if we are to successfully eradicate waste crime – not least in areas where SEPA can also improve – but, more importantly, it provides us with an enhanced understanding of the impact and causes of waste crime in Scotland. It also indicates some areas of activity that are vulnerable to waste crime, and what SEPA, in collaboration with its partners in industry and across government, can do to make waste management a hostile environment for crime. We will consider these options in 2017-2018.</p> <p>We have obtained endorsement for the survey from Jacob Hayler, Executive Director of the Environmental Services Association, and Dr Colin Church, Chief Executive Officer of the Chartered Institute of Wastes Management, as an important contribution to enhanced collaboration between the legitimate industry and the regulator, maintaining the momentum in the fight against waste crime.</p>			
Information source	Unit Manager, Waste Enforcement (Life SMART Waste Project)		
Responsible director	Executive Director with responsibility for Regulatory Services		

Section 3: Performance measures reports (continued)

20. Material recovery facilities	Understand the quality of waste coming into and leaving material recovery facilities.		
Outcome	Scotland is preparing for a sustainable future and is taking steps to limit climate change		
<p>The Scottish Government wants to see Scotland produce high quality recycled materials (recyclate) as part of its Circular Economy and Zero Waste ambitions. It wants to stimulate market demand for high quality recyclate by making output quality data publicly available. Much of this recyclate is produced by material recovery facilities but there is concern that collections of mixed dry recyclable waste (known as “co-mingled”) sent to these facilities are not the same quality of recyclate as separately collected material. Under a new duty introduced in late 2015, these facilities must report quarterly input and output quality data to us and we are initially required to audit these facilities twice a year.</p> <p>This measure records how successfully we developed an understanding of material quality, allowing us to advise on improvements and prevent any harm associated with contaminated recyclate leaving the facilities. By the end of March 2017, we planned to produce a summary report describing our understanding of material quality at each material recovery facility² and performance across the sector, highlighting issues and recommendations.</p>			
<table border="1" style="width: 100%;"> <tr> <td style="padding: 5px;">2016-2017</td> </tr> <tr style="background-color: #d4edda;"> <td style="padding: 5px;">✓ Target achieved</td> </tr> </table>		2016-2017	✓ Target achieved
2016-2017			
✓ Target achieved			
<p>Performance explained:</p> <p>This measure has been achieved as we have produced a summary report demonstrating our improved understanding of material quality at material recovery facilities and overall performance across the sector. This report is being reviewed internally to determine our future priorities. It will form the basis of an external report to be published alongside the material recovery facility sampling data returns by the end of July 2017.</p>			
Information source	Unit Manager, National Operations Waste team.		
Responsible director	Executive Director with responsibility for Regulatory Services		

² For the purpose of this measure, facilities referred to are those that fall within the scope of the Materials Recovery Code.

Section 3: Performance measures reports (continued)

21. Landfill audits	Deliver 100% of planned audits by 31 March 2017.		
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 operating standards. Over time, further objectives have been added including reducing greenhouse gas emissions, developing standards for operation, improving consistency of regulation and preparing for the impact of the implementation of Zero Waste. The project continued this year and is likely to roll forward to future years.</p> <p>We chose the landfill sites for auditing by assessing where we can make the biggest impact. We considered the following factors:</p> <ul style="list-style-type: none"> • 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>The audits are thorough, usually lasting about two days. Staff from the National Operations Waste Unit plan, prepare and lead the audits to provide expertise about greenhouse gas management, engineering and financial provision, among other issues, and to promote national good practice. The number of audits for this year was maintained at a minimum of four.</p>			
<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="padding: 5px;">2016-2017</td> </tr> <tr style="background-color: #d9ead3;"> <td style="padding: 5px;">✓ Target achieved</td> </tr> </table>		2016-2017	✓ Target achieved
2016-2017			
✓ Target achieved			
<p>Performance explained:</p> <p>Performance throughout the year has remained on track or in excess of the target. We have completed five landfill audits, exceeding the annual target of four.</p> <p>The audits were split between our three regions and continue to show a sector heavily impacted by the forthcoming ban on biodegradable municipal waste to landfill and decreasing waste inputs. These challenges are reflected in the decision to focus on landfills as part of our recently launched sector approach.</p> <p>Our analysis of the audit findings reveals common themes regarding reviews of permits and monitoring / incident reports sent to us by the operators. Leachate (liquid draining from a landfill) and surface water issues were found to be less problematic this year partly due to the drier weather conditions.</p> <p>Work was carried out during the year to assess the impact of the audit programme, and the actions carried out by the sites as a result of any failures to meet permit conditions, or other observations raised. For the audits carried out over the previous year, over 94% of the identified issues had been subject to improvement in the intervening time, showing that the audit process had been successful in raising standards nationally.</p>			
Information source	Specialist, National Operations Waste team		
Responsible director	Executive Director with responsibility for Regulatory Services		

Section 3: Performance measures reports (continued)

22. Buildings' energy use	Reduce energy use in our buildings by 18% from 2014-2015 baseline to 2020 (this requires a 4% reduction each year for five years).		
Outcome	SEPA is a high performance organisation		
<p>This target is aimed at helping us to achieve our long term ambition to reduce emissions of carbon dioxide equivalent³ by 42% by 2020 compared to a 2006-2007 baseline. Given the natural variability of annual energy use due to the weather, we report on progress towards the 2020 target, rather than a specific target for the year, by providing quarterly updates of energy use across our estate.</p>			
<table border="1" style="width: 100%; text-align: center;"> <tr> <td data-bbox="153 573 1425 622">2016-2017</td> </tr> <tr> <td data-bbox="153 622 1425 674">✓ Target achieved</td> </tr> </table>		2016-2017	✓ Target achieved
2016-2017			
✓ Target achieved			
<p>Performance explained:</p> <p>This measure has been achieved as buildings' electricity use is down 9.5% this year compared to last year. Meanwhile gas use is down about 20.1% over the same period and on the same basis.</p> <p>These results leave electricity use down around 20% from the 2014-2015 baseline. Gas use is down 30% on the same basis. Electricity has recently represented almost 90% of our buildings' energy emissions.</p> <p>In emissions terms, against the 2006-2007 baseline, emissions from energy use in our buildings are down 17%. Transport emissions are down 52% over the same period, making our total emissions down 33% since 2006-2007.</p>			
Information source	Senior Policy Officer, Facilities		
Corporate risk register	R020 Greenhouse gas emissions 42% cut by 2020		
Responsible director	Chief Officer, People & Property		

³ Carbon dioxide equivalent, used as a standard unit for measuring greenhouse gases. It expresses the impact of each different greenhouse gas in terms of the amount of carbon dioxide that would create the same amount of warming.

Section 3: Performance measures reports (continued)

23. Transport emissions	Reduce emissions from transport and travel by 5% from 2014-2015 baseline to 2020 (this requires a 1% reduction each year for five years).																					
Outcome	SEPA is a high performance organisation																					
<p>This target is aimed at helping us to achieve our long term ambition to reduce emissions of carbon dioxide equivalent by 42% by 2020 compared to a 2006-2007 baseline.</p> <p>This indicator measures emissions of carbon dioxide equivalent arising from our transport and travel. Rather than a fixed numerical target for this year, we report on whether we remain on track to achieve the 2020 emissions target.</p>																						
<table border="1"> <tr> <td>2016-2017</td> </tr> <tr> <td style="background-color: #d9ead3;">✓ Target achieved</td> </tr> </table>		2016-2017	✓ Target achieved																			
2016-2017																						
✓ Target achieved																						
<p>Performance explained:</p> <p>We have achieved this target as we continue to make progress in reducing our emissions from transport. Note that on the basis of last year's reduction in transport emissions and further progress this year, we have already met the 2020 target, having achieved a 10.5% reduction from the 2014-2015 baseline.</p> <p>Over the year our emissions of carbon dioxide equivalent were down 4% on the same period last year.</p>																						
<table border="1"> <thead> <tr> <th>Source of emissions (Tonnes, carbon dioxide equivalent)</th> <th>2016-2017 (Tonnes, carbon dioxide equivalent)</th> <th>% change on previous year</th> </tr> </thead> <tbody> <tr> <td>Air</td> <td style="text-align: right;">45</td> <td style="text-align: right;">-44%</td> </tr> <tr> <td>Business Car Mileage</td> <td style="text-align: right;">416</td> <td style="text-align: right;">1%</td> </tr> <tr> <td>Ferry</td> <td style="text-align: right;">1</td> <td style="text-align: right;">-41%</td> </tr> <tr> <td>Car Fuel Cards</td> <td style="text-align: right;">208</td> <td style="text-align: right;">-2%</td> </tr> <tr> <td>Rail</td> <td style="text-align: right;">97</td> <td style="text-align: right;">6%</td> </tr> <tr> <td>Grand Total</td> <td style="text-align: right;">768</td> <td style="text-align: right;">-4%</td> </tr> </tbody> </table>		Source of emissions (Tonnes, carbon dioxide equivalent)	2016-2017 (Tonnes, carbon dioxide equivalent)	% change on previous year	Air	45	-44%	Business Car Mileage	416	1%	Ferry	1	-41%	Car Fuel Cards	208	-2%	Rail	97	6%	Grand Total	768	-4%
Source of emissions (Tonnes, carbon dioxide equivalent)	2016-2017 (Tonnes, carbon dioxide equivalent)	% change on previous year																				
Air	45	-44%																				
Business Car Mileage	416	1%																				
Ferry	1	-41%																				
Car Fuel Cards	208	-2%																				
Rail	97	6%																				
Grand Total	768	-4%																				
Information source	Policy Officer, Facilities																					
Corporate risk register	R020 Greenhouse gas emissions 42% cut by 2020																					
Responsible director	Chief Officer, People & Property																					

Section 3: Performance measures reports (continued)

24. Zero waste targets	Consign no more than 5% of all SEPA waste to landfill by 2025.		
Outcome	SEPA is a high performance organisation		
<p>This target is aimed at reducing our environmental impact, and contributing to the national Zero Waste target of no more than 5% of all waste being consigned to landfill by 2025. Progress towards restricting landfill to less than 5% of our waste is linked to achieving and exceeding the Zero Waste Plan recycling target: “reuse or recycle 50% of waste materials by 2020 and 70% by 2025.”</p> <p>To achieve the longer term landfill target of 5%, either the waste recycled figure will have to rise well above the 70% national Zero Waste target and/or a significant proportion of our non-recyclable waste will have to be used for “energy from waste.” We aim to continue increasing the proportion of our waste being recycled, and to meet or exceed the national Zero Waste targets for recycling.</p>			
<table border="1" style="width: 100%;"> <tr> <td style="padding: 5px;">2016-2017</td> </tr> <tr style="background-color: #d9ead3;"> <td style="padding: 5px;">✓ Target achieved</td> </tr> </table>		2016-2017	✓ Target achieved
2016-2017			
✓ Target achieved			
<p>Performance explained:</p> <p>This measure has been achieved as we have maintained recycling levels and the proportion of waste diverted from landfill at similar levels to last year. The data from Mitie, our waste contractor, shows that on average 12% of our waste went to landfill, and recycling levels averaged 66% over the year. This compares with 13% and 67% respectively the previous year, representing a slight improvement on the amount of waste being diverted from landfill.</p> <p>Overall we succeeded in reducing waste generated across our estate by 13% this year compared to the previous year.</p> <p>We reported a figure of 9% for waste to landfill in the first half of the year. Closing Clearwater House, our old Edinburgh office, prior to the move to Silvan House in Edinburgh led to a one-off rise in overall levels of waste sent to landfill in December. This added the equivalent of about 2% to the overall figure for the full year.</p>			
Information source	Facilities Co-ordinator and Mitie.		
Responsible director	Chief Officer, People & Property		

Section 3: Performance measures reports (continued)

25. Organisational efficiencies	Deliver organisational efficiencies of at least 3% of our grant-in-aid funding.		
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 these savings in order to achieve a balanced budget in future years.</p>			
<p>This performance measure monitors whether we have reduced our operating costs in order to achieve the required efficiency savings set by the Scottish Government. By the end of the year we needed to have identified organisational savings of at least 3% for next year's budget.</p>			
<table border="1" style="width: 100%; text-align: center;"> <tr> <td data-bbox="150 589 1422 640">2016-2017</td> </tr> <tr> <td data-bbox="150 640 1422 689">✓ Target achieved</td> </tr> </table>		2016-2017	✓ Target achieved
2016-2017			
✓ Target achieved			
<p>Performance explained:</p> <p>This measure has been achieved. The savings resulting from our voluntary severance programme, and other non-pay related cost savings, are expected to release savings of at least 3% of costs associated with operating activities funded by grant-in-aid from the Scottish Government.</p>			
Information source	Head of Finance		
Responsible director	Chief Officer, Finance		

Section 3: Performance measures reports (continued)

26. Cost recovery	Recover at least 98% of our costs across our charging schemes, with 99% recovery of subsistence income.		
Outcome	SEPA is a high performance organisation		
<p>We have a responsibility to ensure that all relevant costs of regulatory activities are recovered through charges. This measure records our ability to recover the costs of regulation through our charging schemes. Subsistence income refers to the money businesses pay us each year to cover our regulatory work (e.g. inspection, data collection, assessment of site impacts, sampling) to protect the environment. It reflects the activities carried out by a business during an average year. Subsistence income does not include one-off activities such as permit applications.</p>			
<table border="1" style="width: 100%; text-align: center;"> <tr> <td data-bbox="153 622 1420 674">2016-2017</td> </tr> <tr> <td data-bbox="153 674 1420 725">✓ Target achieved</td> </tr> </table>		2016-2017	✓ Target achieved
2016-2017			
✓ Target achieved			
<p>Performance explained:</p> <p>This measure has provisionally been achieved as present preliminary forecasts show us on target to meet the 98% and 99% cost recovery targets.</p> <p>The forecast costs for 2016-2017, attributed to chargeable activities using last year's data, but adjusted to reflect known changes at 01 April 2016, indicate that the trading scheme will meet its target this year. The Agency Management Team has approved a data sampling exercise which will enable us to confirm assumptions made on the time allocated to activities this year.</p> <p>We are forecasting an under recovery of 68% in costs related to permit applications. This reflects the fact that the streamlining of the permitting process will take time and the anticipated efficiencies will not be fully realised this financial year.</p>			
Information source	Head of Finance		
Responsible director	Chief Officer, Finance		

Section 3: Performance measures reports (continued)

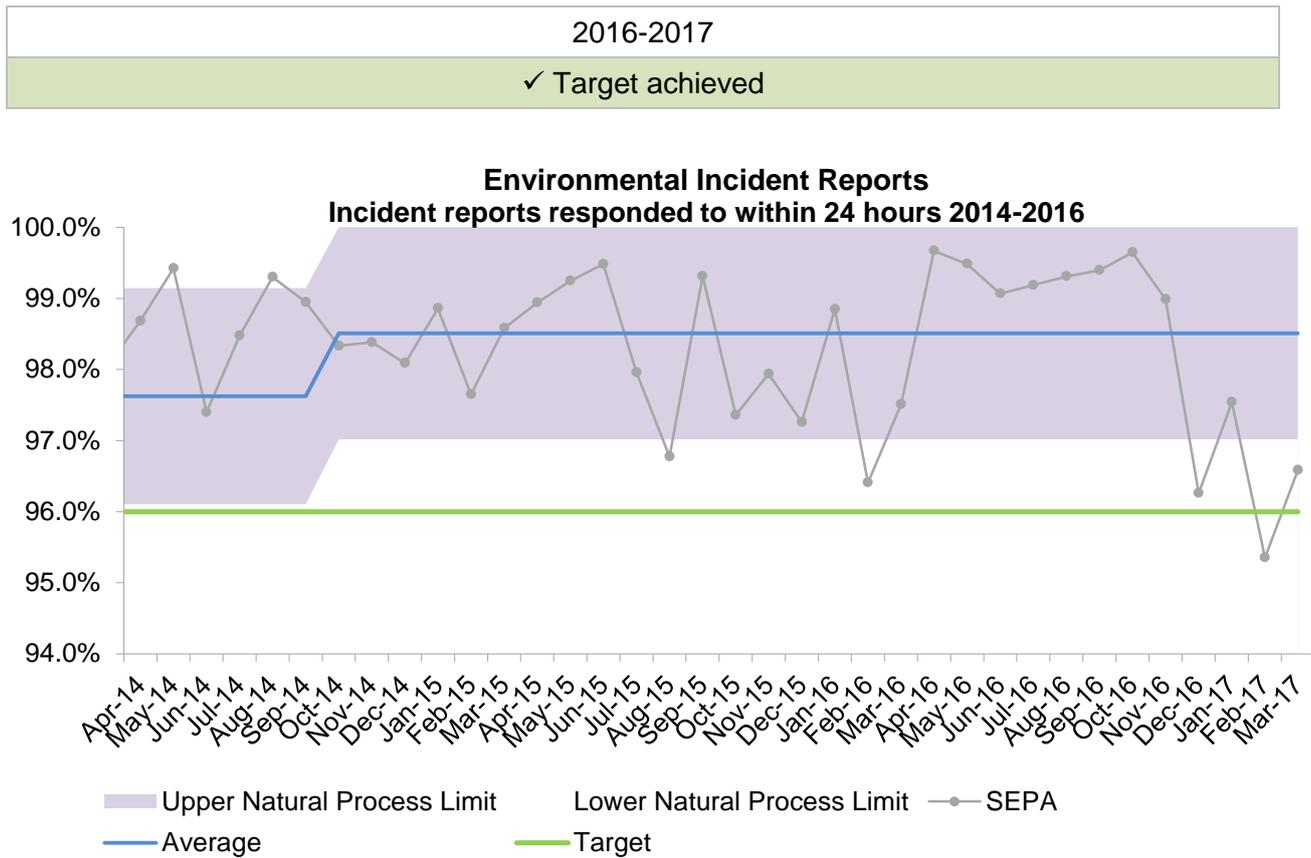
27. Licence determination	Work with operators to determine at least 96% of applications within statutory timescales.
Outcome	SEPA is a high performance organisation
<p>We want to ensure that we process applications within the statutory timescales so that businesses can comply with environmental legislation. The statutory timescales for determining Waste Exemptions is 21 days, Controlled Activities Regulations (Registrations) is 30 days, Pollution Prevention and Control Part B (Deemed Applications) is 12 months. For all others reported below, the statutory timescale for processing an application is four months.</p> <p>This performance indicator measures whether or not we determine applications for registrations, permit, authorisations and licences within these statutory time limits.</p>	
<div style="text-align: center;"> <p>2016-2017</p> <p>✓ Target achieved</p> </div> <p style="text-align: center;">Licence Processing: all regimes % applications determined within statutory timescales (excluding Band A nuclear sites)</p> <p>Legend: Upper Natural Process Limit (light blue), Lower Natural Process Limit (light green), SEPA (grey line with markers), Average (blue line), Target (green line)</p>	
Performance explained:	
<p>This measure has been achieved as we have determined 98.5% of applications within the appropriate timescale, against the 96% target.</p>	
Information source	Senior Business Consultant, Development Unit
Responsible director	Executive Director with responsibility for Regulatory Services

Section 3: Performance measures reports (continued)

28. Environmental incident reports	Respond to 96% of environmental incidents and pollution reports within 24 hours.
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Outcome	SEPA is a high performance organisation
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When members of the public are helping us in our work, we want to respond promptly to them. This includes responding quickly to people who report environmental incidents and pollution to us. This measures the time it takes us to acknowledge receipt of notification of an environmental event. This involves the call being received by the SEPA Contact Centre, allocated to an appropriate team and a member of the team assessing the information and responding to the notifier, usually with a phone call.



Performance explained:

This measure has been achieved as we have responded to 6,752 of the 6,843 incidents reported to us (99%) within 24 hours, against the 96% target.

Information source	Senior Business Consultant
Responsible director	Executive Director with responsibility for Regulatory Services

Section 3: Performance measures reports (continued)

29. Major and significant environmental events	Respond to all significant and major environmental events within 12 hours.		
Outcome	SEPA is a high performance organisation		
<p>This measure records the time it takes us to acknowledge receipt of notification of major and significant environmental events (known as category 1 or 2 events). 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, who assesses it and then responds to the notifier, usually with a phone call within 12 hours.</p>			
<table border="1" style="width: 100%; text-align: center;"> <tr> <td data-bbox="150 613 1428 663">2016-2017</td> </tr> <tr> <td data-bbox="150 667 1428 714">✓ Target achieved</td> </tr> </table>		2016-2017	✓ Target achieved
2016-2017			
✓ Target achieved			
<p>Performance explained: This measure has been achieved as we have responded to 100% (192) of all events which were initially categorised as Major or Significant (Category 1 and 2) within 12 hours.</p>			
Information source	Senior Business Consultant		
Responsible director	Executive Director with responsibility for Regulatory Services		

Section 3: Performance measures reports (continued)

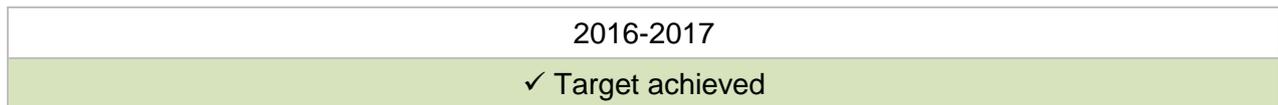
30. Development plan and SEA consultations	Respond to 100% of formal development plan consultations and strategic environmental assessment consultations within agreed timescales.																		
Outcome	SEPA is a high performance organisation																		
<p>The Scottish Government has clearly indicated the importance of the planning system to support economic growth and the role of the development plan in this process (Planning Reform: The Next Steps, March 2012). We are a key agency under the Planning etc. (Scotland) Act 2006 and a statutory consultee within the land use planning system. Our engagement in development plans is one of our key planning priorities. 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>Strategic environmental assessment is a systematic process for identifying, reporting, mitigating and monitoring environmental effects of plans, programmes and strategies. It aims to ensure that environmental issues are taken into account at every stage in their preparation, implementation, monitoring and review. Under the Environmental Assessment (Scotland) Act 2005 we have a statutory duty, as a Consultation Authority to provide advice to those undertaking strategic environmental assessments. We respond to approximately 300 strategic environmental assessment consultations each year.</p>																			
<p>The purpose of this performance measure is to monitor how well we meet agreed timescales for both tasks.</p>																			
<p>2016-2017</p> <p>✓ Target achieved</p>																			
<p>Performance explained:</p>																			
<p>This target has been achieved as we have maintained a 100% record for all consultations over the year, taking account of agreed extensions.</p>																			
<p>This year we received 192 development plan consultations. Of these, 174 were completed on time with the remaining 18 achieved after extensions had been agreed.</p>																			
<p>We received 160 strategic environmental assessment consultations over the same period. All were responded to on time.</p>																			
<table border="1" data-bbox="145 1592 1401 1731"> <thead> <tr> <th>Consultation Group</th> <th>Target</th> <th>Percent on time</th> <th>Percent within extension</th> <th>Percent late</th> </tr> </thead> <tbody> <tr> <td>Development Planning Consultation</td> <td>100%</td> <td>91% (174)</td> <td>100% (192)</td> <td>0% (0)</td> </tr> <tr> <td>SEA Consultations</td> <td>100%</td> <td>100% (160)</td> <td>100% (160)</td> <td>0% (0)</td> </tr> </tbody> </table>					Consultation Group	Target	Percent on time	Percent within extension	Percent late	Development Planning Consultation	100%	91% (174)	100% (192)	0% (0)	SEA Consultations	100%	100% (160)	100% (160)	0% (0)
Consultation Group	Target	Percent on time	Percent within extension	Percent late															
Development Planning Consultation	100%	91% (174)	100% (192)	0% (0)															
SEA Consultations	100%	100% (160)	100% (160)	0% (0)															
Information source	Manager, Planning, Advice and Engagement																		
Responsible director	Executive Director with responsibility for Regulatory Services																		

Section 3: Performance measures reports (continued)

31. Planning consultations	Respond to at least 95% of planning consultations within agreed timescales.										
Outcome	SEPA is a high performance organisation										
<p>Local authorities, the Scottish Government and other agencies consult us about planning applications that range from the building of individual houses to power stations and windfarms. 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 also provide advice on environmental issues such as flooding, air quality, issues with sustainable waste management and the water environment.</p> <p>The standard consultation timescale is ten 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.</p> <p>For the 4,000 or more planning consultations received each year, we aim to reply in the time given to us by local planning authorities and other bodies. The purpose of this performance measure is to monitor how well we meet agreed timescales for responding to planning consultations.</p>											
<table border="1" style="width: 100%; text-align: center;"> <tr> <td data-bbox="150 848 1401 898">2016-2017</td> <td data-bbox="1406 848 1436 898"></td> </tr> <tr style="background-color: #d9ead3;"> <td data-bbox="150 904 1401 954">✓ Target achieved</td> <td data-bbox="1406 904 1436 954"></td> </tr> </table>		2016-2017		✓ Target achieved							
2016-2017											
✓ Target achieved											
<p>Performance explained:</p> <p>This target has been achieved as we have responded to 96% of planning consultations on time, taking account of agreed extensions, against the target of 95%. Out of 4,170 consultations received over the year, only 161 responses (4%) were late.</p> <table border="1" data-bbox="217 1198 1374 1355" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th></th> <th>Target</th> <th>Percent on time</th> <th>Percent within extension</th> <th>Percent late</th> </tr> </thead> <tbody> <tr> <td>Planning Consultations</td> <td>95%</td> <td>86% (3,591)</td> <td>96% (4,009)</td> <td>4% (161)</td> </tr> </tbody> </table>			Target	Percent on time	Percent within extension	Percent late	Planning Consultations	95%	86% (3,591)	96% (4,009)	4% (161)
	Target	Percent on time	Percent within extension	Percent late							
Planning Consultations	95%	86% (3,591)	96% (4,009)	4% (161)							
Information source	Manager, Planning, Advice and Engagement										
Responsible director	Executive Director with responsibility for Regulatory Services										

Section 3: Performance measures reports (continued)

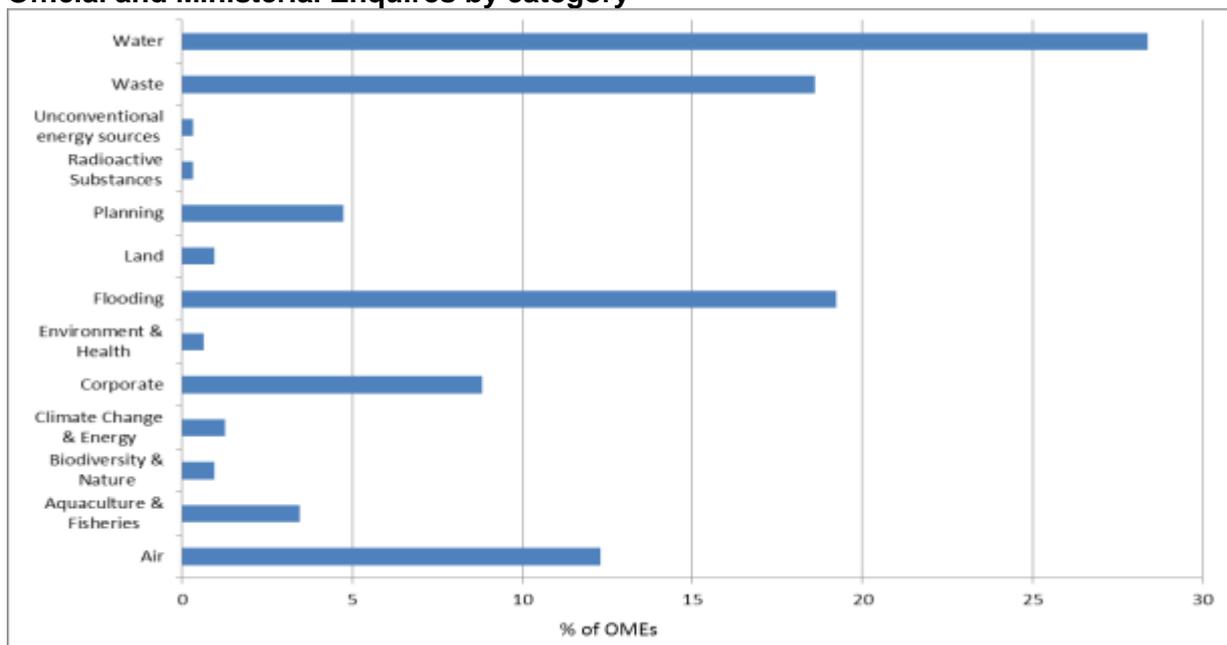
<p>32. Official and Ministerial Enquiries and Third Party Consultations</p>	<p>Respond to at least 90% of formal Third Party Consultations and Official and Ministerial Enquiries within agreed timescales</p>
<p>Outcome</p>	<p>SEPA is a high performance organisation</p>
<p>Third Party Consultations require 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.</p> <p>Official and Ministerial Enquiries are interactions with a variety of bodies. These include: Government seeking information for Ministers; direct enquiries from Ministers; members of the Scottish, UK or European Parliaments (including individual politicians or their staff); leaders or chief executives of local authorities; and staff from the Scottish or UK Parliaments, for example members of SPICe (the Scottish Parliament Information Centre) or committee clerks. Over the last five years we have received over 300 enquiries a year.</p> <p>The purpose of this performance measure is to monitor how well we meet agreed timescales for responding to Third Party Consultations and Official and Ministerial Enquiries.</p>	



Performance explained:

This target has been achieved as we have met the target of responding to consultations and enquiries within the agreed timescales. We have received 23 third party consultations over the year and responded to all of them within the set deadlines. Over the same period we received 317 Official and Ministerial Enquiries and we have responded to 297 (94%) within agreed timescales.

Official and Ministerial Enquires by category

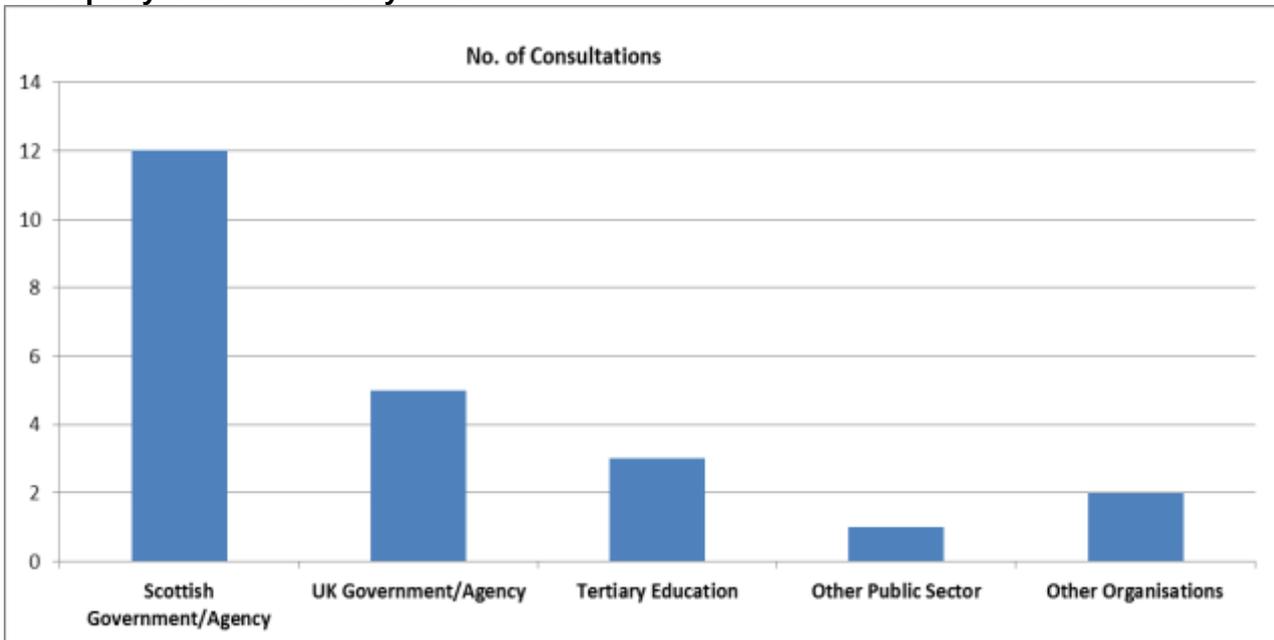


32. [Official and Ministerial Enquiries and Third Party Consultations](#)

Respond to at least 90% of formal Third Party Consultations and Official and Ministerial Enquiries within agreed timescales

- Just over half of enquiries in 2016-2017 came from Members of the Scottish Parliament (MSPs);
- Water, Waste, Flooding and Air are the most significant categories - they constituted around 77% of all enquiries;
- The total number of enquiries (317) received this year was lower than the latest four-year average, which is 340 enquiries per year.

Third party consultations by source



- 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.

Information source	Senior Administration Officer
Responsible director	Chief Officer, Performance & Innovation

Section 3: Performance measures reports (continued)

33. Contact Centre enquiries	Resolve at least 75% of customer enquiries to our SEPA Contact Centre at first point of contact.		
Outcome	SEPA is a high performance organisation		
<p>Our Contact Centre is often the first point of contact for our customers calling to make enquiries. We are continually seeking ways to make improvements to customer service. Monitoring customer contact and analysing the nature of requests allows the Contact Centre to ensure it has the most up-to-date information available to respond to customers' enquiries. By raising the knowledge base of the Contact Centre staff we should be able to resolve more customer enquiries at first point of contact – that is without requiring the call to be transferred to someone else. This will improve customer satisfaction and also be more rewarding for our staff who will feel they have contributed to a better service. We aimed to have achieved the 75% level by the last quarter of the year.</p>			
<table border="1"> <tr> <td>2016-2017</td> </tr> <tr> <td style="background-color: #f28b82;">Target not achieved</td> </tr> </table>		2016-2017	Target not achieved
2016-2017			
Target not achieved			
<p>Performance explained:</p> <p>This target has not been achieved as we did not achieve the 75% target by the last quarter.</p> <p>Over the year the SEPA Contact Centre averaged close to 60% for calls resolved at first point of contact. There continued to be an increase in regulated services related queries that the Contact Centre was unable to respond to, and had to pass onto Regulatory Services to resolve. A relatively dry winter also reduced the number of flooding enquiries that the Contact Centre would normally be able to handle at first point of contact.</p> <p>On reflection the target proved to be too ambitious. We have resolved to set a more realistic target for the coming year, and to continue to chart our progress in meeting a greater proportion of customers' enquiries at first point of contact.</p> <p>Contact Centre staff continue to increase their knowledge base, assisting them in handling enquiries. For example new procedures are currently being piloted to improve information gathering when handling environmental events notifications. The feedback received has been positive and the information the Contact Centre is gathering is helping Regulatory Services in their investigations.</p> <p>We carried out a scoping exercise in October 2016. One conclusion from this study was that the Contact Centre's data recording processes required updating. A new system will be implemented in May 2017 which will record and capture customer enquiries with better reporting capabilities. The system will also allow us to receive and respond to customer feedback, giving scope for further improvements.</p>			
Information source	SEPA Contact Centre Manager		
Responsible director	Executive Director with responsibility for Regulatory Services		

Section 3: Performance measures reports (continued)

34. Staff engagement	Maintain high levels of staff engagement.		
Outcome	SEPA is a high performance organisation		
<p>There is a growing body of evidence that employee engagement has a significant impact on organisational success. Developing a high level of employee engagement is also in line with the objectives of our People Strategy. This measure was introduced in 2015 and we were able to gauge staff engagement using the Engagement Index of the People Survey which we complete every two years. This year we continued to track staff engagement through the same proxy measures on staff sickness absence, grievances and staff turnover we used last year, prior to obtaining the People Survey results later in 2015-2016. We were aiming for all three proxy measures to improve by the year-end, though the target would have been achieved if only two out of the three improved.</p>			
<table border="1" style="width: 100%; text-align: center;"> <tr> <td data-bbox="97 640 1485 689">2016-2017</td> </tr> <tr> <td data-bbox="97 689 1485 741">✓ Target achieved</td> </tr> </table>		2016-2017	✓ Target achieved
2016-2017			
✓ Target achieved			
<p>Performance explained:</p> <p>This target has been achieved as the first two of the three proxy measures below have improved when compared with the same period last year.</p> <p>Our first proxy measure is sickness absence, because of the well-established link between staff engagement, or staff motivation and commitment, with the lost time rate due to sickness absence. Absence has reduced from 3.83% last year to 3.76% for this year.</p> <p>The second proxy measure is turnover from voluntary leavers. An increased number of staff leaving the organisation voluntarily could have various root causes – some of these may be linked with low job satisfaction or low staff engagement. There have been marginally fewer voluntary leavers compared to last year.</p> <p>The third proxy measure used is the number of formal grievances and dignity at work cases raised by staff. Grievances and dignity at work cases can have a negative impact on wider teams, not just the individuals concerned. The resulting conflicts can negatively influence engagement levels and job motivation of those involved or those who hear about it. There have been nine recorded formal grievances this year compared to seven for last year.</p>			
Information source	Senior Human Resources Advisor		
Responsible director	Chief Officer, People & Property		

Appendix 1: Access to Information Annual Review 2016-2017

1. Introduction

The requirement actively to 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.

The proactive [publication of data](#) and information on the SEPA website and Scotland's Environment Web 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 2016 to 31 March 2017.

2. Overview of activity 2016-2017

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 then appeal to the Court of Session on a point of law only.

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

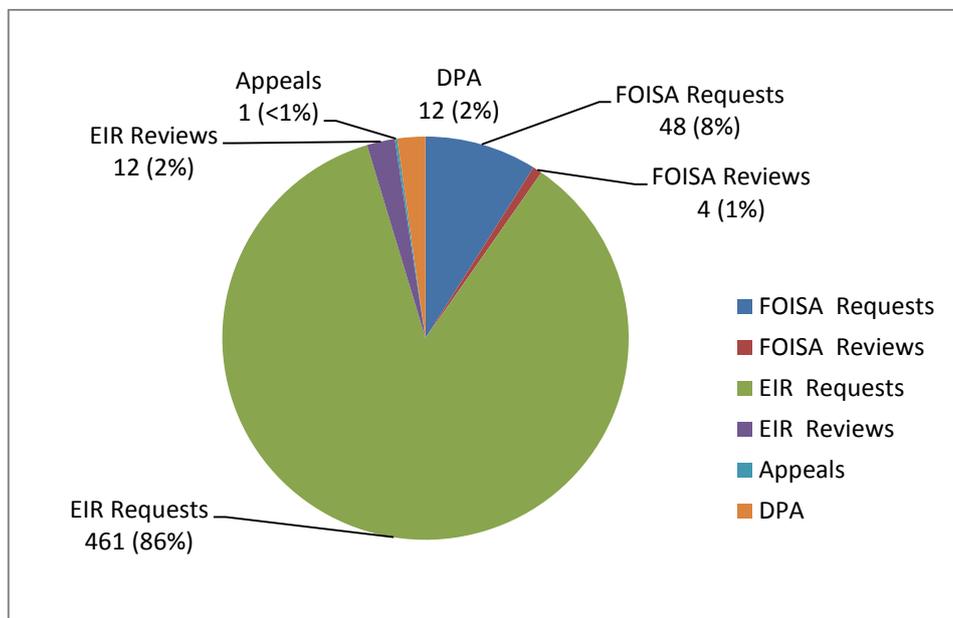


Figure 1 Access to Information requests logged in 2016-17

SEPA formally logged 509 information requests and 16 Formal Reviews in 2016-2017. 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 492 requests for information and 15 Formal Reviews. One appeal was submitted to the Office of the Scottish Information Commissioner and two 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.

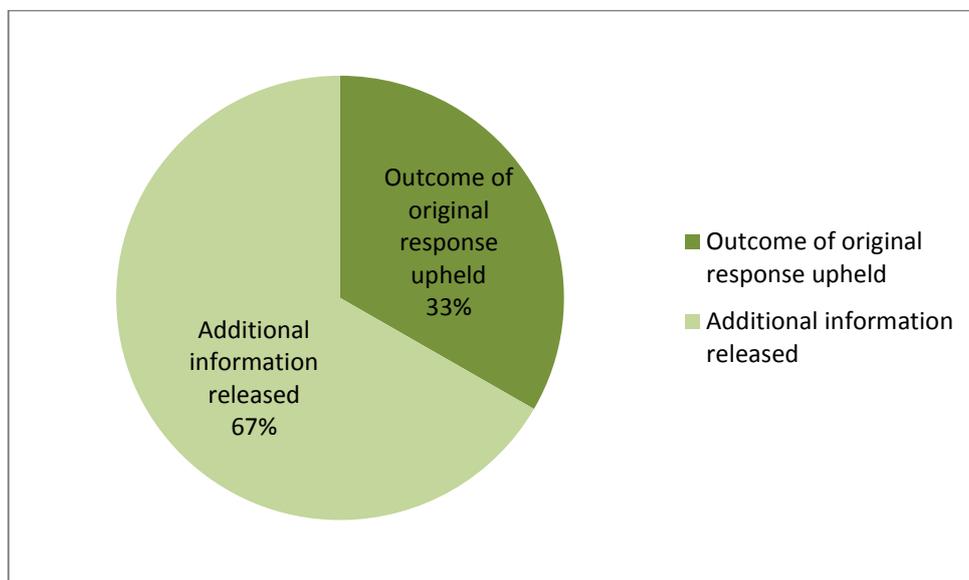


Figure 2 Outcomes of Formal Reviews in 2016-17

15 Formal Reviews were completed during 2016-17. Reviews were carried out for 3% of all requests handled under Freedom of Information (Scotland) Act 2002 (FOISA) and Environmental Information (Scotland) Regulations 2004 (EIR) 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 2016-2017, one appeal was submitted to the Office of the Scottish Information Commissioner meaning that appeals were made in respect of 0.2% of requests received.

The Office of the Scottish Information Commissioner also released two Decision Notices during 2016-2017.

[Decision 177/2016 Mrs L and the Scottish Environment Protection Agency \(SEPA\)](#)

Mrs L asked for correspondence between SEPA and a third party. SEPA disclosed some information. It withheld other information, relying mainly on the exception in regulation 10(5)(f) (prejudice to the interests of a third party) and the personal data provision. OSIC accepted that information was correctly withheld. They also considered regulation 10(6), which sets out that some of the exceptions in the EIRs can't be used if the information is about emissions. However, they found that the information in this case was not about emissions.

[Decision 006/2017 Philip Dinsdale and the Scottish Environment Protection Agency \(SEPA\)](#)

SEPA was asked about its voluntary severance scheme. It withheld the information under the exemptions relating to the effective conduct of public affairs and personal information.

OSIC accepted that SEPA was entitled to withhold the personal data of staff who had applied for voluntary severance. However, they found that other information had been wrongly withheld and should be disclosed.

2.2 Categories of requests received during 2016-2017

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 2016-17 more detailed sub-categories were introduced to highlight requests for specific topics.

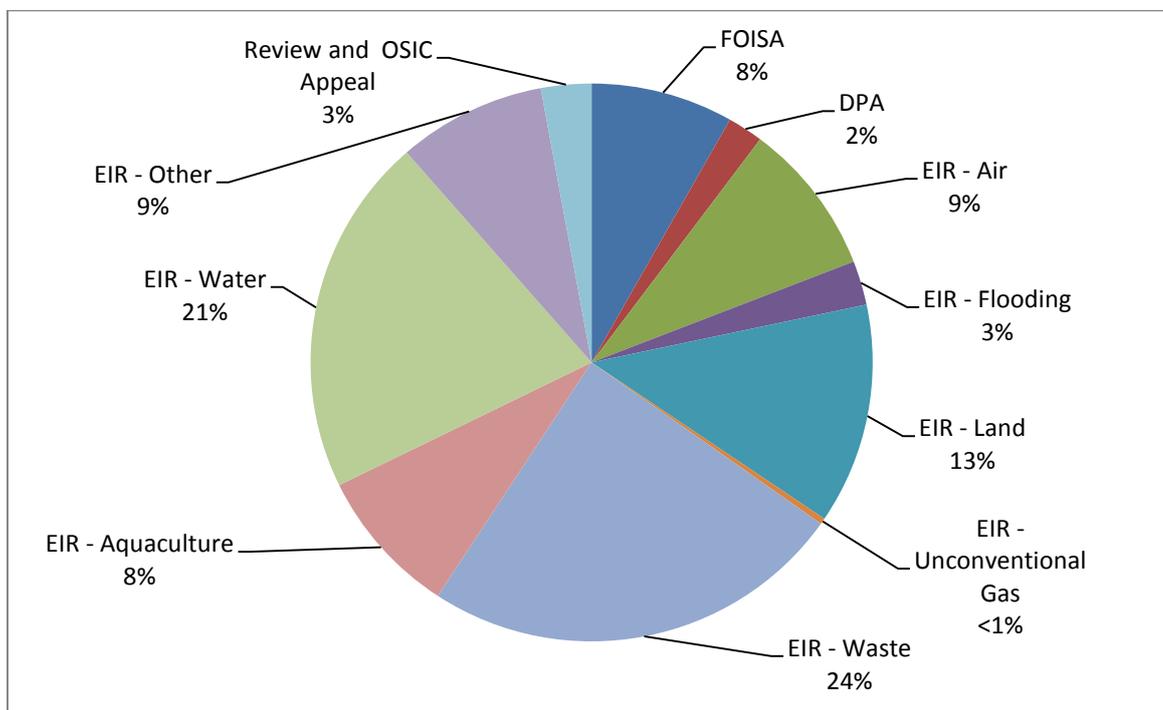


Figure 3 Access to Information requests by category 2016 -17

Requests for environmental information water and waste related issues continue to constitute the largest subject category. In 2016-17, requests relating to Aquaculture were recorded in a specific category. During the months between November and March, the number of Aquaculture related requests amounted to be 19% of the Access to Information team's workload.

Water related requests sought information on specific sites and pollution incidents where as waste related requested were focusing on RDF and specific authorised waste sites.

FOISA requests accounted for 8% of logged requests in 2016-2017. The subject matter of FOISA requests included harassment of SEPA staff, SEPA staff expenses and information on contracts awarded by SEPA for IS services.

2.3 Profile of Requesters

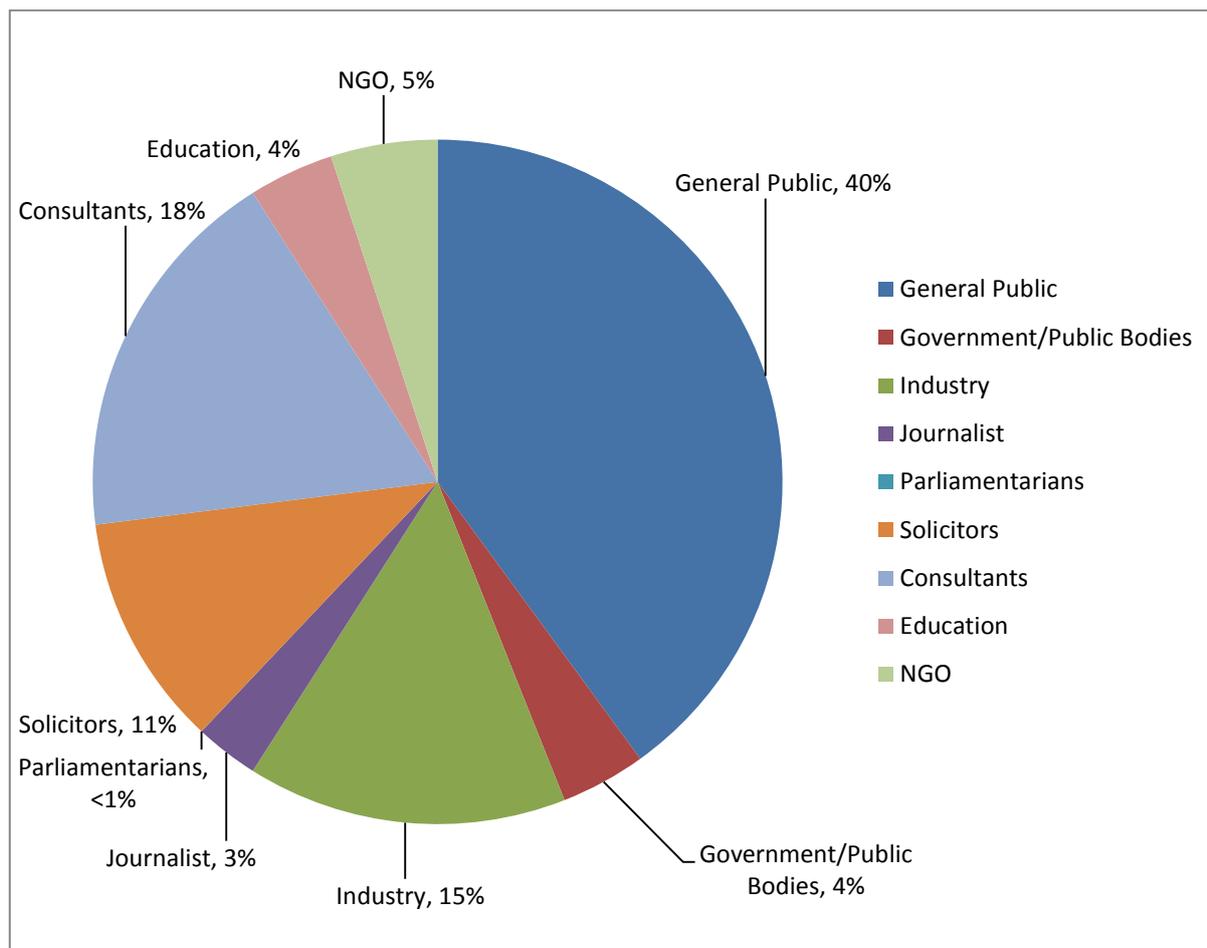


Figure 4 Profile of requestors 2016-17

The general public continue to be the largest single category of requestors. However the percentage has increased from 35% of requestors (2015-16) to 40% in 2016-17. The number of requests received from Solicitors and consultants have now been spilt into separate categories due to the significant numbers received.

We continue to receive multiple requests from a number of requestors. Six requestors have made eight or more requests and one requestor made 18 requests in the reporting period.

3. Analysis of logged requests

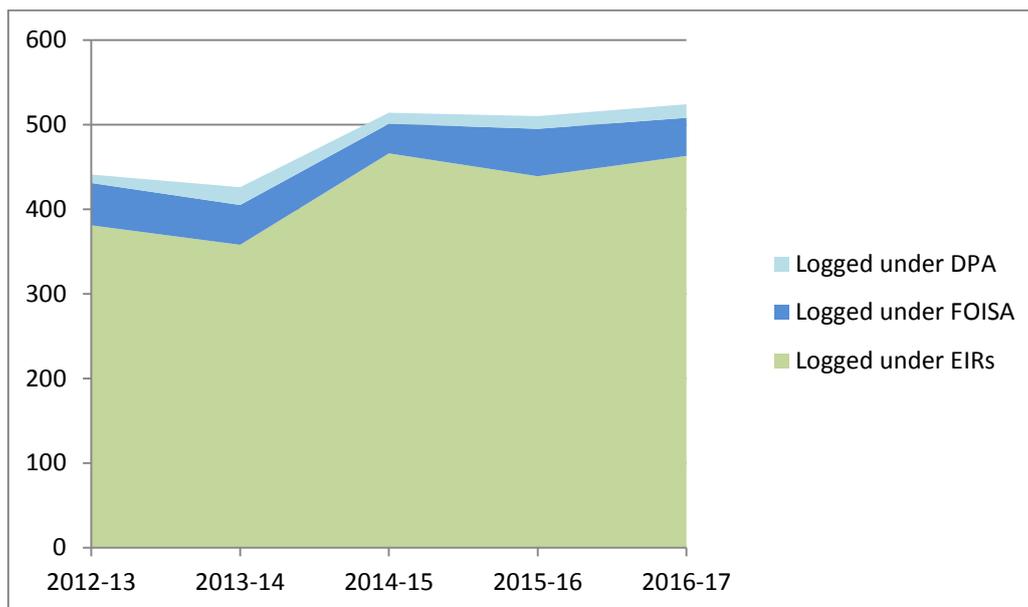


Figure 5 Logged requests for last five years (including reviews)

There was an overall increase of 6.4% in the number of logged requests in 2016-2017, when compared to 2015-2016. There were 18% more requests logged in 2016-2017 when compared to 2012-2013.

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/>

25 April 2017

Appendix 2: Using Control Charts to monitor and improve performance

The purpose of a control chart is to provide early warning that a measured process is over or under performing. Control charts allow trends in performance to be monitored and provide adequate time to take appropriate action to change working practices and improve performance.

Each month's performance data is shown as a dot. If the monthly performance falls below target the reason should be investigated. The average performance is shown as a line on the graph. The performance of any process will fluctuate each month. Fluctuations should be within the natural limits lines shown as a shaded area in the graph. For a well-managed process the natural limits will be close together. For processes that are still developing or are less well-managed the natural limits will be wider apart.

Signals we look for in a control chart that show a process possibly going out of control include:

- a single performance result above or below the natural limits should be investigated immediately;
- seven consecutive points on one side of the average line should be investigated;
- seven consecutive points rising or falling should be investigated;
- a pattern that repeats over a time frame e.g. annually, quarterly should be investigated.

We recalculate natural limits and the average when the process shows a clear change in performance. A performance change can occur for a number of reasons, such as improving/failing processes, outsourcing of processes, a change in staff or equipment, improved reporting systems or performance improvement initiatives.