



## Agency Board Meeting 29 May 2018

**Board Report Number:**

### **Annual Review of Performance 2017-2018**

**Summary:** This report presents the Annual Review of Performance for 2017-2018.

We achieved 11 of the performance measures in SEPA's [2017-2018 Annual Operating Plan](#). Five measures were missed.

We summarise performance of each measure in [Section 2](#) and [Section 3](#).

A brief description of all our performance measures, putting each into context, is available on the *Our performance* page of our website under the title of "[Corporate performance measures descriptions](#)".

The information in this review forms the basis of the performance section of the Annual Report and Accounts which will be published in the autumn. That report will contain a fuller description of SEPA's performance for the year, set in the context of the ambitious direction SEPA has set.

**Risks:** There are risks to SEPA's reputation associated with not achieving corporate targets within the time periods specified in our Annual Operating Plan 2017–2018.

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

**Equality:** There are no equality implications.

**Environmental and Carbon Impact:** Preliminary figures show SEPA's overall carbon emissions for 2017-2018 fell 7.6% from the year before. This represents a fall of 38% from the 2006-2007 baseline.

**Purpose and audience of the report:** For information.  
Agency Board, Scottish Government and Public.

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Jo Green, Chief Officer, Performance & Innovation  
15 May 2018

**Appendices:** **Annual Review of Performance 2017-2018**



# Annual Review of Performance

## 2017 – 2018

# Scottish Environment Protection Agency

## Annual Review of Performance

**01 April 2017- 31 March 2018**

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## Introduction

Our [Annual Operating Plan 2017-2018](#) described our priorities for the year and the performance measures we would use to monitor our success. By the end of the year 11 measures have been achieved and five have not been achieved. Two other measures have targets due at the end of next year. One appears on target, whilst the other is not on target.

This review summarises our performance over the year for each measure. As well as showing if we met the target this year, where relevant we also indicate whether the target was achieved in previous years. We have published a brief description of all 18 performance measures putting each into context. This is available on the *Our performance* page of our external website under the title of "[Corporate performance measures descriptions](#)".

The performance measure summaries on the following pages will be included within the 2017-2018 Annual Report & Accounts, which is usually laid before the Scottish Parliament in October.

## Summary

We achieved 11 of the performance measure targets in the [Annual Operating Plan 2017-2018](#).

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

We made significant progress in delivery of our core services of environmental regulation and flood risk management. Some of the highlights of the year were:

- We continue to make encouraging progress with our [diffuse pollution](#) farm visits - 88% of non-compliant farms taking up required measures before a second visit.
- [Compliance measures](#) show an improvement: the percentage drop in “very poor” is greater than the previous year.
- We are on target to meet the completion of the [flood risk assessment](#) by December 2018.
- Over 2,200 additional properties will be covered by new [flood warning schemes](#) developed over the year, under four separate schemes.
- We achieved 97% [cost recovery](#) across all our charging schemes.
- We reduced our [buildings' energy use](#) by 4% during the year. Gas use was down 14% and electricity use down 1%.

However we didn't meet our target on river restoration work in relation to [physical condition and river barriers](#). There were delays in projects for a variety of reasons, such as issues with the planning application process and also work needed to ensure that robust contractual arrangements were in place.

In 2017-2018 we were also introducing new areas of work. The year has seen the successful delivery of our Commercial Services Strategy with a number of international consultancy projects undertaken in countries such as Cyprus, Macedonia and Turkey.

In some other areas of new work we have made progress but didn't meet the following performance measures:

- [Sector plans](#) – three were out for public consultation at the year-end against a target of five. Three further plans are close to completing final stages in the first quarter of next year.
- We have signed three [Sustainable Growth Agreements](#) against the six planned. A further Agreement is due early in the next financial year and we are working on four others.
- We have yet to issue any “[clearer” permits](#) - key principles were agreed and work to develop the templates for new licences has been progressed. This will ensure a consistent and efficient approach to developing simple, outcome-focused permits in the future.

Both the Transport emissions and Buildings' energy use measures have until 2020 to reach their targets:

- [Transport emissions](#) are down 0.3% from the 2014-2015 baseline and may not reach the 5% reduction target by 2020.
- [Buildings' energy use](#) is 26% down on the same basis therefore looks on track to achieve the 18% fall required by 2020.

## Section 2: 2017–2018 Annual Operating Plan Scorecard

|   |   | Target     | Status |
|---|---|------------|--------|
| <b>Scotland's Environment</b>               |   |            |        |
| 01  | <a href="#">Increase the length of river or loch shore where physical condition is restored</a>   | 9.5km      | x      |
| 02  | <a href="#">Increase the length of river where fish movement is not restricted by man-made barriers</a>   | 175km      | x      |
| 03  | <a href="#">Achieve more than 75% uptake of required actions to alleviate diffuse pollution after first follow-up visits to non-compliant farms</a> | 75%        | ✓      |
| 04  | <a href="#">Monitor, analyse and report on the state of Scotland's environment</a>  | 31/03/2018 | ✓      |
| <b>Our Services - Regulation</b>            |   |            |        |
| 05  | <a href="#">Agree at least 5 sector plans</a>   | 5          | x      |
| 06  | <a href="#">Agree at least 6 Sustainable Growth Agreements</a>  | 6          | X      |
| 07  | <a href="#">Increase, in targeted sectors, in the percentage of permits which have obligations that are clearer</a>                                 | 31/03/2018 | X      |
| 08  | <a href="#">Reduce the number of licences classed as very poor at the end of March 2017</a>   | 31/12/2017 | ✓      |
| 09  | <a href="#">Reduce the number of licences which were non-compliant for two years or more at the end of March 2017</a>                               | 31/12/2017 | ✓      |
| 10  | <a href="#">Make the waste sector less attractive to criminals</a>  | 31/03/2018 | ✓      |
| <b>Our Services – Flood Risk Management</b> |   |            |        |
| 11  | <a href="#">Complete the preliminary flood risk assessment by end December 2018</a>   | 31/12/2018 | ✓      |
| 12  | <a href="#">Cover at least 2,000 additional properties with new flood warning schemes</a>   | 2,000      | ✓      |
| <b>Our Organisation</b>                     |   |            |        |
| 13  | <a href="#">Consult and engage on areas of our services</a>   | 31/03/2018 | ✓      |
| 14  | <a href="#">Reduce energy use in our buildings by 18% from 2014-2015 baseline by 2020</a>   | 31/12/2020 | (✓)    |
| 15  | <a href="#">Reduce emissions from transport and travel by 5% from 2014-2015 baseline by 2020</a>  | 31/12/2020 | (x)    |
| 16  | <a href="#">Achieve organisational efficiencies of at least 3% of our grant-in-aid funding</a>  | 3%         | ✓      |
| 17  | <a href="#">Recover at least 97% of our costs across our charging schemes</a>   | 97%        | ✓      |
| 18  | <a href="#">Achieve at least 79% Engagement Index score in People Survey results</a>  | 79%        | ✓      |

| Key | Status    | Definition                |
|-----|-----------|---------------------------|
|     | ✓         | Target was achieved       |
|     | x         | Target was not achieved   |
|     | (✓) / (x) | On target / Not on target |

| Corporate Plan measure                               | Annual Operating Plan measure   | AMT member | Status       | Performance   |      |           |           |           |           |                   |     |     |     |
|--|---|------------|--------------|---|------|-----------|-----------|-----------|-----------|-------------------|-----|-----|-----|
| Improvement in the quality of Scotland's environment | <b>1. Water environment – physical condition.</b><br>Increase the length of river or loch shore where physical condition is restored.   | John Kenny | Not achieved | <ul style="list-style-type: none"> <li>The 7.5km of river restoration completed this year is made up of two projects:           <ul style="list-style-type: none"> <li>➢ Pow Burn (South Esk Catchment, Tayside) restoring a length of 4km; and</li> <li>➢ River Nairn, Aberarder, Inverness, restoring approximately 3.5km of river.</li> </ul> </li> <li>We were aiming to get the Lyne Burn to groundworks this year but due to delays in the local authority planning process, groundworks are unlikely to start in the immediate future.</li> </ul> <div style="display: flex; justify-content: space-between; align-items: center;"> <span>Total opened (km)<br/>7.5</span> <span>Target (km)<br/>9.5</span> </div>   |      |           |           |           |           |                   |     |     |     |
|  | <b>2. Water environment – river barriers.</b><br>Increase the length of river where fish movement is not restricted by man-made barriers.   | John Kenny | Not achieved | <ul style="list-style-type: none"> <li>We have removed five barriers this year, opening up 100km of river for fish migration – against the 175km target.</li> <li>These include: Kirkton and Fair-a Far weirs, River Almond (72km); The Tarff Water (10km); Broad Burn (5km); and River Garry (13km).</li> <li>The three delayed projects were:           <ul style="list-style-type: none"> <li>➢ Garden Weir (Lugton Water, Irvine - 22km) - this was ready to start at the end of last summer but for technical and cost reasons it was decided to wait for lower flows this year, probably in May/June.</li> <li>➢ Sevenacres (further upstream - 47km) - faced delays in the design contract whilst we negotiated additional protection from damage claims from third parties; also delays while the main contractor negotiated a sub-contract for ground investigations. It is likely to start work in May/June.</li> <li>➢ The Garlogie Dam, Leuchar Burn, Grampian – this project was delayed for technical reasons, so resources were reallocated to another project that was ready to progress to the next stage.</li> </ul> </li> </ul> <div style="display: flex; justify-content: space-between; align-items: center;"> <span>Total opened (km)<br/>100</span> <span>Target (km)<br/>175</span> </div>   |      |           |           |           |           |                   |     |     |     |
|  | <b>3. Water environment – diffuse pollution</b><br>Achieve more than 75% uptake of required actions to alleviate diffuse pollution after first follow-up visits to non-compliant farms. | John Kenny | Achieved     | <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Year</th> <th>2014-2015</th> <th>2015-2016</th> <th>2016-2017</th> <th>2017-2018</th> </tr> </thead> <tbody> <tr> <td>Percentage uptake</td> <td>88%</td> <td>83%</td> <td>86%</td> <td>88%</td> </tr> </tbody> </table> <p>After first follow-up visits to non-compliant farms, we have maintained the uptake of required measures at 88%, well above the 75% target. These were mainly first cycle priority catchments from the 2009 -2015 River Basin Management Plan.</p> <ul style="list-style-type: none"> <li>Staff made 1,001 initial one-to-one visits this year in 20 of the 43 second cycle priority catchments (as prescribed for 2015-2021 in the latest <a href="#">River Basin Management Plans</a>). These include:       <ul style="list-style-type: none"> <li>Whiteadder, Dighty (Dundee area), Dundee coastal, Tweed, Esk Lothian, River Tyne, River Eden, East Lothian coastal, Stonehaven, Nairn, Cromarty coastal, Bervie water, River Ythan, Don, Dee (Grampian), Ken/Dee (Solway), Urr, Water of Girvan, Lochar water, Dumfries coastal and Annan catchments.</li> </ul> </li> <li>We attended 43 <a href="#">awareness-raising events</a> over the year, in partnership with Scotland's Rural College, under the brand of "<a href="#">Farming and Water Scotland</a>" providing advice on regulations, diffuse pollution and the General Binding Rules.</li> <li>We served the first Fixed Monetary Penalty on a farmer in the South Esk priority catchment on 22 March 2018 for continually ploughing fields within two metres of the water.</li> </ul> | Year | 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | Percentage uptake | 88% | 83% | 86% |
| Year   | 2014-2015   | 2015-2016  | 2016-2017    | 2017-2018   |      |           |           |           |           |                   |     |     |     |
| Percentage uptake                                    | 88%   | 83%        | 86%          | 88%   |      |           |           |           |           |                   |     |     |     |

| Corporate Plan measure  | Annual Operating Plan measure  | AMT member    | Status       | Performance   |  |  |                                   |  |  |  |    |    |    |    |                                |    |    |    |    |
|---|--|---------------|--------------|---|--|--|-----------------------------------|--|--|--|----|----|----|----|--------------------------------|----|----|----|----|
| Reporting of the quality of Scotland's environment  | <b>4. State of the environment</b><br>Monitor, analyse and report on the state of Scotland's environment.                        | David Pirie   | Achieved     | Report/Data   | Water classification   | Bathing waters – official classifications                  | SPRI                              | Waste Data                                 | UWWTD                                    |  |    |    |    |    |                                |    |    |    |    |
|   |  |               |              | Due   | October 2017   | April 2017   | September 2017                    | September 2017                             | July 2018                                |  |    |    |    |    |                                |    |    |    |    |
|   |  |               |              | Published   | ✓ September 2017   | ✓  | ✓                                 | ✓  | On track                                 |  |    |    |    |    |                                |    |    |    |    |
|   |  |               |              | Results   | <a href="#">2016 Water summary report</a>  | <a href="#">2017-2018 season classifications</a>           | <a href="#">2016 SPRI data</a>    | <a href="#">2016 Waste summary report</a>  |  |  |    |    |    |    |                                |    |    |    |    |
| Increase in the number of sector plans  | <b>5. Sector plans</b><br>Agree at least 5 sector plans.   | Terry A'Hearn | Not achieved | Sector  | Whisky Distilling  | Fin-fish Aquaculture                                       | Waste: Landfill                   | Oil and Gas: North Sea Decommissioning     | Waste: Metals recycling and reprocessing | Waste tyres                                |    |    |    |    |                                |    |    |    |    |
|   |  |               |              | Progress  | Draft out for public consultation  | <a href="#">Engagement ongoing, plan writing initiated</a> | Draft out for public consultation | Engagement ongoing, plan writing initiated | Draft out for public consultation        | Engagement ongoing, plan writing initiated |    |    |    |    |                                |    |    |    |    |
|   |  |               |              | Agreed  |  |  |                                   |  |  |  |    |    |    |    |                                |    |    |    |    |
| Increase in the number of Sustainable Growth Agreements   | <b>6. Sustainable Growth Agreements</b><br>Agree at least 6 Sustainable Growth Agreements.                                       | Jo Green      | Not achieved | Quarter   | Quarter 1  | Quarter 2  | Quarter 3                         | Quarter 4                                  |  |  |    |    |    |    |                                |    |    |    |    |
|   |  |               |              | In progress   |  |  | 5                                 | 5  |  |  |    |    |    |    |                                |    |    |    |    |
|   |  |               |              | Number agreed   | 3  | 0  | 0                                 | 0  |  |  |    |    |    |    |                                |    |    |    |    |
|   |  |               |              | Agreements with   | <ul style="list-style-type: none"> <li><a href="#">Superglass Insulation Limited</a></li> <li><a href="#">Venture Trust</a></li> <li><a href="#">Climate 2050</a></li> </ul> |  |                                   |  |  |  |    |    |    |    |                                |    |    |    |    |
| All permits have obligations which are clearer  | <b>7. Clearer permits</b><br>Increase, in targeted sectors, in the percentage of permits which have obligations that are clearer | Anne Anderson | Not achieved | <ul style="list-style-type: none"> <li>Although not achieved, good progress was made delivering clearer permits. Key principles were agreed and work to develop the templates for new licences has been progressed. This will ensure a consistent and efficient approach to developing simple, outcome-focused permits in the future.</li> <li>To ensure that the permits help support transformational change there was close working with the Landfill, Metals Recycling and Aquaculture sector teams to develop a regulatory approach that will deliver the objectives of One Planet Prosperity.</li> <li>We have undertaken a successful joint working project with Scottish Government to develop a fully digital permitting application and management system which will transform the permit application process for both external and internal stakeholders.</li> <li>Aquaculture - the first draft of the marine cage fish farm template has been presented to the fin-fish and marine cage industry, and reference to lessons learned from this will be used for other licences in the sector. The template should be finalised by the end of September 2018.</li> <li>Landfill - a team has been set up to develop the landfill template and is expected to have first draft approved by the end of June 2018. This will allow us to consult stakeholders with the aim of completion by the end of September 2018.</li> <li>Metals recycling - as there are many similarities between the landfill and metals recycling sectors, we will continue work on this template using lessons learned from the landfill template, once completed.</li> </ul> |  |  |                                   |  |  |  |    |    |    |    |                                |    |    |    |    |
| Reduction in non-compliance   | <b>8. Decreasing non-compliance</b><br>Reduce the number of licences classed as very poor at the end of March 2017.              | Anne Anderson | Achieved     | Reporting year  |  |  | 2016-2017                         | 2017-2018                                  |  |  |    |    |    |    |                                |    |    |    |    |
|   |  |               |              | Number very poor at start of year   |  |  | 74                                | 59   |  |  |    |    |    |    |                                |    |    |    |    |
|   |  |               |              | Number of these which are very poor at end of year  |  |  | 25                                | 15*  |  |  |    |    |    |    |                                |    |    |    |    |
|   |  |               |              | Percentage reduction  |  |  | 66%                               | 75%*                                       |  |  |    |    |    |    |                                |    |    |    |    |
| <p>* Provisional figures as at 15 May 2018. Please note that appeals are ongoing so this figure is subject to change. Two licences were not assessed in 2017, one of which has been surrendered in full and the other was addressed by licensing (an additional licence was issued).</p> <table border="1"> <thead> <tr> <th>2017-2018</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>Number assessed (year to date)</td> <td>15</td> <td>49</td> <td>55</td> <td>57</td> </tr> </tbody> </table> |  |               |              |   |  |  |                                   |  |  | 2017-2018                                  | Q1 | Q2 | Q3 | Q4 | Number assessed (year to date) | 15 | 49 | 55 | 57 |
| 2017-2018   | Q1   | Q2            | Q3           | Q4  |  |  |                                   |  |  |  |    |    |    |    |                                |    |    |    |    |
| Number assessed (year to date)  | 15   | 49            | 55           | 57  |  |  |                                   |  |  |  |    |    |    |    |                                |    |    |    |    |

| Corporate Plan measure   | Annual Operating Plan measure  | AMT member                               | Status   | Performance  |                |   |  |  |           |     |  |     |  |                      |     |      |  |  |  |           |    |    |    |    |                                |    |     |     |     |
|--|--|--|--|--|----------------|---|--|--|-----------|-----|--|-----|--|----------------------|-----|------|--|--|--|-----------|----|----|----|----|--------------------------------|----|-----|-----|-----|
|  | <b>9. Persistently failing sites</b><br>Reduce the number of licences which were non-compliant for two years or more at the end of March 2017. | Anne Anderson                            | Achieved   | <table border="1"> <tr> <td>Reporting year</td> <td>2016-2017</td> <td>2017-2018</td> </tr> <tr> <td>Number of non-compliant at start of year</td> <td>236</td> <td>195</td> </tr> <tr> <td>Number of these which are non-compliant at end of year</td> <td>123</td> <td>118*</td> </tr> <tr> <td>Percentage reduction</td> <td>48%</td> <td>40%*</td> </tr> <tr> <td colspan="3">* Provisional figures as at 15 May 2018. Please note that appeals are ongoing so this figure is subject to change. Two licences were not assessed in 2017.</td></tr> <tr> <td>2017-2018</td> <td>Q1</td> <td>Q2</td> <td>Q3</td> <td>Q4</td> </tr> <tr> <td>Number assessed (year to date)</td> <td>17</td> <td>183</td> <td>190</td> <td>193</td> </tr> </table>  | Reporting year | 2016-2017   | 2017-2018                                | Number of non-compliant at start of year                                       | 236       | 195 | Number of these which are non-compliant at end of year | 123 | 118*   | Percentage reduction | 48% | 40%* | * Provisional figures as at 15 May 2018. Please note that appeals are ongoing so this figure is subject to change. Two licences were not assessed in 2017. |  |  | 2017-2018 | Q1 | Q2 | Q3 | Q4 | Number assessed (year to date) | 17 | 183 | 190 | 193 |
| Reporting year   | 2016-2017  | 2017-2018                                |  |  |                |   |  |  |           |     |  |     |  |                      |     |      |  |  |  |           |    |    |    |    |                                |    |     |     |     |
| Number of non-compliant at start of year   | 236  | 195                                      |  |  |                |   |  |  |           |     |  |     |  |                      |     |      |  |  |  |           |    |    |    |    |                                |    |     |     |     |
| Number of these which are non-compliant at end of year   | 123  | 118*                                     |  |  |                |   |  |  |           |     |  |     |  |                      |     |      |  |  |  |           |    |    |    |    |                                |    |     |     |     |
| Percentage reduction   | 48%  | 40%*                                     |  |  |                |   |  |  |           |     |  |     |  |                      |     |      |  |  |  |           |    |    |    |    |                                |    |     |     |     |
| * Provisional figures as at 15 May 2018. Please note that appeals are ongoing so this figure is subject to change. Two licences were not assessed in 2017.   |  |  |  |  |                |   |  |  |           |     |  |     |  |                      |     |      |  |  |  |           |    |    |    |    |                                |    |     |     |     |
| 2017-2018  | Q1   | Q2                                       | Q3   | Q4   |                |   |  |  |           |     |  |     |  |                      |     |      |  |  |  |           |    |    |    |    |                                |    |     |     |     |
| Number assessed (year to date)   | 17   | 183                                      | 190  | 193  |                |   |  |  |           |     |  |     |  |                      |     |      |  |  |  |           |    |    |    |    |                                |    |     |     |     |
| Eradication of waste crime   | <b>10. Waste crime</b><br>Make the waste sector less attractive to criminals   | John Kenny                               | Achieved   | <ul style="list-style-type: none"> <li>We established a dedicated Waste Crime Investigations unit to lead on larger scale, more complex investigations alongside undertaking prevention and intervention activities.</li> <li>During the year the <a href="#">LIFE SMART Waste project</a> completed:               <ul style="list-style-type: none"> <li>initial research into remote sensing;</li> <li>recommended legislative change around waste tracking technologies;</li> <li>launched a <a href="#">Crimestoppers campaign</a> to combat disposal of waste in warehouses and on farmland;</li> <li>initiated work to gain information and understanding around the role of waste brokers; and</li> <li>published the results of a survey into the perceptions of those within the waste sector in relation to criminality within their industry.</li> </ul> </li> <li>We undertook a high-profile campaign combatting fly-tipping in Fort William with a series of intervention activities with the local community and other regulatory agencies.</li> <li>We participated in the <a href="#">INTERPOL 30 Days of Action</a> international waste crime initiative in June, and in November hosted <a href="#">INTERPOL's Environmental Compliance and Enforcement Committee conference</a> in Edinburgh.</li> <li>We undertook intelligence gathering work assessing levels of involvement of serious and organised crime and the scale of unauthorised activities in the area of waste tyres and end of life vehicles, supporting our metals and waste tyres sector plans.</li> <li>We participated in 15 multi-agency operations through the year, targeting unregistered waste carriers and poor duty of care practices.</li> </ul> |                |   |  |  |           |     |  |     |  |                      |     |      |  |  |  |           |    |    |    |    |                                |    |     |     |     |
| Achievement of milestones to deliver the next flood risk management strategies   | <b>11. Flood risk management strategies</b><br>Complete the preliminary flood risk assessment by end December 2018.                            | David Pirie                              | Achieved   | <table border="1"> <tr> <td>Area of work</td> <td>Development of the National Flood Risk Assessment (NFRA2) methodology</td> <td>Automated application of the methodology</td> <td>Agree definition of Potentially Vulnerable Areas (PVAs) with local authorities</td> </tr> <tr> <td>Completed</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td colspan="4"> <ul style="list-style-type: none"> <li>Potentially Vulnerable Areas (PVAs) method development is complete:               <ul style="list-style-type: none"> <li>Pre-consultation discussions with local authorities have been completed on the draft PVA outputs.</li> <li>Finalisation of PVAs will be achieved post-consultation and with Ministerial approval (2018-2019)</li> </ul> </li> <li>We are in the final stages of preparation for the formal consultation on the NFRA/PVAs on 1 May 2018.</li> </ul></td></tr> </table>  | Area of work   | Development of the National Flood Risk Assessment (NFRA2) methodology | Automated application of the methodology | Agree definition of Potentially Vulnerable Areas (PVAs) with local authorities | Completed | ✓   | ✓  | ✓   | <ul style="list-style-type: none"> <li>Potentially Vulnerable Areas (PVAs) method development is complete:               <ul style="list-style-type: none"> <li>Pre-consultation discussions with local authorities have been completed on the draft PVA outputs.</li> <li>Finalisation of PVAs will be achieved post-consultation and with Ministerial approval (2018-2019)</li> </ul> </li> <li>We are in the final stages of preparation for the formal consultation on the NFRA/PVAs on 1 May 2018.</li> </ul> |                      |     |      |  |  |  |           |    |    |    |    |                                |    |     |     |     |
| Area of work   | Development of the National Flood Risk Assessment (NFRA2) methodology  | Automated application of the methodology | Agree definition of Potentially Vulnerable Areas (PVAs) with local authorities |  |                |   |  |  |           |     |  |     |  |                      |     |      |  |  |  |           |    |    |    |    |                                |    |     |     |     |
| Completed  | ✓  | ✓  | ✓  |  |                |   |  |  |           |     |  |     |  |                      |     |      |  |  |  |           |    |    |    |    |                                |    |     |     |     |
| <ul style="list-style-type: none"> <li>Potentially Vulnerable Areas (PVAs) method development is complete:               <ul style="list-style-type: none"> <li>Pre-consultation discussions with local authorities have been completed on the draft PVA outputs.</li> <li>Finalisation of PVAs will be achieved post-consultation and with Ministerial approval (2018-2019)</li> </ul> </li> <li>We are in the final stages of preparation for the formal consultation on the NFRA/PVAs on 1 May 2018.</li> </ul> |  |  |  |  |                |   |  |  |           |     |  |     |  |                      |     |      |  |  |  |           |    |    |    |    |                                |    |     |     |     |

| Corporate Plan measure  | Annual Operating Plan measure  | AMT member   | Status    | Performance  |  |  |   |  |   |  |  |  |
|---|--|--------------|-----------|--|--|--|---|--|---|--|--|--|
| Increase in the number of properties covered by flood warning schemes<br><br>Cover at least 2,000 additional properties with new flood warning schemes. | <b>12. Flood warning schemes</b><br><br>Cover at least 2,000 additional properties with new flood warning schemes.     | David Pirie  | Achieved  | Flood warning scheme   | Upper Nith (Kirkconnel)                                    | Firth of Forth in <a href="#">Airth</a> and Alloa            | Orkney Coast  | Aberdeenshire and Angus Coast                                |   |  |  |  |
|   |  |              |           | Number of properties covered   | 127  | 180  | 1,004   | 922  |   |  |  |  |
|   |  |              |           | Progress   | Now operational. Community launch took place in March 2018 | Now operational. Community launch took place in October 2017 | Now operational. Community launch is being planned for early Autumn 2018. | Now operational. Scheme will be launched during Autumn 2018. |   |  |  |  |
|   |  |              |           | Completed  | ✓  | ✓  | ✓   | ✓  |   |  |  |  |
|   |  |              |           | A total of 2,233 additional properties will be covered by the new flood warning schemes developed in the last year. The completion of Orkney and the Aberdeenshire and Angus coastal schemes is a major milestone for Scotland with the entire east coast now able to benefit from a flood warning service for coastal flooding.   |  |  |   |  |   |  |  |  |
| Improvement to our services based on customer feedback  | <b>13. Consultation</b><br><br>Consult and engage on areas of our services.  | Jo Green     | Achieved  | Consultation on:   | <a href="#">Integrated Authorisation Framework</a>         | <a href="#">Use of Gypsum to Improve Soil Conditions</a>     | <a href="#">Depositional Zone Regulation</a><br>(marine cage fish farms)  | <a href="#">Charging Scheme 2018</a>                         | <a href="#">Compliance Assessment Scheme Manual</a> | <a href="#">Integrated Authorisation Framework – Draft Regulations</a> | <a href="#">Integrated Authorisation Framework – Supporting guidance</a> | <a href="#">2018 Reservoir Charging Scheme</a> |
|   |  |              |           | Due to be completed  | Completed Q1   | Completed Q2   | Completed Quarter 2   | Completed Quarter 3  | Completed Quarter 3                                 | Completed Quarter 3  | Completed Quarter 3  | Completed Quarter 3                            |
|   |  |              |           | Completed  | ✓  | ✓  | ✓   | ✓  | ✓   | ✓  | ✓  | ✓  |
|   |  |              |           |  |  |  |   |  |   |  |  |  |
| Reduction in our greenhouse gas emissions   | <b>14. Buildings' energy use</b><br><br>Reduce energy use in our buildings by 18% from 2014-2015 baseline by 2020      | Fiona Martin | On target | <ul style="list-style-type: none"> <li>Provisional figures show we have reduced the (combined) building energy from gas and electricity (KWh) by 26% from our baseline of 2014-2015, against the 18% target by 2020.</li> <li>From the 2014-2015 baseline, electricity use has fallen by 21% and gas use by 40%. This equates to a fall from these sources in greenhouse gas emissions (CO2e) of 43%.</li> <li>Despite a cold winter we still managed to achieve reductions in energy use on the previous year. Gas use was down 14% and electricity down 1% on last year, giving a combined fall of 4% (electricity makes up over three-quarters of the total).</li> <li>There were no major office moves this year, though moving into Silvan House, Edinburgh at the end of Quarter Three last year (December 2016) meant last year's figures had three quarters of gas use at Riccarton (the previous Edinburgh office) not repeated this year. Gas use would have been up 5% this year if Riccarton is subtracted from last year's figures.</li> <li>Further energy efficiency initiatives from our facilities team achieved another reduction last year in energy usage (-3%) at Angus Smith Building - our largest office, accounting for over half our electricity.</li> </ul> |  |  |   |  |   |  |  |  |
|   | <b>15. Transport emissions</b><br><br>Reduce emissions from transport and travel by 5% from 2014-2015 baseline by 2020 |              |           | <ul style="list-style-type: none"> <li>Provisional figures for the year show emissions from transport down 0.3% against the baseline year 2014-2015.</li> <li>Transport emissions have risen this year and are up 11% on the previous year.</li> <li>Since the baseline 2014-2015 business car emissions are down 14%, whilst rail emissions are up 9%.</li> <li>A rise in air travel accounts for most of the increase (86%) in emissions against last year, although air travel emissions are still only 15% of total transport emissions.</li> <li>All types of air travel have risen except domestic flights. The biggest rises were in long haul and international and represented just under half of all flight emissions.</li> <li>One of the main reasons for the increase in air travel is that SEPA has been carrying out international consultancy work as part of our new commercial services e.g. in countries such as Cyprus, Macedonia and Greece.</li> </ul>   |  |  |   |  |   |  |  |  |

| Corporate Plan measure                   | Annual Operating Plan measure   | AMT member      | Status   | Performance  |      |           |           |     |           |     |           |     |           |     |           |     |
|--|---|-----------------|----------|--|------|-----------|-----------|-----|-----------|-----|-----------|-----|-----------|-----|-----------|-----|
| Achievement of annual efficiency savings | <b>16. Organisational efficiencies</b><br>Achieve organisational efficiencies of at least 3% of our grant-in-aid funding. | Stuart McGregor | Achieved | <ul style="list-style-type: none"> <li>In setting our budget, we identified the required savings of £1,650k to ensure a balanced budget in 2017-2018.</li> <li>Savings already removed from budget:               <ul style="list-style-type: none"> <li>i. £500k Supplies and services</li> <li>ii. £868k Staff costs</li> </ul> </li> <li>Balance of savings to be identified £282k (£1,650k - £500k - £868k).</li> <li>We are currently generating vacancy savings to cover the 2017-2018 cost saving target. We do not expect to identify further specific budget reductions this year. The cost savings identified above exceed 3% of the grant the Scottish Government provides to meet our operating costs.</li> </ul>  |      |           |           |     |           |     |           |     |           |     |           |     |
|  | <b>17. Cost recovery</b><br>Recover at least 97% of our costs across our charging schemes.                                | Stuart McGregor | Achieved | <ul style="list-style-type: none"> <li>By the year end we have achieved 97% cost recovery across our charging schemes.</li> </ul>  |      |           |           |     |           |     |           |     |           |     |           |     |
| Improvement in staff engagement          | <b>18. Staff engagement</b><br>Achieve at least 79% Engagement Index score in People Survey results.                      | Fiona Martin    | Achieved | <p style="text-align: center;"><b>Score</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Score (%)</th> </tr> </thead> <tbody> <tr> <td>2009-2010</td> <td>69%</td> </tr> <tr> <td>2011-2012</td> <td>75%</td> </tr> <tr> <td>2013-2014</td> <td>79%</td> </tr> <tr> <td>2015-2016</td> <td>79%</td> </tr> <tr> <td>2017-2018</td> <td>85%</td> </tr> </tbody> </table> <p>Note there were minor wording adjustments in 2017 to three of the questions.</p> <ul style="list-style-type: none"> <li>Results for our People Survey were released in the third quarter. The Staff Engagement Index rose to 85%, above the 79% achieved two years ago.</li> <li>We have been using the "Say, Stay, Strive" model for calculating the Staff Engagement Index since 2011.</li> <li>All seven of the questions used for the index showed a positive improvement in 2017.</li> <li>An alternative model (the LEVI model<sup>1</sup>) based on 15 questions in the survey showed the number of "engaged staff" rose to 42%, up from 30% in the previous survey.</li> </ul> | Year | Score (%) | 2009-2010 | 69% | 2011-2012 | 75% | 2013-2014 | 79% | 2015-2016 | 79% | 2017-2018 | 85% |
| Year                                     | Score (%)   |                 |          |  |      |           |           |     |           |     |           |     |           |     |           |     |
| 2009-2010                                | 69%   |                 |          |  |      |           |           |     |           |     |           |     |           |     |           |     |
| 2011-2012                                | 75%   |                 |          |  |      |           |           |     |           |     |           |     |           |     |           |     |
| 2013-2014                                | 79%   |                 |          |  |      |           |           |     |           |     |           |     |           |     |           |     |
| 2015-2016                                | 79%   |                 |          |  |      |           |           |     |           |     |           |     |           |     |           |     |
| 2017-2018                                | 85%   |                 |          |  |      |           |           |     |           |     |           |     |           |     |           |     |

<sup>1</sup> BMG Research, commissioned by SEPA to complete the People Survey, have developed this alternative model. It combines a variety of factors related to 'Leadership, Engaging managers, Voice, and Integrity' and is based on underlying principles from relevant research in this field (notably the [MacLeod report](#)).