Corporate performance measures summaries

Corporate Plan measure	Annual Operating Plan measure	Summary of purpose and progress planned for the year (This is a dynamic document and will be updated as necessary through the year)
Improvement in the quality of Scotland's environment	**1. Water environment – physical condition.** Increase the length of river or loch shore where physical condition is restored.	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 [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. The publication of the second River Basin Management Plans in 2016 has set the water environment objectives for the next two cycles up to 2027. Named locations can be identified using [SEPA's water environment hub.](#)
	2. Water environment – river barriers. Increase the length of river where fish movement is not restricted by man-made barriers.	**Physical condition**: this measure maps progress against internal plans to restore the physical condition of rivers over the year. This typically involves improving the condition of the river's bed and banks, and its connection with the floodplain to mitigate impacts caused by urban and rural land uses. Work can include removing or setting back artificial embankments and allowing the river to follow a more natural line. This work provides benefits for wildlife and people by improving habitat and providing opportunities for amenity and recreation.

The target for the year is to restore at least 2.5km of rivers in or near Scotland's towns and cities (2 projects).

River barriers: this measure maps our progress against internal plans to remove man-made barriers to fish migration over the year. This can involve the complete removal of redundant weirs or the introduction of fish passes to allow fish to reach upper stretches of the river.

The target for the year of river opened for fish migration is 50km.

For the projects above, both historic barriers and restoration of physical condition, funding comes from the [Water Environment Fund](#), which we manage on behalf of the Scottish Government. Even with funding in place, there are a number of risks to delivery. These include issues with contractors and partners, weather conditions delaying work, and unforeseen constraints arising during the ground works period.

Work is delivered through a combination of SEPA directly commissioning the work, or providing advice and financial support via the fund. Typically this is to Rivers and Fishery Trusts in the case of river barriers, and a proportion to local authorities in the physical condition cases such as realigning urban rivers. For the above projects:

- The length of river or shoreline that will be improved or opened for fish migration by each project will be reported as we complete each project, and shown in relation to the lengths planned for the year.
- The targets are based on projects we are reasonably confident will go ahead. |

		• The majority of the work is completed over the summer months, so results will be weighted to Quarter 2 and Quarter 3. For 'active' and 'asset' fish barriers (i.e. those providing a wider economic purpose, such as water abstraction, hydro-electricity generation or transport), the work is delivered through regulation, and often involves the review of an existing licenced activity. These are not covered by the Water Environment Fund and any significant completed works will be reported separately.
	3. Water environment – diffuse pollution Achieve more than 75% uptake of required actions to alleviate diffuse pollution after first follow-up visits to non-compliant farms.	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. Diffuse pollution can be tackled by improving farmland practices, engaging with land managers and encouraging behavioural change on the ground to achieve compliance with regulations. Typical changes include increasing buffer strips to reduce agricultural run-off into watercourses. We intend to complete a total of 800 first visits this year to farms in the priority catchment areas. By the time of our first re-visit the target is for more than 75% of farms found to be non-compliant to have started work on our recommended measures. In the last four years we have achieved above the 75% annual target: 2014-2015 – 88%; 2015-2016 – 83%; 2016-2017 – 86%; 2017-2018 – 88%. (Our results show wide regional variation and each year has seen efforts concentrated on different parts of the country, making comparisons difficult).
Reporting of the quality of Scotland's environment	**4. State of the environment** Deliver the evidence we need to help us develop our next sector plans and simplified permits.	We aim to be an influential and respected authority, monitoring and reporting on the quality of Scotland's environment. To achieve this we must turn our data into useful information and produce high quality reports on time. In previous years we reported on some of the most significant reports required by legislation or under agreements with the UK and the Scottish Governments, from quality of the water environment to waste levels. With the introduction of sector plans as a core element of our *One Planet Prosperity – Our Regulatory Strategy*, we have recognised the importance of "information-flow" through the organisation. That is, the ease with which those drawing up these plans can source the critical information and evidence we hold internally, or source externally, from across various parts of the organisation. Ultimately we want to demonstrate that the sector leads and those re-writing our permits have received all the information necessary to produce well-researched sector plans and permits, backed up by solid evidence. Senior management agreed a six week project (up to 8 June) to collate lessons learned from the current six sector plans (published and under development) to inform a new information and evidence framework that will underpin SEPA's sector approach.

		The Agency Management Team has approved and circulated to sector leads and deputies the first output of the project - an aide memoire that will help to collate information and evidence needs for the development of the next ten sector plans. We will now work with the sector team to create a means of reporting the success of this aide memoire over the following three quarters of the year.

Increase in the number of sector plans	**5. Sector plans** Increase the number of finalised sector plans to at least 16.	Under the policy announced last year described in *One Planet Prosperity – Our Regulatory Strategy* we have shifted our regulatory delivery from being grounded in the different regulatory regimes to being grounded in working across whole sectors. Working closely with sector representatives is important to help us tackle non-compliance and to help us identify how we can help them to go further than mere compliance. We completed three sector plans last year (whisky, landfill and metals recycling) and another three (aquaculture, tyres and oil & gas decommissioning) are due for consultation this year. We have agreed to have a further ten plans finalised by the end of the year. We will progressively develop plans for each sector, working with them to identify areas where they might innovate to gain efficiency, cut costs, and move to "beyond compliance". The next ten sector plans we are progressing have been confirmed by the Agency Management Team. These are: Forestry and Timber Production and Processing, Dairy processing, Dairy farming, Leather, Crop Production, Chemicals Manufacturing, Water and Waste Water Treatment (public and private), Transport and Utilities Infrastructure, Housing and Nuclear. We will report on the progress of each plan and confirm when they have been agreed. The different stages of each plan are as follows: • Engagement in progress – internal and external engagement is taking place before the plan can be drafted. • Engagement complete – information from internal and external engagement has been collated ready for plan to be drafted. • Draft in progress – the final stage, the sector plan is in draft waiting to be signed off by senior management.
Increase in the number of Sustainable Growth Agreements	**6. Sustainable growth agreements** Develop at least five new Sustainable Growth Agreements that focus on regulated businesses	Under *One Planet Prosperity – Our Regulatory Strategy*, we set out our commitment to help regulated businesses to go "beyond compliance". Sustainable Growth Agreements were one of the ways through which we planned to achieve this. These voluntary, non-legally binding, formal agreements between us and an organisation or business focus on practical actions to deliver environmental outcomes. These can be achieved through collaboration with experts, innovators and stakeholders offering improved environmental performance alongside commercial and social success. Last year we completed three Sustainable Growth Agreements: (Superglass Insulation Limited, Venture Trust and Climate 2050). The first, announced in March 2017, was the agreement with Superglass, a manufacturer of glass mineral wool insulation products based in Stirling.

		By the end of the year we want to have announced a minimum of five new agreements, focused on our regulated businesses. Our preference will be on those which have established a good record of compliance and are keen to discuss how they can move "beyond compliance". We will report progress as last year and as follows: • Number in progress • Number agreed • Agreements with hyperlinks to agreements completed and published.

All permits have obligations which are clearer	**7. Clearer permits** Increase, in targeted sectors, in the percentage of permits which have obligations that are clearer	We are transforming our approach to permitting to provide businesses with permits which are clearer and more powerful, making their environmental obligations easier for operators and the public to understand. We want stakeholders to help us develop simple, outcome-based permits for a range of activities in a sector. We will do this as we introduce new sector plans. This approach will be supported by the Integrated Authorisation Framework which will come into force later in 2018. Radioactive Substances will be the first regulatory regime to be incorporated within the Integrated Authorisation Framework. By the year-end we aim to have issued new permits for at least 50% of authorised radioactive substances activities. The production of sector plans has given an opportunity to engage with targeted sectors to develop further our new permitting approach. This year we are concentrating on issuing simplified permits for the first three completed sector plans. By the end of the year we intend to have achieved simplified permits for 80% of operational non-hazardous landfills (30), metal processing facilities (205) and whisky distilleries (180). The numbers in brackets represent the number of permits required to reach the 80% for each sector.
Reduction in non-compliance	**8. Decreasing non-compliance** Reduce the number of licences classed as very poor at the end of March 2018. **9. Persistently failing sites** Reduce the number of licences which were non-compliant for	We work to minimise the impact on the environment from operators and sites that we regulate. To assist us we monitor the compliance of operators and sites with the conditions included in their licences that we issue under environmental legislation. We use a range of tools to improve operators' compliance with environmental regulation, from providing advice and guidance to targeting specific harms and enforcement. The information we gather from inspections or self-assessments provides the evidence for employing our formal enforcement measures. These include referrals to the Procurator Fiscal, statutory notices, final warning letters, or our enforcement measures granted under the Regulatory Reform (Scotland) Act 2014, introduced in 2016, such as fixed monetary penalties and enforcement undertakings. We issue an annual Enforcement Report detailing our enforcement activity in the previous year. The last report included details of how we have used these enforcement measures outlined in our new Enforcement Policy. These measures let us know whether the steps we are taking to improve compliance are having the desired effect. They record progress

	two years or more at the end of March 2017.	for those who have demonstrated significant non-compliance with the conditions of their licence or have been persistently non-compliant. These operators require urgent action in order to minimise potential environmental harm. For both measures we report the movement against the opening balance of "very poor" or "non-compliant for two years" and exclude any licences that move into these categories during the year. We will give quarterly updates on the number of these licences that have been assessed so far. The compliance year runs to December, but as a large proportion of the data returns are not available until a few months later, we will only report compliance figures for the year-end report.
Eradication of waste crime	**10. Waste crime** Make the waste sector less attractive to criminals	We are working with industry and law enforcement partners to tackle waste crime. We are also working with all our partners to improve our intelligence systems to tackle waste and environmental crime. We have adopted a zero tolerance approach to businesses that do not recognise, or do not take action to put right, the impacts they make. We will take appropriate enforcement action against those who threaten human health, damage the environment or undermine legitimate businesses in Scotland. We are planning a range of Duty of Care campaigns this year to highlight the requirements of the legislation. This requires that all transfers of waste are appropriately recorded in order to assist in tracking movements of waste. In addition, the regulations place further obligations on waste producers, carriers and anyone handling waste to consider the way they deal with waste. This year we will specifically: • Deliver targeted Duty of Care campaigns in the Metals Recycling and Reprocessing, and North Sea Oil and Gas Decommissioning sectors. • Deliver two general awareness campaigns on what Duty of Care means for everyone. Formulating the plans for these campaigns takes place in the first quarter of this year. Beyond that we will report progress against these plans, concentrating on the two sectors noted above. These had commitments within their sector plans embedding Duty of Care into all operations. Commentary on other Duty of Care campaigns will be summarised at the end of the year.
Achievement of milestones to deliver the next flood risk management strategies	**11. Flood risk management strategies** Complete the preliminary flood risk assessment by	Flood Risk Management Strategies[1] coordinate efforts to reduce the impact of flooding in Scotland. A strategy exists for each of the 14 Local Plan Districts (catchment-based rather than local authority based). They set the national direction of flood risk management, co-ordinate actions across public bodies and help to target investment in, for example, flood prevention and flood warning schemes. The strategies explain what

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[1] A glossary of flooding terms can be found here

	end December 2018.	causes flooding in high risk areas as well as the impacts when flooding does occur. This information is used as a basis for better decision-making across flood risk management organisations. Local Flood Risk Management Plans were developed in parallel by local authorities and were published in 2016, providing actions at the local level for 2016-2021. Both local and strategic plans are updated every six years. We will be reporting progress on the first stage of the flood risk management planning process, updating the statutory National Flood Risk Assessment, against planned completion by December 2018. This provides an overview of flood risk across Scotland and the analysis from which Potentially Vulnerable Areas are identified (243 identified in the first cycle). This year we will: • Consult on the National (preliminary) Flood Risk Assessment and proposed Potentially Vulnerable Areas by 1 May 2018. • Publish the National (preliminary) Flood Risk Assessment and Potentially Vulnerable Areas by 22 December 2018.
Improvement to our services based on customer feedback	**12. Consultation** Consult and engage on areas of our services.	Many of the decisions we make are wide-ranging and have the potential to affect a range of individuals, communities, businesses and organisations. We are continuously trying to improve our services by seeking customer feedback and consulting our stakeholders in advance of introducing any significant regulatory or policy changes. We will report on the progress on consultations we have launched during the year, or were still open at the start of the year. Consultations presently in the pipeline include the Standard Conditions for Radioactive Substances Authorisations (closed 20 June 2018) and Flood Risk Management in Scotland – 2018 consultation on Potentially Vulnerable Areas (closed 31 July 2018). We will not note the public consultation for each of the sector plans as these will be shown under Sector Plans (Measure 5 above) or in the Chief Executive's Report to the Board. The first three completed their consultation on 7 May 2018.
Reduction in our greenhouse gas emissions	**13. Greenhouse gas emissions** Reduce emissions of carbon dioxide by 42% compared to a 2006-2007 baseline	This target is aimed at helping us achieve our long term ambition to reduce emissions of carbon dioxide equivalent[2] by 42% by 2020 compared to a 2006-2007 baseline. This target was brought forward to 2019 in the latest Annual Operating Plan. Provisional estimates suggest we will need a further 6% or so cut this year on last year to achieve the 42% reduction. This compares to a fall of 7.6% last year, giving a 38% reduction in emissions since 2006-2007. The reduction in buildings' energy use has been the critical factor in keeping our carbon emissions on a downward track. Last year this represented almost 60% of our emissions against a little over 40% for transport-related emissions. Electricity represents the largest element of the buildings' fuel use, at about 90% of the total. Alongside the consolidation of our office estate and a series of energy saving

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[2] 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.

| | | initiatives, the reduction in the carbon content of the national grid supply has been a significant contributor to the fall in our emissions.

We will also report on any significant energy-saving initiatives we have introduced during the year as part of our carbon management plan.

Further sustainability measures such as waste (recycling and landfill diversion), sustainable procurement and biodiversity are covered fully under the annual Public Bodies Climate Change report we produce in the autumn and submitted to the Sustainable Scotland Network. This was run by Keep Scotland Beautiful until 2018 but is being transferred to Sniffer. |
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| Achievement of annual efficiency savings | **14. Organisational efficiencies** Achieve organisational efficiencies of at least 3% of our grant-in-aid funding. | 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.

This performance measure monitors how well we are working to reduce our operating costs in order to achieve the required efficiency savings set by the Scottish Government. By March 2019 we must have identified organisational savings of at least 3% for this year's budget and describe the initiatives which deliver the savings. |
| | **15. Cost recovery** Recover at least 97% of our costs across our charging schemes. | 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.

The information will be provided quarterly from the second quarter, based on predicted level of cost recovery for the full year. |