



## Agency Board Meeting 30 April 2019

**Board Report Number:      SEPA 11/19**

<b>Chief Executive's Report</b>
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<b>Summary:</b>	The Chief Executive Report highlights the progress we are making delivering our strategy, as well as significant enforcement action and areas of media interest since the Board meeting on 19 February 2019.
<b>Risks:</b>	N/A
<b>Resource and Staffing Implications:</b>	N/A
<b>Equalities:</b>	We have included examples of how we are mainstreaming equality in this report.
<b>Environmental and Carbon Impact:</b>	N/A
<b>Purpose and audience of the report:</b>	For information Agency Board, Scottish Government and Public
<b>Report Authors:</b>	Terry A'Hearn, Chief Executive Anne Turner, Business Strategy Manager, Business Strategy Craig Ballantyne, Junior Business Consultant, Business Strategy
<b>Appendices:</b>	None

## Chief Executive's Report

### Introduction

Since the last Board meeting, we have made significant progress on the change processes for the implementation of One Planet Prosperity.

We have completed the matching process for Band C managers in the Compliance & Beyond (C&B) portfolio. This is a major step as it enables us to now move into the process for matching the bulk of the staff in C&B portfolio. A team has been developing this next matching approach which includes the preparation of various information packs for staff and opportunities for discussions to help staff understand career opportunities and discuss options for being placed in the new structure. This is more interactive than some previous change processes which were sometimes more in a style of 'submit your preferences and be placed' without as much interaction and discussion. This new approach takes longer, but is much better.

In addition, the matching process will facilitate pilots for increased flexibility for staff to rotate through different roles over time. This will create benefits for personal career development, breaking down internal barriers and creating a better equipped and more dynamic workforce suited to implementing our ambitious One Planet Prosperity strategy.

Our trade union partner, Unison, has been extremely helpful in working with us to develop these approaches.

We have also made good progress in finalising a set of new processes to make internal regulatory decision-making and resource deployment more powerful. This includes nominating senior staff as Sector Sponsors to drive implementation of each sector plan, revising our scheme of Delegation, developing a relationship management system and more. I will be visiting each SEPA office from late April through June to explain and discuss these changes.

Finally, really good progress is being made in developing a priorities 'matrix' for each of our three areas of work: regulation, flooding and corporate. These will support the 2019-20 AOP by providing more detail setting of priorities at the next level down to assist managers and staff allocate resources to Board-approved priorities.

**Terry A'Hearn**  
**Chief Executive Officer**

# 1. Regulation (One Planet Prosperity – Our Regulatory Strategy)

## 1.1 Sector Planning

### 1.1.1 Sector plan launches

The Leather, Nuclear and Waste Water Treatment sector plans have been approved by the Agency Management Team and have begun the design phase. They will be published on our website in late April.

Also in late April, we aim to publish the Dairy Processing, Dairy Production, and Crop Production sector plans. These have also been approved by the Agency Management Team and are entering design phase but further targeted stakeholder engagement is being carried out.

North Sea Oil Gas Decommissioning & Tyre Sector Plans have been finalised and will be published soon.

We plan to publish the Strategic Infrastructure, Housing, and Chemical sector plans on our website in early May.

We are aiming to launch Finfish Aquaculture at the end of May alongside the new Aquaculture Regulatory Framework.

### 1.1.2 Sector plan delivery

We have identified priorities for each of our sectors this year. These priorities have been captured in our Regulatory Priorities Matrix, which also highlights the areas of the organisation which will be involved in delivery of each priority. Sector Leads and resource managers are using the matrix to prioritise where to focus resources this year. Feedback so far has been positive with staff finding this a useful and simple tool to help with planning.

## 1.2 Environmental performance

### 1.2.1 Official Statistics Publication for Scotland - Waste from all sources

On 26 March, [we published Official Statistics](#) which provide details of waste from households, construction and demolition, and commerce and industry.

In 2017 Scotland generated **11.8 million tonnes** of waste



The total quantity of waste generated in 2017 increased by 5.5%. Whilst 142,195 more tonnes of waste was recycled in 2017, [the statistics](#) show that the national recycling rate was 58.9%, a decrease of 0.2 percentage points from 2016.

Scottish organic waste recycled by composting or anaerobic digestion continues to increase with almost 158,000 tonnes more being recycled than in 2011.

The quantity of biodegradable municipal waste being sent to landfill continues to fall, with 1.09 million tonnes going to landfill in 2017. This is 0.05 million tonnes less than 2016 and 1.07 million tonnes less than 2005.

In 2017 over 760,000 tonnes of waste was diverted from landfill through incineration with energy recovery or co-incineration. This is an increase of 14.7% from 2016 and follows the longer term trend with 182.6% more waste recovered since 2011. The statistics also show that the quantity of Scotland's waste being sent to landfill increased by 0.1 percentage points to 32.6% of all waste managed.

### **1.2.2 Fixed Monetary Penalties - Engineering campaign**

In May last year, we launched a campaign to tackle issues surrounding unauthorised engineering works and breaches of authorisation rules and conditions. This work is ongoing and will be taken forward by the new Enforcement function being established this year.

Two fixed monetary penalties of £600 have been served and paid. The first was served on Townfield Construction Limited on 10 January 2019 after the Hamilton-based company [undertook bank protection engineering works](#) without an authorisation from SEPA.

The second was served on 11 January 2019 on The Firm of Nisbet Mill after engineering work to remove sediment in the River Teviot [breached environmental regulations](#).

These have been viewed as successes by the local teams who feel that they have been able to change behaviour through the campaign. We issued press releases with information about the penalties and the risks unauthorised engineering can pose to the water environment. We hope the surrounding communications will help to widen message in local communities.

### **1.2.3 Next steps to ensure Mossmorran compliance announced by SEPA**

In August 2018, we announced an investigation into unplanned flaring events at the Mossmorran complex during 2017 and 2018 by ExxonMobil Chemical Ltd and Shell UK Limited. We also announced a review of, then served, operating permit variations on both operators to strengthen noise and vibration controls whilst the investigation was underway.

The variations included the requirement to complete an evaluation of the Best Available Techniques to prevent and, where that is not practicable, reduce emissions of noise, vibration and smoke associated with flaring. The outcome of the assessment is an essential part of understanding what can be done to stop unacceptable and preventable impacts of flaring.

We are also currently undertaking air quality monitoring in the vicinity of the Mossmorran complex and a forward programme for environmental monitoring is being discussed with the operators and partner organisations.

Further information on these steps is detailed in [our press release](#).

## 1.2.4 Tyre Safety Campaign

Alongside Police Scotland, North Lanarkshire Council, South Lanarkshire Council, Renfrewshire Council and UK tyre safety charity, TyreSafe, [we have launched a campaign](#) to crack down on potentially unsafe waste tyres being sold illegally as part worn tyres.

So-called 'part worn' tyres are legal to sell in the UK – provided they meet a minimum tread depth of 2mm, have passed a range of safety checks, are clearly and permanently stamped and have paperwork verifying their origin and safety. Part worn tyres come into the UK from other countries including Germany, where there is minimum winter tread depth of 4mm.

Criminal activity in the tyre sector ranges from small scale fly tipping to large scale illegal dumping of waste tyres, with the clean-up costs for both falling to public bodies and landowners. Previous multi-agency raids have revealed a direct connection with some part worn proprietors and organised crime, which increased the probability of unlicensed disposal and environmental damage.

## 1.3 Waste Crime

### 1.3.1 Duty of Care campaigns in the Metals Recycling and Reprocessing, and North Sea Oil and Gas Decommissioning sectors.

We have designed, prepared and approved Duty of Care campaigns for the Metals Recycling and Reprocessing as well as the North Sea Oil and Gas Decommissioning sectors. Duty of care inspections will be carried out as part of the Metals Sector campaign during 2019-2020.

### 1.3.2 General Duty of Care awareness campaign

A new general Duty of Care awareness campaign has now been delivered through [NetRegs](#) with a mailshot sent out to 4,658 NetRegs newsletter subscribers. This included information and a link to our [Duty of Care leaflet](#). We will continue to use NetRegs to provide Duty of Care updates to subscribers.

We have also developed a Duty of Care training package which is part of internal training for staff. We have created new materials like Waste Transfer Notes templates and checklists, and are putting focus on Duty of Care in work related to our Integrated Authorisation Framework project which aims to simplify, streamline and standardise our system of environmental authorisations.

#### Duty of care – Did you know?

Did you know that a crucial part of your Duty of Care is to make sure your business waste is only handed to people authorised to accept it? Follow these three steps to help your business stay compliant:

1. Check the person taking your waste is authorised to transport it or accept it.
2. Ask the next waste holder about the full journey of your waste. Can they prove it is being managed legally and safely until it is recovered or disposed of?
3. Carry out more detailed checks if you suspect the waste is not being handled correctly, for example by requesting evidence that your waste has arrived at the intended final destination. If you're not satisfied then don't hesitate to [contact SEPA](#).

Remember that it is a criminal offence not to comply with your Duty of Care obligations. If caught you may be subject to enforcement action. Visit the [NetRegs website](#) for practical advice on Duty of Care, including free e-learning courses and more.

Download the [Duty of Care leaflet](#) for more information.



## 1.4 Criminal Sentence Outcomes

### 1.4.1 Criminal Sentence Outcomes

A waste management company was fined £612.81 and two senior staff £900 each on 18 February 2019 for illegally disposing of waste at a site in Penicuik.

D.A.M. Recycling Ltd pled guilty to keeping controlled waste without the authority of a waste management licence. A director, and a manager of the company pled guilty to consent, connivance or neglect in failing to ensure that only the inert wastes permitted were deposited at Bowlea Smithy. Sentence was deferred to 18 February for reports.

## 1.4.2 Appeals

On 22 March 2019, the Scottish Ministers determined an appeal by INEOS FPS Limited and affirmed the Notice of Variation dated 16 October 2017 issued by SEPA, in relation to INEOS FPD Limited's permit for Kinneil Terminal, Bo'ness Road, Grangemouth, subject to modifications. The appeal was lodged on 15 December 2017.

On 19 February 2019, SEPA was notified that appeals had been lodged with the Scottish Ministers in relation to refusals of two variation applications in relation to registrations for controlled activities at Pentcaitland.

## 1.4.3 Scottish Ministers – Call-in requests

Normally, we determine applications for new licenses or variations of existing licences related to Controlled Activities Regulations. Certain applications have to be advertised to allow third parties who may be affected by the application to make representations.

Once we have considered the application, we notify anyone who made a representation of our decision. If any third parties object to our decision, they can notify Scottish Ministers. Scottish Ministers have the power to direct us to refer these applications to them for them to make the decision. If they decide to do this, it is known as 'calling-in' an application. If they decide not to, then we can proceed to issue our decision.

The table below shows requests made to Scottish Ministers to call in applications and the decisions made.

Date SEPA notified	Application site	Has application been called in?
30 January 2019	Coire Glas Hydro	No
6 March 2019	Aird Ardheslaig	No

## 1.5 Materials

### 1.5.1 Plastics

The Scottish Government is in the process of letting a contract to map out the state of our knowledge of micro-plastic pollution in the soil, freshwater and marine environments. We will be managing the contract on behalf of the Scottish Government.

We are documenting our interaction across the entire plastic supply chain through our regulatory work and through partnerships. This document builds on previous work analysing our regulatory role in this space and will identify where we need to focus our regulatory work.

### 1.5.3 Materials to Land

The Materials to Land Framework was discussed by the Agency Management Team Regulation Sub-Committee on 12 March. It will be finalised soon.

The framework outlines the actions we propose to take to ensure that the right quality of materials are applied to land in the right amount, at the right time and in the right place. It applies to the use of secondary materials, including both waste and non-wastes, to benefit land. Uses of these materials can include land restoration, for instance at former open cast coal sites and landfills.

## 1.6 Breakthrough Partnerships

### 1.6.1 Sustainable Growth Agreements

#### 1.6.1.1 Annual Reviews

Two Sustainable Growth Agreements, Superglass and 2050 Climate Group, have had their first annual review. These are available [on our website](#).

#### 1.6.1.2 Scottish Water

##### Help make choices about priorities for investment

Through our consultation on the Water Supply and Waste Water sector plan, we have engaged with stakeholders to look at how Scottish Water can go beyond compliance in these areas

We took part in 16 stakeholder prioritisation workshops to engage with Scottish Water on their draft strategic plan. We will continue to have ongoing and frequent engagement with them to influence strategic priorities for 2021-2027.

##### New ways of obtaining value from waste water

On the basis of information coming out of a [report by the Centre of Expertise for Waters](#), we have prioritised a project looking at the potential for “co-digestion” in Scotland. [Anaerobic digestion](#) is used in waste water treatment plants to break down sewage sludge and produce sanitised material that can be applied to land for the benefit of agriculture, horticulture or ecological improvement. Co-digestion is a similar process but can break down other materials, such as food waste and farm waste, at the same time. This makes the process more efficient and allows for more waste to be treated and re-used.

The Centre of Expertise for Waters report identified co-digestion as the biggest theoretical opportunity for recovering value from waste water. Scottish Water has hired contractors to work on this as well as other potential cost-recovery opportunities.

##### One Planet Choices

We have developed a “One Planet Choices” method to inform decisions on which management options to invest in within a river catchment or water company asset system (such as a sewage treatment network). This method considers the financial, social and natural implications of investment decisions. We also take future catchment resilience into account.

We started a pilot of new method on a scenario in the River Eden catchment in February 2019. We plan to complete this pilot and finalise the method by July 2019.

##### Framework for 21st Century drainage

We have identified three areas to trial different aspects of 21st Century drainage solutions:

- Fife - Here we are piloting a new modelling method to more accurately estimate effectiveness of [‘blue-green infrastructure’](#) such as greenspaces, wetlands and porous surfaces.
- Falkirk - We will use this pilot to see how we can resolve maintenance issues for ‘blue-green infrastructure’.
- Aberdeen - In Aberdeen, we are taking a city-wide approach by trying to embed 21st century drainage opportunities in the local development plan.

### **1.6.1.3 Low carbon heat solutions**

In November, I reported that we had run a workshop with Shawfair LLP and Midlothian Council to discuss the content of a draft Sustainable Growth Agreement. Low carbon heat is an integral theme of the agreement and this workshop looked at the visions, aims and actions in the draft. We discussed the outcomes of the workshop at the December meeting of the Agency Management Team Regulatory sub-committee. I can now report that the Sustainable Growth Agreement with these organisations is close to being finalised and we are working on a communications strategy for the launch which is expected to be in May.

### **1.6.2 One Health Partnership**

This is a partnership between SEPA, NHS Highland, Highlands and Islands Enterprise, Scottish Water, University of Highlands and Islands, Scotland's Centre of Expertise for Waters and other academic bodies to improve the management of pharmaceuticals. This pioneering partnership is initially working to deliver innovative projects to reduce the impacts of pharmaceutical pollution on the water environment.

## **2. Flooding**

### **2.1 Flood Risk Management**

#### **2.1.3 Flooding Strategy**

Across the winter of 2018-2019, we held a series of workshops around the country for staff to add their insight to the developing flooding strategy. Over 80 colleagues attended the workshops and over 100 completed a questionnaire reflecting on their personal experiences of flooding and the prioritisation of future flood risk management challenges. The draft strategy is broader, and better connected due to staff input.

Valuable feedback was received from the Board at the last meeting on 19 February and it is being used to revise the draft strategy. There was agreement that the draft is suitable to use as the basis for the next stages of stakeholder engagement.

In the next stage, we will agree a timeline for further stakeholder input and a public consultation during 2019.

#### **2.1.5 Trial of real-time flooding observation of flooding impact along the Solway Coast**

We are working with the Local Authority to identify four locations along the Solway Coast to trial real-time observation of flooding impacts. We have selected a contractor to install cameras and will be testing their use this year. We also plan to extend the pilot to other locations in Scotland.

### **2.2 Flood Forecasting and Warning**

#### **2.2.1 Public Flood Guidance Statements**

We have established the 'Scotland Public Flood Forecast' project. The project is currently in the discovery phase.

In addition to our engagement with responders, research focus groups are underway across Scotland with the general public and community groups to find out what people's views are on the potential new Scottish Flood Forecast.

These focus groups are due to be completed by the middle of April. The findings will be used to develop an initial prototype which will then be tested with a subset of users.

## 2.2.2 Flood Warning Service review

As part of this review, we have:

- Recruited and trained new duty officers for all rotas;
- Created a new systems support duty rota;
- Created a new Flood Warning Handbook and reviewed Flood Warning manuals;
- Begun developing a new training programme

## 2.2.3 Flood Risk Maps

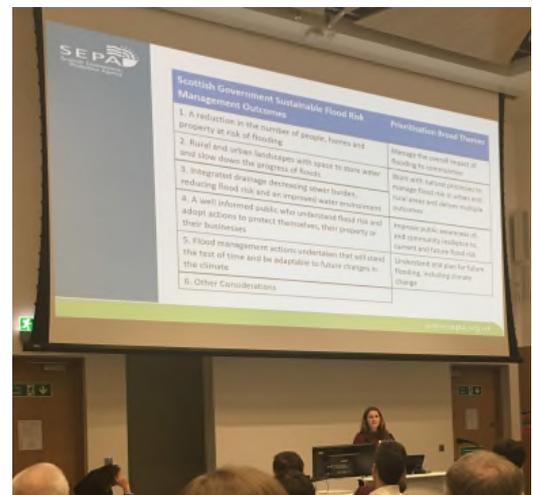
During the development process for our new flood risk maps, we are working on embedding equality throughout the planning process. The maps are due to be published in December 2019, and we are working on accessibility and alternative formats to allow these maps to be as useful and inclusive as possible.

## 2.2.4 Scotland's Flood Risk Management Conference

On 5-6 February, Scotland's annual Flood Risk Management Conference was held at the Strathclyde University Innovation Centre in Glasgow. It brought together over 250 flood risk management professionals and stakeholders for two packed days, to reflect on progress made in the ten years since the Flood Risk Management (Scotland) Act 2009 came into force, share successes and discuss future challenges.

Our staff played an integral role in the conference steering group, responsible for organising the event. We also presented on the recent National Flood Risk Assessment publication, evolving climate change understanding, and creative communication initiatives as well as leading a workshop on Flood Risk

Management action prioritisation. Keynote speeches on day 1 and day 2 were given by John McNairney, Scottish Government Chief Planner and Roseanna Cunningham, Cabinet Secretary for Environment, Climate Change and Land Reform. As always the event was hugely valuable in connecting and reinvigorating the Flood Risk Management community in Scotland



## 2.2.5 Scottish Flood Forecast Service Annual Report

The Scottish Flood Forecasting Service joint operation between SEPA and the Met Office has published its report for 2017-18. It captures the achievements of the partnership during the 2017-2018 period, and our aspirations for future working. The report is available on [our website](#).

### **3. Our Organisation**

#### **3.1 Improve our business**

#### **3.2 Carbon reduction projects**

##### **Three Carbon Management Projects taken forward in 2018-2019**

Over the past year, we have completed three projects to reduce the organisation's carbon emissions. We installed a 10 kW solar panel array at our Fort William office in March that is predicted to reduce our estate electricity use by 7,000 kWh per year, saving 2.1 tonnes of [carbon dioxide equivalent](#). We also installed a further two arrays at our Dingwall office, we estimate this will reduce electricity consumption by 14,000 kWh and save a further 4.2 tonnes of carbon dioxide equivalent per year.

Our third project was the installation of new LED lighting at our Ayr office, this is expected to reduce lighting energy at the building by around 80%.

#### **3.3 Develop our People**

##### **3.3.1 New training workshops**

We have introduced a new workshop, Health and Safety for Managers. Featuring a range of case studies, this half-day event focuses on the practicalities of what managers need to do to deliver on their responsibilities for Health and Safety.

##### **3.3.2 Graduate Trainee Scheme**

The application period for the 2019 Graduate Trainee Scheme has now finished. We received 718 applications, an increase of 80 from the 2017 level of 638. We are shortlisting candidates for the next stage in the process, which is the completion of online testing.

The final shortlisted candidates will be invited to Assessment Centres in mid-April. We will then identify 8 – 10 candidates who will start the programme on the 2 September.

##### **3.3.3 Pay Offer 2018-2019**

On 26 February Unison confirmed that members had voted to accept SEPA's pay offer for 2018-2019. The pay offer is backdated to 1 April 2018 and was paid to staff in the March pay run.

##### **3.3.4 Job shadowing**

25 applications were received from staff members at lower grades to take part in the 2017–2020 shadowing programme, which focusses on developing staff members at lower grades.

##### **3.3.5 Foundation Apprenticeship Scheme**

We have developed a Foundation Apprenticeship scheme and have worked with three school pupils in the North Lanarkshire area. This was a huge success, with one of the Foundation Apprentices securing a Modern Apprenticeship with us.

### **3.4 Health and Wellbeing**

#### **3.4.1 Working towards a supportive, positive working environment**

In discussions with Unison last year, we jointly agreed it would be helpful to find out more about how people in the organisation are feeling about their wellbeing. As a result, in December we encouraged staff to participate in an organisational mental health survey. Over half of our staff responded and the Agency Management Team has spent time thinking about what the results mean and actions we can put in place to address them.

The main concerns highlighted were organisational change, communications, culture and management and workload and priorities. Examples of action we are taking to improve this include:

- Using a revised business planning process for 2019-20 so that we can be much clearer about what work will and will not be prioritised, this will help reduce workload pressures.
- Using a more interactive process (e.g. in the Compliance and Beyond matching process) to give staff more say over their future when changes are taking place.
- Prioritising management and leadership skills when filling management vacancies.
- Developing new decision-making processes to make working across teams easier and making it easier for people to make quick decisions.

There are many other actions we are taking and we will continue to update and involve staff as these take place. We are making sure we are driving these changes as quickly as we can.

### **3.5 Senior staff movements and appointments**

There have been no senior leavers since the last board report.

There was one senior internal promotion from 1 February:

- Sandra Tough – Head of Permitting

### **3.6 First Minister's National Advisory Council on Women and Girls**

We have signed up as a partner to the First Minister's National Advisory Council on Women and Girls. This group is working to identify issues facing women and girls in Scotland across a range of topics and identify solutions through policy and practice. We are hosting monthly discussion groups for staff to help contribute to this national discussion. The first of these meetings was held on 25 March in the Angus Smith Building on the topic of health. This topic has been extended and two further meetings will be held in April.

### **3.7 External engagement**

#### **3.7.1 European Network of the Heads of Environment Protection Agencies (EPA Network)**

On 21-22 February I attended the 32nd European Network of the Heads of Environment Protection Agencies plenary which took place in Oslo. There were around 60 participants representing 28 of our counterpart organisations from across Europe. The focus of the discussion was on how new technologies can improve environmental monitoring and reporting. Climate Change was also addressed, with a focus on how Environmental Protection Agencies work with local authorities to achieve carbon dioxide reductions.

Some of the key topics covered included the use of new techniques such as eDNA and drones, the social impact of environmental degradation and the role of local communities and cities in tackling climate change. We also heard a presentation at a reception at City Hall (where the Nobel Peace Prize is awarded) from an Oslo City Council official about their initiatives to tackle climate change. These are quite impressive (e.g. the world's highest uptake of electric vehicles) and have led to

Oslo winning the competition to become European Green Capital for 2019. I have shared valuable information to staff working on these issues.

On the Wednesday, Laura Burke (CEO of the Irish EPA) and I co-chaired the Better Regulation Interest Group. I also facilitated a discussion on 'the National EPA perspectives on local climate change mitigation cooperation'. As usual, the agenda also included updates on current and future priorities from the Commission (Daniel Calleja Crespo, Director – General Environment) and from Hans Bruyninx, (Executive Director - European Environment Agency).

### 3.8.2 Visit to Australia

I spent the week beginning 28 February in Melbourne as one of the faculty members teaching in a Cambridge Institute for Sustainability Leadership four day residential course for business executives. During this time I heard from a range of expert presenters, interacted with business executives discussing how they are going to tackle climate change and other sustainability challenges, and heard reactions to our One Planet Prosperity strategy.

In addition to teaching in the executive course, I also spoke at the sustainability practitioners' course that was being run simultaneously. I talked about how sustainability practitioners can approach getting environmental issues treated as mainstream and serious business issues, in the boardrooms and executive suites of their companies.

A particularly interesting session was a panel discussion involving Jonathon Porritt (Chair of the UK Forum for the Future), Sam Mostyn (Chair and Board member of multiple Australian organisations) and Paul Gilding (former CEO of Greenpeace International and advisor to both global corporate and grass roots NGOs). They discussed the existing (NOT future) global crisis in our ecosystems and the types of urgent systems responses that are needed. This was a constant theme throughout the course - that our sustainability problems are all systemic so the solutions must all focus on systems.

After the course, I had two days of meetings which included catching up with Bob Welsh, a semi-retired leading sustainability investor and Chair of Kilter Rural, a firm specialising in investing in Australian farmland, water and ecosystem services. It was fascinating to hear Bob describing how Kilter is trying to break the 'business as usual' approach to utilisation of dwindling land and water resources which it believes is not a recipe for long-term returns, and how it aims to reset the agenda for investment in Australian farmland, water and ecosystems.

### 3.8.3 VIBES Awards urge Scottish businesses to become sustainable leaders and boost growth

We launched the [20th anniversary VIBES Scottish Environment Business Awards](#) at the Scottish Parliament on 27 March and urged Scottish businesses to mark the milestone by helping to tackle the environmental challenges facing Scotland and the rest of the world.

Businesses are being encouraged to follow the example of previous VIBES Award winners who have shown that environmental best practice can also bring economic benefits including financial savings, an engaged workforce, positive working culture and improved competitiveness as well as contributing towards a better economy and society as a whole.

## 4. Action

The Board is asked to **note** this report. Updates will be provided at the meeting.

**Terry A'Hearn, Chief Executive**  
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