



Agency Board 28 July 2020

Board Report Number: SEPA 29/20

Corporate Performance Measures 2020-21

Summary:	To seek Board approval of this year's corporate performance measures.
Risks:	Choosing the right measures will focus staff on delivering the priorities set out in the Annual Operating Plan. Choosing the wrong measures can create a distraction or focus attention on activity that is not a priority.
Resource and Staffing Implications:	These performance measures should help our staff by giving them clarity about milestones and targets.
Equalities:	No issues identified.
Environmental and Carbon Impact:	One of the measures proposed this year is to reduce our direct greenhouse gas emissions by 7.5%.
Purpose and audience of the report:	For discussion and approval by the Board. The measures will also be reviewed by the Scottish Government and published on our website.
Report Author:	Terry A'Hearn, Chief Executive & Anne Turner, Business Strategy Unit Manager
Appendices:	Corporate Performance Measures 2020-21

Corporate Performance Measures 2020-21

1. Introduction

- 1.1 In a normal year, we would publish performance measures as part of the Annual Operating Plan.
- 1.2 This year, as Covid-19 engulfed the world, it impacted the majority of our operations. We revised our Annual Operating Plan to reflect the new set of circumstances and the high levels of uncertainty we are working with. In the revised plan, we divided the year into two halves: the emergency period and the recovery period.
- 1.3 When the Board approved the revised plan in April, we agreed that we would bring proposals for performance measures to the July Board meeting. This gave us time, during the emergency response period, to develop project plans for the second half of the year. We have used those project plans to develop this set of performance measures.

2. Corporate Performance Measures

- 2.1 Corporate performance measures are one of the sources of information Board members use to help them understand how well our strategy is being implemented.
- 2.2 The Board will receive quarterly progress reports against these measures in November, February and May. We will also report progress against them in next year's Annual Report and Accounts.
- 2.3 In the Annual Operating Plan we arranged our work into six priorities, each with a number of projects beneath them. We have arranged our performance measures into the same priorities. This will ensure that we have good coverage of measures across all our priority work.
- 2.4 Setting out our priority work programme in the Annual Operating Plan was a critical step in giving our staff clarity and support. We believe these performance measures will provide additional clarity and help staff to focus, by setting out important milestones and targets.

3.0 Future Performance Measures

- 3.1 Many of the proposed measures are activity-based. This partly reflects that this year is about completing a number of internal reforms to set us up for future delivery as well as the normal challenge of defining outcome-based measures.
- 3.2 In previous discussions, the Board had made clear that an increase in the number of outcome-based measures will be beneficial in ensuring we can demonstrate the impact our Phase 2 approach is having for delivering against our Statutory Purpose. We will work with members of the Board to develop more powerful performance measures for 2021-22.

4.0 Recommendations

- 4.1 The Board is asked to approve the corporate performance measures for 2020-21.

Terry A'Hearn, Chief Executive
Anne Turner, Business Strategy Unit Manager

20 July 2020

Appendix 1: Proposed 2020-21 Corporate Performance Measures

Priority 1: Building One Planet Prosperity Capabilities

We have built the foundations of our 1PP Phase 2 EPA approach through significant progress on:

- internal and external support for the 1PP strategy
- structural change (e.g. Circular Economy and Compliance & Beyond portfolios)
- process and cultural change (e.g. AMT Committees, new Regulatory Scheme of Delegation)

The overall aim for Priority 1 is to ensure that we close the gap between the internal *general support* for the 1PP Phase 2 EPA model and the internal *operational understanding* of how to implement the model.

Project	Lead	Proposed Measures
Regulatory Roles and Responsibilities	Terry A'Hearn	Pilot completed by 30 September 2020. All Relationship Managers assigned by 31 March 2021. At least 50% of staff, surveyed through a pulse survey in March, report that they are starting to see the benefits of the Relationship Management approach.
Future Economy and Society	Jo Green	SEPA regulatory approach referenced in Higgins Report and Government response. At least three Sustainable Growth Agreements signed which support a green economic recovery. At least two on-ground projects with green recovery aims are commissioned in SEPA's six partnership programmes.

Priority 2: Making It Easier To Get Things Done

Our internal processes have built up over 24 years based on lots of individual processes for different parts of the organisation and a tradition of developing bureaucratic and, often, cumbersome processes. We have made some initial progress (e.g. Personal Development Review forms, time sheets, Safe SEPA processes, etc), but there is still much to do ahead of us to improve the efficiency and effectiveness of many of our processes.

The overall aim for Priority 2 is to make significant progress, in particular, to our approaches to processes which underpin our:

- human resource management
- financial management
- environmental management

Project	Lead	Proposed Measures
Job Evaluation	Fiona Martin	AMT agreement for key principles that underpin the procurement of a new job evaluation scheme. Unison support for the approach adopted in implementing a new job evaluation scheme is maintained. AMT agrees the selection of a new job evaluation system provider by 30 November 2020.
Admin Review	Cat Cunningham	By March 2021 administration staff across SEPA will see improvements to their area of work. They will have more development opportunities, clear roles and will feel part of a Phase 2 EPA. This will be evidenced by at least 50% of administrative staff saying that the review has been positive in a pulse survey in March 2021.
Safe SEPA Learning and Development	Kieron Gallagher	All staff have completed Level 1 Protecting Information training and basic cyber essentials training. All managers have completed Level 2 Protecting Information training.
Simplification	Cat Cunningham	By March 2021 we will have identified key areas for simplification and will have implemented three projects in this area which result in measured financial and resource time savings.
Financial Management	Kieron Gallagher	SEPA balances its 2020-21 budget. The Board approves a Financial Strategy, including a delivery plan.
Net Zero	Fiona Mactaggart	Greenhouse gas emissions reduced by at least 7.5%.
Staff Survey	Fiona Martin	A response rate that exceeds that of 2017 (79%). AMT agrees an organisational response to the survey feedback by 30 September 2020. All response actions are completed by March 2021.

Priority 3: Making More Of Our External Relationships

SEPA has a number of well-established external relationships. This is one of the organisation's most valuable assets. In our Phase 2 way of working, we have the opportunity to create a lot more value for Scotland from both our long-established relationships and a small number of newer relationships.

The overall aim for Priority 3 will be to fully establish the organisational processes that will systematise our management of external relationships.

Project	Lead	Proposed Measures
Key Contact	Terry A'Hearn	100% of key contacts allocated by March 2020-21. At least 50% of key contacts involved in the pilot believe it has led to benefits (as assessed by a pulse survey).
Scottish Enterprise	Jo Green	We have started working with Scottish Enterprise on at least three practical programmes that help build a low-environmental impact future We have delivered at least two outcomes with fewer SEPA resources At least one project or outcome has delivered major outcomes that are recognised and promoted by other parties because it has 'game-changing' one planet economy potential

Priority 4: Regulating For One Planet Prosperity

We have achieved a lot as a Phase 1 regulator, but this model is now outdated for driving both the local and national/global environment protection issues we need to tackle. We have made significant progress in building the foundation for this 1PP Phase 2 model, such as developing 16 Sector Plans, restructuring the Circular Economy and Compliance & Beyond portfolios, signing several SGAs, using the AMT Regulation Committee and establishing a new Regulatory Scheme of Delegation.

The overall aim for Priority 4 will be to cement the Phase 2 model in enough of our regulatory work to 'prove' the Phase 2 model, especially in relation to licensing and enforcement reform and to deliver regulatory outcomes in some key sectors and on some non-compliant operators.

Project	Lead	Proposed Measures
Regulating and Supporting Sectors	Chris Dailly	From 1 st September 2020 we are ready to implement a sector-based plan of regulatory work during the remainder of 2020-21. We will develop proposals for the plan of regulatory work by 31 st July 2020. We will finalise the plan of regulatory work by 31 st August 2020. We will deliver a programme of planned regulatory checks for 2020, incorporating: <ul style="list-style-type: none"> ▪ key sectors ▪ high hazard sites ▪ sites of community impact. Action plans will be developed and delivered for: <ul style="list-style-type: none"> ▪ Compliance Assessment Scheme 2019 failing sites ▪ Community impact sites ▪ Sites of concern identified in the current business year (where appropriate)

Project	Lead	Proposed Measures
Disrupting Illegal Activities	Jen Shearer	A reduction in the number of illegal operators working through social media A reduction in the amount of illegal waste activity in the Landfill and Housing sectors.

Priority 5: Flooding and Drought In A Climate Changed World

Since the passage of the Flood Management Scotland Act 2009, SEPA has developed solid processes that underpin our role as the co-ordinator of national strategy and the provider of forecasting and warning services.

From this position of strength, we are in the process of building the foundations of an enhanced Phase 2 EPA approach.

The overall aim for Priority 5 will be to finalise and consolidate our major overhaul of the structure and resource deployment philosophy in our flooding service and to implement a small number of key service products.

Project	Lead	Proposed Measures
Avoid	Vincent Fitzsimons	Link our flood hazard maps to our planning advice by 31 March 2021
Protect	Vincent Fitzsimons	Agree with partners a revised timetable for the next six-year cycle of Scotland's Flood Risk Management Strategies or reduce scope by 30 September 2020. Complete the final engagement and consultation phase on SEPA's 1PP Flooding Services Strategy by 31 March 2021 Implement the results of the flood studies trial by 31 March 2021.
Warn	Vincent Fitzsimons	Launch Eilean Siar and Aberfoyle flood warning schemes by 31 January 2021. Complete recalibration of at least one flood warning scheme by 31 March 2021.
Changes to Hydrology	Vincent Fitzsimons	Complete recruitment for priority tranche 1 posts by 30 September 2020. Review feedback from staff and task and finish groups by 31 December 2020. Finalise and implement new structure with key "how" questions resolved by 31 March 2021.

Priority 6: Enhancing Scotland's Places

Our place-based approach is new and is already showing significant promise in projects such as the Leven, Borderlands and Glasgow.

The overall aim for Priority 6 is to ensure that the selected pilot place-based projects are successful in order to create internal and external momentum for this new approach, and to ensure that the new approach helps drive reforms in key areas such as our visions for our planning and flooding work.

Project	Lead	Proposed Measures
Leven	Kenny Boag	<p>Connectivity Project – Reach Transport Scotland's Panel review to progress to next stage of funding. This includes community engagement, integration with the rail link, active travel option appraisal and design.</p> <p>Vacant & Derelict Land – Progress identified sites in line with Sustainable Growth Agreement targets.</p>
Clyde Region	David Harley	<p>Establishment of a team approach to River Clyde development planning flood risk assessments, with Glasgow City Council, resulting in an increase in the number of pre-planning applications.</p> <p>Receipt and approval of an improved flood model for the River Clyde to support planning application assessment by SEPA and Glasgow City Council</p> <p>Agreeing a Development Management Process with Glasgow City Council for assessing planning applications for sites adjacent to the Clyde</p>
Scope New Place Opportunities	Kenny Boag	Identify two additional pilots.
Develop Place Making Capacities	David Harley	A reduction in the number of detailed site-based flood risk assessments