

## 2019-2020 Corporate Performance Report

This is the 2019 - 2020 Performance Measure Report against the 17 performance measures we set in our Annual Operating Plan last year. This report focuses specifically on the performance measures. This report will be included in the Annual Report and Accounts, which will provide the fuller picture of activity and overall performance over the last year.

Under our One Planet Prosperity strategy, we have set ourselves the major challenge of becoming a world-class environment protection agency fit for the challenges of tomorrow. We know we need to change to eradicate the remaining non-compliance challenges and to play our role in tackling the newer challenges of climate change, marine plastics, insect population collapse and more.

This has been a highly successful year for us in progressing towards becoming the environment protection agency we want to be. We have achieved 15 out of our 17 measures, missing one narrowly due to the COVID-19 impact.

We want Scotland to thrive in a low carbon world. This year we met our target of signing two Sustainable Growth Agreements to specifically showcase and inspire low carbon innovation. Sustainable Growth Agreements are voluntary formal agreements between us and another organisation(s) that focus on practical action to deliver positive environmental outcomes and help achieve One Planet Prosperity. This year we signed the Sustainable Growth Agreement with Midlothian Council and Shawfair LLP and the Leven Programme Partnership Sustainable Growth Agreement.

To help responsible compliant waste businesses, we will make it significantly harder for those who persistently fail to comply with environmental regulations to operate. We use all the tools at our disposal to ensure that regulated sectors meet compliance requirements. We have tackled poor environmental performance and met our target of reducing licences assessed as “very poor”, and those “non-compliant” for two years or more.

As Scotland’s national flood forecasting, flood warning and strategic flood risk management authority, reducing flood risk and its impact throughout Scotland is one of our top priorities. We help Scotland prepare more powerfully for future increased flooding. This year we have increased the number of properties covered by flood warning schemes through the delivery of the Ayr and Annick Scheme. We have also achieved all the milestones we needed to, and are on track to deliver the next flood risk management strategies due to be published in December 2021. Flood Risk Management Strategies set the national direction of future flood risk management, helping to target investment and coordinate actions across public bodies. The strategies explain what causes flooding in high risk areas as well as the impacts when flooding does occur.

Scotland is a global leader in its commitment to tackling climate change, with some of the most ambitious greenhouse gas reduction targets in the world. We want to play as powerful a role as possible to help Scotland deliver this world leading climate change action. In 2019 we set ourselves a target to reduce our own carbon emissions by 47% from the baseline set in 2007. We exceeded this, reducing our emissions to 53% below our 2007 levels.

We are also 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. This work has proved more challenging than first expected, with the development of permit templates often requiring change to the whole regulatory approach of the sector. As such, we have not achieved the measures set of issuing permits in the new templates for four sectors. A significant amount of work has been delivered in this area and we will continue to progress this next year.

The other area where we failed to achieve everything we had planned was the duty of care campaigns in the housing and infrastructure sectors. We progressed this work well throughout the year but had to postpone the inspections planned for the end of March because of the risks associated with COVID-19.

At the end of 2019-20, the world was engulfed by the COVID-19 pandemic. This may impact the delivery of objectives such as the publication of all Sector Plan by March 2021 as we focus on making our best contribution to helping the nation get through the public health emergency in a way that protects and improves Scotland's environment.

Corporate Plan measure	Annual Operating Plan measure	AMT member	Confidence	Performance		
Increase in the number of sector plans	<p><b>1. Sector Plans</b> Publish a plan for every sector by the end of March 2021.</p> <ol style="list-style-type: none"> <li>1. Identify the sectors we will publish a sector plan for, along with the proposed timeline for their publication (August 2019).</li> <li>2. Identify Sector Sponsor and Sector Development Plan Leads for all sectors (December 2019).</li> <li>3. Initiate the development of 10 sector plans</li> <li>4. Publish nine sector plans</li> </ol>	John Kenny	Achieved	<p>Sector Plans will be central to everything we do, as they help shape our interactions with every sector and the businesses in them. We aim to publish a plan for every sector by the end of March 2021.</p> <p>We met all of the targets outlined for 2019-20 for the development of new sector plans:</p> <ol style="list-style-type: none"> <li>1. We have identified all sectors we propose to publish a plan for, together with proposed timelines for their publication.</li> <li>2. We have identified and appointed Sector Sponsors and Development Leads for every plan.</li> <li>3. We have exceeded our initial target and initiated development of 17 new sector plans this year, taking the total number of sector plans we aim to produce to 33.</li> <li>4. We have exceeded our initial target and published 11 sector plans during Q1 and Q2.</li> </ol> <p>Significant work has been undertaken to ensure progress of plans for all sectors identified this year. As an organisation, we are now working hard to assess critical areas of work and how we can support sectors during this difficult time, whilst continuing to protect and improve Scotland's environment.</p> <table border="0" data-bbox="931 766 2852 1417"> <tr> <td data-bbox="931 766 1884 1417"> <p><b>Sector Plans in development</b></p> <ul style="list-style-type: none"> <li>• Mining and quarrying</li> <li>• Commercial &amp; public premises development &amp; use</li> <li>• Packaging manufacturing, reuse and reprocessing</li> <li>• Other manufacturing</li> <li>• Textiles and apparel manufacture</li> <li>• Oil and gas product manufacturing and distribution</li> <li>• Healthcare and clinical</li> <li>• Defence activities regulated by SEPA</li> <li>• Livestock Production</li> <li>• Pig Production</li> <li>• Poultry Production</li> <li>• Recreational, Green &amp; Blue Space</li> <li>• Drink Manufacture</li> <li>• Electricity &amp; Heat Production</li> <li>• Food Manufacture &amp; Processing</li> <li>• Materials Recovery</li> <li>• Shellfish Production</li> </ul> </td> <td data-bbox="1893 766 2852 1417"> <p><b>Published Sector Plans</b></p> <ul style="list-style-type: none"> <li>• Tyres</li> <li>• Oil and gas decommissioning</li> <li>• Leather</li> <li>• Water supply and waste water</li> <li>• Nuclear power generation and decommissioning</li> <li>• Dairy processing</li> <li>• Housing</li> <li>• Strategic infrastructure</li> <li>• Dairy production</li> <li>• Crop production</li> <li>• Finfish aquaculture</li> </ul> </td> </tr> </table> <p>Of the two remaining sector plans, Forestry and wood processing is at the design phase before publishing. The Chemicals manufacturing sector plan is on hold to consider wider strategic concerns.</p>	<p><b>Sector Plans in development</b></p> <ul style="list-style-type: none"> <li>• Mining and quarrying</li> <li>• Commercial &amp; public premises development &amp; use</li> <li>• Packaging manufacturing, reuse and reprocessing</li> <li>• Other manufacturing</li> <li>• Textiles and apparel manufacture</li> <li>• Oil and gas product manufacturing and distribution</li> <li>• Healthcare and clinical</li> <li>• Defence activities regulated by SEPA</li> <li>• Livestock Production</li> <li>• Pig Production</li> <li>• Poultry Production</li> <li>• Recreational, Green &amp; Blue Space</li> <li>• Drink Manufacture</li> <li>• Electricity &amp; Heat Production</li> <li>• Food Manufacture &amp; Processing</li> <li>• Materials Recovery</li> <li>• Shellfish Production</li> </ul>	<p><b>Published Sector Plans</b></p> <ul style="list-style-type: none"> <li>• Tyres</li> <li>• Oil and gas decommissioning</li> <li>• Leather</li> <li>• Water supply and waste water</li> <li>• Nuclear power generation and decommissioning</li> <li>• Dairy processing</li> <li>• Housing</li> <li>• Strategic infrastructure</li> <li>• Dairy production</li> <li>• Crop production</li> <li>• Finfish aquaculture</li> </ul>
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Increase in the number of Sustainable Growth Agreements	<p><b>2. Sustainable growth agreements</b></p> <p>Agree at least two Sustainable Growth Agreements to specifically showcase low carbon innovation</p>	Jo Green	Achieved	<p>Sustainable Growth Agreements are voluntary formal agreements between us and another organisation(s) that focus on practical action to deliver positive environmental outcomes and help achieve One Planet Prosperity. In 2019-20 we aimed to agree at least two Sustainable Growth Agreements to specifically showcase low carbon innovation.</p> <p>We have achieved this measure, signing the below this year:</p> <p><a href="#">Sustainable Growth Agreement with Midlothian Council and Shawfair LLP.</a> Shawfair is a new development in Midlothian. One of the biggest features of the settlement will be a low carbon district heating system. General principles of the development’s design and layout will protect space for district heating pipe runs to ensure this key component of Shawfair can be undertaken.</p> <p><a href="#">Leven Programme Partnership Sustainable Growth Agreement.</a> As part of this agreement we will work with partners to establish tools and projects which will demonstrate how the Leven community can move from having been a high carbon community in the past, to being a low carbon community of the future.</p> <table border="1" data-bbox="923 821 1843 947"> <thead> <tr> <th data-bbox="923 821 1383 905">Total number of Sustainable Growth Agreements</th> <th data-bbox="1391 821 1843 905">Agreed this year</th> </tr> </thead> <tbody> <tr> <td data-bbox="923 911 1383 947">9</td> <td data-bbox="1391 911 1843 947">2</td> </tr> </tbody> </table>	Total number of Sustainable Growth Agreements	Agreed this year	9	2
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<p>All permits have obligations which are clearer</p>	<p><b>3. Clearer permits</b>                  This year we will have new permit templates for four sectors: Finfish aquaculture; Landfill; Metals and Scotch Whisky sectors.</p> <p>We will begin issuing permits in the new template in the following sectors:</p> <ul style="list-style-type: none"> <li>• Finfish aquaculture sector: 60-70% of 286 permits for operational sites;</li> <li>• Landfill sector: all permits for the 12 priority sites</li> <li>• Metals sector: all permits for the 30 priority sites</li> </ul>	<p>Ian Buchanan</p>	<p><b>Not Achieved</b></p>	<p>We have not achieved this target. Work to develop new permit templates is proving more challenging than we originally expected.</p> <p>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. Through the work we have undertaken this year, we now have a clearer understanding that the development of effective permit templates requires a change to the whole regulatory approach to that sector. We are therefore testing and improving our methods and approaches to this.</p> <p>Completed permit templates continue to evolve and to do this effectively we are maintaining ongoing working relationships with all stakeholders. Further details are given in the table below:</p> <table border="1" data-bbox="917 470 2867 1350"> <thead> <tr> <th>Sector</th> <th>Discovery</th> <th>Consultation</th> <th>Template issued</th> <th>Comment</th> </tr> </thead> <tbody> <tr> <td>Finfish aquaculture</td> <td>Completed</td> <td>Completed</td> <td>Yes</td> <td>Permits issued to new site applications and variations to existing sites. Updates to new permit in development.  Scoping completed of work required to review existing, operational sites on to new permit template.</td> </tr> <tr> <td>Landfill</td> <td>Completed.</td> <td>Completed.  In addition, a stakeholder event was held in February 2020.</td> <td>No</td> <td>Proposed permit largely supported. Changes to permit template conditions to be finalised and supporting guidance to be completed.</td> </tr> <tr> <td>Metals</td> <td>Completed.</td> <td>Completed.</td> <td>No</td> <td>Scoping underway of work required to review existing priority sites on to new permit template.</td> </tr> <tr> <td>Whisky</td> <td>Ongoing work on water policy and regulatory approach.</td> <td>Consultation arranged for May/June.</td> <td>No</td> <td></td> </tr> </tbody> </table> <p><b>Other Permit Development</b></p> <table border="1" data-bbox="917 1381 2867 1938"> <tbody> <tr> <td>Medium combustion plant</td> <td>Template issued.</td> </tr> <tr> <td>Healthcare waste management</td> <td>Template issued to NHS sites.</td> </tr> <tr> <td>Controlled Activity Regulations Herbicides.</td> <td>The discovery phase has been completed. It is ready for sign off and issue.</td> </tr> <tr> <td>Engineering template for large infrastructure projects.</td> <td>Permit at an advanced stage. A The Agency Management Team’s Regulatory Sub-Committee approved approach subject to conclusion of two outstanding issues. Work has been delayed due to the Covid-19 crisis. Primary focus is on Transport Scotland.</td> </tr> </tbody> </table>	Sector	Discovery	Consultation	Template issued	Comment	Finfish aquaculture	Completed	Completed	Yes	Permits issued to new site applications and variations to existing sites. Updates to new permit in development.  Scoping completed of work required to review existing, operational sites on to new permit template.	Landfill	Completed.	Completed.  In addition, a stakeholder event was held in February 2020.	No	Proposed permit largely supported. Changes to permit template conditions to be finalised and supporting guidance to be completed.	Metals	Completed.	Completed.	No	Scoping underway of work required to review existing priority sites on to new permit template.	Whisky	Ongoing work on water policy and regulatory approach.	Consultation arranged for May/June.	No		Medium combustion plant	Template issued.	Healthcare waste management	Template issued to NHS sites.	Controlled Activity Regulations Herbicides.	The discovery phase has been completed. It is ready for sign off and issue.	Engineering template for large infrastructure projects.	Permit at an advanced stage. A The Agency Management Team’s Regulatory Sub-Committee approved approach subject to conclusion of two outstanding issues. Work has been delayed due to the Covid-19 crisis. Primary focus is on Transport Scotland.
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Fewer instances of poor environmental performance	<p><b>4. Decreasing non-compliance</b> Reduce the number of licences classed as very poor at the end of March 2019.</p>	Ian Buchanan	Achieved	<p>We are committed to ensuring that every Scottish business complies with the law. At the start of the year environmental performance amongst Scottish regulated businesses was 90.5%. We focused our efforts on licences which had been assessed as ‘Very Poor’.</p> <p>We achieved the target of reducing this number, 64.7% of the licences that were classed as ‘very poor’ improved over the year.</p> <table border="1"> <thead> <tr> <th>Reporting year</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td>Number very poor at start of year</td> <td>51</td> </tr> <tr> <td>Number assessed year to date</td> <td>49</td> </tr> <tr> <td>Number of these which are still very poor this year</td> <td>18</td> </tr> <tr> <td>Percentage reduction</td> <td>64.7%*</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Year</th> <th>2016</th> <th>2017</th> <th>2018</th> </tr> </thead> <tbody> <tr> <td>Overall percentage reduction</td> <td>66%</td> <td>75%</td> <td>53 %</td> </tr> </tbody> </table> <p>* Status as at 11 June 2020. 2019 CAS remains in draft and will not be finalised until later in the year. These figures quoted may change in the final data set.</p>	Reporting year	2019	Number very poor at start of year	51	Number assessed year to date	49	Number of these which are still very poor this year	18	Percentage reduction	64.7%*	Year	2016	2017	2018	Overall percentage reduction	66%	75%	53 %	
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<p><b>5. Persistently failing sites</b> Reduce the number of licences which were non-compliant for two years or more at the end of March 2019.</p>	Ian Buchanan	Achieved	<p>We are committed to ensuring that every Scottish business complies with the law. At the start of the year environmental performance amongst Scottish regulated businesses was 90.5%. We focused our efforts on those which had been assessed as ‘Non-Compliant’ for two years or more.</p> <p>We achieved this target of reducing this number with a 35.5% reduction in the number licences which were non-compliant for two years or more at the end of March 2020.</p> <table border="1"> <thead> <tr> <th>Reporting year</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td>Number non-compliant at start of year</td> <td>183</td> </tr> <tr> <td>Number assessed year to date</td> <td>172**</td> </tr> <tr> <td>Number of these which are still non-compliant this year</td> <td>102</td> </tr> <tr> <td>Percentage reduction</td> <td>35.5%*</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Year</th> <th>2015</th> <th>2016</th> <th>2017</th> <th>2018</th> </tr> </thead> <tbody> <tr> <td>Overall percentage reduction</td> <td>44%</td> <td>45%</td> <td>40%</td> <td>37%</td> </tr> </tbody> </table> <p>* Status as at 11 June 2020. 2019 CAS remains in draft and will not be finalised until later in the year. These figures quoted may change in the final data set. ** Of the licences not assessed, 2 were revoked and 1 was surrendered</p>	Reporting year	2019	Number non-compliant at start of year	183	Number assessed year to date	172**	Number of these which are still non-compliant this year	102	Percentage reduction	35.5%*	Year	2015	2016	2017	2018	Overall percentage reduction	44%	45%	40%	37%
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Eradication of waste crime	<p><b>6. Make the waste sector less attractive to criminals</b></p> <p>This year we will carry out duty of care campaigns in the housing and infrastructure sectors.</p>	Ian Buchanan	Not Achieved	<p>Businesses have a legal responsibility to ensure that they produce, store, transport and dispose of business waste without harming the environment. This is known as duty of care. We want to make sure that everyone understands and complies with the Duty of Care regulations. Our target was to carry out duty of care campaigns in the housing and infrastructure sector.</p> <p>This target was on track to deliver by end March 2020 but the final implementation was postponed as a consequence of the outbreak of COVID-19. We therefore did not achieve this measure. Inspections were due to commence in the week commencing 16 March and continue through into April. The UK Government had advised to avoid all non-essential travel and contact with others and it was considered inappropriate to encourage officers to carry out inspections given the risks involved. The inspections have been postponed to be carried out at a later date, which has not yet been confirmed.</p> <p>Despite the postponement of the inspections, some very positive work has taken place against this target. A group of our employees took part in a new training package that integrates technical Controlled Activities Regulations inspection training, with Duty of Care for waste training. This enables us to avoid duplicating effort, as we can inspect against different licences and regulations in one inspection. The training also encompassed how to carry out the Fixed Monetary Penalty campaign.</p> <p>We have also carried out awareness raising in the sector. By working with partners in the public and private sectors we've reached audiences that we have rarely engaged with in the past. This was evident when we co-hosted a free information event with Zero Waste Scotland and Robertson Homes. At this event we made it clear that Duty of Care compliance is non-negotiable and highlighted areas with our partners where businesses can go beyond compliance.</p> <p>We continue to build on the campaign to ensure effective roll-out of inspections and appropriate enforcement measures when the time comes, and are currently focussing on making quality information available to operators, and supporting our officers.</p>

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				<p>We work with partners on joint action to disrupt crime. Examples include joint roadside checks of vehicles or joint inspections at sites where intelligence suggests illegal activity. By working with partners we benefit from a wider pool of intelligence. We also gain access to cross-agency crime disruption and deterrence tools enabling SEPA and partners to jointly identify and tackle a range of illegal activity.</p> <p>This year, we have met our target to participate in at least five multi-agency operations. The below table details the seven operations we have been involved in this year. We will continue to seek opportunities to disrupt waste crime via multi-agency operations.</p> <table border="1"> <thead> <tr> <th></th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>Number of operations completed each quarter</td> <td>3</td> <td>2</td> <td>1</td> <td>1</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Number</th> <th>Operation name</th> <th>Details</th> </tr> </thead> <tbody> <tr> <td>7</td> <td>Police Scotland operation</td> <td>On 21 January 2020 our officers accompanied Police Scotland entering premises suspected to be linked to organised crime, where intelligence suggested waste offences were also taking place. Officers were able to substantiate the intelligence and identified stockpiled waste tyres, amongst other unauthorised waste management activities. Support was given to Police Scotland to include these offences in their wider actions. A fire at the site subsequently impacted the areas where the waste tyres were being stored.</td> </tr> <tr> <td>6</td> <td>Operation Mode - Grangemouth Port</td> <td>On 28-29 October 2019, we participated in an operation organised by the British Transport Police. This operation focused on illicit movement of materials, including waste, through Scotland's ports. We completed a number of container checks at Grangemouth Port. Some minor offences were detected and we provided advice and guidance.</td> </tr> <tr> <td>5</td> <td>Operation Mode - Cairnryan Port</td> <td>Operation Mode took place on 25 September 2019. We worked with Police Scotland, British Transport Police and Borders Patrol. This was part of an annual multi-agency operation to disrupt and detect crime across public or private transportation links. A check was completed on vehicles crossing to and from Ireland via Cairnryan Port. We assessed waste being transported to ensure that it complied with transfrontier and duty of care waste legislation. The day was a success with many vehicles being checked, useful intelligence gathered and guidance and advice provided.</td> </tr> <tr> <td>4</td> <td>Operation Pintail</td> <td>On 23 July 2019, we took the lead in a multi-agency operation alongside Police Scotland concerning an unauthorised waste site in Renfrewshire. This was an intelligence-led operation which resulted in successfully halting the importation and burial of mixed waste that was suspected to have originated from England.</td> </tr> <tr> <td>3</td> <td>Operation Alternate</td> <td>This campaign was co-ordinated by Police Scotland to reduce criminality and casualties on Scotland's roads. We participated in a multi-agency day of action alongside Police Scotland and HM Revenue and Customs. 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6	Operation Mode - Grangemouth Port	On 28-29 October 2019, we participated in an operation organised by the British Transport Police. This operation focused on illicit movement of materials, including waste, through Scotland's ports. We completed a number of container checks at Grangemouth Port. Some minor offences were detected and we provided advice and guidance.																																			
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4	Operation Pintail	On 23 July 2019, we took the lead in a multi-agency operation alongside Police Scotland concerning an unauthorised waste site in Renfrewshire. This was an intelligence-led operation which resulted in successfully halting the importation and burial of mixed waste that was suspected to have originated from England.																																			
3	Operation Alternate	This campaign was co-ordinated by Police Scotland to reduce criminality and casualties on Scotland's roads. We participated in a multi-agency day of action alongside Police Scotland and HM Revenue and Customs. We participated in road stops with a focus on waste crime.																																			
2	Shut Out Scammers - North Ayrshire	We are actively involved in these multi-agency campaigns aimed at raising awareness of doorstep offenders who cold-call people and scam them out of money; and where this impacts the legal collection, transport, and disposal of waste.																																			
1	Shut Out Scammers - North Lanarkshire																																				
	<p><b>7. Make the waste sector less attractive to criminals</b></p> <p>This year we will participate in at least five multi-agency operations to disrupt waste crime.</p>	Ian Buchanan	Achieved																																		

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	<p><b>8. Make the waste sector less attractive to criminals</b> This year we will use intelligence to tackle at least three significant illegal waste sites.</p>	Ian Buchanan	Achieved	<p>We want to help responsible compliant waste businesses by making it significantly harder for those who persistently fail to comply with environmental regulations to operate. We will use intelligence to identify those involved in criminal activities and tackle them using investigation and intervention tactics designed to deter and disrupt them from continuing the activities. We have achieved our target of using intelligence to tackle at least three significant illegal waste sites. We closed a further two investigations in Quarter 4, bringing the year total for the year to five.</p> <table border="1"> <thead> <tr> <th></th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>No of sites being investigated each quarter</td> <td>4</td> <td>6</td> <td>5</td> <td>4</td> </tr> <tr> <td>No of site investigations closed each quarter</td> <td>0</td> <td>1</td> <td>2</td> <td>2</td> </tr> </tbody> </table> <p><b>Operation Kingfisher</b> A number of sites have been investigated this year which supported the wider Operation Kingfisher work examining the cross-border movement of baled waste from England into Scotland and information gathered has further supported our intelligence picture.</p> <p>These were:</p> <p><b>Operation Pintail</b> This operations dealt with a number of smaller deposit sites which matched the pattern of wider cross border waste transport and deposit, but did not involve the same large scale or long term disposal seen elsewhere. We closed two investigations in Quarter 4 and one in Quarter 3 in relation to Operation Pintail. In Q4 we investigated two locations where baled waste had been deposited without authorisation. The investigation into these sites was concluded with final interviews having taken place but without sufficient evidence being available to proceed to formal enforcement. While the investigations have been closed work is ongoing with the landowners to discuss waste removal. In Q3, with support from Police Scotland, we made a controlled entry onto an area of derelict land next to an end of life vehicle site which intelligence suggested was being used to bury baled commercial/household waste. Through this operation, we have been able to end the unauthorised disposal activity which had been taking place. The evidence available did not confirm the presence of baled waste, only construction and demolition wastes. Based on this, we made the decision to issue a Fixed Monetary Penalty. While the investigation has been closed, we continue to work with the landowner to secure the site to prevent any future offences.</p> <p><b>Biggar Road Industrial Estate, Motherwell</b> We were notified that baled waste had been deposited on the site. We were able to secure the removal of the majority of the waste by the landowner using a Section 59 Notice. No further deposits of this waste type have been made. While we were unable to identify the person responsible for depositing the waste, valuable intelligence was gained which has supported the ongoing Operation Kingfisher. work into cross-border waste disposal.</p> <p><b>Operation Magpie</b> This investigation, which was closed in Quarter 2 quarter, involved a multi-agency response to a site in Newtongrange where waste was being illegally stored and cement batching was taking place without authorisation. As the activity was related to Serious and Organised Crime, we worked with Police Scotland and the Driver and Vehicle Licensing Agency to disrupt it.</p> <p>Of the three associated businesses working from the site, two have stopped operating and one now takes waste to a SEPA-licensed facility. Early intervention allowed us to stop the illegal operations becoming established and causing long-term, low-level pollution and public nuisance which would draw a lot of resource from regional teams and create anxiety within the surrounding community. Legitimate waste businesses would also have been impacted. It may well have resulted in some legitimate businesses ceasing to operate in the area, not only because they would have been undercut financially but also because of the violence and aggression threat that comes with Serious Organised Crime linked activities.</p>		Q1	Q2	Q3	Q4	No of sites being investigated each quarter	4	6	5	4	No of site investigations closed each quarter	0	1	2	2
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Improvement in the quality of Scotland's environment	<p><b>9. Water environment – physical condition.</b> Increase the length of river where physical condition is restored.</p> <p>This year we will progress two projects towards initiation of onsite groundworks, complete options development for projects in two other communities and develop partnerships for projects in three further communities.</p>	John Kenny	Achieved	<p>Scotland's rivers are a vital natural resource. Work supported by the Water Environment Fund restores the health, biodiversity and resilience of damaged rivers and their valuable fisheries and, through increasing access to greenspace, improves the health and wellbeing of often deprived communities. We work with partners (largely local authorities) to improve the quality of degraded river corridor - the projects can take years to complete. This year we have achieved and exceeded the targets set. The table below outlines the water body, the partner we are working with and the project status.</p> <table border="1"> <thead> <tr> <th>Water body</th> <th>Partner</th> <th>Partnership initiation</th> <th>Scoping/ Options Appraisal</th> <th>Design</th> <th>Onsite</th> <th>Complete</th> <th>Outcome</th> </tr> </thead> <tbody> <tr> <td>Brothock Water, Arbroth</td> <td>Angus Council</td> <td>✓</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Den Burn, Den Burn Valley community between Maidencraig and Stronsay Park.</td> <td>Aberdeen City Council</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>River Leven, town of Leven through to Windygates, west of Methil (part of the Leven partnership project).</td> <td>Fife Council</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Allander Water, Milngavie</td> <td>East Dunbartonshire Council</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Luggie Water, Lenzie</td> <td>East Dunbartonshire</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Park Burn/Stand Burn, Kirkintilloch</td> <td>East Dunbartonshire</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>River Nith, New Cumnock (Phase 1)</td> <td>The Tweed Forum</td> <td></td> <td></td> <td></td> <td>✓</td> <td>✓</td> <td>1km of river restored</td> </tr> <tr> <td>River Nith, New Cumnock (Phase 2)</td> <td>The Tweed Forum</td> <td></td> <td></td> <td>✓</td> <td></td> <td></td> <td></td> </tr> <tr> <td>River Levern, Barrhead</td> <td>East Renfrewshire Council</td> <td></td> <td>✓</td> <td>✓</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Tollcross, Sandyhills</td> <td>Glasgow City Council</td> <td></td> <td></td> <td></td> <td>✓</td> <td></td> <td></td> </tr> <tr> <td>Garrell Burn</td> <td>North Lanarkshire Council</td> <td></td> <td></td> <td></td> <td>✓</td> <td></td> <td></td> </tr> <tr> <td>Back Burn, Glenrothes part of the Leven partnership project).</td> <td>Fife Council</td> <td></td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Water body	Partner	Partnership initiation	Scoping/ Options Appraisal	Design	Onsite	Complete	Outcome	Brothock Water, Arbroth	Angus Council	✓	✓					Den Burn, Den Burn Valley community between Maidencraig and Stronsay Park.	Aberdeen City Council	✓						River Leven, town of Leven through to Windygates, west of Methil (part of the Leven partnership project).	Fife Council	✓						Allander Water, Milngavie	East Dunbartonshire Council	✓						Luggie Water, Lenzie	East Dunbartonshire	✓						Park Burn/Stand Burn, Kirkintilloch	East Dunbartonshire	✓						River Nith, New Cumnock (Phase 1)	The Tweed Forum				✓	✓	1km of river restored	River Nith, New Cumnock (Phase 2)	The Tweed Forum			✓				River Levern, Barrhead	East Renfrewshire Council		✓	✓				Tollcross, Sandyhills	Glasgow City Council				✓			Garrell Burn	North Lanarkshire Council				✓			Back Burn, Glenrothes part of the Leven partnership project).	Fife Council		✓				
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	<p><b>10. Water environment – Fish barriers.</b> Increase the length of river where fish movement is not restricted by man-made barriers</p> <p>This year we will develop partnerships for at least two historic barriers. At least three projects will reach full project design or onsite groundworks initiation.</p>	John Kenny	Achieved	<p>As well as improving the quality of degraded river conditions, the Water Environment Fund also aims to improve fish migration by easing fish passage or removing barriers (historic weirs and dams) that may have closed rivers to migrating fish for centuries. This year we have achieved and exceeded the targets set. The table below outlines the water body and the project status.</p> <table border="1"> <thead> <tr> <th>Water body</th> <th>Partnership initiation</th> <th>Scoping/ Options Appraisal</th> <th>Design</th> <th>Onsite</th> <th>Complete</th> <th>Outcome</th> </tr> </thead> <tbody> <tr> <td>Gateside Weir, River Eden, Fife</td> <td>✓</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Gottar Water, Quarriers Village, Renfrewshire</td> <td></td> <td></td> <td>✓</td> <td>✓</td> <td>✓</td> <td>9 km river now passable to migratory fish</td> </tr> <tr> <td>Dowies Mill, River Almond (one of the seven weirs being addressed on the River Almond)</td> <td></td> <td></td> <td>✓</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Limefield Falls, River Almond (one of the seven weirs being addressed on the River Almond)</td> <td></td> <td>✓</td> <td>✓</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Garlogie dam, Leuchar burn, Aberdeenshire</td> <td></td> <td></td> <td>✓</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Bronie Burn Weir, Aberdeenshire</td> <td></td> <td>✓</td> <td>✓</td> <td></td> <td></td> <td></td> </tr> <tr> <td>River Leven - Barrier 1 (part of Leven partnership project)</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>River Leven -Barrier 2 (part of Leven partnership project)</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Water body	Partnership initiation	Scoping/ Options Appraisal	Design	Onsite	Complete	Outcome	Gateside Weir, River Eden, Fife	✓	✓					Gottar Water, Quarriers Village, Renfrewshire			✓	✓	✓	9 km river now passable to migratory fish	Dowies Mill, River Almond (one of the seven weirs being addressed on the River Almond)			✓				Limefield Falls, River Almond (one of the seven weirs being addressed on the River Almond)		✓	✓				Garlogie dam, Leuchar burn, Aberdeenshire			✓				Bronie Burn Weir, Aberdeenshire		✓	✓				River Leven - Barrier 1 (part of Leven partnership project)	✓						River Leven -Barrier 2 (part of Leven partnership project)	✓					
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	<p><b>11. Water environment – diffuse pollution</b> Achieve more than 80% uptake of required actions to alleviate diffuse pollution after first follow-up visits to non-compliant farms.</p>	Ian Buchanan	Achieved	<p>Diffuse pollution is the release of potential pollutants from a range of activities that, individually, may have no effect on the water environment, but, at the scale of a catchment, can have a significant effect. Problems occur in both rural and urban environments. 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 to achieve compliance with regulations. An example of improved practices is increasing buffer strips to reduce agricultural run-off into watercourses.</p> <p>Our target is for more than 80% of farms found to be non-compliant to have started work on our recommended measures by the time of our first re-visit. We have achieved this with a 90% uptake. The farms we are revisited this year had their initial inspection 12-18 months earlier.</p> <table border="1"> <thead> <tr> <th>Year</th> <th>2014-2015</th> <th>2015-2016</th> <th>2016-2017</th> <th>2017-2018</th> <th>2018-2019</th> <th>2019 - 2020</th> </tr> </thead> <tbody> <tr> <td>Percentage uptake</td> <td>88%</td> <td>83%</td> <td>86%</td> <td>88%</td> <td>87%</td> <td>90%</td> </tr> </tbody> </table>	Year	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019 - 2020	Percentage uptake	88%	83%	86%	88%	87%	90%																																																	
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Achievement of milestones to deliver the next flood risk management strategies	<p><b>12. Flood risk management strategies</b></p> <p>This year we will be updating the critical methodology used to appraise and prioritise the actions in the next strategies</p>	David Pirie	Achieved	<p>Flood Risk Management Strategies coordinate efforts to tackle flooding in Scotland. They set the national direction of future flood risk management, helping to target investment and coordinate actions across public bodies. The strategies explain what 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.</p> <p>The development of the next flood risk management strategies, due for publication in 2021, is well underway and the target of updating methods to appraise and prioritise the actions has been met.</p> <p>Work continues on the development of the flood risk management strategies, including analysis and content development via the contract with our consultants RPS, and review and coordination with partners. A draft methodology has been agreed and work is underway to test this.</p> <p>COVID-19 had an initial impact on capacity across the board, but this has now settled and although reduced, work is continuing.</p>
Increase in the number of properties covered by flood warning schemes	<p><b>13. Flood warning schemes</b></p> <p>This year we will deliver the Ayr and Annick schemes which cover at least another 200 properties with a flood warning scheme.</p>	David Pirie	Achieved	<p>Reducing flood risk and its impact throughout Scotland is one of our top priorities. Our <a href="#">Flood Warning Development Framework (2017-2021)</a> sets out to improve our forecasting and warning service, giving people advance notice of flooding and helping them to be prepared and protected.</p> <p>One element is extending our detailed local flood warning schemes. We have passed the measure and have succeeded in delivering the Ayr and Annick schemes which cover at least another 200 properties with a Flood Warning Scheme.</p>

Improvement to our services based on customer feedback	<p><b>14. Consultation</b> Consult and engage on areas of our services.</p> <p>We will report on the progress of consultations that take place this year.</p>	Jo Green	Achieved	<p>Many of the decisions we make are wide-ranging and have the potential to affect a range of stakeholders. We are continually trying to improve our services by seeking customer feedback and consulting our stakeholders before introducing any significant regulatory or policy changes. We have achieved our target to consult and engage on areas of our services. This year's consultations are listed below alongside the number of responses received.</p>				
				Consultation title	Launched	Completed	Number of responses received	Consultation Analysis
				<a href="#">HMNB Clyde Application</a>	January 2020	Q4	7127	<p>This consultation was held after we received an application to approve radioactive waste disposal from HMNB Clyde, Faslane and Coulport. It is SEPA practice to consult with a number of organisations and the wider public on such applications. This was the first consultation on a nuclear site we have run through the online Consultation Hub.</p> <p>We received an unusually high number of replies. This was due to the consultation being picked up in the media and shared through social media. The Scottish Green Party also ran a petition which generated 5764 of the responses. Due to the volume of replies to the consultation, there will be a delay in progressing the application.</p>
				<a href="#">The Leven Programme - Connectivity Project survey</a>	December 2019	Q4	533	<p>The survey data is being used to influence a behaviour change plan and concept designs for active travel and community spaces in the area; these will be finalised by August. The data will also form part of the baseline for the project's monitoring and evaluation plan.</p>
				<a href="#">Non-hazardous landfill permits</a>	November 2019	Q4	22	<p>In response to the feedback received, we are amending a small number of permit conditions. These relate to capping, authorised waste table, closure and aftercare.</p> <p>We are also investigating other issues highlighted, including the number of variations required for restoration plans.</p>
				<a href="#">Waste management (waste motor vehicle) permits</a>	January 2020	Q4	8	<p>The feedback received was largely positive and in agreement with our reformed approach. After reviewing the responses we have updated the layout of the first table to increase understanding; provided advice and guidance to operators on how best to comply with their environmental obligations; and are developing guidance to set out how we will assess the significance of nuisance.</p>
				<a href="#">The use of biomass or feed to regulate the organic output from marine pen fish farming to the environment</a>	October 2019	Q4	29	<p>We received responses supporting both of the options outlined in the consultation and are seeking to engage further where additional information or expertise will support decision-making.</p>
<a href="#">SEPA Flood Risk</a>	October 2019	Q3	TBC					

Corporate Plan measure	Annual Operating Plan measure	AMT member	Confidence	Performance				
				<a href="#">Waste data</a>	September 2019	Q3	65	The main responders were from government and the waste industry. Other responders included local authorities, land owners, consultancies and developers. For both questions, the majority of responders agreed that more data should be made available.
				<a href="#">Forestry and wood processing sector plan</a>	July 2019	Q3	31	Responses led to us increasing emphasis on climate emergency and biodiversity.
				<a href="#">SEPA's WEEE charging scheme consultation</a>	April 2019	Q1	2	The scheme is consistent with the comments made.
				<a href="#">Water supply and waste</a>	December 2018	Q1	51	We received responses from a wide range of stakeholders on our sector plan consultations. Respondents are generally supportive of the direction of travel and aspirations of the sector plans, but keen to understand more about our ambition for sectors going 'beyond compliance' and our role and remit to support that. We have added more case studies to the sector plans to provide examples of the industries going 'beyond compliance'. We have also amended our plans to provide further information and clarification where required.
				<a href="#">Nuclear Power Generation and Decommissioning Sector Plan</a>	December 2018	Q1	20	
				<a href="#">Leather Sector Plan</a>	December 2018	Q1	10	
				<a href="#">Housing Sector Plan</a>	December 2018	Q1	51	
				<a href="#">Crop Production Sector Plan</a>	December 2018	Q1	39	
				<a href="#">Chemicals Manufacturing</a>	21 December	Q1	23	
				<a href="#">Strategic Infrastructure</a>	21 December	Q1	47	
				<a href="#">Dairy Processing Sector</a>	21 December	Q1	11	
				<a href="#">Dairy Production Sector</a>	21 December	Q1	22	

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Reduction in our greenhouse gas emissions	<p><b>15. Greenhouse gas emissions</b> Introduce new greenhouse gas emissions reduction targets that exceed our fair share of targets set for Scotland in the forthcoming Climate Change Act.</p> <p>This year we will also reduce our carbon emissions by 47% when set against our baseline emissions in 2007. We will achieve this by 31 March 2020.</p>	Fiona Martin	Achieved	<p>The Scottish Climate Change Bill was passed by Parliament on 25 September 2019. The Bill sets a target of net zero emissions for Scotland by 2045 and increases the interim 2030 milestone from 70% to 75%. The national target for net zero emissions by 2045 and the interim goals fed into setting a new target for SEPA to reduce greenhouse gas emissions.</p> <p>SEPA agreed to adopt a net zero target in relation to our own emissions. The full detail of this target including actions to help achieve it and will be confirmed as part of the publication of our 2020-201 Agency Operating Plan.</p> <p>We exceeded our target to reduce our carbon emissions by 47%, achieving an annual reduction of 14.4% and a drop of 53% from our 2006-2007 baseline.</p> <p>Note that due to the COVID-19 national lock-down from 23 March we cannot reconcile final building energy readings for some of our estate and have used extrapolations. This is a very small proportion of annual energy consumption and has little impact on our performance measurements. The emergency lockdown is not responsible for our reductions as it became active only on the last week of the financial year.</p> <p>Emissions from transport fell by 22.3% compared to the previous year. Emissions from electricity and gas use in our buildings fell by 12.3% compared to the previous year. Tables showing emissions changes from 2018-2019 to 2019-2020 for our travel and building energy can be found below.</p> <p>For the year to date, transport accounts for 41% of our total emissions and building energy account for 52%. The emissions for our survey vessel, the Sir John Murray accounts for the remaining 7% of the total.</p> <table border="1"> <thead> <tr> <th>Travel mode</th> <th>Year to date (tonnes carbon dioxide equivalent*)</th> <th>Percent change</th> </tr> </thead> <tbody> <tr> <td>Air</td> <td>43.7</td> <td>-65.2%</td> </tr> <tr> <td>Business car miles</td> <td>347.8</td> <td>-21.2%</td> </tr> <tr> <td>Ferry</td> <td>1.0</td> <td>-37.0%</td> </tr> <tr> <td>Pool cars</td> <td>224.1</td> <td>-2.3%</td> </tr> <tr> <td>Rail</td> <td>79.0</td> <td>-18.9%</td> </tr> <tr> <td><b>Total</b></td> <td><b>695.5</b></td> <td><b>-22.3%</b></td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Building Energy</th> <th>Year to date (tonnes carbon dioxide equivalent*)</th> <th>Percent change</th> </tr> </thead> <tbody> <tr> <td>Electricity</td> <td>733</td> <td>-13.3%</td> </tr> <tr> <td>Gas</td> <td>136</td> <td>-6.7%</td> </tr> <tr> <td><b>Total</b></td> <td><b>869</b></td> <td><b>-12.3%</b></td> </tr> </tbody> </table>	Travel mode	Year to date (tonnes carbon dioxide equivalent*)	Percent change	Air	43.7	-65.2%	Business car miles	347.8	-21.2%	Ferry	1.0	-37.0%	Pool cars	224.1	-2.3%	Rail	79.0	-18.9%	<b>Total</b>	<b>695.5</b>	<b>-22.3%</b>	Building Energy	Year to date (tonnes carbon dioxide equivalent*)	Percent change	Electricity	733	-13.3%	Gas	136	-6.7%	<b>Total</b>	<b>869</b>	<b>-12.3%</b>
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Air	43.7	-65.2%																																			
Business car miles	347.8	-21.2%																																			
Ferry	1.0	-37.0%																																			
Pool cars	224.1	-2.3%																																			
Rail	79.0	-18.9%																																			
<b>Total</b>	<b>695.5</b>	<b>-22.3%</b>																																			
Building Energy	Year to date (tonnes carbon dioxide equivalent*)	Percent change																																			
Electricity	733	-13.3%																																			
Gas	136	-6.7%																																			
<b>Total</b>	<b>869</b>	<b>-12.3%</b>																																			

Corporate Plan measure	Annual Operating Plan measure	AMT member	Confidence	Performance
Achievement of annual efficiency savings	<b>16. Organisational efficiencies</b> Manage operating expenditure within income forecast for the year.	Stuart McGregor	Achieved	In order to ensure we operate within the annual approved budget we monitor actual performance against this on an ongoing basis throughout the year. The draft* accounts for the year show that we had a small underspend against our Scottish Government allocated budget for the year. There was an underspend of £133k on cash operating costs.  * The draft accounts will be audited in the next 6 weeks which may result in some amendments to the outturn.
	<b>17. Cost recovery</b> Recover at least 97% of our costs across our charging schemes.	Stuart McGregor	Achieved	We have a responsibility to ensure that all relevant costs of regulatory activities are recovered through charges. Our draft* accounts show we achieved cost recovery of 98% in 2019-2020, 1% greater than target.  * The draft accounts will be audited in the next 6 weeks which may result in some amendments to the outturn.