

## SCOTTISH ENVIRONMENT PROTECTION AGENCY

**AGENCY BOARD MEETING**

The one hundred and seventy second meeting of the Agency Board took place at 1.00 pm on Tuesday 27 April 2021 via Microsoft Teams.

**Present:**

Terry A'Hearn	Craig Hume
Bob Downes (Chair)	Julie Hutchison
Fran van Dijk	Harpreet Kohli
Michelle Francis	Nick Martin
Nicola Gordon	Philip Matthews
Martin Hill	

**In Attendance:**

Richard Birch	Unit Manager, Compliance and Beyond (Items 12 and 19)
Ian Buchanan	Chief Officer, Compliance and Beyond
Sophie Cheney	Graduate Trainee
Kieron Gallagher	Head of Governance
Jo Green	Chief Officer, Performance and Innovation
Martin Grey	Head of Communications & Marketing
Laura Hamilton	Personal Assistant to the Chief Executive
John Kenny	Chief Officer, Circular Economy
Fiona Martin	Chief Officer, People & Property
Stuart McGregor	Chief Officer, Finance
Jennifer McWhirter	Clerk to the Board
Andrew MacDonald	Senior Project Manager, Change team (Item 10 only)
David Pirie	Executive Director, Evidence and Flooding
Peter Pollard	Head of Ecology (Item 19 only)
Jen Shearer	Head of Enforcement (item 20 only)
Kari Speirs	Corporate Officer
Fiona Wyllie	Head of Chemistry (Item 10 only)

**Safe SEPA @ Board**

The Clerk to the Board advised the Board that a new area had been created on Diligent Boards for the Chair, Audit Chair and Deputy Chair to submit, amend and approve for example the draft minutes. After May 2021, the planned approach is to trial the minute module within Diligent Boards.

**1 Board Discussion – Purpose before profits? Employees say ‘yes, please’**

The Board thanked Michelle Francis for leading the discussion.

**2 Chair’s opening remarks**

The Chair welcomed everyone to the meeting and welcomed Kieron Gallagher and Martin Grey. He also welcomed Kari Speirs, Sophie Cheney and Laura Hamilton. Laura Hamilton is the Chief Executive’s new PA.

The Chair confirmed that 10-minute breaks had been scheduled after item 11 and before the private session.

He confirmed that no members of the public were in attendance and that we have not received any approaches in advance of the meeting.

### **3 Apologies for absence**

No apologies for absence were received.

### **4 Order of Business**

The order of business was confirmed as outlined on the agenda.

### **Homologation**

The Board homologated the decision taken by the Chair, the Deputy Chair, and the Chair of Audit Committee on Wednesday 10 March 2021 in respect of the approval of the changes to the RSA Charging Scheme as consulted on. The Cabinet Secretary approved the Charging Scheme before the restrictions in the pre-election period.

### **5 Declarations of Interest**

No declarations of interest were made.

### **6 Approval of the minutes of meeting held on 16 February 2021**

The minutes of the meeting held on 16 February 2021 were **approved** as an accurate record of the meeting.

### **7 Matters arising**

The Clerk to the Board provided an update. She advised that:

Action 658 – The full update is provided in the action note, this will be added to the Board planner. Proposed closed.

Action 659 – The slide containing the timeline has been added to the Resource Centre in Diligent Board. Proposed closed.

### **8 Chair's Report**

The Chair highlighted that himself and the Chief Executive are re-establishing their meetings with the various industry bodies and major regulated entities. These meetings took place regularly prior to the cyber-attack and the meeting schedule is currently underway.

He and the Chief Executive met with Kevin Quinlan on 8 April 2021 and are meeting again shortly. Aidan Grisewood, Don McGillivray's replacement will also be in attendance. A copy of the formal review note of SEPA's performance for the last 12 months will be provided to Kevin Quinlan, and forward objectives will be proposed and shared with the Board. It provides an opportunity to discuss the role of One Planet Prosperity, the economic and sustainability agenda, and the digital transformation process within SEPA. The Chair will provide an update following the meeting and Kevin Quinlan will be invited to attend a future Board meeting.

The Chair advised that he had continued to meet with senior colleagues within SEPA, and that the conversations had fallen into two parts: relationships within the organisation combining COVID and the cyber-attack; and priorities going forward.

The Chair advised that the Chief Executive will provide a draft of the 'coming together plan' on SEPA's emergence from the pandemic (aligned with government restrictions) containing short term (interim) and long-term plans at a future Board meeting.

He confirmed that AMT & Board Support staff will be in touch with Board members in respect of their appraisal dates and confirmed the process. Appraisals will be conducted during May 2021 and completed by the first week in June 2021.

The Chair highlighted that the Board's assistance with Board recruitment would be appreciated. Their inputs around the approach to help fill the skills gaps that will exist with the loss of specific Board members is being sought by the Board Succession and Diversity Group

A suggestion was noted that the arrangement of a virtual information session, advertised on social media, could assist with recruitment prior to the deadline for applications, along with the planned Board member videos on our website (after the restrictions in the pre-election period).

The Chair concluded by advising that a Board Buddy discussion is on the agenda at item 13.3 and that projects are becoming active again. Advising that in alignment with government restrictions, he had asked the executive to provide a list of potential site visits for the Board that best support business priorities.

#### **The Board noted the update**

## **9 Management Reports**

### **9.1 Chief Executive's Report (SEPA 09/21)**

The Chief Executive highlighted that we are entering a critical decade to tackle climate change and that SEPA, as an Environment Protection Agency, will come under significant scrutiny as expected. Although the majority of the Chief Executive's report is focused on the recovery from the cyber-attack, going forward the report will incorporate the next phase of delivering our role in dealing with the environmental challenges.

He confirmed that huge progress has been made in terms of our recovery from the cyber-attack four months on and that the organisation has done well to continue to deliver our key flooding, regulatory and corporate services during this time. More information on the recovery from the cyber-attack will be covered in the private session (item 18).

In response to a question on the cyber response timescales, David Pirie advised that this will be covered under the private session item.

In response to a question about whether there was any sense of how complaints and negative feedback on service levels compared to previous periods to understand how SEPA is being viewed externally at present, the Chief Executive advised that it is difficult to compare as the standard methods for complaints are not currently available. However, there is more direct contact and the majority are being reasonable and responding well to the position SEPA is in due to the cyber-attack. The weekly service updates are appreciated.

Ian Buchanan advised that from a regulatory perspective there is a lot of understanding and empathy, it is appreciated that SEPA is trying hard to deal with time critical issues as best and as quickly as possible. There is a desire for increased visibility with our regulatory activity which is exactly the approach SEPA is taking in line with government guidance.

In response to a question in respect of whether there are any concerns regarding permits or permit applications, around the perceived holding up of investments, Ian Buchanan advised there are various routes being used into the organisation to deal with priority permits and applications. We are continuing to build additional capacity to assist over the next few months.

John Kenny highlighted the overall empathy and the pro-active engagement being undertaken by himself and Ian Buchanan including with trade bodies to actively reassure them on priorities and with the nuclear decommissioning authority.

In response to a question regarding place-making (section 3.7) and whether the six pilot areas had been identified by stakeholders with us participating or had been initiated by us, the Chief Executive advised that it is a mixture of both. The Leven was initiated by SEPA, whereas the Borders was one we were asked to participate in. The majority of the six pilots we were invited by stakeholders.

In response to a question about how place making is defined and SEPA's role within it, the Chief Executive confirmed that they range from a catchment plan in a traditional way for example the Leven, looking at pollution sources and getting stakeholders together to discuss what they want a future part of Scotland to be to a Grangemouth-Falkirk example, which is 10% of the Scottish economy, is high carbon and where the government has a major transition programme. SEPA has been asked to head the regulatory hub in Grangemouth-Falkirk and look at how regulation becomes a force for transformation from a high carbon existence to a low carbon viable future. Each of the six vary. He suggested that this could be future Board topic.

The Chair asked for further information on the source of the figure that Grangemouth-Falkirk is 10% of GDP. Ian Buchanan advised that figures and reference will be provided.

**Action: Ian Buchanan**

John Kenny confirmed that other place-making projects included one in Aberdeen where along with partners such as Scottish Water we took the initiative to work on transformational change and blue-green infrastructure, the Borderlands project which has more of a city deal approach and huge investment and the sustainable urban partnerships in Edinburgh and Glasgow.

In response to a question on section 3.6 and SEPA's increased response on compliance and enforcement in relation to fly-tipping, Ian Buchanan advised this would be covered in detail in the private session, item 20. However, an overview is that there will be a set of specific actions in partnership with Zero Waste Scotland and Scottish Government, and that in the short term, there will be visible, proactive enforcement activity across specific areas of Scotland, targeting this type of offense, and the quicker use of tools such as Fixed Monetary Penalties (FMP's).

In response to a question on section 2.3 and Scottish Government's view on any delay of the flood risk management strategy and what the scale of a delay would be, David Pirie advised that while Scottish Government are resistant to the delay of any strategies, they are amenable to us phasing the level of detail in the launch, and this being an incremental process.

In response to a question on section 1.6 around whether NHS Scotland were involved in the exercise and if anything came out of it that SEPA should be doing differently, Kieron Gallagher advised that it was a positive and successful exercise. NHS were not involved in the annual exercise this year, but have been previously. The Scottish Fire and Rescue Service were involved, with the key areas from the exercise being to continue to reinforce staff training and clarity on how SEPA and our partners respond to incidents, including

set-up arrangements of staff at a strategic, partner and operational level. Several senior staff also participated in a Scottish Government Gold Commander training session on 20 April 2021.

Ian Buchanan advised that a report was produced on the back of the annual exercise with a set of actions and that work is underway to get the appropriate leadership arranged for these actions with a focus on COP26.

In response to a question on section 2.1 around how systems and services are being built back better in the area of flooding following the cyber-attack, David Pirie advised that there was a 3-stage process on separate servers to store and handle the data and build the national picture. The flood forecasting models have now been streamlined, and processes rebuilt to be completely on the Cloud. This has ensured that the production and disaster recovery servers are now identical with better protection, and that the connection to the central server on the Cloud is faster. The organisation is moving to a hybrid model. The Board will hear more examples of further systems and services moving to the Cloud in the future.

The Chair highlighted the great contribution within section 2.4 and the opportunities working with universities in the future to explain One Planet Prosperity to the next generation.

In response to a question regarding an update on the drought situation, David Pirie advised that the position is similar to the situation two years ago with the north east corner and south east of Scotland. There is a well-practised group that monitors and assesses the situation and issues monthly updates. The area where there is the most activity and press coverage is around wildfires rather than drought. Forecast is for a drier than average May and June 2021.

In response to a question regarding the water management strategy at Scottish Government level, John Kenny advised that there is work ongoing with place-making partnerships for urban areas and with Scottish Government for rural areas.

The Chair asked that advanced thinking on how water is used and on the land use planning and investment programmes and the discussions with partners be brought to the Board.

**Action: John Kenny/David Harley**

**The Board noted the report.**

## **10 Organisation – Staff deployment (SEPA 10/21)**

The Chief Executive introduced the report with Fiona Wyllie and Andrew Macdonald in attendance.

He highlighted that there is a theme running through items coming to the Board both today and in the future. As SEPA recovers, there are two areas the organisation is working towards, 1) delivering the priorities, (in the case of the staff deployment project it is delivering the staff allocation process), and 2) how do we create the phase two Environment Protection Agency. The paper details the history of staff deployment traditionally, and how this project is giving SEPA flexibility in the short term while setting the organisation up for the future, working with the union. Setting the project up to be a positive experience for all staff has been very important in signalling long term change.

Fiona Wyllie advised that the project breaks down into two key elements: 1) a simple, fast, easy to use process to request, nominate, match, and deploy staff to work across the

business; and 2) make this a brilliant experience for staff and be of benefit to SEPA. She highlighted that three cells were created covering operational, communications and support.

Andrew MacDonald advised that the organisation has worked very hard to recover from both COVID and the cyber-attack. However it has also provided an opportunity to create a flexible way of working, recognising that this is not a natural state for staff or managers. The initial area of focus for the support cell has been on managers as much of the project involves managers heavily engaging with their staff, ascertaining their skills and knowledge, and knowing where they can best be deployed for the benefit of the organisation. This support is being tied in with the Management Development Programme (item 11) to ensure that managers have the support and clarity on what is expected of them and what support they can provide to make it the best experience for their staff. It is acknowledged that there are a lot of staff undergoing massive upheaval not just from COVID and the cyber-attack but from changes within the organisation and where they fit into SEPA as a 21<sup>st</sup> Environment Protection Agency

Project specification templates have been created and communicated to staff so that they are clear about what is expected of them. Staff retain their existing line manager who they can continue to raise any issues or concerns with.

Fiona Wyllie advised that the project is a stepping stone to change the mind-set and culture within the organisation, and the future of work. It has been a lot of work but is rewarding.

In response to a question about matching and deployment and the ability of staff to request involvement with particular projects, Fiona Wyllie advised that between now and the end of June 2021, it is important that SEPA completes the delivery of the 103 work programme projects. Therefore the decision was made not to make it a volunteering process but to run it through the managers. An alert system will be set-up to allow all staff to know when a new project is advertising for resource to allow them to have a conversation with their manager. It is not optional to find resource for these projects, it is essential, and this is the reason for language such as nominate and allocate. Andrew MacDonald advised that the managerial led conversations bring in a level of objectivity to staff thinking about their skills. John Kenny highlighted that the project is also trying to culturally make these conversations between staff and managers normal practice within the organisation.

In response to a question about whether meaningful 1:1 conversations are taking place at all levels, the Chief Executive advised that it is a mixture, this is why there is a big effort being made to normalise these conversations both through this project and the Management Development Programme.

In response to a question about whether there are any stories that can be captured as a case study to reinforce the new norm the organisation is trying to create (section 3.5), John Kenny highlighted that the roll out of the on-boarding programme is a good example where staff from micro biology did the training. Fiona Wyllie advised that the project has shared some early learning with a group of managers and that in two weeks' time more details will be shared via the Management Development Programme managers sessions.

In response to a question regarding fairness if staff are not getting the same opportunities due to their manager and how contributions being linked to a particular grade works and feeds into promotions, Fiona Wyllie advised that if there is a skill required at a particular grade level, it would be made clear but that on the whole, it is not the grade but the skills and enthusiasm that is required. The contribution can be tailored to be grade appropriate while still adding value to both the project and the employee. Andrew MacDonald confirmed that staff are not being asked to do work that they would not be recompensed for while ensuring that grades do not create a barrier for opportunities. In respect of

fairness the support cell will have visibility of the areas within the business that nominations are coming from and liaise with areas of the business where there are a lack of forthcoming nominations to better understand the reasons for this and ensure staff are not missing out on opportunities.

The Chief Executive advised that the union engagement and contribution has been tremendous over the last year.

In response to a question about whether outwith this project we are aware of the knowledge and skills staff have Fiona Wyllie advised that we had a staff directory but that it focused more on technical skills. We want to explore transferable skills and find a way for staff to log these going forward.

In response to a question on union representation at Board meetings, the Chief Executive advised that there had been staff observers at the Board previously, and that a mix of staff are always assigned to come along to the Board to co-present Board items. There is not union representation at the Board however there is always a union representative at the Agency Management Team (AMT) committee meetings.

In response to question about what the strategy is for staff that do not want to engage with the new way of working and whether we have an idea of the number of staff that may fall into this category, Fiona Wyllie advised that there is no visibility on the numbers at present. The focus has been to assist staff being on-boarded to the system, and to be active again within SEPA. There will be a mixture of staff that are keen to be involved in any capacity and those that will be more hesitant, there is more work required to address this. Andrew MacDonald highlighted the importance of understanding the wider context of where staff are including around lockdown, and support managers to help them support their staff. It will remain an organisational challenge as SEPA continues to move forward with the recovery from both COVID and the cyber-attack.

**The Board noted the report and the approach that is being used to deploy the workforce to the current three-month work programme.**

## **11 Management Development Programme (SEPA 11/21)**

John Kenny introduced the report and highlighted that members of the Change Committee had received updates last year, with Nicola Gordon also attending a project board session. He drew the Board's attention to the refocus of the Management Development Programme (MDP) to concentrate on the following three areas: Supporting Manager to 1) Look after themselves, 2) Look after their staff, and 3) Deliver SEPA's work programme.

In response to a question on how managing a virtual team is being addressed, particularly elements such as performance and wellbeing, in the MDP, John Kenny advised that managing a virtual team was highlighted as a potential topic for a session by the programme board and is listed within the next tranche of sessions.

In response to a question on whether managing performance and behaviour sits within one of the sessions listed in section 3.5, John Kenny confirmed that it was considered and that we are starting with difficult conversations. However, initially, on the advice from the consultants, the first tranche of sessions will focus on managers bringing their own topics to discuss.

The Chief Executive confirmed that part of the MDP will be on performance management, the report details the initial restructure and focus of the first trench of MDP sessions. John Kenny explained that this is deliberate as managers need to look after themselves to be able to look after others and deliver.

In response to a question on whether the term 'flexible allocation of resources' (section 3.4.1) incorporates performance management, John Kenny confirmed that it relates to a specific session on the flexibility project, discussed at item 10.

In response to question about what role modelling the AMT are doing to demonstrate and vocalise best practice for managers on looking after themselves, John Kenny advised that the Chief Executive has frequently spoken to AMT and via staff messages about the importance of taking annual leave, and that himself and the Chief Executive had arranged wellbeing sessions prior to the cyber-attack which have since been piloted within the Circular Economy portfolio.

In response to a question about how many managers have access to this programme and how many are expected to be covered over what timeframe, John Kenny advised that it is open to all managers (approximately 200), and that the timeframe will be subject to budget, and the demand based on the number of managers that opt for 1:1 coaching or groups sessions, but all will be completed this financial year. The bespoke group and 1:1 sessions will take place over May and June 2021, with a regroup and review after June 2021. For the rest of the financial year it will be 1:1 sessions.

The Board requested a further update in late summer 2021, once we know how MDP is working.

**Action: John Kenny/Clerk to the Board.**

In response to a question about how the 360 reviews work, John Kenny advised these have been deferred.

In response to a question regarding performance metrics for managers, Fiona Martin confirmed that the appraisal system previously had a five-grade system linked to pay but that we had moved away from this to focus the discussions on performance and scope for development.

In response to a question about how frequently conversations between managers and staff are taking place, Fiona Martin advised that there is a formal annual performance development discussion with a six-month review, and that managers are given the flexibility to have 1:1 discussions with their staff as appropriate. However, she noted that two staff survey back, a proportion of staff confirmed that they were not receiving regular 1:1s with their manager and that this in part led to the development and focus of the MDP.

John Kenny highlighted that the focus is to improve the culture within SEPA so that quality conversations between staff and managers becomes the norm rather than providing a prescriptive number of discussions managers must have each year with all their staff. The Board noted that there needs to be frequency for quality without being prescriptive about the type of conversation.

**The Board noted the refocus of the Management Development Programme.**

**The Board had a five-minute break.**

## **12 Regulation – Phase 2 Implementation (SEPA 12/21)**

The Chief Executive provided background on the key challenges in conveying and equipping staff to work in a Phase 2 EPA based on feedback from staff surveys and office sessions. He highlighted the previous work done including the four sessions with the Senior Leadership Team (SLT) before Christmas 2020 going back to basics on the regulatory model in One Planet Prosperity. In the last few months, the model has been amended to ensure it is more practical. This will enable SEPA to implement phase 2

working more systematically. The Landfill and Aquaculture sectors are two examples of this model.

Ian Buchanan advised that the Landfill and Aquaculture sectors are significant and present several challenges both regulatory and in delivering in a phase 2 way. Richard Birch highlighted that the themes and approaches in the paper had been built into the Landfill sector plan and that the development and improvement of the models and new tools have helped provide clarity across the organisation, to allow staff to understand where their role fits into the bigger picture.

In response to a question about what the overall timeline is for the 34 sectors and how much has been lost due to the cyber-attack, the Chief Executive advised that while the written material is not currently accessible the thinking from staff is. However, a lot of the staff resources have been diverted over the last few months onto restoring basic services. The Annual Operating Plan coming to the Board in June 2021 will contain the milestones for the rest of the financial year. The action plans for the Landfill and Aquaculture sectors allows momentum to continue, if the right approach is followed for these two sectors over the coming months, the same approach can be used for the remaining sectors, and these two sectors can show staff how phase 2 will work.

The Deputy Chair advised that it was good to see the thinking progress from Change Committee discussions and highlighted that previous Board papers are on Diligent Boards and may contain previous sector information.

In a response to a question on how far back the cyber-attack has taken the organisation, and whether SEPA still has paperwork for permit authorisations, Ian Buchanan advised that the recovery of data has focussed on information from the most significant sites, and that there is a process for teams to collate information from the data available within the organisation and from trusted sources.

In a response to a question about how the actions listed translate into what staff will do, the Chief Executive advised that staff have been assigned to lead and will develop the details of how the actions will be delivered. Richard Birch provided a brief timeline of the Landfill plan actions and advised that there is a more detailed plan on what is required between now and the end of June 2021 with a further detailed plan being created for the rest of the financial year, subject to how quickly the key data required can be recovered.

In response to a question regarding the front page of the paper stating that there are no environmental or carbon impacts, the Chief Executive advised that the cover page is intended to refer to SEPA's own impact and the way the organisation does its work with an occasional broader interpretation. It should be focused on SEPA's own commitments.

**The Board noted the improved approach to implementing the Phase 2 regulatory model.**

## **13 Board Work Programme**

### **13.1 Report on Board Seminar 27 April 2021**

The Clerk to the Board advised that the Board seminar session focussed on future settings, highlighting that the Board discussed a range of topics included in the pre-reading material including the manifestos, COP26 and the future of the workplace with Bridget Marshall and Martin Grey in attendance.

There will be a further session with the Board focussing on the Integrated Authorisation Framework and this will be added to the Board Planner.

**Action: Clerk to the Board**

### 13.2 Board Member Engagement Activity

Nicola Gordon advised that on 26 April 2021 she had participated in an event on Scotland's renewable energy run by Reform Scotland, where she was a panel member. The event was interesting. There is a recording on the Reform Scotland website.

### 13.3 Board Buddy Register

The Clerk to the Board advised that the Board Buddy Register is based on the document the Chair circulated to the Board, and that the responses received have been reflected in red on the updated register. She highlighted that Aquaculture has been added to the register following agreement at the Strategy Board meeting on 15 December 2020.

The terms of reference will be created for each project and the end dates will be determined as the projects meet and the register then updated.

The Chair advised that the executive will arrange meetings for the projects listed.

The Board noted that a Deposit Return Scheme Board Buddy meeting had taken place on 8 February 2021.

**The Board noted the update.**

## 14 Board Committee Reports

### 14.1 Audit Committee – minute of meeting held on 23 March 2021

The Chair of the Audit Committee advised that there is special meeting scheduled on 6 May 2021 to discuss the NCC report and the Interim Management Response to it, as well as the Terms of Reference for Azets to conduct an internal audit specifically relating to the data breach from the cyber-attack.

He confirmed that the work the Scottish Business Resilience Centre (SBRC), Azets and Police Scotland are undertaking with regards to the cyber attack is progressing and interim reports are expected by the end of May 2021. This will be followed by an overarching report by Azets.

The Chair thanked the Chair of the Audit Committee, the Audit Committee members and the executive for the huge amount of work being done.

**The Board noted the update.**

### 14.2 Change Committee Update

Michelle Francis, as Chair of the Change Committee, advised that the Change Committee had been created in April 2020 and had met for the first time in June 2020 to support management in driving change, especially during the difficult circumstances of the pandemic.

The Change Committee met six times in 2020 and focussed on: the change plan, learning and development (with a focus on the Management Development Programme); staff morale and culture; and lockdown including the regulatory response and COVID recovery. Michelle Francis provided an overview of each of these items.

She highlighted the conclusions of the Committee as including building the change plan into the next Annual Operating Plan, (AOP) with measures to demonstrate change and

address processes, and focus on culture, competence, communications, and relevant measures to enable SEPA to demonstrate that change is being achieved.

She recommended that the Change Committee continues however, noted that the new Board Buddy groups cover many of the areas the Committee would have focused on so suggested that the Change Committee instead focus on reviewing the planning for change in the future AOP, and the culture and measurement of change.

The Board noted that the Management Development Programme is an important lever for change and that if not being covered under a Board Buddy group, it could benefit from ongoing support from the Change Committee.

**The Board noted the update.**

## 15 Action Note

The Clerk to the Board provided an update on the Action Note:

Action 572 - The work is underway within one of the 103 projects. Ongoing.

Action 587 - No further action undertaken in the past months due to COVID-19 so no further update at this time. Ongoing

Action 628 - This has been postponed to later in 2021. Ongoing.

Action 633 – The Clerk to the Board is meeting with Scottish Government Sponsor to discuss this tomorrow, Wednesday 28 April 2021. Ongoing.

Action 649 – The COVID group meeting is tomorrow, Wednesday 28 April 2021 so an update will be included in the May 2021 action note. Ongoing.

Action 654 – A full update is provided in the action note including the additional action from the February 2021 Agency Board meeting. Proposed closed.

Action 657 - This has been added to the Board planner which is currently being redrafted. Ongoing.

Actions - 572, 587, 628, 633, 649 and 657 are ongoing.

Actions - 654, 658 and 659 closed.

## 16 Any Other Business

No other business was raised.

## 17 Date and time of next meeting

The next meeting will be held on 25 May 2021 at 1.00 pm virtually.

**The following items were considered by the Board members and officers in private session**

## 18 Cyber Response Update

**The Board noted the update.**

**19 Regulation – Landfill & Aquaculture Action Plans (SEPA 13/21)**

**The Board noted the update.**

**20 Compliance & Enforcement Initiatives**

**The Board noted the update.**