

Annual Operating Plan 2021-2022

July 2021 to March 2022

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Foreword

SEPA has a lot to do during the rest of 2021-2022 and it must be done in tough circumstances. Three major factors create the context for our work.

What sets the context for 2021-2022?

The Need to Change

First, this is the decade in which humanity must make major inroads on the Climate Emergency and the Nature Crisis or we face a bleak future. We recognise this in our One Planet Prosperity strategy. We are pursuing a radical change plan so that we can get even better at getting all Scottish businesses to meet Scotland's environmental standards and help as many as possible to voluntarily move beyond those standards to decarbonise and dematerialise their activities and contribute to regenerating the planet.

The Global Pandemic

Second, the global pandemic has posed significant challenges for all organisations and these manifested themselves for SEPA in our own particular ways. In April last year, we published our philosophy for how we would regulate throughout the pandemic. We committed to make our best contribution to helping the nation get through this public health emergency in a way that protects and improves Scotland's environment.

Cyberattack on SEPA

Third, we were hit by a major criminal cyberattack on Christmas Eve last year. We have made good strides in our initial recovery, but have much more to do to build our full capabilities up. Instead of taking the easy road and rebuilding our old systems which we were going to overhaul anyway, we are taking this unwanted opportunity to create a new set of systems which are vastly improved and will give us a much stronger ability to do our environment protection work.

So, where are we placed at the moment?

From Christmas Eve until the 31st of March this year, we operated in emergency mode. We stabilised the organisation, made sure we delivered the highest priority services, worked with Police Scotland and others on the criminal investigation and flow-on impacts

and worked hard to support our own staff and those organisations and people who work with and depend on SEPA. We then moved into the next phase of recovery in the April to June period, aiming to deliver 103 recovery projects. These projects were approved by the Board which also set management the task of defining an Annual Operating Plan and budget for the last nine months of 2021-22.

We have achieved a lot over the six-month period since the cyberattack. No doubt, with the benefit of hindsight, we would have done some things differently, but given the complexity of dealing with the consequences of a major cyberattack during pandemic lockdown conditions, we are proud of what we have achieved and the foundations we’ve set.

So, what next?

In this plan, we now set ambitious aims for the remainder of 2021-22. The existence of a pandemic and the consequences of the cyberattack do not change the work we need to do for the environment. There remain regulated sites that need to lift their game. There will be flood warnings and alerts to issue on time. And the climate and nature emergencies haven’t slowed down just because we are dealing with a pandemic and a cyberattack.

In everything we do, we will deliver on-ground outcomes and build back better. Indeed, we will fast-track reforms we were going to make anyway.

We have six broad ambitions for the next nine months:

In-year delivery aims	Build Back Better – Fast-track the creation of a One Planet Prosperity EPA (Phase 2)
1. Regulate effectively, by (a) driving poor performers to improve and (b) helping good business to pursue environmental excellence.	Fully implement our Phase 2 Sector Actions Plans for Aquaculture and Landfills and prepare all other 32 sectors to fully implement the Phase 2 approach in 2022-23.
2. Carry out all of our flooding responsibilities through our three activities – warning, avoiding, protecting.	Continue to build our Phase 2 approach, especially through earlier and more strategic influence in planning decisions.

In-year delivery aims	Build Back Better – Fast-track the creation of a One Planet Prosperity EPA (Phase 2)
3. Re-establish all internal governance systems and internal service delivery.	Improve all systems as we re-establish them.
4. Build a significantly improved IT infrastructure with all key components fully operational.	Use this new IT capability to make it easier for staff to do their work and for others to interact with us. Establish a plan for 2022-23 for the build of a small number of specific systems.
5) In recovering from the cyberattack, look after the welfare of our staff and the interests of people and organisations we work with.	Embed improved approaches to supporting our workforce to ensure everyone can do their work effectively and in new and improved ways, with enhanced career development opportunities.
6) Help Scotland deal with this growing international scourge of cybercrime by sharing our experiences with others.	Embed the lessons of the cyberattack in our IT systems and in all the other fast-tracked organisational improvements we make.

In doing all this work, some of our costs will only be incurred because of the cyberattack, but some cost would have been incurred anyway. We will regard all of this expenditure as an investment in creating the more effective and efficient environment protection agency that we are aiming to create. We will also share all of the lessons about our cyberattack recovery work and our more general approach to reform so that it can add to the pool of knowledge used by Scottish public agencies to enhance service delivery to the public.

In short, we aim to deliver a lot in 2021-2022 and to fast-track building an organisation which can implement One Planet Prosperity. If we are successful in pursuing these aims, we will begin 2022-2023 as an enhanced organisation from that which existed on 23 December 2020.

Terry A'Hearn
Chief Executive

Ro-ràdh

Tha mòran aig SEPA ri dhèanamh anns a' chòrr de 2021-2022 agus feumar a dhèanamh ann an suidheachadh duilich. Tha co-theacsa ar n-obrach stèidhichte air trì nithean.

Dè as adhbhar don cho-theacsa airson 2021-2022?

Am Feum air Atharrachadh

An toiseach, is e seo an deichead anns am feum an cinne-daonna adhartas mòr a dhèanamh a thaobh dèiligeadh ris an Èiginn Gnàth-shìde agus Èiginn Nàdair no bidh an t-àm ri teachd fìor dhuilich. Tha sinn ag aithneachadh seo anns an ro-innleachd Soirbheachas Aon Phlanaid againn. Tha sinn a' leantainn plana atharrachaidh radaigeach gus an urrainn dhuinn a bhith nas fheàrr air toirt air a h-uile gnìomhachas Albannach coinneachadh ri inbhean àrainneachd na h-Alba, agus an uiread as urrainn dhuinn a chuideachadh a dhol, gu saor-thoileach, seachad air na h-inbhean sin agus dì-charbonachadh is gluasad gu modhan didseatach, gus cur ri ath-nuadhachadh na planaid.

An Galar Lèir-sgaoilte

San dàrna àite, tha an galar lèir-sgaoilte air a bhith na fhìor dhùbhlán don h-uile buidhinn, agus dh'fhairich SEPA na duilgheadasan sin san dòigh shònraichte againn fhìn. Anns a' Ghiblean an-uiridh, dh'fhoillsich sinn ar feallsanachd air mar a bhiodh sinn ri ar n-obair riaghlaidh air feadh a' ghalair lèir-sgaoilte. Gheall sinn na b' urrainn dhuinn a dhèanamh gus an dùthaich a chuideachadh a' faighinn tron èiginn slàinte phoblaich seo ann an dòigh a dhìonas agus a leasaicheas àrainneachd na h-Alba.

Ionnsaigh Saidhbeir air SEPA

San treas àite, rinneadh ionnsaigh eucorach saidhbeir oirnn air Oidhche na Nollaige an-uiridh. Tha sinn air adhartas mòr a dhèanamh anns a' chiad ath-thogail againn às dèidh na h-ionnsaigh, ach tha mòran a bharrachd againn ri dhèanamh gus ar làn chomasan fhaighinn air ais. An àite a bhith a' gabhail na slighe as fhasa agus ar seann shiostaman ath-thogail a bha sinn gu bhith ag ath-nuadhachadh co-dhiù, tha sinn a' gabhail cothrom, ged nach do dh'iarr sinn e, gus siostaman ùra a chruthachadh a tha mòran nas fheàrr agus a bheir comas nas làidire dhuinn ar n-obair air dìon àrainneachd a dhèanamh.

Dè an suidheachadh 's a bheil sinn an-dràsta, ma-thà?

Bho Oidhche na Nollaige gu 31 Màrt am-bliadhna, bha sinn a' ruith dòigh-obrach èiginn. Shocraich sinn cùisean sa bhuidhinn, rinn sinn cinnteach gun do libhrig sinn na seirbheisean aig an robh am prìomhachas as àirde, dh'obraich sinn le Poileas Alba agus feadhainn eile air sgrùdadh eucorach agus na buaidhean a bh' aig sin, agus dh'obraich sinn gu cruaidh gus taic a thoirt don luchd-obrach againn fhìn agus do na buidhnean agus daoine a tha ag obair le SEPA agus a tha an urra rinn. Ghluais sinn an uair sin chun ath cheum ath-thogail eadar Giblean is Ògmhios, ag amas air 103 pròiseact ath-thogail a libhrigeadh. Chaidh na pròiseactan sin aontachadh leis a' Bhòrd a dh'iarr cuideachd air an sgioba stiùiridh Plana Obrachaidh Bliadhnail agus buidseat a shuidheachadh airson nan naoi mìosan mu dheireadh de 2021-22.

Tha sinn air mòran a choileanadh thar nan sia mìosan bhon ionnsaigh saidhbeir. Gun teagamh, le sùil air ais, bhiodh sinn air cuid de rudan a dhèanamh ann an dòigh eadar-dhealaichte, ach leis cho toinnte 's a tha dèiligeadh ri buaidh prìomh ionnsaigh saidhbeir aig àm glasadh sluaigh a' ghalair lèir-sgaoilte, tha sinn moiteil às na tha sinn air a choileanadh agus a' bhunaitean a stèidhich sinn.

Agus, dè a-nis?

Anns a' phlana seo, tha sinn a-nis a' suidheachadh amasan àrd-mhiannach airson a' chòrr de 2021-22. Chan eil galar lèir-sgaoilte agus buaidh na h-ionnsaigh saidhbeir ag atharrachadh na h-obrach a dh'fheumas sinn a dhèanamh airson na h-àrainneachd. Tha ionadan riaghlaidhe ann fhathast a dh'fheumas dèanamh nas fheàrr. Bidh rabhaidhean tuil ann a dh'fheumar a thoirt seachad ann an deagh thìde. Agus chan eil an èiginn gnàth-shìde no an èiginn nàdair air lasachadh dìreach leis gu bheil sinn a' dèiligeadh ri galar lèir-sgaoilte agus ionnsaigh saidhbeir.

Anns a h-uile rud nì sinn, libhrigidh sinn deagh bhuilean practaigeach agus togaidh sinn air ais nas fheàrr. Gu dearbh, nì sinn ath-leasachaidhean nas luaithe na bha sinn an dùil a dhèanamh.

Tha sia amasan farsaing againn airson nan naoi mìosan a tha romhainn:

Amasan lìbhrigidh taobh a-staigh bliadhna	Tog Air Ais nas Fheàrr – Cuir air dòigh Soirbheachas Aon Phlanaid (Ìre 2) gun dàil
1. Dèan riaghladh àrainneachd èifeachdach, le bhith (a) a' toirt air buidhnean le droch dhèanadas a bhith a' leasachadh agus (b) a' cuideachadh ghnìomhachasan matha gus feabhas àrainneachdail a leantainn.	Cuir an gnìomh na Planaichean Gnìomhachd Roinneil Ìre 2 againn airson Àiteachas-uisge agus Lìonadh-talmhainn agus ullach na 32 roinnean eile gus dòigh-obrach Ìre 2 a chur an gnìomh ann an 2022-23.
2. Coilean ar dleastanasan a thaobh thuiltean tro na trì gnìomhan againn - rabhadh, seachnadh, dìon.	Lean air adhart a' togail ar dòigh-obrach Ìre 2, gu sònraichte tro bhuidh nas tràithe agus nas ro-innleachdail air co-dhùnaidhean dealbhaidh.
3. Ath-stèidhich a h-uile siostam riaghlaidh a-staigh agus lìbhrigeadh seirbheis a-staigh.	Leasaich a h-uile siostam mar a bhios sinn gan ath-stèidheachadh.
4. Tog bun-structar IT a tha air a leasachadh gu mòr leis na prìomh phàirtean uile ag obair.	Cleachd an comas IT ùr seo gus a dhèanamh nas fhasa do luchd-obrach an obair aca a dhèanamh agus do dhaoine eile eadar-obrachadh leinn. Stèidhich plana airson 2022-23 airson àireamh bheag de shiostaman sònraichte a thogail.
5) Ann a bhith a' faighinn air ais bhon ionnsaigh saidhbeir, coimhead às dèidh sunnd ar luchd-obrach agus math nan daoine agus nam buidhnean leis a bheil sinn ag obair.	Cuir a-steach dòighean-obrach nas fheàrr airson taic a thoirt don luchd-obrach againn gus dèanamh cinnteach gum faod a h-uile duine an obair a dhèanamh gu h-èifeachdach agus ann an dòighean ùra agus leasaichte, le cothroman nas fheàrr airson an slighe-dreuchd a leasachadh.
6) Cuidich Alba gus dèiligeadh ris an duilgheadas eucoir saidhbeir eadar-nàiseanta a tha a' sìor fhàs, le bhith a' roinn ar n-eòlasan le daoine eile.	Cleachd leasan na h-ionnsaigh saidhbeir anns na siostaman IT againn agus anns na grad-leasachaidhean eagrachail eile a nì sinn.

Ann a bhith a' dèanamh na h-obrach seo, bidh cuid de na cosgaisean againn ann air sgàth na h-ionnsaigh saidhbeir, ach bhiodh cuid de chosgais air a bhith ann co-dhiù. Gabhaidh sinn ris a' chosgais seo gu lèir mar thasgadh a dh'ionnsaigh buidheann dìon àrainneachd nas tarbhaich agus nas èifeachdaiche a chruthachadh. Bidh sinn cuideachd a' co-roinn nan leasan uile bho ar n-obair ath-thogail bhon ionnsaigh saidhbeir agus an dòigh-obrach nas fharsainge againn a thaobh ath-leasachadh airson gun urrainn dhuinn cur ris an eòlas a bhios buidhnean poblach na h-Alba a' cleachdadh gus libhrigeadh seirbheis don phoball a neartachadh.

Tha sinn ag amas air mòran a libhrigeadh ann an 2021-2022 agus a bhith a' togail buidheann gu luath as urrainn Soirbheachas Aon Phlanaid a chur an gnìomh. Ma shoirbhicheas leinn na h-amasan sin a choileanadh, tòisichidh sinn 2022-2023 mar bhuidheann a tha nas fheàrr na an tè a bha ann air 23 Dùbhlachd 2020.

Terry A'Hearn

Ceannard

Introduction

Our 2021-2022 Annual Operating Plan is our work programme for the rest of this year. It sets out how we will work to deliver [One Planet Prosperity](#) and the priorities we share with our partners and the Scottish Government. In a year when parties from around the world will be meeting in Glasgow to accelerate action towards climate change goals, we too are accelerating our own efforts to help Scotland prosper through more sustainable choices.

We are doing this at a time of unprecedented challenge. We are still working with restrictions imposed by COVID-19. We are also still addressing the challenges created by a sophisticated criminal cyber-attack that prevented us from accessing many of our system and much of our data at the start of this year.

However, these challenges have also given us the opportunity to work in new ways, remove some of the legacy processes that slowed us down and build more powerful approaches to regulation and flooding.

Our work is set out in three sections in this plan: Regulation, Flooding and Corporate work. In each section we have set out the priorities for this year, the key activities and the measures and targets that we will all use to help us stay on track.

In addition, we have developed a set of corporate performance measures that we will report on quarterly to our Management Team and Board. We will also publish the reports on our website.

Regulation

<p>Permitting responsible use of the Scottish Environment</p> <p>What success looks like</p> <p>Make good decisions allowing responsible activities with appropriate conditions.</p> <p>Deliver an improving level of service.</p> <p>Continue reform of our permitting service through simplification and increasing digital services.</p>	
Priority	Deliver permitting services.
Key activities	Respond to enquiries, providing advice and guidance. Processing and determining applications.
Measures and targets	Accept new applications for all activities by August 2021. All determinations within statutory timelines by March 2022.
Priority	Reform permitting services.
Key activities	Apply systems thinking approach to reform more permitting activities. Review of permit templates to outcome-focused, clearer and simpler permits. Develop and deliver expansion of digital permitting services.
Measures and targets	By September 2021 we will have completed trials for system thinking in at least two areas. Create plan for build of new service by September 2021.
Priority	Engaging and implementing the Best Available Techniques reference document (BREFs) framework.
Key activities	Providing support and guidance to the Scottish Government as the UK process for UK Best Available Techniques is developed. Developing interpretational and other guidance. Undertake Best Available Technique reviews and variations.
Measures and targets	Plan produced setting out deadlines for all sectors.

Priority	Transition marine fish farms to outcome focused permits.
Key activities	Undertake review and variation to new permit template.
<p>Influencing the land-use planning system</p> <p>What success looks like</p> <p>One planet approaches and outcomes are reflected in strategic land-use plans. Planning authorities are supported and have the information needed to make good land-use planning decisions.</p> <p>SEPA plays an early, efficient and proportionate role in the planning process, focussing effort on where we add greatest value.</p> <p>Further develop place making approach in the land-use planning context.</p>	
Priority	Focus on where we add the greatest value whilst ensuring we fulfil our statutory requirements.
Key activities	Proactive liaison with planning authorities and other consulting bodies e.g. the Scottish Government Energy Consents Unit and Scottish Environment Assessment Gateway.
Measures and targets	Establish regular liaison with all planning authorities and consulting bodies by September 2021. Numbers of consultations.
<p>Responding to environmental events and Incidents</p> <p>What success looks like</p> <p>Minimise the impact of environmental events on the environment and communities. Those responsible are held to account, rectify any harm and prevent reoccurrence.</p>	
Priority	Deliver an appropriate response to environmental events.
Key activities	Maintain arrangements to provide response 24/7. Review and improve resilience and customer service.
Measures and targets	Numbers received and responded to. All category 1 and 2 events responded to. A review complete and improvements made by March 2022.

Verifying compliance and tackling non-compliance	
What success looks like	
We are confirming that operators are complying with their obligations.	
Non-compliance is addressed and impact and risk to the environment is reduced.	
Priority	Checking poorest performing sectors and operators and those with greatest potential for harm.
Key activities	Inspection, audit, data review, records review, sampling, interviews, environmental assessment.
Measures and targets	Verification plan approved by August 2021. Plan delivered by March 2022.
Priority	Tackling the most significant non-compliance illegal operators.
Key activities	Action plans developed and delivered for all priority non-compliant licensed sites including community impact sites. Action plans developed and delivered for all priority illegal sites.
Measures and targets	Action plans in place for all priority sites and being delivered.
Priority	Delivery of a number of compliance campaigns.
Key activities	Fly tipping initiative. COP26 regulatory plan. Bathing waters plan. Infrastructure and housing construction compliance plan.
Measures and targets	Plans approved for priority campaigns. Plans delivered.
Priority	Build and deliver a renewed and strengthened programme of compliance assessment for the finfish aquaculture sector, including increasing our readiness to act in response to non-compliance.
Key activities	Plan and deliver a programme of intelligence-targeted compliance audits and surveys.

	<p>Development of new, technology-based way of assessing compliance.</p> <p>Implementing DNA-based compliance monitoring and rapid, automated analysis of operator monitoring data.</p> <p>Easy and quick access to simple, clear compliance information via Scotland’s aquaculture website.</p>
Measures and targets	<p>Plan produced and audits and surveys delivered.</p> <p>At least one innovative approach to verification identified and progressed with a sector.</p> <p>Use of DNA-based approach to monitoring trialled.</p> <p>Aquaculture website information up to date.</p>
Priority	<p>Delivery of compliance plan in the landfill sector.</p>
Key activities	<p>Deliver a prioritised programme of verification including risk and evidence-based inspections, audits and monitoring.</p> <p>Take a prioritised approach to tackling non-compliance in the landfill sector.</p> <p>Begin work with the Scottish Government and other partners to develop a coordinated approach to landfill transition.</p>
Measures and targets	<p>Verification plan approved by August 2021.</p> <p>Plan delivered by March 2022.</p> <p>Action plans in place for all priority sites.</p> <p>Compliance at the majority of priority sites is improved.</p> <p>Plan for managing the effects of landfill transition is established.</p>

Influencing, supporting and implementing environmental policy What success looks like	
We support the development and implementation of environmental policy which delivers One Planet Prosperity outcomes, including net zero, circular economy and biodiversity.	
Priority	Circular economy, waste and materials policy.
Key activities	<p>Develop new services for businesses to register and track materials and waste with SEPA.</p> <p>Work with the Scottish Government, DEFRA, other UK regulators, obligated businesses and other stakeholders on zero waste and circular economy legislation, policy and action plans.</p>
Measures and targets	<p>Businesses obligated under Deposit Return Scheme regulations, know how to meet the requirement to register with us, and a digital registration service has been developed.</p> <p>Holders of polychlorinated biphenyls (PCBs) or PCB contaminated equipment are aware of new registration requirements and are registering their holdings with us.</p> <p>We are preparing for electronic waste tracking with a SEPA readiness implementation plan and resource. We have worked with the Scottish Government on the preparation of secondary legislation.</p> <p>We have contributed to the to the preparation of a future Circular <small>Economy</small> Bill with the Scottish Government.</p> <p>We have contributed to the development of a draft route map and co-development interventions and actions to achieve 2025 recycling targets, with the Scottish Government, Zero Waste Scotland and stakeholders.</p> <p>We have contributed to Extended Producer Responsibility reform regulations and started work on an implementation plan with the Scottish Government, DEFRA and other UK regulators.</p>

Priority	Energy, carbon and net zero policy.
Key activities	Supporting carbon capture utilisation and storage policy implementation, engage with UK regulators on approaches to permitting of novel substances. Provide advice to operators of proposed facilities on permitting and planning requirements. Development of the permitting approach to hydrogen needed to support the implementation of the Scottish Government’s Hydrogen Action Plan. Implement the UK Emissions Trading Scheme.
Priority	Water and wastewater management and use policy.
Key activities	Policy development around disproportionate costs and heavily modified waterbodies.
Priority	Air quality.
Key activities	Supporting the implementation of low emission zones. Providing advice and support to local authorities including supporting production of reports. Policy and implementation support for Cleaner Air for Scotland Strategy.
Priority	Radioactive substances.
Key activities	Engage with the department for Business, Energy and Industrial Strategy review of radioactive substances and nuclear decommissioning policy. Engage and support post EU-exit arrangements for transfrontier shipments.
<p>River basin management planning and delivery</p> <p>What success looks like</p> <p>Scotland's water environment is protected and improving in a way that delivers multiple benefits for society.</p>	
Priority	River basin management plan for the period to 2027 created and published.
Key activities	Consultation and engagement with key partners and stakeholders.

	Drafting and approval of the plan.
Measures and targets	Document published by 22 December 2021.
Priority	Water environment fund project delivery and future planning.
Key activities	Deliver the 2021-2022 water environment fund programme of work. Develop pipeline of projects for the financial year 2022-2023.
Measures and targets	Project milestones delivered. 2022-2023 pipeline approved.
Priority	Deliver river basin management plan objectives.
Key activities	Hydropower sector licence reviews. Progress removal of barriers to fish passage (not already covered through water environment fund). Scottish Water improvements.
Measures and targets	Hydro sector delivery plan produced and plan milestones delivered. Refreshed barrier delivery plan produced and milestones delivered.
<p>Taking a place-making approach to delivering One Planet Prosperity outcomes</p> <p>What success looks like</p> <p>We are delivering compliance and beyond compliance outcomes through place-based collaboration and partnerships.</p>	
Priority	Leven.
Key activities	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. Undertake a net zero mapping exercise to identify catchment emission sources and sequestration opportunities. This will form our route map to a net zero catchment.

	<p>Progress identified vacant and derelict land sites in line with Sustainable Growth Agreement targets. Contaminated land risk assessment is underway.</p> <p>Develop a partnership model which demonstrates how the partnership approach is delivering greater outputs with reduced resources.</p>
Measures and targets	Project milestones delivered.
Priority	Grangemouth.
Key activities	<p>Leading the Grangemouth Future Industry Board Regulatory Hub workstream. Development of proposals for a “Regulatory Hub”.</p> <p>Early engagement with a broad range of partners and stakeholders at senior level.</p> <p>Further develop partnership approach with key stakeholders including Falkirk Council and Scottish Enterprise.</p>
Measures and targets	Regulatory hub proposal developed by March 2022.
Priority	Glasgow
Key activities	<p>Build Water Environment Fund partnerships to maximise multiple benefits and contribute to Glasgow’s sustainable future.</p> <p>Manage current development proposals in a way which decreases flood risk and contribute to Glasgow’s sustainable development, using the agreed framework.</p> <p>Play a strategic role in Glasgow City Region in relation to climate change mitigation and adaptation.</p>
Priority	Edinburgh
Key activities	Support our partners, City of Edinburgh and Lothian Councils, Scottish Water and wider stakeholders to implement blue green infrastructure approaches to water management.

Priority	Aberdeen
Key activities	Support partners develop and implement the city blueprint in particular approaches to blue green water and land management
Priority	Borderlands
Key activities	Support the regulatory and flooding aspects involved in delivering the Borderlands Inclusive Growth Deal with particular emphasis on the Natural Capital Investment programme, the redevelopment of Chapelcross and the Forestry Programme.
<p>Recovering and building regulatory services, capabilities and systems that enable delivery of One Planet Prosperity</p> <p>What success looks like</p> <p>We recover all regulatory services and capabilities to good operational level</p> <p>We are making it as easy as possible for SEPA to deliver its regulatory services and for stakeholders to interact with these services</p> <p>Regulatory services are aligned to delivery of One Planet Prosperity</p> <p>Regulatory services more powerfully deliver One Planet Prosperity outcomes</p>	
Priority	Implementation of the Integrated Authorisation Framework
Key activities	Work with the Scottish Government to support development of the regulations. Develop processes, procedures and guidance for implementation.
Measures and targets	Project plan in place and milestones being met.
Priority	Review and reform all regulatory services
Key activities	Structured review of all regulatory services Service reform plans produced and being implemented.
Measures and targets	Project plan in place and milestones being met.

Flooding

What success looks like

We will deliver the highest risk or mandatory flooding services across the three areas of AVOID, PROTECT and WARN. For those mandatory requirements which we can't deliver, we will ensure the risk is understood and mitigated for partners as much as possible.

We will deliver a small number of targeted transformational changes to the way we deliver AVOID, PROTECT and WARN in future years. Particular focus will be on flood warning resilience and addressing coastal, surface water and reservoir risks.

We will complete the implementation of the 2020 Hydrology restructure, focussing on support for staff delivering front line services.

Priority	To help AVOID the risk of flooding to new communities and businesses.
Key activities	<p>Deliver statutory land use planning advice, in accordance with phase 1 of the transformation of the service.</p> <p>Complete phase 2 of the transformation of the land-use planning service, focussing on best use of readily available flood risk information, input to government policy change and updated climate change allowances for industry.</p> <p>Input to placemaking projects in Glasgow, Edinburgh, Aberdeen and Grangemouth, focussing on embedding flood risk into the design of managed adaptation. Use these projects to deliver improved efficiency in how flooding and regulation deliver this work together for a wider range of communities.</p> <p>Coastal focus: Deliver minimum necessary level of essential guidance and evidence to support the land use planning, flood risk management and flood warning processes.</p>

<p>Measures and targets</p>	<p>Land use planning backlog addressed by August 2021. New high-risk applications addressed as required.</p> <p>Flood hazard maps and historic flood event data available to the land use planning process. In addition, we will make the hazard maps available to a wider range of users under Open Government Licence by the end of the year. We will prepare the flood event data for Open Government Licence in the following year.</p> <p>System in place to deal with concerns and complaints about the accuracy of SEPA flood maps.</p> <p>Publish updated land use planning climate change guidance with the latest climate change allowances.</p> <p>Deliver essential guidance commitments to Scottish local authorities on coastal shoreline management plans for land use planning and flood risk management.</p> <p>Complete commitments on coastal map upgrades for Western Isles and Northeast Scotland.</p>
<p>Priority</p>	<p>To help <u>PROTECT</u>, as much as is possible, those communities and businesses that are at risk from climate change.</p>
<p>Key activities</p>	<p>Deliver statutory requirement for flood risk management planning across the whole of Scotland for the next six years.</p> <p>Support the minimum activities required for the regulation of reservoirs to mitigate risk to life.</p> <p>Surface water is the biggest risk of flooding in Scotland. Our associated evidence needs a significant transformation to keep up, incorporating revised design rainfall estimates, revised climate change uplifts from United Kingdom Climate Projections 2018, and wider changes and updates to hydrology and modelling science.</p>

	<p>Evidence to support Conference of the Parties 26 (COP26), Mission Clyde and the flooding strategy: Lay the groundwork to transform, from next year, SEPA’s capacity to assess risks flexibly in relation to climate change scenarios, current flood defences and future managed adaptation plans.</p> <p>Support essential delivery of SEPA’s water environment fund priorities and Official Ministerial Enquiries or other enquiries. Deliver reactive advice as required but change the focus in both areas to proactive involvement in ways that also deliver flood risk management priorities.</p> <p>Complete and publish SEPA’s flooding strategy, transforming our flood risk management approach to use Phase 2 principles so that Scotland is adapted to meet the increased threat of flooding from climate change.</p>
<p>Measures and targets</p>	<p>Deliver public consultation on Scotland’s (including SEPA’s) proposed flood risk management plans.</p> <p>Agree a revised set of deadlines for publication of the flood risk management plans.</p> <p>Deliver 14 flood risk management plans in accordance with the revised deadlines.</p> <p>Deliver a minimum of 13 of the most essential reservoir risk designation reviews. Deliver flood risk advice on at least 80 potentially non-compliant reservoir sites. Support the review of the emergency response process and associated training.</p> <p>Deliver year 1 commitments of a 3-year mapping project for surface water risks.</p> <p>Demonstrate a method for the prediction of a range of climate scenarios on coastal flooding in Glasgow in advance of COP26. Further enhancements for waves will be added in future years. Publish ‘standards of protection’ guidance for flood defences in collaboration with partners. Restore access to SEPA’s flood asset data.</p>

	<p>Agree a delivery plan for the bulk of the implementation to be undertaken in 2022-2023.</p> <p>Deliver advice on Water Environment Fund and Officer Ministerial Enquiries or other enquiries where they address a risk or a benefit to flood risk mitigation.</p> <p>Publish the flooding strategy, 10-year roadmap and associated metrics of success.</p>
<p>Priority</p>	<p><u>WARN</u> if flooding is imminent so action can be taken to reduce the impact.</p>
<p>Key activities</p>	<p>Ensure SEPA’s flood warning services are operational and welfare risks to staff are addressed.</p> <p>Complete the next phase of the recovery and transformation of our flood and incident systems following the cyber-attack. Deliver improvements in the underpinning data flows and data access. These are necessary to deliver, in future years, improvements in working conditions for staff, resilience of the service, and public accessibility of our warnings and information.</p> <p>Deliver verification of the flood warning service to identify key gaps and areas for improvement, particularly with forecast model performance.</p> <p>Deliver our commitments to complete the flood warning scheme for the River Carron. This is the last of our flood warning scheme commitments under the previous long-term plan.</p> <p>Support COP26, focussing on resilience in our ability to deliver flood warnings for the venues and transport routes, and communication of climate change messages.</p> <p>Deliver necessary steps to cease targeted flood warnings for farmland in Tayside by 2022 and replace with alternative measures which will support rural communities across Scotland.</p>

	<p>Deliver three to five targeted innovations in the communication of flood warnings.</p> <p>Deliver two to three targeted innovations in our flood forecasting capability, focussing on surface water flooding, supporting the transport sector’s planning for climate ready infrastructure.</p> <p>Deliver the flood warning framework for the next 10 years as an integrated part of the wider SEPA flood strategy.</p>
<p>Measures and targets</p>	<p>Continued operation of the flood warning service 24/7, 365 days a year. Warnings and alerts issued for all significant flooding events. The hydrometric network and associated data feeds are maintained and operational. The forecast models and data feeds from the Met Office are maintained and operational.</p> <p>Ensure all health and safety risk assessments for fieldworkers are updated post cyber and are adhered-to. Ensure debriefs are in place after flood events to learn lessons (training will be considered separately).</p> <p>Agree and implement long term future flood incident messaging systems and telemetry solutions. Complete procurement for both elements. Put in place temporary 24/7 contractor cover until telemetry completed to maintain resilience of the data feeds.</p> <p>Complete roll-out of the hydrometry “API”, a tool to allow the public to downland hydrometry data themselves from the SEPA website. Ensure alarm management is enabled for duty officers.</p> <p>Launch the River Carron flood warning scheme.</p> <p>Provide the flood alerts and warnings necessary to support COP26.</p> <p>We will have engaged with affected farmers on Tayside and the National Farmers Union of Scotland to identify concerns and consider feasibility of alternatives.</p>

	<p>We will have identified alternative approaches that are more consistent and effective for Scotland as a whole without detriment to the service provided for local communities.</p> <p>Launch the public flood forecasting system before summer 2022.</p> <p>Deliver two to four additional elements of innovation in communication of flood warning and flood risk information to the public.</p> <p>Agree the future approach to surface water flood forecasts, with the ultimate aim of improving lead-time and accuracy in the years ahead.</p> <p>Deliver one to two other elements of innovation in flood forecasting.</p> <p>Deliver the flood warning framework for the next 10 years.</p>
<p>Priority</p>	<p>Implement the restructure to improve support for staff delivering front line services.</p>
<p>Key activities</p>	<p>Ensure all staff feel supported in delivery of priority activities, understand their roles and responsibilities and the roles of others, and understand the long-term plan and priorities. Ensure staff feel they have the necessary development in place, or at least a route to how that can happen in the future, either via training or flexible working.</p>
<p>Measures and targets</p>	<p>Deliver essential training to new flood warning duty officers and begin to roll out refresher training for existing officers.</p> <p>Identify development needs for all key skills across Hydrology for roll out in 2022.</p> <p>Clarify governance arrangements and responsibility boundaries between teams and review implications for all staff involved in the 2020 restructure.</p> <p>Finalise the regional model for integrated land use planning, flood risk management and community engagement.</p> <p>Ensure all staff have the opportunity to engage and influence decisions on annual and long-term priorities.</p>

Corporate

<p>Staff</p> <p>What success looks like</p> <p>We understand and act on the needs of staff.</p> <p>Staff are confident.</p> <p>Staff are equipped to do the work we have prioritised.</p> <p>Staff are flexibly deployed to the priority work.</p>	
Priority	SEPA's priorities are resourced and staff are developed.
Key activities	<p>There is organisational clarity on where we require additional resource and we have capacity to move people onto Annual Operating Plan priority work by 30 July.</p> <p>Individuals will be deployed to deliver Annual Operating Plan priorities.</p> <p>Performance development review discussions will take place to help us determine how to deploy people and what development is required to support that deployment.</p> <p>Staff deployed to new areas of work will receive the key training and support required going into the role and on an ongoing basis.</p> <p>Staff will be equipped to get the full benefit from new SEPA systems.</p> <p>We will capture staff views on key issues, for example the future of work, to inform decisions and actions.</p> <p>A basic functioning staff information system will be in place that supports payroll and core current finance requirements by August.</p> <p>We will consider and, if appropriate, agree an approach for a self-funding voluntary severance scheme for potential implementation in January-April 2022.</p> <p>We will complete the tender exercise for a new job evaluation scheme that meets the needs of a Phase 2 EPA by 31 July 2021.</p>

	<p>Subject to successful award of the tender, a project plan will have been developed for the implementation of a new job evaluation scheme by 30 September 2021.</p> <p>We will have completed the outstanding job evaluation cases that were submitted under the current job evaluation scheme by 31 March 2022.</p> <p>Develop and implement a new approach to understanding and making reasonable adjustments for staff by 31 August 2021 and evaluate the revised arrangements by 31 March 2022.</p> <p>The management development programme supports managers to look after themselves, look after their staff and deliver SEPA's work programme.</p>
Measures and targets	<p>Project leads confirm resource requirements to support critical delivery.</p> <p>Flexible deployment approach agreed by 30 July.</p> <p>Over 95% of performance development reviews complete by 30 September.</p> <p>The concerns raised through the collective actions will have been resolved by 31 March 2022.</p> <p>70% of staff contacted who were part of the flexible deployment approach were satisfied with the support.</p> <p>All SEPA staff will be supplied with a SEPA laptop by end of July.</p> <p>Staff who have requested a mobile phone will have received one by March 2022..</p> <p>Microsoft 365 functionality training courses will be designed for roll out to staff by end of August 2021.</p> <p>We will have identified 30 digital champions by mid-July 2021 with initial training complete by end of September 2021.</p>

	<p>A workspaces survey will have been carried out by 31 July 2021. Agresso self-service will be operational by 31 July 2021.</p> <p>Refresher training and drop-in sessions for staff on using Agresso self-service will be provided in July or August 2021.</p> <p>Annual leave and sickness absence data input to Agresso self-service by 30 September.</p> <p>Decide whether we are going to implement a self-funding voluntary severance scheme by 31 August 2021.</p> <p>Management development programme: All managers are offered group coaching sessions. Run development sessions on four topics by 31 March 2022. 70% managers attend at least one of the voluntary sessions. 70% positive feedback on sessions.</p>
<p>Future of work</p> <p>What success looks like</p> <p>We have made major decisions about the future of work. We have implemented a small set of targeted initial actions.</p>	
<p>Priority</p>	<p>Future of Work programme.</p>
<p>Key activities</p>	<p>We will define and agree a vision and principles for the future of our work. This will be refined and informed by our staff preferences, current position, learning from others and opportunities.</p> <p>We will engage widely with staff using a variety of mechanisms to understand their preferences on workspaces.</p> <p>We will consolidate what other organisations are doing on workspaces and what we can learn from others when making decisions on when we implement our Future of Work vision.</p>

	<p>We will consolidate and recover our current position including opportunities to build back better workspaces, to help inform decision making.</p> <p>We will develop an implementation roadmap (key decisions, next steps and targeted initial actions). We will further develop this as our vision is developed and be clear on how and when we will implement the changes required to our people, workspaces and technology.</p>
<p>Measures and targets</p>	<p>Draft vision and principles approved by July 2021.</p> <p>Iterate and further develop our vision on the basis of staff preferences, current position, opportunities and external landscape by September 2021.</p> <p>Initial workspaces survey carried out by July 2021.</p> <p>Workshops and follow-up surveys to be defined on the basis of initial survey feedback from August 2021.</p> <p>Draft summary of what others are doing to inform decision-making in the context of our vision by August 2021.</p> <p>Identify critical early decision points e.g. lease breaks, net zero (buildings target set) and financial. Critical deadlines will be captured in an early draft of workspaces roadmap by July 2021.</p> <p>Draft roadmap of critical early workspace decision points by July 2021.</p> <p>Draft roadmap with small set of targeted initial actions by September 2021.</p> <p>Iterate and further develop roadmap as required with clarity on implementation steps for our people, workspaces and technology by December 2021 and March 2022.</p>

<p>Priority</p>	<p>Our key assets (buildings and fleet) will be safe and compliant, and changes required in response to the COVID-19 pandemic and emerging Future of Work vision will be implemented.</p>
<p>Key activities</p>	<p>Implementing any changes required in response to the COVID-19 pandemic, e.g. building repairs, site safety audits and making buildings COVID secure prior to any re-opening and reviewing or updating our COVID vehicle policy.</p> <p>Our fleet is maintained and compliant, and we are maximising opportunities for greening our fleet and financial savings.</p> <p>Implementing any changes required in response to the emerging Future of Work vision, e.g. piloting new types of workspaces and changes to the make-up of our fleet.</p>
<p>Measures and targets</p>	<p>Decision point by August 2021 to review our fleet and identify early opportunities for savings.</p> <p>Agree an organisation position on ‘Safe & Compliant Driving’ to address corporate risk by August 2021.</p>
<p>Priority</p>	<p>Keeping our people safe.</p>
<p>Key activities</p>	<p>Health and safety culture delivered through cross-organisation ownership, leadership and teams.</p> <p>Establish capability for staff and managers to identify the required activity-based health and safety training needs to ensure staff are competent and equipped to undertake tasks safely.</p> <p>Develop and centrally file a package of generic risk assessments accessible by all staff.</p>
<p>Measures and targets</p>	<p>Retain Keeping People Safe cross-organisation delivery and leadership team.</p> <p>Prioritised engagement with staff and communications campaigns in key areas, e.g. staff returning to field work, from July 2021.</p>

	<p>Revise and update interim process to include new activities as authorised during our COVID recovery, as required.</p> <p>From July 2021, we will complete other generic risk assessments based on priorities.</p>
<p>Financial management</p> <p>What success looks like</p> <p>Procurement activity in place to support development of a Phase 2 EPA.</p> <p>We are recovering all income associated with our external service delivery.</p> <p>The Agresso system has been built to a minimum viable product specification to support our requirements.</p> <p>Achievement of financial targets for 2021-2022.</p>	
Priority	Continued delivery of critical procurement activity to enable the development of a Phase 2 EPA following the cyber-attack.
Key activities	<p>Recommencement of statutory requirements under the Procurement Reform Act.</p> <p>Participation in key organisation decision-making forums around the future approach to service delivery and use of contracted services.</p>
Measures and targets	<p>Supplier payments backlog cleared by August 2021.</p> <p>Pipeline for procurement activity by August 2021.</p> <p>Procurement strategy, annual report and contracts register by September 2021.</p> <p>Revise procurement plan by March 2022.</p>
Priority	Restore, maintain and develop our charging schemes, and other income streams.
Key activities	<p>Restoration of customer information and billing of annual and weekly external charges.</p> <p>Develop online payment system and system to handle queries, change data and manage work.</p> <p>Robust debt recovery process.</p>

<p>Measures and targets</p>	<p>Invoices issued by September 2021.</p> <p>SEPA’s Contact Centre online payment and basic financial queries restored by September 2021 and enhanced service in place by March 2022.</p> <p>Debt level returned within year to pre-COVID and cyber levels by March 2022.</p>
<p>Priority</p>	<p>Build Agresso system to provide a full range of essential services to a minimum viable product specification.</p>
<p>Key activities</p>	<p>Implementation of the following core system modules: Procurement, HR, Payroll, Expenses, Time Management, Absence Management, Accounts Payable, Accounts Receivable, General Ledger.</p>
<p>Measures and targets</p>	<p>All modules built, tested and live by July 2021.</p> <p>2020-2021 financial data uploaded by August 2021.</p> <p>2021-2022 HR data and closing 2020-2021 balance sheet complete by November 2021.</p>
<p>Priority</p>	<p>Achieve 2021-2022 financial targets and manage working capital throughout the year.</p>
<p>Key activities</p>	<p>Detailed 2021-2022 budget.</p> <p>Financial Performance Monitoring.</p> <p>Cashflow.</p> <p>Resource management.</p>
<p>Measures and targets</p>	<p>Financial reporting from July 2021.</p> <p>Manage monthly cashflow within budget limits.</p> <p>Business model delivers Phase 2 EPA for Scotland within available annual resources.</p>

<p>Governance</p> <p>What success looks like</p> <p>We are making it as easy as possible for SEPA to operate as an exemplary public body. All staff are clear what their governance responsibilities are and know we’re building the simple tools, clear guidance and support they need to deliver them.</p> <p>We’re using expertise from across SEPA to build powerful governance processes that are simple for everyone to use.</p>	
Priority	Our information governance standards and support are strengthened.
Key activities	Project team set up and priority projects agreed. Statutory documentation restored. Priority projects are delivered and staff are trained.
Measures and targets	Solve at least five long-standing information challenges.
Priority	A sustainable model for access to information.
Key activity	Proposals assessed and agreed. A plan and resource to implement changes is put in place. The new model is developed and staff are trained.
Measures and targets	A reduction in the number of requests in at least one subject area by proactive publication of information.
Priority	Input to the safe delivery of COP26.
Key activities	Planning with external partners and internally. Workshops and exercises to prepare staff. Resilient rotas and nominated roles in place to cover the key period. Work with partners to ensure the safe delivery of the conference.
Measures and targets	We respond well to challenges or environmental incidents that have the potential to disrupt COP26.
Priority	Basic governance is in place.
Key activities	Identify any gaps in governance practices resulting from the cyber-attack. Put in place simple tools and guidance to ensure good governance.

Measures and targets	We meet our statutory governance obligations.
<p>Regenerative SEPA</p> <p>What success looks like</p> <p>We have made major decisions about how to become a Regenerative SEPA.</p> <p>We have implemented a small set of targeted initial actions and projects.</p>	
Priority	<p>Regenerative SEPA strategy</p> <p>We will establish our approach to become a Regenerative SEPA.</p>
Key activities	<p>Prepare a route map that sets out our ambition to become a net zero and regenerative organisation as we build back following COVID and cyber.</p> <p>Establish short, medium and long-term milestones and targets to provide the framework for embedding this ambition across everything we do.</p> <p>Scope what we will act on and target through the route map in three baskets of impacts and emissions: direct, indirect and regenerative.</p> <p>Develop and pilot a decision-making framework aimed at ensuring the impacts and emissions of decisions we make are fully considered.</p> <p>Report our performance in reducing our emissions in 2020-2021¹.</p>
Measures and targets	<p>Route map prepared and agreed.</p> <p>Targets for reducing our emissions and impacts for 2022 onwards identified and agreed.</p> <p>Scope of each basket of impacts agreed.</p> <p>Decision-making framework agreed and piloted.</p> <p>Progress against the target to reduce SEPA’s greenhouse gas emissions by 7.5% during 2020-2021.</p>

¹ Within limitations on data availability resulting from COVID and cyber

Priority	<p>Engagement</p> <p>We will involve people in the development of our approach to become a Regenerative SEPA.</p>
Key activities	Engage staff in the development of our Regenerative SEPA ambition, with focus on preparing the route map and the targets and actions that it sets.
Priority	<p>Projects</p> <p>We will undertake a small number of projects that integrate ambition for a Regenerative SEPA into our Annual Operating Plan priorities.</p>
Key activities	<p>We will integrate a Regenerative SEPA into the vision, principles and roadmap for the future way we will work, taking opportunities to build the way we work back greener.</p> <p>We will integrate a Regenerative SEPA into our work to build our information systems infrastructure, taking opportunities to improve the environmental performance of our information systems estate.</p>
<p>Information Services for today’s challenges</p> <p>What success looks like</p> <p>Simple convenient services that are loved by users - saving staff and customers time and money.</p> <p>Safe, secure, connected.</p> <p>Open by design with privacy built in.</p>	
Priority	Embedding simple, convenient services that are loved by users.
Key activities	<p>We will be confident in the use of the new functionality and supported in our learning.</p> <p>We will have convenient services that enable us to work from anywhere.</p> <p>We will be confident that we know how to handle cyber threats and malware to keep our data, information and systems safe.</p>
Measures and targets	Develop staff to become champions to help others learn about new functionality by end of September 2021.

	<p>Create and roll out training packages and help guides as per new functionality implementation dates.</p> <p>The software and hardware required to enable staff to safely work from anywhere will be available by end of March 2022.</p> <p>All staff who need one will have a SEPA mobile phone by March 2022.</p> <p>All staff who need a SEPA laptop will have one by end of July 2021.</p> <p>Implementation of cyber essentials methods to help staff identify and act accordingly to potential threats by the end of December 2021.</p>
<p>Priority</p>	<p>Simple, convenient services that are loved by users: delivering new capabilities and services for a Phase 2 EPA</p>
<p>Key activities</p>	<p>We will be able to store documents safely and securely.</p> <p>We will be able to take payments safely and securely for our online services.</p> <p>We will have a Beta website that is safe and secure, and lets our customers find the services and advice they need quickly and easily.</p> <p>We will be able to search, view and modify contact and permit data.</p> <p>We will use workflow automation to make Regulatory tasks simpler and quicker.</p>
<p>Measures and targets</p>	<p>Enable a 'base' level of SharePoint document storage and filing functionality for all staff by December 2021.</p> <p>Customers can quickly and easily make a payment for SEPA's online services by September 2021.</p> <p>Beta Website available to customers by March 2022.</p> <p>The data store is fully searchable and displays the information in an easy-to-use format.</p> <ul style="list-style-type: none"> • Registry and SCC staff can search and view contact and permit data by end August 2021 • Registry staff can modify contact and permit data by end December 2021.

	Automated document routing and workflow status will be embedded in online permit application services.
Priority	Simple, convenient services that are loved by users: design and discovery of services.
Key activities	We will work to streamline and simplify our services.
Measures and targets	<p>We will have redesigned and simplified four key services to feed into our development pipeline by end March 2022.</p> <p>We will have decommissioned and removed some of our existing websites.</p>
Priority	Building services that are open by design with privacy built in
Key activities	<p>Customers will be able to apply online for a range of registrations and permits.</p> <p>Customers will be able to quickly and easily search an online register of registrations and permits</p> <p>Customers will be able to submit a complaint to SEPA using a simple online service.</p>
Measures and targets	<p>We will launch four online permit application services.</p> <ul style="list-style-type: none"> • Radioactive Substances by end July 2021 • Existing Septic Tanks by end August 2021 • Waste Carriers by end September 2021 • Deposit Return Scheme Producer Registration by end January 2022 <p>We will launch an online public register service.</p> <ul style="list-style-type: none"> • Search a register of Deposit Return Scheme Producer Registrations <p>We will launch an online complaints service.</p> <ul style="list-style-type: none"> • Submit a complaint about a Deposit Return Scheme Retailer or Producer.

Priority	Safe, Secure, Connected
Key activities	<p>We will put in place the IT foundations that enable staff to work remotely.</p> <p>We will set SEPA up for success by putting in place a modern IT service which enables staff to work from anywhere at any time.</p>
Measures and targets	<p>We will have a safe and secure network that lets staff connect remotely to SEPA services by the end of August 2021.</p> <p>We will review and implement cyber-attack audit recommendations by December 2021.</p> <ul style="list-style-type: none"> • Review and improve our approach to security incident management, including need for a 24 hour Security Operations Centre <p>Provide staff with training, development and procedures for investigating intrusion detection alerts and dealing with identified threats</p> <p>We will review and improve our security posture.</p> <ul style="list-style-type: none"> • Threat modelling assessment by the end of July 2021 • Ransomware readiness assessment by the end of August 2021 • Best practice design for security monitoring by the end of August 2021 <p>We will redesign and rebuild our network using a best-practice hybrid-cloud approach, supported by external specialists.</p> <ul style="list-style-type: none"> • Azure Enterprise Architecture design in place by the end of September 2021 • Azure Enterprise Architecture build in place by the end of December 2021 • Three services fully hosted on new Azure Architecture by the end of March 2022 <p>We will create a Phase 2 IS function following recommendations, by the end of March 2022.</p>

Corporate Performance Measures

In this plan we have included many measures and targets that our staff will use to monitor their progress with the planned work. We have selected a set of those measures and targets which we will include in quarterly corporate performance reports to update the Management Team and Board on our overall progress. These reports will be published on our website. The performance measures we will report against each quarter are shown in the table below.

Regulation	
1	All permitting determinations completed within statutory timelines by March 2022.
2	Establish regular liaison with all planning authorities and consulting bodies by September 2021.
3	All Category 1 and 2 environmental events responded to.
4	Compliance verification plan delivered by March 2022.
5	Action plans in place and being delivered for all priority sites.
Flooding	
6	Complete phase 2 of the transformation of the land-use planning service, focussing on best use of readily available flood risk information, input to government policy change and updated climate change allowances for industry.
7	Deliver 14 flood risk management plans in accordance with the revised deadlines.
8	Publish our flooding strategy, 10-year roadmap and associated metrics of success.
9	Continued operation of the flood warning service 24/7, 365 days a year. Warnings and alerts issued for all significant flooding events. The hydrometric network and associated data feeds are maintained and operational. The forecast models and data feeds from the Met Office are maintained and operational.
10	Agree and implement long-term future flood incident messaging systems and telemetry solutions.

Corporate	
11	100% of managers have been offered group coaching sessions.
12	We have run management development sessions on four topics by 31 March 2022.
13	HR 2021-2022 data and the 2020-2021 closing balance sheet are complete in Agresso by November 2021.
14	Invoices are issued by 31 September 2021 and the debt level is returned within year to pre-COVID and cyber levels by March 2022.
15	Our procurement strategy, annual report and contracts register are in place by September 2021.
16	Draft Future of Work roadmap with small set of targeted initial actions by September 2021.
17	Solve at least five long-standing information challenges.
18	Regenerative SEPA route map prepared and agreed.
19	The software and hardware required to enable staff to safely work from anywhere will be available by the end of March 2022.
20	Launch four online permit application services.