



Agency Board Meeting 29 November 2022

Board Report Number: SEPA 42/22

Quarter 2 - Corporate Performance Report

Summary:	<p>We present the second quarterly corporate performance report of this financial year, covering the period July-September 2022.</p> <p>The report describes progress made on the ten performance measures during Quarter 2.</p> <p>For Quarter 2 We are reporting three measures as Green, six as Amber and one measure as Red.</p>
Risks:	<p>There are risk noted in the following measures:</p> <p>Measure 2: There is the potential for this measure to move to Amber in Quarter 3 due to challenges in securing resource for the remaining activity area of waste treatment reviews.</p> <p>Measure 5: We are monitoring a risk on availability of technical resource and securing the specialist skillsets required to complete the digital build for the Deposit Return Scheme</p> <p>Measure 10: The data indicates that if trends are replicated across the year, it is unlikely, we will achieve our target set for the reduction in greenhouse gas emissions.</p>
Resource and Staffing Implications:	<p>Staff updates are noted under:</p> <p>Measure 9: Health and well-being levels among staff have improved from the average levels in 2021-2022 Pulse surveys.</p>
Equalities:	<p>Equality considerations have been built into decision making in several areas noted in this report.</p>
Environmental and Carbon Impact:	<p>Updates relating to our environmental and carbon impact are noted under:</p> <p>Measure 4: We have significantly increased monitoring to improve our understanding of the effect of regulation on the environment.</p>

Measure 10: Reduction in our direct greenhouse gas emissions by 70% from our 2006-2007 baseline.

Purpose and audience of the report:

The report is for the Board to note. It will be published on our website.

Report Author:

Bridget Marshall, Acting Chief Officer, Performance, and Innovation

Roisin Lochrin-Hopkins, Senior Business Consultant

Craig Ballantyne, Junior Business Consultant

SEPA Quarter 2 2022-2023

Corporate Performance Report

November 2022



For information on accessing this document in an alternative format or language please contact equalities@sepa.org.uk

If you are a user of British Sign Language (BSL) the Contact Scotland BSL service gives you access to an online interpreter enabling you to communicate with us using sign language.

<http://contactscotland-bsl.org/>

www.sepa.org.uk

Performance dashboard

This performance report is intended to be informative and easy to follow. We use a RAG traffic light measure status to track if we are on course to achieve measures.

RAG	RAG status traffic light codes
Green	Achieved or is on course to being achieved.
Amber	There may be problems or some minor slippage, but solutions have been found to keep the measure on track to being achieved.
Red	Major issues have been identified and solutions are still being worked on. The measure is likely to be delivered late or not at all.

This report provides a summary of the number of measures Green, Amber and Red noted against the ten Annual Operating Plan Measures for 2022-2023.

1. Executive Summary

This Quarter 2 corporate performance report covers the period July – September 2022. It provides an update on the progress of the ten performance measures set out in the Annual Operating Plan 2022-2023.

Performance

By the end of Quarter 2 we are reporting three measures as green, six measures are amber, and one measure is red.

Regulation

We are reporting Measure 1 ‘No deterioration in the length of time it takes to determine licences’ as Green. There continues to be an improvement in the number of new licences and variations that have been determined compared to the average reported in 2021.

We are reporting Measure 2 ‘Our plans to review and modify authorisations are on track’ as Amber. This measure relates to setting revised controls in authorisations to drive environmental improvements from, industrial activities, specifically -

We are reporting the ‘Best Available Techniques’ reference documents review work as Green. The authorisation reviews for Intensive rearing of poultry and pigs, large volume organic chemicals and large combustion plants were all completed by the deadline of 31 August 2022. There is a potential for this measure to move to Amber in Quarter 3 due to challenges in securing resource for the remaining activity area of waste treatment reviews.

We are reporting the River Basin Management Plan section of this measure as Amber. Two of the four River Basin Management Plan packages are currently on track to deliver – Discharge authorisations and Scottish Water abstraction authorisations.

We are reporting Hydroelectric licences and Fish barrier reviews as Amber. The delivery of both plans has been affected by resource and capacity issues, particularly the diversion of staffing resources to support water scarcity priorities over the summer. Whilst the resourcing issues are being resolved, the delays to delivery of the plans puts this measure at risk of not being achieved by March 2023.

We are reporting the status of Marine pen fish farms review work as Green. Over Quarter 2 we have refined permit conditions around monitoring to improve confidence in results. We have also focussed on finalising the data for the variation of all existing permits. We have agreed this process with operators and the final permit template is expected to be signed off in October. We are ready to begin variations for one operator, with three more in the final stages of preparation. We expect to have issued the first draft varied permits by December 2022.

For Measure 3: ‘We have significantly increased monitoring to improve our understanding of the effect of regulation on the environment’, we continued to implement our plans to increase our monitoring activities. We achieved success in areas such as our ecological surveys. We have balanced our increase in environmental monitoring with the need to increase our monitoring efforts of licensed discharges to surface waters as part of our compliance verification work.

This has meant that the implementation of some aspects of our surface water and groundwater chemical monitoring programmes are progressing slower than we anticipated. Sample scheduling and laboratory analysis at this scale continues to be impacted by the lack of a fully integrated laboratory management system. Due to these challenges with scheduling and sampling management we are reporting this measure as Amber.

We are reporting Measure 4, ‘An improvement in compliance at prioritised, non-compliant sites’ as Green. Priority sites are selected on the potential for their impact on the environment and/or communities. We started the year with 53 prioritised sites operating without an authorisation (Illegal sites). During Quarter 2 we completed enforcement action at one site, this is in addition to the five sites identified in Quarter 1. At the end of Quarter 2, 46 of these are still being progressed with one site paused due to higher rated priority sites.

During Quarter 2 we identified one more illegal site, (waste deposit), which we have prioritised for action. We have now identified 12 sites since the 1 April. One of the 12 sites has been addressed, this related to an unauthorised dry cleaners’ outlet.

For authorised sites, we continue to develop our dataset and reporting methods. We have also been planning and undertaking improvement actions for priority sites. At the start of Quarter 2 we had identified 16 priority sites with a further five sites identified during this period. Action taken on three of these sites has resulted in the risk being reduced.

At the end Quarter 2, 18 sites continue to be prioritised for action. These sites are from a range of sectors including landfill and waste management, wastewater treatment, and chemical manufacturing.

Implementation of a registration system to support the Deposit Return Scheme by 1 January 2023 has moved from Green to Amber during Quarter 2. All digital milestones have been met. We have promoted new guidance issued to help producers prepare for the implementation of the scheme. We are, however, monitoring a risk on availability of technical resource and securing the specialist skillsets required to complete the digital build. We have taken action to mitigate this risk with a manual contingency registration service and we are confident the full digital service will be delivered by the target date.

Flooding

During Quarter 2 there were two significant flood events. All daily Flood Guidance Statements were issued on time. These highlighted:

- 78 days all Green
- 14 days: Risk elevated to Yellow on at least one of the five days ahead
- No days with Risk elevated to Amber or Red.

A total of 68 regional Flood Alerts and 26 local Flood Warnings (249 messages in total including initial, updates and No longer in force) were issued.

Our services continue to operate with interim emergency systems, which have performed well over the last quarter. We continue to rebuild long term resilient telemetry, hydrometry archive and flood forecasting systems. In August we issued an 'Invitation to Tender' for our Next Generation Telemetry Service.

On 28 September, we published our [flood warning development framework 2022-2028](#). This Framework sets out how we intend to maintain and improve our services over the next six years.

Measure 7 'Our new flood warning information system is operational' remains Amber for Quarter 2. Over Quarter 2 we have been confirming the workstream product specifications for Floodline Innovation, Customer Registration, Water Scarcity, Digital Communications, Scottish Flood Forecast and API. We are reporting this measure as Amber due to some dependencies on other projects and risks regarding our digital assurance assessment and resourcing to support the Future Flood and Incident Messaging Service - test strategy.

During Quarter 2 we saw an improvement from Red to Amber in Measure 8 'We have launched the new Carron flood warning scheme'. This improvement is due to progress made on the flood forecasting models. The models are now ready for integration and performance testing in the Flood Early Warning System. We have also made progress towards defining and naming the flood warning areas.

Organisation

We continue to use the Pulse health and wellbeing survey to establish a regular way of finding out how staff are feeling. This is helping us to find out what additional support would be helpful to support wellbeing. During Quarter 2 we issued three health and wellbeing surveys. The survey results indicated a consistent response across the five survey response categories for the first two surveys (July and August). The survey issued in September indicated the highest percentage of staff rating their health and wellbeing at the 'very low' end of the response scale.

This was also the case when we compared both the average response levels for Quarter 2 compared to the Quarter 1 average response, and the baseline average response level of the health and wellbeing surveys conducted in 2021-2022.

We are reporting Measure 10: 'Reduction in our direct greenhouse gas emissions by 70% from our 2006-2007 baseline' as Red. For Quarter 2 we are reporting emission data for Measure 10 from Quarter 1 data. This data covers information on our buildings and travel emissions from 1 April – 30 June 2022. This retrospective reporting is due to a lag we have in securing emissions data.

The data indicates that if Quarter 1 trends are replicated across the year it is unlikely, we will achieve our target. Based on Quarter 1 trends we predict that by the end of 2022-2023 we will have reduced emissions by 60.3% compared to our baseline. This is well below our 70% target and would also represent a significant rise in emissions (of around 23%) compared to the previous two years.

There are two main reasons for this. These are connected to the fact that for the past two years emissions have been artificially low due to the closure of offices and travel restrictions because of Covid 19 as well as the impact of the cyber-attack.

2. Performance dashboard

	Performance measure	RAG
Regulation		
1	No deterioration in the length of time it takes to determine licences	Green
2	Our plans to review and modify authorisations are on track	Amber
3	We have significantly increased monitoring to improve our understanding of the effect of regulation on the environment	Amber
4	An improvement in compliance at prioritised, non-compliant sites	Green
5	We have implemented a registration system to support the Deposit Return Scheme by 1 January 2023	Amber
Flooding		
6	Warnings and alerts issued for all significant flooding events	Green
7	Our new flood warning information system is operational	Amber
8	We have launched the new Carron flood warning scheme	Amber
Organisation		
9	Health and well-being levels among staff have improved from the average levels in 2021-2022 pulse surveys	Amber
10	Reduction in our direct greenhouse gas emissions by 70% from our 2006-2007 baseline	Red

3. Performance updates

Regulation

Regulation																																								
Measure 1: No deterioration in the length of time it takes to determine licences	Green																																							
AMT Lead: Lin Bunten																																								
<p>The status for this measure continues to be Green in Quarter 2.</p> <p>There has been an improvement in the number of new licenses and variations that have been determined compared to the average reported in 2021. This performance has been consistent since March 2022.</p>																																								
<table border="1"> <caption>% of New Licences & Operator Initiated Variations Determined within 4 months</caption> <thead> <tr> <th>Month</th> <th>% within 4 months 2021</th> <th>% within 4 months 2022</th> </tr> </thead> <tbody> <tr><td>April</td><td>55%</td><td>75%</td></tr> <tr><td>May</td><td>60%</td><td>80%</td></tr> <tr><td>June</td><td>65%</td><td>78%</td></tr> <tr><td>July</td><td>70%</td><td>78%</td></tr> <tr><td>August</td><td>62%</td><td>88%</td></tr> <tr><td>September</td><td>70%</td><td>85%</td></tr> <tr><td>October</td><td>65%</td><td>-</td></tr> <tr><td>November</td><td>62%</td><td>-</td></tr> <tr><td>December</td><td>65%</td><td>-</td></tr> <tr><td>January</td><td>62%</td><td>-</td></tr> <tr><td>February</td><td>70%</td><td>-</td></tr> <tr><td>March</td><td>78%</td><td>-</td></tr> </tbody> </table>		Month	% within 4 months 2021	% within 4 months 2022	April	55%	75%	May	60%	80%	June	65%	78%	July	70%	78%	August	62%	88%	September	70%	85%	October	65%	-	November	62%	-	December	65%	-	January	62%	-	February	70%	-	March	78%	-
Month	% within 4 months 2021	% within 4 months 2022																																						
April	55%	75%																																						
May	60%	80%																																						
June	65%	78%																																						
July	70%	78%																																						
August	62%	88%																																						
September	70%	85%																																						
October	65%	-																																						
November	62%	-																																						
December	65%	-																																						
January	62%	-																																						
February	70%	-																																						
March	78%	-																																						
<p>The above graph includes the issue of permits and variations under the following:</p> <ul style="list-style-type: none"> • Water Environment (Controlled Activities) (Scotland) Regulations 2011- Controlled Activity Regulations (CAR) • Pollution Prevention and Control (Scotland) Regulations 2012 (PPC 2012) Part A & Part B • Waste management licences under the Environmental Protection Act 1990 and Waste Management (Scotland) Regulations 2011 • Environmental Authorisations (Scotland) Regulations (EASR) for Radioactive substances. 																																								

Regulation

Measure 2: Our plans to review and modify authorisations are on track

Amber

AMT lead: Lin Buntin

This measure relates to setting revised controls in authorisations to drive environmental improvements from; industrial activities Best Available Techniques reference documents review (also referred to as BREF); River Basin Management Plan 2021-2027; and our new regulatory framework for Marine pen fish farms.

During Quarter 2 we have made progress on key priorities and activities in each area. For in-year reporting, the RAG status of the measure overall reflects any one line being at risk. While several areas are on track, areas within the River Basin Management Plan are at risk. For this reason, the overall measure is noted as Amber for Quarter 2.

Best Available Techniques reference documents review

We are reporting this component of work as Green.

- Authorisation reviews for the three activity areas of Intensive rearing of poultry and pigs, large volume organic chemicals and large combustion plants were all completed by the deadline of 31 August 2022.
- The remaining activity area of Waste treatment remains on track and in line with the delivery plan. Securing resource for this work is currently a challenge. Discussions are on-going within Compliance and Beyond. Failure to identify this resource in Quarter 3 could result in this area of work moving to Amber.
- The Scottish Government has been provided with an update and we will continue to engage with them.

River Basin Management Plan

The delivery group is in place to oversee the implementation of reviews of relevant licences and authorisations. Two of the four River Basin Management Plan packages are currently on track to deliver.

We are reporting the Hydroelectric licences and Fish barriers reviews as Amber for this period. This is because the delivery of both plans has been impacted by resource and capacity issues. Hydroelectric licences were impacted by the diversion of key staff to water scarcity over the summer.

Marine pen fish farms reviews

We are reporting the status of this work as Green.

We introduced a [new regulatory framework](#) for Marine pen fish farms in June 2019. As part of the phasing in of the new framework, we developed a new outcome-focused permit for Marine pen fish farms. The permit is simpler for the operators to understand, while maintaining robust controls.

We have spent this quarter refining permit conditions around monitoring to improve confidence in results and finalising the data for the variation of all existing permits. The process has been agreed with operators and the final permit template is expected to be signed off in October.

We are ready to begin variations for one operator, with three more in the final stages of preparation (there are 10 operators in total). We expect to have issued the first draft varied permits by December 2022.

Reviews & Overall Status	Activity	RAG Status	Actions/update
Best Available Techniques Reference Documents Review	Intensive rearing of poultry or pigs	Green	Completed 31 August 2022
	Large volume organic chemicals	Green	Completed 31 August 2022
	Large combustion plants	Green	Completed 31 August 2022

	Waste treatment	Green	On-track
River Basin Management Plan	Hydroelectric licences	Amber	Staff allocated to work were moved to support water scarcity tasks, which has led to a delay in the delivery timetable. We believe we can catch up to avoid delays to the long-term plan by implementing a risk-based approach where appropriate.
	Fish barriers	Amber	Five barriers have now been through the review process and mitigation is in place, where required. Progress on regulatory barriers has been affected by a lack of resource. The resource issue was addressed by successful recruitment at the end of September but the resultant delays to the delivery of the plans puts the target for March 2023 at risk.
	Discharge authorisations	Green	On track to achieve target by March 2023.
	Scottish Water abstraction authorisations	Green	On track to achieve target by March 2023.
Marine pen fish farms	Marine pen fish farms	Green	On track.

Regulation	
Measure 3: We have significantly increased monitoring to improve our understanding of the effect of regulation on the environment	Amber
AMT lead: David Pirie	
<p>During Quarter 2, we continued to implement our plans to increase our monitoring activities with success in areas including our ecological surveys.</p> <p>Our increases in environmental monitoring have been balanced with the need to increase our monitoring efforts of licensed discharges to surface waters as part of our compliance verification work. This has meant that the implementation of some aspects of our surface water and groundwater chemical monitoring programmes has been slower than anticipated.</p> <p>The process of developing a streamlined and integrated scheduling and laboratory analysis service is still ongoing. Until this is complete, sample scheduling and laboratory analysis at the scale required will continue to be impacted.</p> <ul style="list-style-type: none"> • Bathing Waters: The Bathing Waters monitoring programme was successfully completed. This included three additional beaches compared to last year, as well as an increase in sampling frequency and associated sites in the upstream catchment. Bathing water classification is underway. • Long-term water quality monitoring: Spring sampling for ecology has been completed as planned. Autumn sampling is currently underway. Chemistry sampling is underway but further action is required to enable improved scheduling and sample management to ensure the programme is implemented by the end of the year as planned. 	

- **Monitoring to assess the effectiveness of River Basement Management Planning improvement measures:** Ecology spring and summer sampling is on schedule and autumn surveys are underway. Chemistry sampling is making good progress despite the challenges with scheduling and sample management mentioned above.
- **Monitoring to assess the environmental impact of high priority wastewater treatment sites:** We have instigated a monitoring plan at 15 high risk wastewater treatment sites and have identified suitable sampling sites at these. Spring and summer ecology monitoring has been completed as planned and autumn surveys are underway. Chemistry sampling is making good progress despite the challenges with scheduling and sample management.

Regulation

Measure 4: An improvement in compliance at prioritised, non-compliant sites

Green

AMT lead: Lin Buntin and David Harley

Our aim is to bring about improvements in compliance in both unauthorised (or illegal sites) and authorised sites, based on the baseline number of priority sites established at the start of the year. Priority sites are selected on the potential for impact on the environment and/or communities.

Improving compliance at high priority unauthorised sites (Illegal)

We started the year with 53 prioritised sites operating without an authorisation (Illegal sites). In Quarter 2, we completed enforcement action at one site. This was in addition to the five sites identified in Quarter 1 regarding unauthorised persistent illegal waste activities. These activities included fly-tipping on a large scale over several months; illegal depositing of house clearance waste; illegal landfill and processing; deposit and burial of waste at multiple sites.

Action taken to tackle these sites included provision of advice, remediation without enforcement, and, for the site tackled in Quarter 2, partnership working with the Local Authority's Planning Department.

At the end of Quarter 2, action to tackle 46 sites is still being progressed while one site paused as we have focused resource on affiliated sites that had ongoing operational activities.

During Quarter 2, we identified an additional illegal site regarding waste deposit that we have prioritised for action. This takes the total to 12, one of which has been addressed. This related to an unauthorised dry cleaners' outlet.

	April	May	June	July	August	September
No. Priority Unauthorised sites at start of month	53	48	48	48	48	48
Closed each month	5	0	0	0	0	1
No. Unauthorised sites in progress at end of the month	48	48	48	48	48	47
No Priority Unauthorised sites added from 1 April	April	May	June	July	August	September
New Sites added during the month	2	5	4	1	0	0
closed each month	0	0	1	0	0	0

Improving compliance at our priority authorised sites

For authorised sites we have been continuing to develop our dataset and reporting methods whilst we are planning and undertaking improvement actions for priority sites. The Quarter 2 report below indicates our baseline for reporting against this measure.

Although we undertake action to tackle a wider range of non-compliance, we prioritise and report on sites where non-compliance with licence conditions has been verified and this results in higher environmental/community impact, or higher risk of environmental/community impact.

At the start of the Quarter 2 we had identified 16 priority sites. We also identified a further five priority sites over the reporting period. Action taken in relation to three sites during the reporting period has resulted in the risk being reduced.

At the end of Quarter 2 18 sites continue to be prioritised for action. These sites are from a range of sectors including landfill and waste management, waste-water treatment, and chemical manufacturing.

Priority Authorised Sites Baseline	Quarter 2
Priority sites at start of reporting period	16
Priority sites added during the reporting period	5
Sites de-prioritised / resolved during the reporting period	3
Priority sites at end of the reporting period	18

Regulation

Measure 5: We have implemented a registration system to support the Deposit Return Scheme by 1 January 2023

Amber

AMT lead: David Harley

All Quarter 2 milestones have been met on schedule. We are monitoring a risk on the availability of technical resource and securing the specialist skillsets required to complete the digital build.

We have taken action to mitigate this risk with a manual contingency registration service; we have reasonable confidence the full digital service will be delivered by the target date pending final system tests.

Digital milestones met this quarter:

Milestone	Discovery	Alpha	Beta	Live
Direct Registration Service Review	Complete	Complete	Started	
Scheme Administrator Bulk Producer Registration Service	Complete	Complete	Started	
Search the Deposit Return Scheme Producer Register Service	Complete	Complete	Started	

The Deposit Return Scheme project follows the Scottish Government “[Digital Scotland Service Standards](#)”. The Agile project management approach that we use includes the following phases:

- Discovery - This is the first phase of the service design and delivery process and includes user research.
- Alpha - In this phase, we develop early prototypes of the service to try different solutions.
- Beta - Here, we create a working version of the service and test it with public users.
- Live - This final phase sees the service fully launched.

New guidance has been published to support the implementation of the digital registration for the Deposit Return Scheme. This guidance will help producers prepare for the launch of the scheme. It will help producers determine if their drinks are within the scope of the scheme. It also provides details on the two routes to register and guidance on how to write an operational plan if producers choose to register directly with us. To support and promote the publication of the guidance, we have [issued a press release](#) and social media posts and added a Deposit Return Scheme banner to our website homepage. We will also be issuing a separate update.

The guidance is available on the updated Producer page and a new Producer registration page of our website, links within our FAQs and in the new Deposit Return Scheme section of the Waste guidance web page. The links are noted below:

- [Producers | Scottish Environment Protection Agency \(SEPA\)](#)
- [Producer registration | Scottish Environment Protection Agency \(SEPA\)](#)
- [DRS guidance: Scheme articles, non-scheme articles and non-Scottish articles \(sepa.org.uk\)](#)
- [DRS guidance: Operational plan - guidance for producers \(sepa.org.uk\)](#)

3. Flooding

Flooding	
Measure 6: Warnings and alerts issued for all significant flooding events	Green
AMT lead: David Pirie	
<p>There were two significant flood events during the Quarter 2.</p> <p>All daily Flood Guidance Statements were issued on time. These highlighted:</p> <ul style="list-style-type: none"> • 78 days all Green. • 14 days: Risk elevated to Yellow on at least one of the 5 days ahead. • No days with Risk elevated to Amber or Red. <p>A total of 68 regional Flood Alerts and 26 local Flood Warnings (249 messages in total including initial, updates and No Longer in Force) have been issued.</p> <p>In August there was localised surface water flooding affecting the transport network and communities across Scotland. This was particularly severe during 14 and 15 August. The risk was flagged yellow in the daily Flood Guidance Statement and regional Flood Alerts were in force.</p> <p>On 8 September, a band of heavy rain affected Fife and Perthshire. Around Perth experienced surface water and small watercourses flooding. Several households were severely impacted, and local roads and railways lines were closed. The risk was flagged as Yellow from the previous day in our daily Flood Guidance Statement. Regional Flood Alerts across southern, central, and eastern Scotland were in force.</p> <p>Around 70mm of rain was recorded in six hours at one of our local rain gauges. This has been the most severe event in recent months.</p> <p>Our services continue to operate with interim emergency systems, which have performed well over the last quarter. We are continuing work on building long term resilient telemetry, hydrometry archive, and flood forecasting systems. On 11 August, we issued an 'Invitation to Tender' for our Next Generation Telemetry Service. This is a £1.5 million, ten-year contract to deliver a modern and resilient telemetry service.</p> <p>On 28 September, we published our flood warning development framework for the 2022-2028 period. This Framework sets out how we intend to maintain and improve our services over the next six years. It will ensure that we operate well maintained and resilient services.</p>	

Flooding	
Measure 7: Our new flood warning information system is operational	Amber
AMT lead: David Pirie	
<p>During Quarter 2 of the programme, we have been confirming the Workstream Product Specifications for Floodline Innovation, Customer Registration, Water Scarcity, Digital Communications, Scottish Flood Forecast and API. These specifications provide clear definitions of what the individual workstreams or projects will deliver.</p> <p>Early prototype development for the customer registration pages have been completed and will move to Alpha Phase, which is the first stage of testing. Work to agree a service implementation plan is also being progressed. Phase 1 launch is on course for March 2023 with other services following later in Spring 2023 with Phase 2.</p> <p>The status of this measure is Amber as there are dependencies on other projects including changes to the corporate website and having resourcing in place to support the Future Flood and Incident Messaging Service test strategy. The other dependency is related to risks regarding the Scottish Government Digital First assessment which could identify that elements of the programme are not ready for launch.</p>	

Flooding	
Measure 8: We have launched the new Carron flood warning scheme	Amber
AMT lead: David Pirie	
<p>The project status has moved from Red at the end of Quarter 1 to Amber as we have made some good progress but there are still significant risks.</p> <p>In Quarter 2, we have been working with the consultants to progress on the flood forecasting models. These models are now ready for integration and performance testing in the Flood Early Warning System.</p> <p>We have also made progress in defining and naming the flood warning areas. We will now hold internal meetings and meetings with Falkirk Council to sign these off.</p> <p>This project is linked to areas of the long term rebuild of the Flood Early Warning System and developments of the Future Flood and Incident Messaging Service system. This remains an important factor in launching the flood warning scheme by the end of March 2023.</p> <p>The relevant project teams have worked together to consider the dependencies. If there are no delays on the other projects and all key staff remain available, we are confident the Carron scheme will be launched on schedule. The timescales are tight but achievable and this has enabled the progress status of this measure to move from Red to Amber.</p>	

4. Organisation

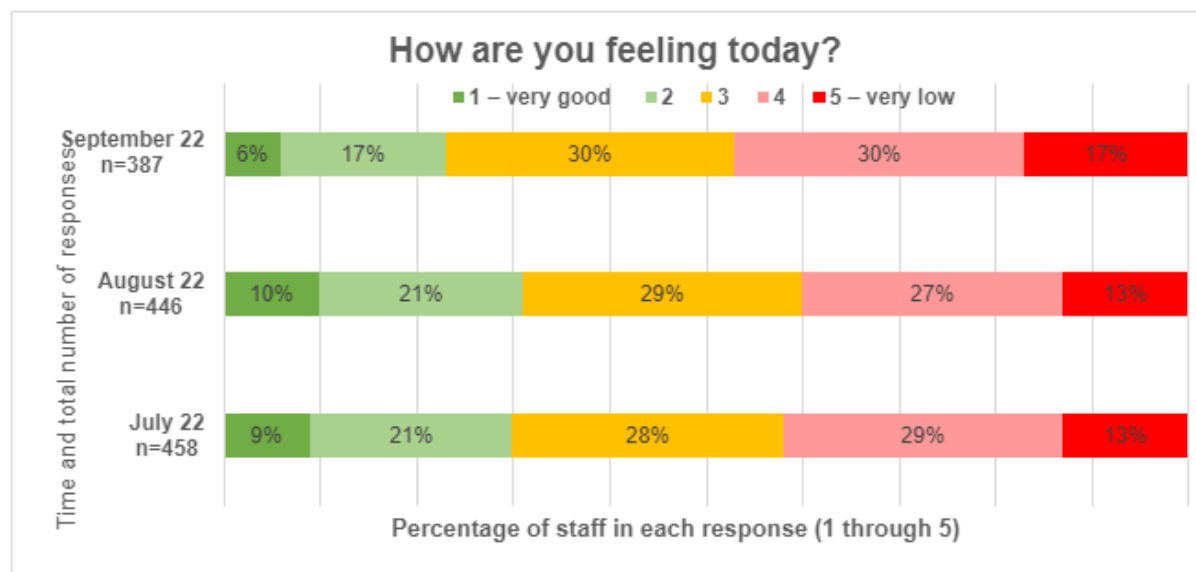
Organisation

Measure 9: Health and wellbeing levels among staff have improved from the average levels in 2021-2022 pulse surveys

Amber

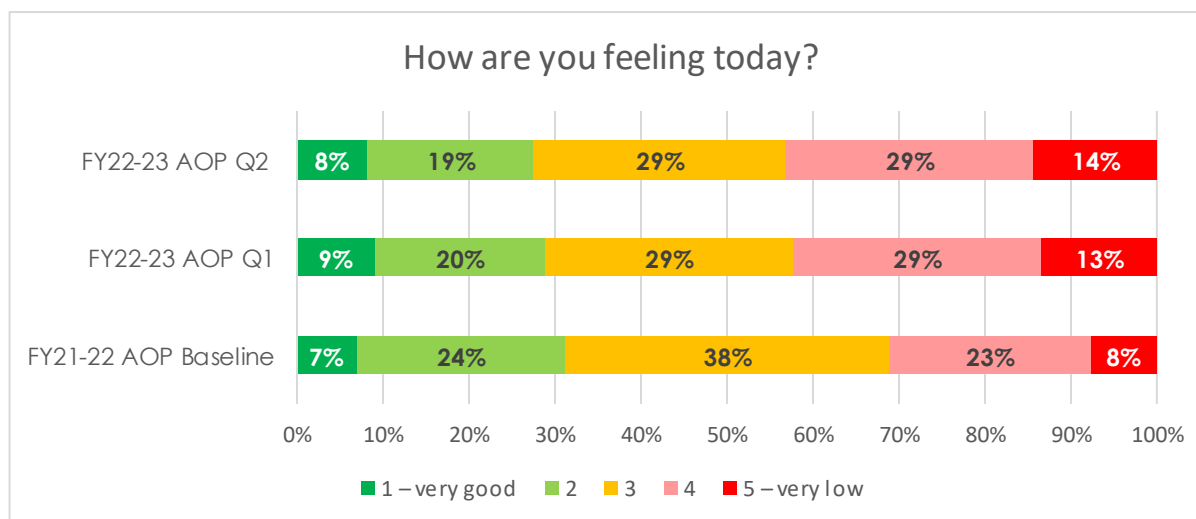
AMT lead: John Kenny

During Quarter 2, we conducted three health and wellbeing pulse surveys. The results for these surveys are shown in the table below.



The table above shows both the number of responses for each survey as well as the percentage rating themselves at each wellbeing level. Overall, the survey response is consistent. September's results do, however, indicate both the lowest number of responses as well as the highest percentage of participants rating themselves at the 'very low' end of the survey response.

The average of the three surveys (the overall result for Quarter 2) is shown below. It compares to the average for Quarter 1 and the baseline average results of the health and wellbeing surveys conducted in 2021-2022.



The average results indicate that the Quarter 2 results are relatively consistent when compared with Quarter 1. However, the Quarter 2 responses also indicate the percentage of staff rating their wellbeing as 'very good' or 'good' is lower than both the Quarter 1 and the 2021-2022 baseline responses. The results also indicated an increase in the percentage of staff rating their wellbeing at the 'very low' end of the response scale compared to the baseline.

The survey responses reflect a snapshot of how people are feeling at the time of responding. There may be a range of factors (internal and external) that are affecting staff health and wellbeing. Some of these factors may not be directly related to or within our area of influence.

Survey results and health and wellbeing information continue to be provided on our intranet pages for staff information and support.

Organisation

Measure 10: Reduction in our direct greenhouse gas emissions by 70% from our 2006-2007 baseline

Red

AMT lead: Bridget Marshall

Our total greenhouse gas emissions in 2006/07 were 3,614tCO_{2e}. To meet a 70% reduction in direct greenhouse gas emissions, we will need to emit 1,084tCO_{2e} or less over the course of 2022/23. This means on average our target emissions per quarter is 271tCO_{2e}.

Due to the lag in securing emissions data, this report is for Quarter 1, providing information about buildings and travel emissions from the 1 April - 30 June 2022. Detailed figures are provided below.

Emission source:	Emissions tCO _{2e} – Q1 2022/23			
	April	May	June	Q1 total
Buildings:				
Electricity use	42.8	42.7	40.6	126.1
Gas use	12.5	10.1	7.4	30.0
Biomass use	0	0	0	0
Working from home	26.3	26.3	26.3	78.9
Total Buildings				235.0
SEPA travel:				
Fleet vehicle and hire car	9.8	12.1	17.6	39.5
BCM (private car for work)	17.1	22.1	19.2	58.4
Flight	0.2	9.2	3.5	12.9
Ferry	0	0	0.02	0.02
Rail	0.2	0.8	1.1	2.1
Sir John Murray fuel use	3.5	3.5	3.5	10.5
Total Travel				123.4
Total Quarter 1 emissions 2022-23 (Q1 target is 271.05)				358.4

This measure is Red as the data indicates that if Quarter 1 trends continue through the year, we are unlikely to achieve our target.

Based on Quarter 1, we predict that, by the end of March 2023, we will have reduced emissions by 60.3% compared to our baseline.

This is well below our 70% target and would be a significant rise in emissions (around 23%) compared to the previous two years.

There are two primary reasons for this, both connected to the fact that the past two years' emissions have been artificially low. This is due to offices being closed and travel being restricted because of both Covid 19 and the cyber-attack:

1. Work on the phased re-opening of our buildings began in late Quarter 1, with most staff continuing to work from home (estimated at 91% during Quarter 1). We now have two significant sources of buildings emissions where previously we only had one.
2. Travel emissions have returned to more than two thirds of pre-pandemic levels and continue to rise, with only rail and ferry travel showing a sustained drop.

During Quarter 2, 50% of our buildings (including some of our bigger buildings like Perth, Edinburgh & Dingwall) were re-opened. However, office occupancy is currently very low. As travel continues to return to pre-pandemic levels, it is likely that Quarter 2 data will show a further drift from our 70% Annual Operating Plan target. As we move from summer to winter, we can also expect buildings emissions to increase. A decrease in homeworking emissions may be expected if staff choose to work from our re-opened offices.

Re-opening offices is an important step in returning to a new normal following the pandemic and the cyber-attack. We are doing this in a way that embraces a flexible hybrid model of working. It is also important for staff who can't work remotely. If homeworking emissions are excluded, then - if Quarter 1 data were replicated through the year - we estimate we would reduce emissions by 69% compared to the baseline. This is still short of target. Given the very high levels of homeworking we have committed to include homeworking emissions in our inventory.

Further data for Quarter 2 will provide information about trends, however we think it is unlikely that this target will be met this year.

Longer term, our Future of Work project aims to create smaller, more flexible, low emissions workspaces that are designed for hybrid working. Achieving this will play a significant role in bringing emissions back down. For the remainder of this year, we need to focus on making efficiency savings in re-opened offices and continue to use digital platforms wherever possible to reduce the need for travel.