



**Quarter 1 2025-2026**

September 2025

**Corporate Performance Summary Report**

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# 1. Executive Summary

This year’s [Annual Operating Plan](https://beta.sepa.scot/about-sepa/who-we-are/our-performance/annual-operating-plan-2025-2026) includes a suite of performance measures aligned to our corporate plan priorities. These aim to measure how we are fulfilling our long-term mission of protecting Scotland’s environment and communities, as well as how we are performing as an organisation overall. Our measures include:

* Annual objectives and key results (OKRs) which set out our clear, short-term areas of focus for us to target ambitious, measurable change and impact.
* Strategic and operational key performance indicators (KPIs) which provide a continuous view of our performance.

Each quarter we produce a report to explain how we are progressing with our measures. This is the first quarterly report covering the period April 2025 to June 2025.

In case readers would like more context to help them understand each of our measures, we have produced a separate reference document, “*Corporate Performance Measures Explained 2025/26’*”. This document is provided alongside the first quarterly report. It will be published on our website and a link will be provided to it in future quarterly reports.

Key highlights this quarter are:

* All key results due in quarter 1 have been fully delivered: KR2.1, KR8.1 and KR11.1.
* Net zero – We launched our strategic approach to fleet, working to reduce emissions in our owned vehicle fleet.
* Climate resilience – We are ahead of schedule for completing the risk assessment database to produce statistical output for flood risk assessment service reporting. We responded to 90% of planning consultations within time, against an 80% target.
* Business environmental performance – We engaged with 100% of landfill operators to help them prepare for compliance with Biodegradable Municipal Waste (BMW) Landfill ban. We determined 95% of permitting applications within statutory determination time, above the 2023/24 baseline of 92%.
* Our organisation and transformation – We fully launched our strategic approach to wellbeing and improved offer of mental health and wellbeing support to colleagues.

We continue to develop our reporting mechanisms and style to enable effective scrutiny of our delivery in the upcoming period.

#

# 2. Performance Summary

This section provides a high-level, visual summary of the status of each OKR and KPI for quarter one.

***Figure 1: Overall OKRs by status as at Q1 Figure 2: Breakdown of overall OKRs by status and quarter***

(N=11)

 ***Figure 3: KPIs by status as at Q1 Figure 4: Breakdown of KPIs by status and quarter***

## 2.1 Annual objectives and key results (OKRs) – Progress and exception summary

This section provides a summary of progress and any exception commentary for our OKRs as at Q1. Table 1 outlines the scoring matrix applied. We have also noted guidance to consider when reviewing the report.

***Table 1: OKR scoring matrix***

|  |  |  |
| --- | --- | --- |
| **Scoring** | **Status** | **Description** |
| 0.70 to 1.00 | **Icon of a bullseye with solid fill - Represents where we are delivering against our OKR measure this quarter.** | **Delivering** – We are delivering or have delivered against our OKR measure this quarter. |
| 0.31 to 0.69 | **Icon of a bar graph with upward trend with solid fill. Represents where we are making measurable progress against our OKR measure this quarter but have fallen short of our target.** | **Progressing** – We are making measurable progress against delivery of our OKR measure this quarter but remain short of our target. |
| 0.00 to 0.30 | **Icon of a circle badge with a flat horizontal line inside. Represents where we did not make  measurable progress towards out OKR measure this quarter.** | **No progression** – We did not make significant measurable progress towards delivery of our OKR measure this quarter. |
| Not applicable | **Icon of a clock with solid fill. Represents where activity has not yet started or is not yet due for our OKR measure this quarter.** | **Not started** – Activity has not yet started or is not yet due for our OKR measure this quarter. |
| Not applicable | **Icon of a checkbox which has a tick with solid fill. Represents where an OKR measure is complete and the deadline for completion has passed.** | **Complete** – The OKR measure is complete and the deadline for completion has passed. |

**Key results and objectives scoring guidance**

When reviewing the OKRs scoring in the report, please consider the guidance below:

**Key results scores**

* Key results are scored on a sliding scale between 0 and 1, with 1 representing 100% delivery.
* Key result scores are typically set to measure the desired outcomes, not actions or activity. The score therefore aims to show what has been delivered in the quarter in terms of quantifiable impact or change, not what activity may have been undertaken. As a result, a KR can be scored ‘0’ or N/A and still be on track for delivery by the due date.
* For example, let us assume a key result is to ‘*Replace 1000 monitoring stations by Q1’*. If we replace 300 monitoring stations, the key result would be scored as 0.3. If we replace 950 monitoring stations, the key result would be scored as 0.95.
* As key results are designed to drive ambitious, stretch goals with measurable change and impact, therefore any score over 0.70 is considered as delivering against the measure.

**Overall objective score**

* An overall objective score equates to the cumulative score of each key result, divided by the number of relevant key results.
* For example, assuming we have three KRs with scores provided, the calculation would be ‘KR1 score + KR2 score + KR3 score’ divided by three = Overall OKR score. If a key result is noted as not started, this is not included in the cumulative calculation.

***Table 2: OKR progress and exception summary***

| **Code** | **Priority** | **Objectives** | **Q1 score** | **Q2 score** | **Q3 score** | **Q4 score** | **Status** | **Q1 Exception commentary** | **Annual forecast** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| NZ OKR1 | Net Zero | Develop our regulatory role with a more integrated approach to energy efficiency and industrial decarbonisation. | **0** | - | - | - | Icon of a circle badge with a flat horizontal line inside. Represents where we did not make  measurable progress towards out OKR measure this quarter. | Delivery on track. Key results due from Q2 onwards. | Delivered |
| NZ OKR2 | Net Zero | Transform our workspaces and fleet to minimise emissions, reduce costs and move to co-located workspaces by default and zero emissions fleet by 2030. | **0.33** | - | - | - | **Icon of a bar graph with upward trend with solid fill. Represents where we are making measurable progress against our OKR measure this quarter but have fallen short of our target.** | Delivery on track | Delivered |
| CR OKR3 | Climate Resilience | Improve awareness and understanding of flood and drought risk, including implications of climate change, to support effective decision making | **0.80** | - | - | - | **Icon of a bullseye with solid fill - Represents where we are delivering against our OKR measure this quarter.** | Delivery on track | Delivered |
| CR OKR4 | Climate Resilience | Ensure effective and resilient flood services which are designed to meet future requirements | **0.50** | - | - | - | **Icon of a bar graph with upward trend with solid fill. Represents where we are making measurable progress against our OKR measure this quarter but have fallen short of our target.** | Delivery on track | Delivered |
| WE OKR5 | Water Environment | Deliver river basin management plan programme of actions to improve the water environment | **0.35** | - | - | - | **Icon of a bar graph with upward trend with solid fill. Represents where we are making measurable progress against our OKR measure this quarter but have fallen short of our target.** | We are making measurable progress against overall delivery of OKR measure however we are behind schedule with our 2025 monitoring plan for water environment. In response, we are prioritising delivery of Bathing Waters, Classification and Compliance. Action is being taken to review and revise monitoring plan, catch-up where possible and agree what can be delayed into next year. | Delivered |
| WE OKR6 | Water Environment | Prepare for future cycles of river basin management planning. | **N/A** | - | - | - | Icon of a clock with solid fill. Represents where activity has not yet started or is not yet due for our OKR measure this quarter. | Delivery on track. All key results due from Q3 onwards. | Delivered |
| RE OKR7 | Resource Efficiency | Prepare to support the 2026-2027 phase of the UK digital waste tracking service implementation by DEFRA and Scottish Government. | **0** | - | - | - | **Icon of a circle badge with a flat horizontal line inside. Represents where we did not make  measurable progress towards out OKR measure this quarter.** | We are on track for delivering the areas within our control. We are pursuing clarity from DEFRA’s digital build team regarding SEPA’s requirements and what will be delivered by Q4. Until this is received, we are forecasting partial delivery of the OKR. | Partial delivery |
| BEP OKR8 | Business environmental performance | Ensure key stakeholders are engaged and informed on the necessary preparations required for compliance with the Biodegradable Municipal Waste (BMW) Landfill ban. | **0.33** | - | - | - | **Icon of a bar graph with upward trend with solid fill. Represents where we are making measurable progress against our OKR measure this quarter but have fallen short of our target.** | We remain on track with our preparations however delivery is impacted by factors out with SEPA’s control. The wider industry is engaged directly with Scottish Government regarding concerns and lack of readiness for smaller operators. The Scottish Government remain committed to implementing the ban. The specific operator engagement noted in the key results is on hold until discussions conclude, expected by September. As a result, we are forecasting partial delivery. | Partial delivery |
| BEP OKR9 | Business environmental performance | Tackle environmental crime using interventions approach. | **0.13** | - | - | - | **Icon of a circle badge with a flat horizontal line inside. Represents where we did not make  measurable progress towards out OKR measure this quarter.** | Delivery on track. Anticipate all key results will be delivered.  | Delivered |
| OO OKR10 | Our Organisation | Introduce effective digital public contact services for customers | **N/A** | - | - | - | Icon of a clock with solid fill. Represents where activity has not yet started or is not yet due for our OKR measure this quarter. | In progress. All key results due from Q2 onwards however delivery is dependent on platform tender and transformation programme. | Partial delivery |
| OO OKR11 | Our Organisation | Deliver our People Strategy to build a safe, welcoming and high performing environment which empowers our people to be purposeful, professional and passionate | **0.58** | - | - | - | Icon of a bar graph with upward trend with solid fill. Represents where we are making measurable progress against our OKR measure this quarter but have fallen short of our target. | Delivery on track. | Delivered |

## 2.2 Key strategic and operational performance indicators – Progress and exception summary

A high-level summary of the progress of each key performance indicator aligned to our corporate plan priorities for quarter one is below.

***Table 3: KPI progress and exception summary***

| **Code** | **Priority** | **Performance Indicator and trajectory** | **Measure Type** | **Baseline** | **Target** | **Q1 result** | **Q1 Status** | **Q1 Commentary** | **Annual forecast** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| NZ01 | Net Zero | Annual greenhouse gas emissions in the [Scottish Pollutant Release Inventory](https://www.sepa.org.uk/environment/environmental-data/spri/)– Reducing [[1]](#footnote-2) | Strategic – Indirect influence | Baseline provided from 2007 SPRI  | Reduce annual greenhouse gas emissions – National outcome for Scotland, SEPA plays a contributing role. Publish SPRI on time and in accordance with the Code of Practice – SEPA responsibility. | Not applicable  | Not applicable  | All work currently on track for the publication date of the 2024 Official Statistics report on 30 September 2025. | Achieved |
| NZ02 | Net Zero | Annual reports of [greenhouse gas emission by SEPA](https://sustainablescotlandnetwork.org/reports/the-scottish-environment-protection-agency) - Reducing | Strategic – Direct Control | 1742 tCO2e in 2022/23 | Reduce direct emissions by 15% by March 2026 - Target: 1481 tCO2e. | 1,741.44 tCO2e.  | Partially achieving | Progress against this KPI is reported one quarter in arrears. This report relates to Q4 of 2024/25. Emissions associated with workspaces were down by 15% against our baseline year. Emissions associated with travel saw a 31% increase against baseline year, this entirely due to an increase in the use of Sir John Murray (SJM) survey vessel. If SJM emissions are excluded, we saw an 11% reduction in travel emissions in 2024/25 against our baseline year.  | Achieved |
| NZ03 | Net Zero | Percentage of vehicles in SEPA fleet that zero emissions - Increasing | Operational – Direct control | 25 EV’s in SEPA’s fleet as of 1 April 2025 | 26 EV’s in SEPA fleet as a minimum by 31 March 2026 | 25 EVs | Partially achieving | Delivery date for additional EV set for July 2025. Capital also secured to upgrade SEPA’s existing charging infrastructure. | Achieved |
| NZ04 | Net Zero | Number of SEPA solely owned or leased buildings - Reducing | Operational – Direct Control | 11 buildings solely owned or leased by SEPA as of 1 April 2025 | Reduction of 2 workspaces per annum. | 11 | Partially Achieving | Negotiations are continuing to exit our Stirling lease early. Missives for the sale of Law House, Glasgow have been concluded. | Achieved |
| CR01 | Climate Resilience | Number of flood warnings and alerts issued by SEPA - Maintain. | Strategic – Direct control | Average number of alerts (244) and warnings (342) issued on an annual basis calculated over the last 14 financial years. | Maintain - The number of reports and warnings is dependent on the duration of a flood event and associated conditions. | 18 regional flood alerts 3 local flood warnings  | Achieving | The period was marked by very settled and dry weather. In April and May, no flood alerts were issued. A few flood alerts were issued in June during periods of showery and thundery weather and risk of surface water flooding. | Achieved |
| CR02 | Climate Resilience | Number of water scarcity warnings and alerts issued by SEPA - Maintain | Strategic – Direct control | 23 x weekly water scarcity reports1 x autumn water / 1 x winter water situation report.914 normal conditions. 152 early warning. 12 alert. 1 moderate scarcity. Nil significant scarcity | Maintain - The number of reports and alerts/ warnings is dependent on the duration of a water scarcity event and associated conditions. | 11 weekly reports issued.70 normal210 early warning159 alert78 moderate. 1 significant.  | Achieving | There has been an increase in the number of warnings and alerts because of prolonged conditions associated with water scarcity. There has been Moderate water scarcity in parts of the east coast since the middle of May. | Achieved |
| CR03 | Climate Resilience | Percentage of daily Flood Guidance Statements and Scottish Flood Forecasts issued on time ​- Maintaining | Operational – Direct control | 2023/2484% by 10:3098% by 11:00 | At least 84% of Flood Guidance Statements are issued by 10:30am and 98% by 11:00am. The Scottish Flood Forecast is published at the same time. | 95.6% of Flood Guidance Statements were issued by 10:3098.9% of Flood Guidance Statements were issued by 11:00. | Achieving | There was one occasion when the Flood Guidance Statement was issued at 11:06. This was due to a system issue associated with a new version of the Horizon software which has been addressed. The Statement was available to partners to view on the Met Office Hazard Manager platform at 10:15 meaning there was minimal impact on service delivery. | Achieved |
| CR04 | Climate Resilience | Percentage of water scarcity warnings and alerts issued on time - Maintaining | Operational – Direct control | No baseline, first year of reporting. 2025/26 will establish the baseline. | Water Scarcity reports published on Thursdays by 15:00.100% of messages to abstractors as a result of changes to locations status in relation to Water Scarcity level sent by Friday 15:00. | 100% | Achieving | All identified authorisation holders, whose up to date contact information was supplied to SEPA, received the appropriate Water Scarcity level advice within 24 hours of the Water Scarcity Report being made public.  | Achieved |
| CR05 | Climate Resilience | Number of people accessing flood warning information on SEPA’s website ​- Maintaining | Operational – Direct control | 896,038 annual users accessing SEPA flood forecasting and warning services web pages.Baseline derived using data from 1 January 2024 – 31 December 2024 | Maintaining – The number of users will be dependent on the duration of a flood event and associated conditions. | 59,233 users | Partially achieving | Low number of users can be attributed to limited flood warning activity during Q1 (noted in KPI CR01). Therefore, limited incentive for people to access our information.  | Achieved |
| CR06 | Climate Resilience | Percentage of new developments approved in accordance with SEPA's advice on flood risk – Maintaining | Strategic – Direct Influence | 98.4% 2024/25 baseline.1478 consultations on 946 separate planning applications.  | Maintain >95%, recognising that exceptions may occur. | 98.7% of 315 consultations.  | Achieving | Four developments were approved against SEPA’s advice this quarter, following notification to Scottish Ministers. | Achieved |
| CR07 | Climate Resilience | Percentage of responses to planning consultations within time​ - Increasing | Operational – Direct control | 70%2023/24 baseline | Increase the percentage of consultations responded to within time to over 80%. | 90% of consultations responded to within time. | Achieving | We responded to 652 consultations on time and 75 beyond time. | Achieved |
| CR08 | Climate Resilience | Number of people registered to Floodline to receive flood alerts and warnings – Increasing  | Operational – Direct Influence | 41,992 registrations at the end of March 2025 | An increase from 41,992 registrations by the end of March 2026 | 41,764 registrations | Not achieving | We noted a slight decrease of 228 registrations (-0.5%). There was minimal flood warning activity so limited incentive for people to register. The decrease reflects our management of the customer database over that period, removing registered customers no longer contactable by the system. | Achieved |
| WE01 | Water Environment | [Classification of water bodies](https://www.sepa.org.uk/media/2mqpt5lk/2023-classification-summary-report.pdf) across Scotland - Increasing[[2]](#footnote-3) | Strategic – Direct Influence | 2020 data (start of third RBMP) Good or better overall condition = 66%  | National outcome for Scotland and SEPA plays a contributing role As set out in RBMP3: Good or better overall condition = 81% by 2027  | Not applicable  | Not applicable  | This figure will be available when Classification 2024 is released. This is on track, and a draft report will be available for review in September. | Achieved |
| WE02 | Water Environment | Number of surface water bodies at High, Good, Moderate, Poor or Bad status/potential​ for water quality. – Improvement  | Strategic – Direct Influence | 2020 data (start of third RBMP) Good or better overall condition = 87% | As set out in RBMP3: Good or better overall condition = 92% by 2027  | Not applicable  | Not applicable  | This figure will be available when Classification 2024 is released. This is on track, and a draft report will be available for review in September. | Achieved |
| WE03 | Water Environment | Number of surface water bodies at High, Good, Moderate, Poor or Bad status/potential​ for water flows and levels – Improvement | Strategic – Direct Influence | 2020 data (start of third RBMP). Good or better overall condition = 90% | As set out in RBMP3: Good or better overall condition = 96% by 2027  | Not applicable  | Not applicable  | This figure will be available when Classification 2024 is released. This is on track, and a draft report will be available for review in September. | Achieved |
| WE04 | Water Environment | Number of surface water bodies at High, Good, Moderate, Poor or Bad status/potential​ for physical condition. – Improvement | Strategic – Direct Influence | 2020 data (start of third RBMP). Good or better overall condition = 90% | As set out in RBMP3: Good or better overall condition = 92% by 2027  | Not applicable  | Not applicable  | This figure will be available when Classification 2024 is released. This is on track, and a draft report will be available for review in September. | Achieved |
| WE05 | Water Environment | Number of surface water bodies at High, Good, Moderate, Poor or Bad status/potential​ for fish migration – Improvement | Strategic – Direct Influence | 2020 data (start of third RBMP). Good or better overall condition = 88% | As set out in RBMP3: Good or better overall condition = 99% by 2027  | Not applicable  | Not applicable  | This figure will be available when Classification 2024 is released. This is on track, and a draft report will be available for review in September. | Achieved |
| WE06 | Water Environment | Percentage of bathing waters meeting excellent, good, or sufficient quality standards​– Improvement | Strategic – Direct Influence | 2024/2025 baseline classification 89 bathing waters with 96.6% sufficient or better  | Achieving - the percentage of bathing waters at excellent, good and sufficient classifications to meet or exceed the baseline percentage. | Not applicable  | Not applicable  | We are mid-way through the bathing season which ends on 15 September. Preliminary classification will be available in early October. Final classifications are due to be released on 18 November. It is not possible to determine a useful assessment mid-season as to how the final classifications will appear but there are no red flags currently that indicate a serious degradation.  | Achieved |
| CR01 | Resource Efficiency | Rates of waste to landfill in annual [Scottish household waste data](https://www.sepa.org.uk/environment/waste/waste-data/waste-data-reporting/household-waste-data/) - Reducing[[3]](#footnote-4) | Strategic – Indirect influence | 2011 data (1.45 million tonnes of Scottish household waste landfilled) | Rates of waste to landfill to decrease – National outcome for Scotland and SEPA plays a contributing role. Publish Scottish household waste data on time and in accordance with the Code of Practice – SEPA responsibility. | Not applicable  | Not applicable  | All work currently on track for the publication date of the 2024 Official Statistics report in October 2025 | Achieved |
| BEP01 | Business Environmental Performance | Number of successful interventions per year – Increasing  | Strategic – Direct Influence | 2024/25 baseline: 167 interventions.  | Increasing number of interventions | 81 | Achieving | We have reached 52% of last year's actions. We expect this to increase further when dedicated, partnership-based interventions begin from end Q2. | Achieved |
| BEP02 | Business Environmental Performance | Percentage of environmental monitoring statutory reports published by the scheduled date – Maintaining  | Operational – Direct control | 2024/25 baseline – 100% Four out of four on-time publication rate from the previous year. | 100% Number to be determined - depending on schedule of reports due. | No reports published | Achieving | Reports progressing | Achieved |
| BEP03 | Business Environmental Performance | Percentage of statutory reviews completed – Increasing  | Operational – Direct control | 2024/25 baseline 31% | 80% of in scope planned permit reviews and variations by year end (39 BAT conclusions / 13 medium combustion plant permit variations) | 5% | Achieving | The Permit Reviews Team has achieved the Q1 target of 5% of BAT Conclusions permit reviews and medium combustion plant permit variations. The target will be 25% complete by end of Q2. | Achieved |
| BEP04 | Business Environmental Performance | Percentage of applications determined within statutory determination times – Increasing  | Operational – Direct control | 2023/24 baseline: 92% all applications75% for permitting licences / 87% for permitting registrations | Maintain the percentage of applications determined within statutory timelines. | 95% for permitting87% permitting licences / 99% permitting registrations | Achieving | Permitting are currently achieving above the 2023/24 baseline as well as 2024/25 performance (94% all applications, 84% for permitting licences, 98% for permitting registrations) | Achieved |

# Performance Updates

## Net Zero

**Our ambition is to fully play our part in helping Scotland become a net zero country by 2045 and reduce our own emissions towards net zero.**

### NZ OKR01: Develop our regulatory role with a more integrated approach to energy efficiency and industrial decarbonisation.

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Key results** | **Due date** | **Q1 score** | **Q2 score** | **Q3 score** | **Q4 score** | **Q1 Status** | **Q1 commentary** | **Annual forecast** |
| **KR1.1:** 100% of requested energy efficiency data received from energy intensive sites. | Q2 | 0 | - | - | - | Icon of a circle badge with a flat horizontal line inside. Represents where we did not make  measurable progress towards out OKR measure this quarter. | Information notices issued to the sites on time. Data returns due at the beginning of September. | Delivered |
| **KR1.2:** Direct engagement with three pilot sites, from the list of energy intensive sites. | Q3 | N/A | - | - | - | **Icon of a clock with solid fill. Represents where activity has not yet started or is not yet due for our OKR measure this quarter.** | Key result is dependent on delivery of KR1.1 so will be progressed by Q3. One of the sites will be the outcome based collaborative regulation (OBCR) site so that we can assess different ways of working towards the same goal.  | Delivered |
| **KR1.3:** Deliver options assessment of regulatory approaches in relation to energy efficiency and industrial decarbonisation. | Q4 | N/A | - | - | - | **Icon of a clock with solid fill. Represents where activity has not yet started or is not yet due for our OKR measure this quarter.** | Key result is dependent on delivery of KR1.1 and KR1.2 so will be progressed in Q4. | Delivered |

**Overall objective score** = 0

### NZ OKR02: Transform our workspaces and fleet to minimise emissions, reduce costs and move to co-located workspaces by default and zero emissions fleet by 2030.

| **Key results** | **Due date** | **Q1 score** | **Q2 score** | **Q3 score** | **Q4 score** | **Q1 Status** | **Q1 commentary** | **Annual forecast** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **KR 2.1**: Launch strategic approach to our Fleet, working to reduce emissions in our owned vehicle fleet.  | Q1 | 1 | - | - | - | **Icon of a bullseye with solid fill - Represents where we are delivering against our OKR measure this quarter.** | Complete on time and fully launched. | Delivered |
| **KR 2.2** 100% of all business travel by fleet vehicle is tracked. | Q3 | 0 | - | - | - | Icon of a circle badge with a flat horizontal line inside. Represents where we did not make  measurable progress towards out OKR measure this quarter. | Progress on track. Tenders for telematics being evaluated with contract award August 2025. | Delivered |
| **KR 2.3:** Reduce mileage of non-SEPA owned fleet vehicles by 10%.  | Q4 | N/A | - | - | - | Icon of a clock with solid fill. Represents where activity has not yet started or is not yet due for our OKR measure this quarter. | Key result will be progressed later in the year. Planning being progressed to ensure organisation wide actions needed are being implemented. | Delivered |
| **KR 2.4:** 5% reduction of greenhouse gas emissions from SEPA workspaces by realising savings through workspaces transformation. | Q4 | 0 | - | - | - | Icon of a circle badge with a flat horizontal line inside. Represents where we did not make  measurable progress towards out OKR measure this quarter. | Progress on track. Glasgow exit progressing and negotiations continuing positively on early Stirling lease exit. | Delivered |

**Overall objective score** = 0.33.

## Climate Resilience

Our ambition is that the damaging impacts of floods and droughts is reduced, and that operators are prepared for and resilient to the impacts of a changing climate.

### CR OKR3: Improve awareness and understanding of flood and drought risk, including implications of climate change, to support effective decision making.

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Key results** | **Due date** | **Q1 score** | **Q2 score** | **Q3 score** | **Q4 score** | **Q1 Status** | **Q1 commentary** | **Annual forecast** |
| **KR 3.1**: Complete risk assessment database build to produce statistical output for flood risk assessment service reporting.  | Q2 | 0.80 | - | - | - | **Icon of a bullseye with solid fill - Represents where we are delivering against our OKR measure this quarter.** | On track. Database build progressing as planned. | Delivered |
| **KR 3.2:** Publish a revised national flood risk assessment for Scotland by 31 December 2025.  | Q3 | N/A | - | - | - | **Icon of a clock with solid fill. Represents where activity has not yet started or is not yet due for our OKR measure this quarter.** | On track for publication by 31 December 2025. | Delivered |
| **KR 3.3:** Engage five national utility infrastructure owners to increase awareness of the potential wider impacts of flooding. | Q4 | N/A | - | - | - | **Icon of a clock with solid fill. Represents where activity has not yet started or is not yet due for our OKR measure this quarter.** | Key result is dependent on delivery of KR3.2 so will be progressed in Q3 onwards. | Delivered |
| **KR 3.4:** All irrigation licences varied to include a time limited water scarcity condition.  | Q4 | N/A | - | - | - | **Icon of a clock with solid fill. Represents where activity has not yet started or is not yet due for our OKR measure this quarter.** | Delivery scheduled after water scarcity operational response is concluded. Preparatory work underway.  | Delivered |

**Overall objective score** = 0.80.

### CR OKR4: Ensure effective and resilient flood services which are designed to meet future requirements.

| **Key results** | **Due date** | **Q1 score** | **Q2 score** | **Q3 score** | **Q4 score** | **Q1 Status** | **Q1 commentary** | **Annual forecast** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **KR4.**: Review all 10 flood services to identify improvements and future design requirements  | Q2 | 0.70 | - | - | - | **Icon of a bullseye with solid fill - Represents where we are delivering against our OKR measure this quarter.** | On track | Delivered |
| **KR 4.2:** Increase the number of stations that deliver hydrometry data in near real time (within 30 minutes) from 70% to 95%. | Q4  | N/A | - | - | - | **Icon of a clock with solid fill. Represents where activity has not yet started or is not yet due for our OKR measure this quarter.** | On track. Work due to commence in Q4 onwards. | Delivered |
| **KR 4.3:** Deliver upgraded flood warning models in 2 highest priority areas.  | Q4  | 0.29 | - | - | - | Icon of a circle badge with a flat horizontal line inside. Represents where we did not make  measurable progress towards out OKR measure this quarter. | Borders project completed one out of four scheduled stages. There is a risk of operational launch being delayed from Q3 to Q4 due to limited FEWS system specialist capacity during Q2, however this will not impact overall KR deadline. Firth of Forth and Tay project progressing as planned.  | Delivered |

**Overall objective score** = 0.50.

## Water Environment

Our ambition is for the water environment to be protected with no deterioration of condition and that more of our water environment is improved to a good or better condition.

### WE OKR5 Deliver river basin management plan programme of actions to improve the water environment

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Key results** | **Due date** | **Q1 score** | **Q2 score** | **Q3 score** | **Q4 score** | **Q1 Status** | **Q1 commentary** | **Annual forecast** |
| **KR5.1**: Review and update our monitoring strategy for the water environment.  | Q3 | N/A | - | - | - | **Icon of a clock with solid fill. Represents where activity has not yet started or is not yet due for our OKR measure this quarter.** | On track for completion.  | Delivered |
| **KR 5.2:** Complete 2025 monitoring plan for water environment.  | Q4  | 0.15 | - | - | - | Icon of a circle badge with a flat horizontal line inside. Represents where we did not make  measurable progress towards our OKR measure this quarter. | We delivered ~60% of activity planned. In response, we are prioritising Bathing Waters, Classification and Compliance. Action being taken to review and revise monitoring plan, catch-up where possible, deliver noted priorities and agree what can be delayed into next year.  | Partial Delivery |
| **KR 5.3:** 90% of our programme of actions for the water environment are delivered. | Q4  | 0.40 | - | - | - | **Icon of a bar graph with upward trend with solid fill. Represents where we are making measurable progress against our OKR measure this quarter but have fallen short of our target.** | On track for completion. | Delivered |
| **KR 5.4:** Three projects for the water environment are delivered by 31 March 2026  | Q4  | 0.50 | - | - | - | **Icon of a bar graph with upward trend with solid fill. Represents where we are making measurable progress against our OKR measure this quarter but have fallen short of our target.** | On track for completion. Works commenced at all three sites. | Delivered |

**Overall objective score** = 0.35

### WE OKR6 Prepare for future cycles of river basin management planning.

| **Key results** | **Due date** | **Q1 score** | **Q2 score** | **Q3 score** | **Q4 score** | **Q1 Status** | **Q1 commentary** | **Annual forecast** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **KR 6.1:** Publish significant water management issues (SWMI) report by 22 Dec 2025.  | Q3 | N/A | - | - | - | **Icon of a clock with solid fill. Represents where activity has not yet started or is not yet due for our OKR measure this quarter.** | On track | Delivered |
| **KR 6.2:** 100% completion of review of monitoring network for classification to understand the pressures and impacts, to prepare for the 2026 monitoring plan  | Q3  | N/A | - | - | - | **Icon of a clock with solid fill. Represents where activity has not yet started or is not yet due for our OKR measure this quarter.** | On track. Classification changes reviewed and monitoring review programme started to incorporate.  | Delivered |
| **KR 6.3:** Target engagement with 100% of identified key stakeholders for significant water management issues consultation by 31 March 2026  | Q4  | N/A | - | - | - | **Icon of a clock with solid fill. Represents where activity has not yet started or is not yet due for our OKR measure this quarter.** | On track. Key result is dependent on delivery and outputs of KR6.1. | Delivered |

**Overall objective score** = N/A. Delivery of all key results from Q3 onwards.

## Resource Efficiency

Our ambition is to fully play our part in helping Scotland to transition to a circular economy, and that the management of waste does not cause harm to the environment or communities.

### RE OKR7: Prepare to support the 2026-2027 phase of the UK digital waste tracking service implementation by DEFRA and Scottish Government.

|  |  |  |  |  |  |  |  |  |
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| **Key results** | **Due date** | **Q1 score** | **Q2 score** | **Q3 score** | **Q4 score** | **Q1 Status** | **Q1 commentary** | **Annual forecast** |
| **KR7.1:** Launch baseline survey of Scotland’s businesses to assess awareness of the UK digital waste tracking service. | Q2 | N/A | - | - | - | **Icon of a clock with solid fill. Represents where activity has not yet started or is not yet due for our OKR measure this quarter.** | On track. Survey to be issued in September 2025. | Delivered |
| **KR7.2:** 50% of SEPA’s requirements are incorporated into the UK digital waste tracking service by the DEFRA digital build team and is ready for testing by SEPA users. | Q4 | 0 | - | - | - | Icon of a circle badge with a flat horizontal line inside. Represents where we did not make  measurable progress towards out OKR measure this quarter. | SEPA’s requirements shared with DEFRA digital build team however we are pursuing clarity regarding what has been delivered to date and what will be delivered by end of Q4. Until confirmed we are forecasting partial delivery.  | Partial delivery |
| **KR7.3:** SEPA is ready to support the introduction of the UK Digital Service by DEFRA for Scotland’s users in 2026. | Q4 | N/A | - | - | - | **Icon of a clock with solid fill. Represents where activity has not yet started or is not yet due for our OKR measure this quarter.** | Key result will be progressed later in the year. | Delivered |

**Overall objective score** = 0

## Business Environmental Performance

Our ambition is to protect the environment and communities from harm; for Scotland to be an inhospitable place for environmental crime, and that regulation enables businesses to reduce their environmental impact.

### BEP OKR8: Ensure key stakeholders are engaged and informed on the necessary preparations required for compliance with the Biodegradable Municipal Waste (BMW) Landfill ban.

| **Key results** | **Due date** | **Q1 score** | **Q2 score** | **Q3 score** | **Q4 score** | **Q1 Status** | **Q1 commentary** | **Annual forecast** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **KR 8.1:** 100% of landfill operators engaged through seminar and one to one engagement by 30 June 2025, to help prepare for compliance with BMW Landfill ban | Q1 | 1 | - | - | - | Icon of a bullseye with solid fill - Represents where we are delivering against our OKR measure this quarter. | We engaged all authorised landfill sites affected by the BMW ban (24 sites). Proactive engagement continues through the work of SEPA’s Landfill Team. | Delivered |
| **KR 8.2:** 75% of landfill operators surveyed are satisfied with SEPA guidance and support by August 2025  | Q2 | 0 | - | - | - | Icon of a circle badge with a flat horizontal line inside. Represents where we did not make  measurable progress towards out OKR measure this quarter. | On track. We will proactively engage with operators through structured communications as well as the work of SEPA’s local regulatory teams to assess satisfaction rates. | Delivered |
| **KR 8.3:** Engage 100% of identified active waste management sites to raise awareness and help them prepare for compliance with BMW Landfill ban by 30 Sep 2025  | Q2 | 0 | - | - | - | **Icon of a clock with solid fill. Represents where activity has not yet started or is not yet due for our OKR measure this quarter.** | We remain on track with our preparations. Delivery is being impacted by factors out with SEPA’s control. The wider industry is engaged directly with Scottish Government regarding concerns about energy from waste capacity gap (to replace BMW landfilling) and lack of readiness for smaller operators. The Scottish Government remain committed to implementing ban. Our general engagement with sector is ongoing as part of work of local regulatory teams and through Scottish Government led discussions. However, the specific operator engagement noted is on hold until Scottish Government and wider industry sector discussions conclude. Clarity on this expected September. As a result, we will not progress this key result until Q3. | Delivered |
| **KR 8.4:** 75% of active waste management sites surveyed are satisfied with SEPA guidance and support by Aug 2025  | Q3 | N/A | - | - | - | **Icon of a clock with solid fill. Represents where activity has not yet started or is not yet due for our OKR measure this quarter.** | As above. We cannot determine satisfaction rates until specific engagement work commences. We will postpone engagement until September. As a result, the August 2025 deadline will not be met. | Delivered |
| **KR 8.5:** 100% of surveyed SEPA waste regulation colleagues are aware of the ban and compliance requirements by Dec 2025  | Q3 | N/A | - | - | - | **Icon of a clock with solid fill. Represents where activity has not yet started or is not yet due for our OKR measure this quarter.** | Key result is dependent on KR8.1 to KR8.4 being complete. Delivery will be dependent on the outcome of discussions with Scottish Government and wider industry sector to ensure the most accurate and up to date information is provided to colleagues. | Delivered |

**Overall objective score** = 0.33

### BEP OKR9: Tackle environmental crime using interventions approach.

| **Key results** | **Due date** | **Q1 score** | **Q2 score** | **Q3 score** | **Q4 score** | **Q1 Status** | **Q1 commentary** | **Annual forecast** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **KR 9.1:** Complete an interventions framework to enhance our current SEPA toolkit and improve partnership working.  | **Q3** | N/A | - | - | - | **Icon of a clock with solid fill. Represents where activity has not yet started or is not yet due for our OKR measure this quarter.** | On schedule to be delivered on time. | Delivered |
| **KR 9.2:** Reduce the overall environmental risk score of identified illegal activities by 10%, from 2024-25 baseline (33.0 to 29.7), through targeted interventions | **Q4**  | 0.06 | - | - | - | Icon of a circle badge with a flat horizontal line inside. Represents where we did not make  measurable progress towards out OKR measure this quarter. | Anticipated reduction on track and progress is expected. Illegal Sites Group in place with a tasking and co-ordination remit. | Delivered |
| **KR 9.3:** Lower the overall environmental risk score of high-risk sites by 10%, from 2024-25 baseline (88.6 to 79.7) | **Q4**  | 0.20 | - | - | - | Icon of a circle badge with a flat horizontal line inside. Represents where we did not make  measurable progress towards out OKR measure this quarter. | Anticipated reduction on track and progress is expected. Illegal Sites Group in place with a tasking and co-ordination remit. | Delivered |
| **KR 9.4:** Implement and establish the interventions framework to increase our success in disrupting high risk environmental crime. | **Q4**  | N/A | - | - | - | **Icon of a clock with solid fill. Represents where activity has not yet started or is not yet due for our OKR measure this quarter.** | Key result is dependent on delivery of KR9.1. Enforcement Hub communications being developed as system configuration for Interventions Framework (KR9.1) progresses. | Delivered |

**Overall objective score** = 0.13

## Our organisation

We are committed to public service reform, ensuring that we are a well-run organisation which achieves best value for the resources invested in us. We support our highly talented people to do great work for Scotland’s environment, creating a positive place to work.

### OO OKR10: Introduce effective digital public contact services for customers

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| **Key results** | **Due date** | **Q1 score** | **Q2 score** | **Q3 score** | **Q4 score** | **Q1 Status** | **Q1 commentary** | **Annual forecast** |
| **KR 10.1:** Launch new digital contact methods for the public and our customers to contact SEPA  | **Q2** | N/A | - | - | - | **Icon of a clock with solid fill. Represents where activity has not yet started or is not yet due for our OKR measure this quarter.** | In progress. Delivery dependent on platform tender and transformation programme. | Partial delivery |
| **KR 10.2:** Customer service standards implemented  | **Q2** | N/A | - | - | - | **Icon of a clock with solid fill. Represents where activity has not yet started or is not yet due for our OKR measure this quarter.** | In progress. Internal and external research and engagement underway to develop standards. Delayed by procurement of external customer research tender. | Delivered |
| **KR 10.3:** Target of customer digital interactions are resolved within service level agreement timeframes  | **Q4**  | N/A | - | - | - | **Icon of a clock with solid fill. Represents where activity has not yet started or is not yet due for our OKR measure this quarter.** | Key result is dependent on delivery of KR10.1 and 10.2. We will look to set an in-year target once volume and handling data is available for new digital contact channels to inform benchmarking. | Partial delivery |

**Overall objective score** = N/A Delivery of all key results from Q2 onwards.

### OO OKR11: Deliver our People Strategy to build a safe, welcoming and high performing environment which empowers our people to be purposeful, professional and passionate

| **Key results** | **Due date** | **Q1 score** | **Q2 score** | **Q3 score** | **Q4 score** | **Q1 Status** | **Q1 commentary** | **Annual forecast** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **KR 11.1:** Launch strategic approach to wellbeing and improved offer of mental health and wellbeing support to colleagues.  | **Q1** | 1 | - | - | - | Icon of a bullseye with solid fill - Represents where we are delivering against our OKR measure this quarter. | Strategic approach fully launched on time. | Delivered |
| **KR 11.2:** 75% of recruiting managers reporting improved satisfaction with applicant tracking system. | **Q3** | 0  | - | - | - | Icon of a circle badge with a flat horizontal line inside. Represents where we did not make  measurable progress towards out OKR measure this quarter. | Launch of new Applicant Tracking System (ATS), Talos360, as we move into Q2. Key result will be progressed in Q3. | Delivered |
| **KR 11.3:** Launch of colleague engagement plan.  | **Q3** | N/A | - | - | - | **Icon of a clock with solid fill. Represents where activity has not yet started or is not yet due for our OKR measure this quarter.** | On track.  | Delivered |
| **KR 11.4:** 50% of colleagues accessing leadership or personal development opportunities through e-learning, workshops and facilitated programmes. | **Q4**  | 0.74 |  |  |  | Icon of a bullseye with solid fill - Represents where we are delivering against our OKR measure this quarter. | On track. 444 staff have accessed a development opportunity in Q1. | Delivered |

**Overall objective score** = 0.58

1. These are national outcomes for Scotland and SEPA plays a contributing role. [↑](#footnote-ref-2)
2. These are national outcomes for Scotland and SEPA plays a contributing role. [↑](#footnote-ref-3)
3. These are national outcomes for Scotland and SEPA plays a contributing role. [↑](#footnote-ref-4)