



Nerina Holden
Corporate Planning Manager

SEPA's aim is to

“provide an efficient and integrated environmental protection system for Scotland that will both improve the environment and contribute to Scottish Ministers' goal of sustainable development”

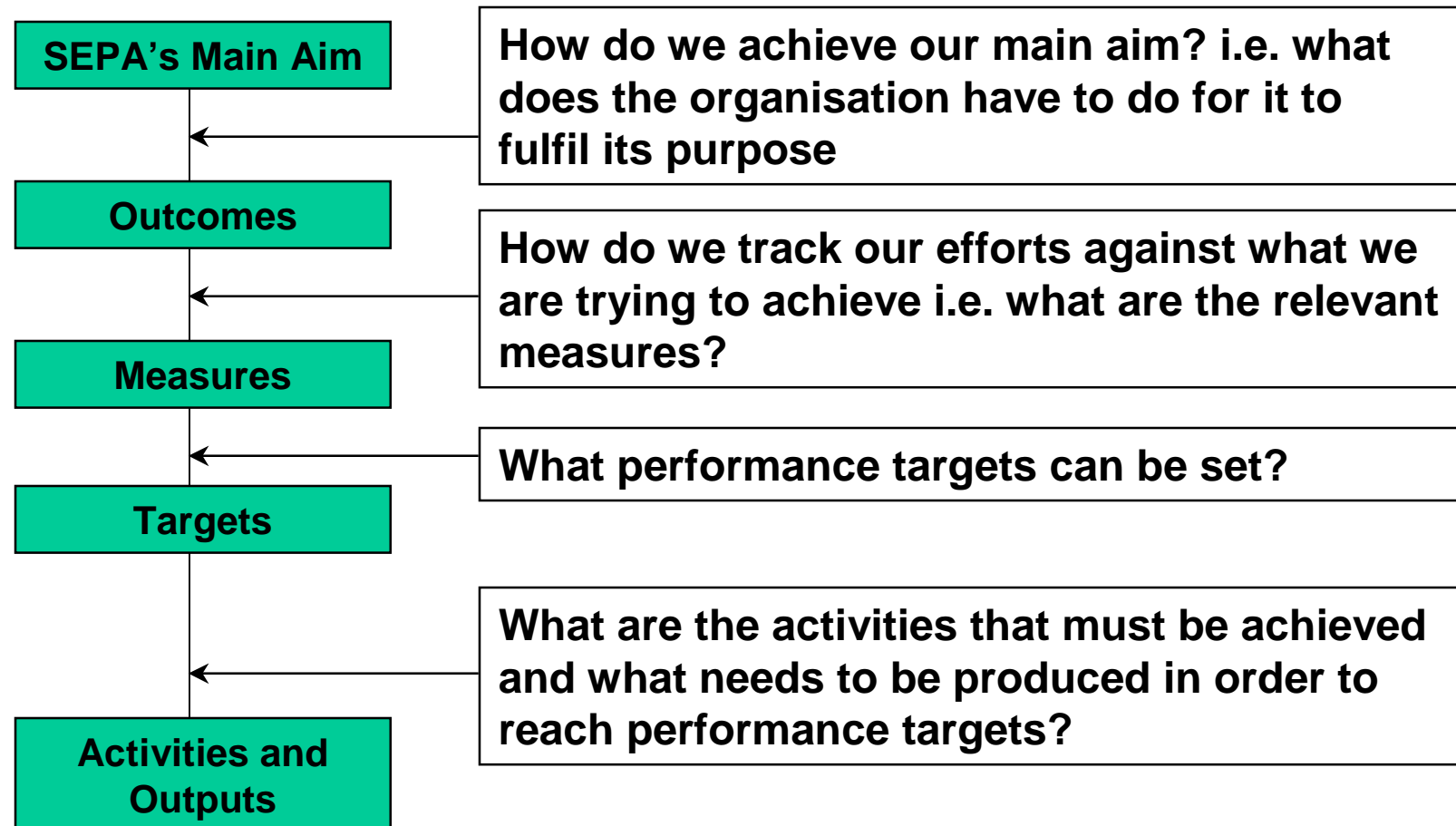
“Development of SEPA’s performance framework should introduce greater focus on environmental improvement and on the environmental outcome of SEPA’s regulatory activity.”

Audit Scotland, December 2000

“Outcomes...are not what you do as an organisation, they are the real world effects of what you do”

United States coast Guard 1996

Performance hierarchy



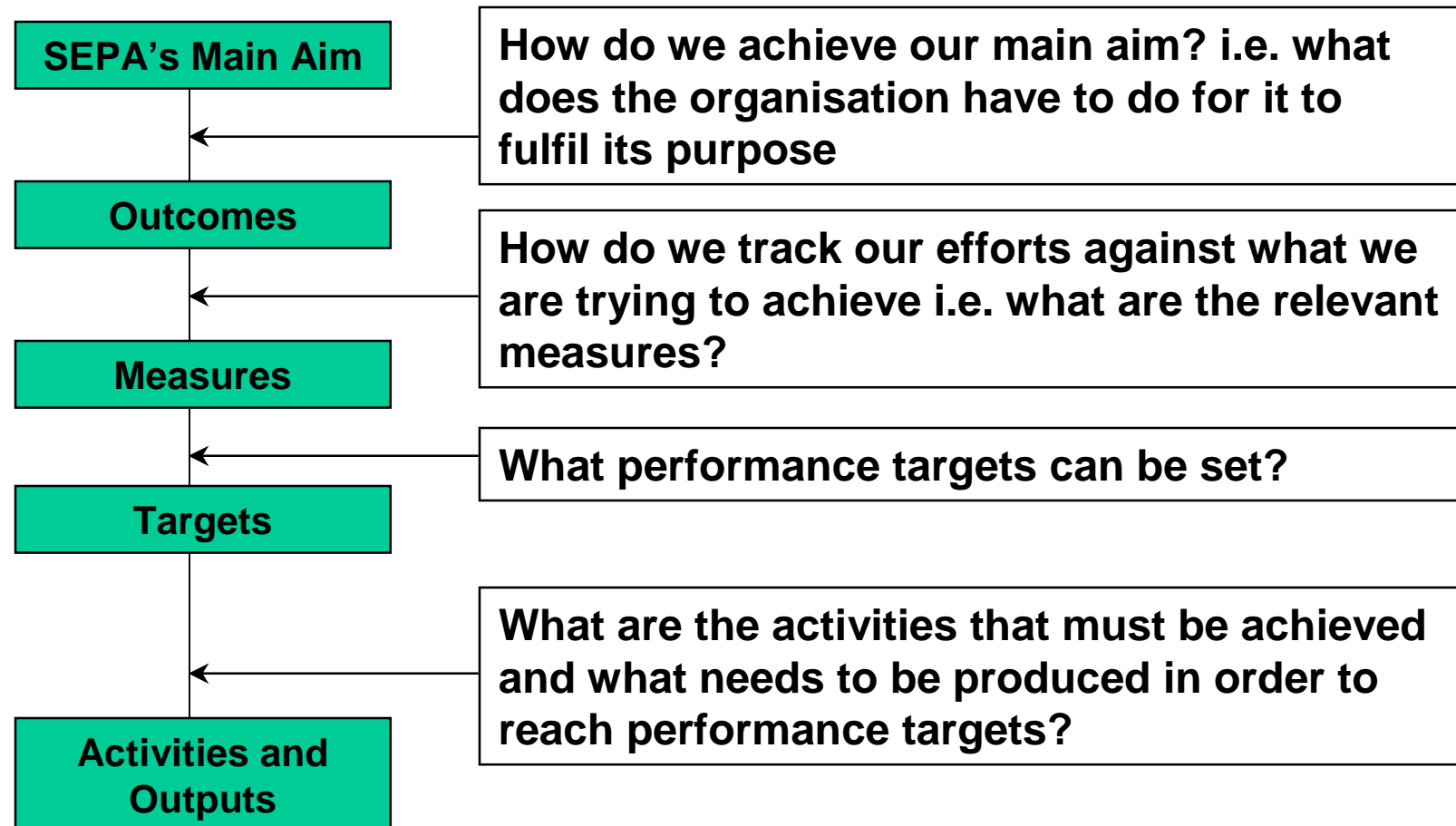
Performance logic model

(adapted from the US Coast Guard)

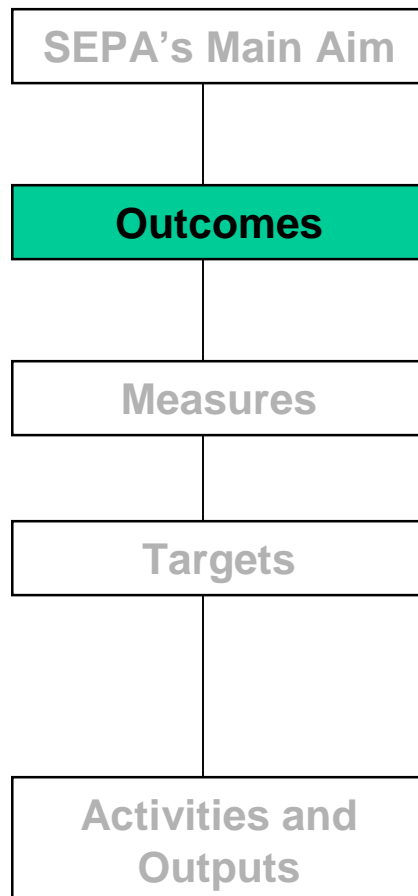
Resources	Activities	Outputs	Targets	Outcomes	Main Aim
By consuming resources	By performing activities	By Producing certain outputs	By achieving targets	By achieving outcomes	How do we achieve our main aim?
	How do we perform activities?	How do we produce outputs?	How do we achieve targets?	How do we achieve outcomes?	←
	To perform activities	To produce outputs	To achieve targets	So that we can achieve our outcomes	To achieve our main aim
→ Why do we consume Resources?	Why do we perform activities?	Why do we produce outputs?	Why do we try to achieve targets	Why do we set outcomes?	



Performance hierarchy

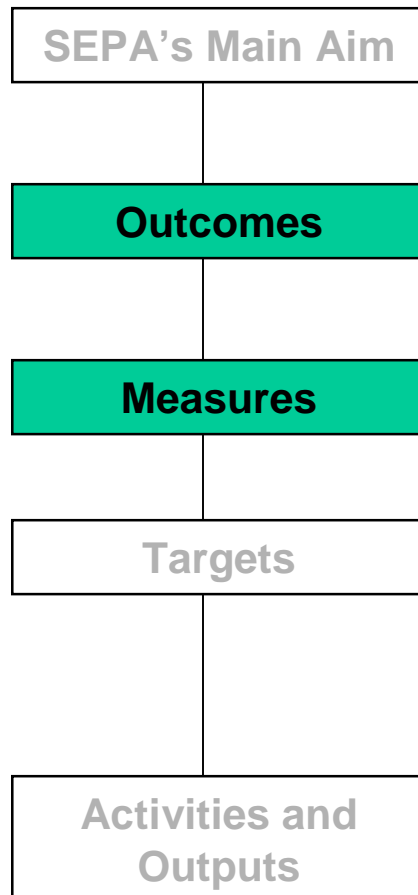


An Example



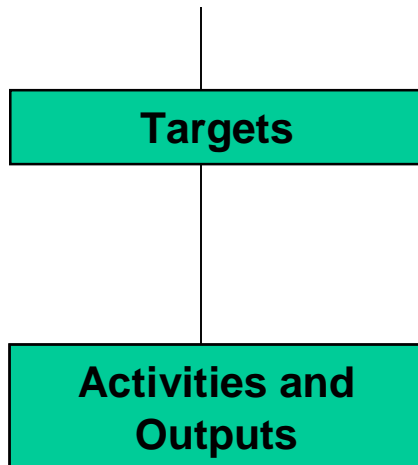
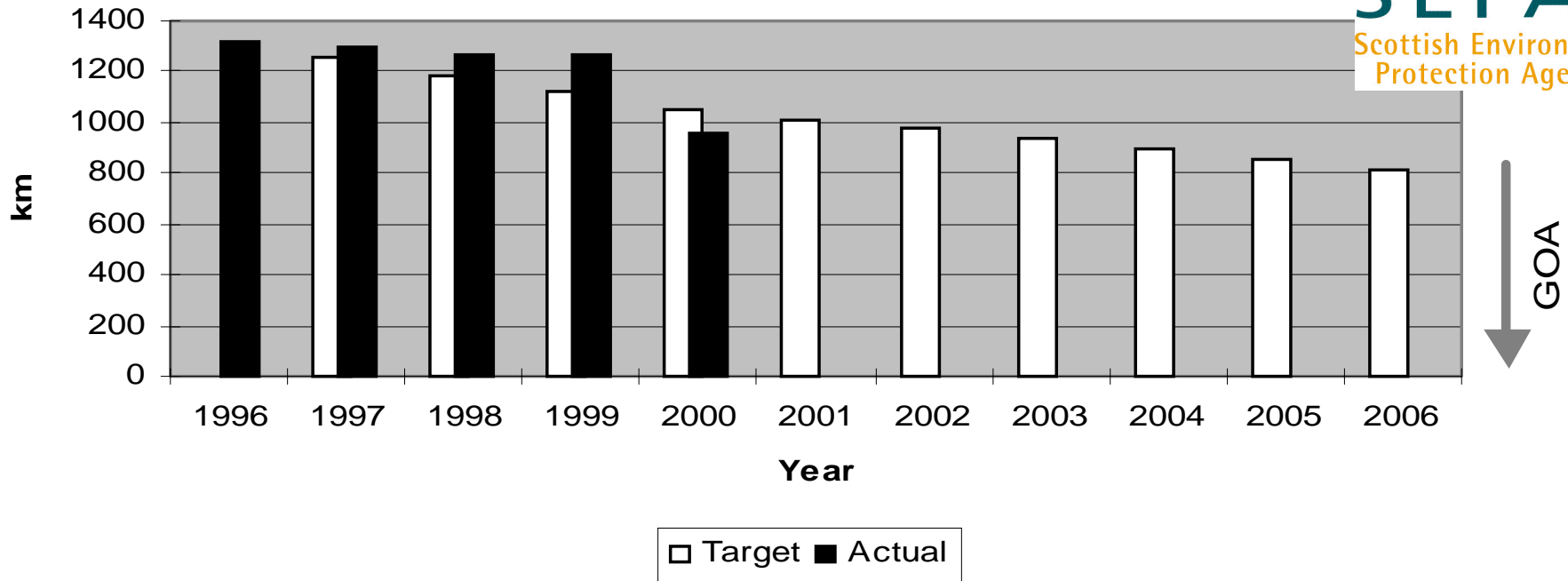
- **Good water environments**

An Example



- Good water environments
- Water quality (classification)

Rivers classed as poor or seriously polluted



- **Improve 351km of rivers**

- **Issuing permits, inspections, samples, reviewing permits.**

www.sepa.org.uk

An Example



- **Good water environments**
- **Water quality (classification)**
- **Improve 351km of rivers**
- **Issuing permits, inspections, samples, reviewing permits.**
www.sepa.org.uk

An Example

SEPA's Main Aim

Outcomes

Measures

Targets

Activities and
Outputs

- Good water environments
- Water quality (classification)
- Improve 351km of rivers
- Issuing permits, inspections, samples, reviewing permits.

www.sepa.org.uk

An Example

SEPA's Main Aim

Outcomes

Measures

Targets

Activities and
Outputs

- Good land quality
- Atmospheric deposition, land contamination
- Set targets
- Issuing permits, inspections, samples, reviewing permits, influencing

Linking

Joining up with others becomes important to ensure achievement

- **Minimised, recovered and well managed waste**
- **Good water environments**
- **Good air quality**
- **Good land quality**

Assess yourself

We used the USA's Office of Management and Budgets' "Program Assessment Rating Tool"

Is the program designed to have a significant impact in addressing the interest, problem or need?

Does the program have a limited number of specific, ambitious long-term performance goals that focus on outcomes and meaningfully reflect the purpose of the program?

Does the agency regularly collect timely and credible performance information, including information from key program partners, and use it to manage the program and improve performance?

Has the program demonstrated adequate progress in achieving its long-term outcome goal(s)?

Useful references

United States Coast Guard pilot study

“Using Outcome Information to Redirect programs - A Case Study of the Coast Guard’s Pilot Project Under the Government Performance and Results Act.”

Rick Kowalewski 1996

SEPA’s Corporate Plan from our web-site



The end
Any questions

