

## 2014/2015 training strategy

April 2014

### Background

Following a review of our training and induction strategy, and stakeholder feedback on our previous approach, we have developed a revised training programme for 2014/2015.

In considering the current strategy and developing our future training programme we have taken into account data and feedback from a range of sources. This has included the EB satisfaction survey, discussions at our communications forum and at our liaison meeting with ADEB, as well as the feedback that we received from attendees at the training days we ran during the past year.

A summary of the 2013/2014 training programme is attached at Appendix A.

### Training strategy objectives

The key objectives for our training strategy are to:

- coach Environmental Bodies (EBs) to compliance;
- enable EBs to be 'right first time' in submitting statutory information to us and as a direct consequence, improve their efficiency;
- facilitate a better take-up of ENTRUST online (EOL), with the benefits in efficiency for EBs and us, as forms are completed correctly first time;
- share information and knowledge across the sector and in particular enable EBs to comment on consultations;
- provide networking opportunities for EBs, especially the smaller ones; and
- target our training resources to address areas of highest concern.

### Training strategy aims

Having taken into account stakeholder feedback and our costing and review work, the principles of "better regulation" and the requirements of the new Regulators' Code, we have developed the following aims for our new strategy:

- We will offer induction and training which supports EBs in delivering projects through the Landfill Communities Fund (LCF), providing on-going coaching towards compliance;
- We will promote efficient and effective delivery of projects by providing access to knowledge and understanding of the Regulations through a range of guidance and supporting materials;
- We will provide improvement opportunities to EBs through networking and sharing best practice as well as information on compliance and risk; and
- We will increase access points to and take-up of our training offer whilst maintaining cost effective delivery solutions which meet the needs of a wide range of individuals across our target groups.

Our 2013/2014 training package consisted of events and guidance, which is largely untargeted although focused towards new EBs (basic training events). Our revised approach, linked to our communications strategy, is to recognise the different needs of our stakeholders and those working with and within EBs and provide a range of materials and opportunities to increase understanding of the LCF and the Regulations. In order to deliver this objective, we will categorise our training into a number of defined modules which will also be reflected in an update to the guidance manual. The proposed modules are:

- Introduction to the LCF;
- Enrolling as an EB;
- Now you are enrolled as an EB;
- Submitting a project for ENTRUST approval;
- Running a project;
- Accreditation and small grants scheme; and
- Developments and expected changes to the LCF.

We also propose to introduce new resources such as workbooks, videos and webinars to extend our reach, maintain high levels of positive feedback and deliver a positive impact on compliance levels.

We are still committed to maintaining some face to face training as part of our strategy. This has benefits beyond the training which is offered, as our training days provide valuable networking opportunities for EBs. This is particularly valuable for those EBs who are new and who are able to make contact with EBs in their area who can share their experiences.

## **2014/2015 implementation plan**

As part of the implementation process, we will create some trial and pilot events and materials which will be further developed over 2014/2015. It is anticipated that this more developmental approach will enable us better to respond to the changing nature of the Fund, including its closure in Scotland and Wales. We therefore consider that this is a transition year in which we will need to continue to deliver some of our existing style events in the first part of the year, whilst trialling and developing our wider offer.

We will continue to coach EBs to compliance by offering advice and guidance through face to face meetings, inspections, telephone calls and emails, ensuring that our guidance manual is kept under review and communicating any changes to the Regulations or policy to EBs in a timely manner.

To ensure that the revised approach is fit for purpose, we will continue to review the feedback from our new approach through the year, assess performance against the defined measures and complete the development of supporting materials in order to implement a new full programme for 2015/2016.

# Review of the 2013/2014 training programme

## Background

Our current training offer consists of monthly face to face events. During 2013/2014 we carried out two types of formal training:

- Basic training events; and
- Advanced seminars.

By 31 March 2014 we will have delivered a total of nine basic training days and two advanced seminars.

We have previously offered videos on our website which gave assistance with completing forms. However, our training days and written guidance (which appears on the website or in our minimal enrolment pack) are the sole mediums through which we currently offer formal training. Day to day advice and guidance is given informally at all levels of the organisation.

## Basic training

Our basic training is intended for anyone involved with newly enrolled EBs, or for new personnel at established EBs. No changes were made to the format or style of the basic training this year although we introduced some simplifications to the slides at the beginning of the year to clarify make the presentation materials. This revision built upon changes to the structure of the day which we made in earlier years, driven by the feedback that we had received from past delegates.

The feedback we receive for our basic training is consistently positive (in excess of 4 out of 5 as an average for each event) and those EBs who attend our basic training events express their appreciation of the training delivered.

We also request feedback from attendees three months after attending the training. No formal score is collected from this feedback, but in general attendees express that they have found the training beneficial.

## Advanced seminars

Our advanced seminars are run less frequently and are predominantly directed to the larger EBs. Rather than following a defined programme (as is the case with the basic training) we respond to the specific needs of the audience by discussing issues which are topical and those which we identify as causing difficulties within the wider EB community.

Those who attend our advanced training events are asked to provide feedback but this is not reported upon. The comments made through informal feedback from attendees is that these events are regarded as a valuable learning opportunity.

However, although we receive consistently positive feedback from those who attend our basic training events, very few people (measured against all those involved in the management or control of an EB) attend a training event in any given year. The reach of this formal training is therefore limited.

## Networking events

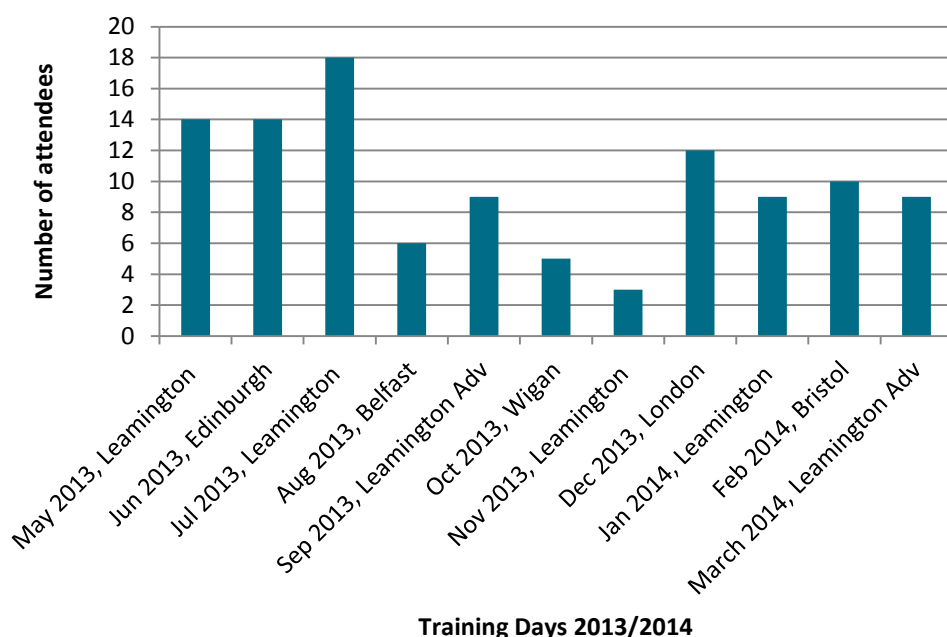
There were no specific networking events held in 2013/2014, although we held a number of meetings with EBs which provided networking opportunities including the training sessions, focus groups and sounding boards for consultation documents.

## Training feedback scores for 2013/2014

	Score out of 5						Would attend a similar event again
	Organisation	Course notes	Relevance	Style	Overall benefit	Overall training day score	
Leamington; 16 May 2013	4.5	4.5	4.5	4.7	4.6	<b>4.5</b>	100%
Edinburgh; 20 June 2013	4.9	4.6	4.6	4.7	4.6	<b>4.7</b>	100%
Leamington; 18 July 2013	4.8	4.6	4.5	4.5	4.5	<b>4.6</b>	100%
Belfast; 15 August 2013	5	5	5	4.8	4.6	<b>4.9</b>	100%
Advanced Leamington; 19 September 2013	4.9	4.7	4.3	4.4	4.6	<b>4.6</b>	100%
Wigan; 17 October 2013	3.4	4.4	4.6	4.6	4.4	<b>4.3</b>	100%
Leamington; 21 November 2013	4.8	4.5	4.7	4.7	4.5	<b>4.6</b>	100%
London; 12 December 2013	4.1	4.5	4.5	4.6	4.5	<b>4.5</b>	100%
Leamington; 23 January 2014	5	4.9	4.8	4.9	4.6	<b>4.8</b>	100%
Bristol; 20 February 2014	4.6	4.6	4.7	4.7	4.3	<b>4.6</b>	100%
Advanced Leamington; 20 March 2013	3.7	n/a	4	5	4.7	<b>4.4</b>	100%
Average 2013/2014	4.5	4.6	4.6	4.7	4.5	<b>4.6</b>	100%
Benchmark 2012/2013	<b>4.7</b>	<b>4.6</b>	<b>4.5</b>	<b>4.6</b>	<b>4.4</b>	<b>4.6</b>	100%

## Attendance at training events in 2013/2014

Attendance at our training days (basic and advanced) in 2013/2014 is shown in the chart below:



Training Days 2013/2014

As can be seen above, there were only 109 attendances at training days in 2013/2014. In some instances an attendee attended more than one event, meaning that fewer than 109 people attended our training events in 2013/2014.

## Costs of training

We have considered the costs of the training days we offer to EBs (these cost are set out in the table below). The costs of each training day vary considerably, depending on the location of the training. It is clearly cheaper to offer training from our premises in Leamington Spa.

Date	Location	Cost	Number of delegates	Cost per delegate
16-May	Leamington	£103	14	£7
20-Jun	Edinburgh	£1,028	14	£73
18-Jul	Leamington	£145	18	£8
15-Aug	Belfast	£700	6	£117
19-Sep	Leamington Adv	£90	9	£10
17-Oct	Wigan	£405	5	£81
21-Nov	Leamington	£57	3	£19
12-Dec	London	£1,097	12	£91
23-Jan	Leamington	£99	9	£11
20-Feb	Bristol	£499	10	£50
20-Mar	Leamington Adv	£108	9	£12
<b>Total</b>		<b>£4,331</b>	<b>109</b>	<b>£40</b>

Our average number of delegates for a session was 10, compared with 17 in 2012/2013. Although the number of delegates has fallen, our average cost per delegate for basic training was £40 compared to £44 in 2012/2013. However, when we focus our review only at training delivered externally this rises to £82 per delegate (as we have to pay venue costs). Additionally we also pay the travel and subsistence for the two members of staff delivering training (averaging £200, depending on location) at external events and provide time off in lieu for additional travel time outside of the working day (approximately 3 hours). On these figures it is estimated that the average cost per delegate for externally delivered training is in the region of £120 per delegate (not including costs of TOIL). None of these cost comparators include the costs of staff time to prepare or deliver the training.

Although the cost of offering training at outside venues exceeds the costs of training at our premises in Leamington Spa, we have previously committed to offering training throughout the UK in order to offer as many EBs as possible the opportunity to attend training at a venue which is relatively close to them.

We do not charge for the training we offer as there are a large number of attendees from voluntary organisations.

## Conclusions

Our findings from the review of delivery of our training programme in 2013/2014 are:

- Feedback is positive and comparable with previous years;
- Everyone who attends an event would attend a similar event again;
- Cost per delegate is in line with last year; but
- Delegate numbers are falling.

The events that we have provided are considered to give VFM in terms of that actual costs and feedback from EBs attending, however wider feedback suggests that we need to be able to make our training offer more accessible.

We have previously used videos which have been successful, but these are now out of date.