



2023 Environmental Body Satisfaction Survey

Overview

TABLE OF CONTENTS

1. PURPOSE OF PAPER.....	3
2. 2022/23 BACKGROUND.....	3
3. AIMS	3
4. METHODOLOGY FOR ACCURATE INSIGHTS	3
5. OVERALL SURVEY PARTICIPATION.....	4
6. OVERALL SATISFACTION.....	4
7. CORE MEASURES.....	4
8. ENTRUST VALUES	7
9. ENTRUST ADVICE & GUIDANCE	8
10. REGISTRATIONS PROCESS.....	10
11. ENTRUST ONLINE (EOL).....	11
12. ENROLMENTS	12
13. COMPLIANCE REVIEWS	12
14. BREACH MANAGEMENT	13
15. FINANCE	15
16. COMMUNICATIONS.....	15
17. FORM 4 COMMUNICATIONS	17
18. CONCLUSIONS.....	18

2023 ENVIRONMENTAL BODY (EB) SATISFACTION SURVEY

1. PURPOSE OF PAPER

- 1.1. This paper sets out the findings of the 2023 Environmental Body (EB) Satisfaction Survey. The survey findings are used to help inform decisions, identify areas for improvement and to develop an Action Plan that will drive better performance.

2. 2022/23 BACKGROUND

- 2.1. As part of our Key Performance Indicators (KPIs), we need to carry out an EB Satisfaction Survey by 31 August each year. Among other surveys (like the Compliance Review and Helpline feedback surveys), this serves as an annual way to measure how our stakeholders view and evaluate Entrust's impact in regulating the LCF.
- 2.2. By conducting this survey each year, we can assess how opinions change over time and identify any potential trends, or issues that we should address. This feedback is really important because it helps us more clearly understand how EBs experience our services and therefore enables us to resolve any issues before they become serious.
- 2.3. We create an Action Plan based on these survey results, which we think helps us do better in providing services and performing as a regulator. This way, our actions evolve over time to match what stakeholders expect from us. To allow the Executive to reflect and analyse the results of the survey the Action Plan will be submitted to the December 2023 Board meeting.

3. AIMS

- 3.1. This report functions as an integral part of our satisfaction evidence base. It provides a mechanism in helping us assess the quality of the services that we deliver. Moreover, as an organisation that is committed to being open and transparent, we publish the results of the survey with a supporting action plan.
- 3.2. The principle aims of the exercise are to:
 - **Gathering Information:** We collect valuable information about EB satisfaction with our services during the 2022/2023 period;
 - **Analysis for Improvement:** The survey results are analysed to identify trends and areas for enhancement;
 - **Action Plan Development:** We develop an Action Plan to enhance our services and regulatory performance; and
 - **Transparency:** The survey results, alongside our action plan, are published on our website, promoting transparency and accountability

4. METHODOLOGY FOR ACCURATE INSIGHTS

- 4.1. To ensure the credibility and effectiveness of the survey, we follow a rigorous methodology:
 - **Online Survey:** All EBs are invited to complete the survey through the user-friendly SurveyMonkey platform;

2023 ENVIRONMENTAL BODY (EB) SATISFACTION SURVEY: OVERVIEW

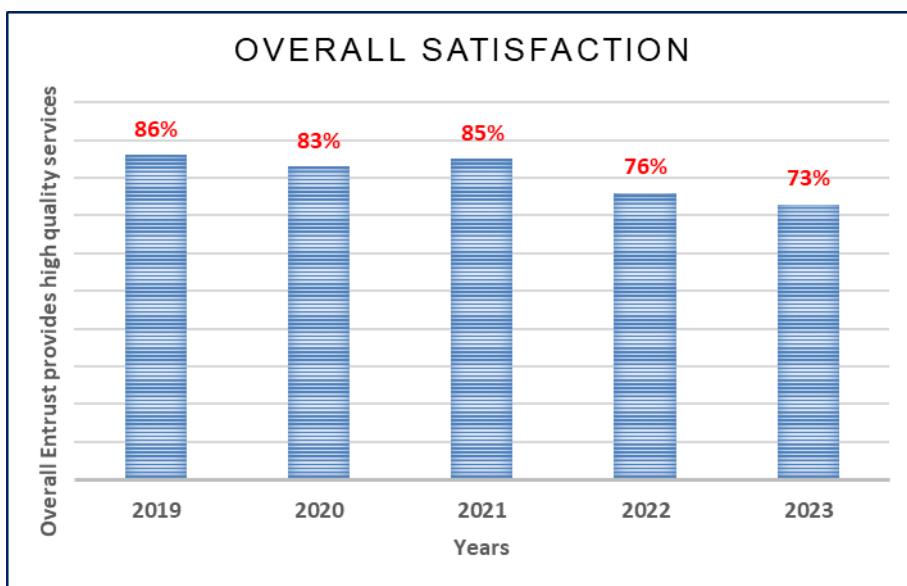
- **Language Clarity:** Jargon is avoided, and when necessary, terms are defined to eliminate confusion;
- **Usage Frequency Data:** We collect data on how frequently EBs have engaged with our services this year, enabling segmentation of responses for more targeted analysis;
- **Relevance Focus:** The survey guides respondents to relevant questions, ensuring accurate insights; and
- **Customised Length:** The survey length is determined by each EB's interactions with Entrust, ensuring an efficient response process.

5. OVERALL SURVEY PARTICIPATION

- 5.1. The EB Satisfaction Survey of 2023 received responses from 217 participants, a notable increase of 55% from the 140 respondents in the previous year's survey. We believe this rise in participation could be attributed to the communication reminders sent out towards the end of the survey period, effectively encouraging more stakeholders (both active and less involved with the scheme) to provide their feedback and opinions.

6. OVERALL SATISFACTION

- 6.1. The overall satisfaction rating is calculated by adding up the percentage of answers to questions that need a rating from 1 to 5. If someone rates 4 (agree) or 5 (strongly agree), we call that a positive response.
- 6.2. The overall level of satisfaction reported for 2023 was 73 per cent which is a three per cent decrease on the 2022 satisfaction score of 76 per cent:



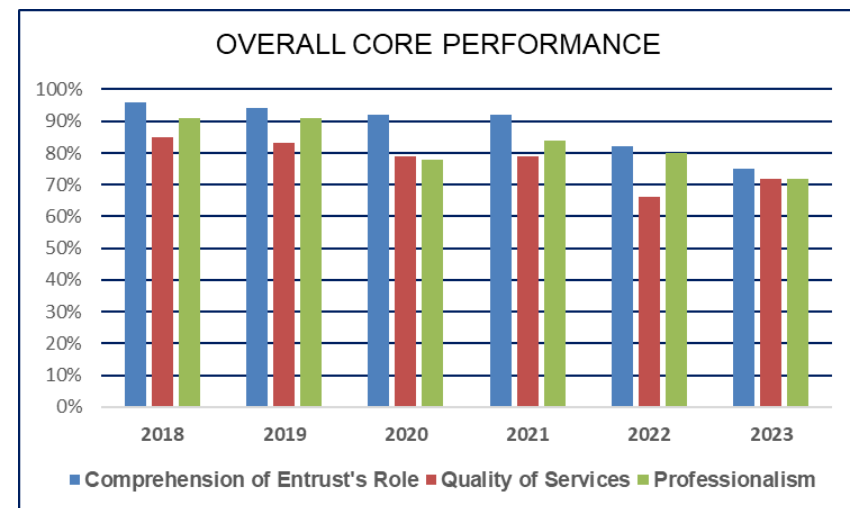
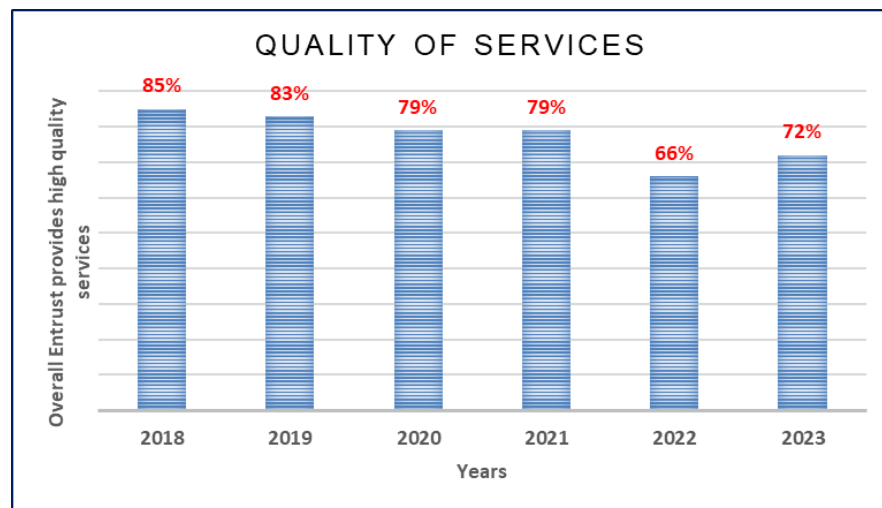
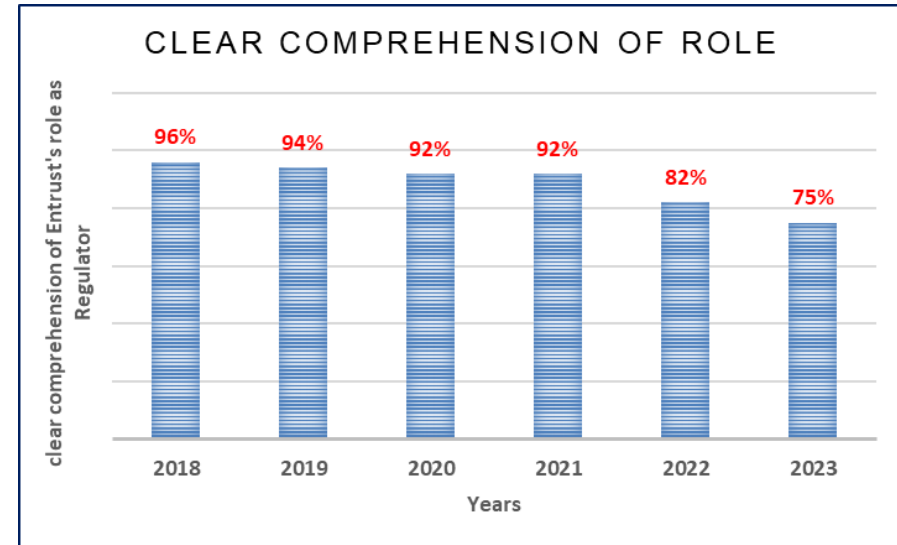
7. CORE MEASURES

- 7.1. From 2013 onwards, we've been asking three core questions. These questions help us understand what EBs think about how we're doing and the quality of our services. Only EBs who we have communicated with, or used our services since 1 April 2023 could answer the

2023 ENVIRONMENTAL BODY (EB) SATISFACTION SURVEY: OVERVIEW

following questions: (Entrust provides a high-quality service; I understand the role that Entrust undertakes as LCF regulator; Entrust Staff are very professional when dealing with me and my EB.

2023 ENVIRONMENTAL BODY (EB) SATISFACTION SURVEY: OVERVIEW



2023 ENVIRONMENTAL BODY (EB) SATISFACTION SURVEY: OVERVIEW

7.2. For clarity, all three core satisfaction measures are detailed below:

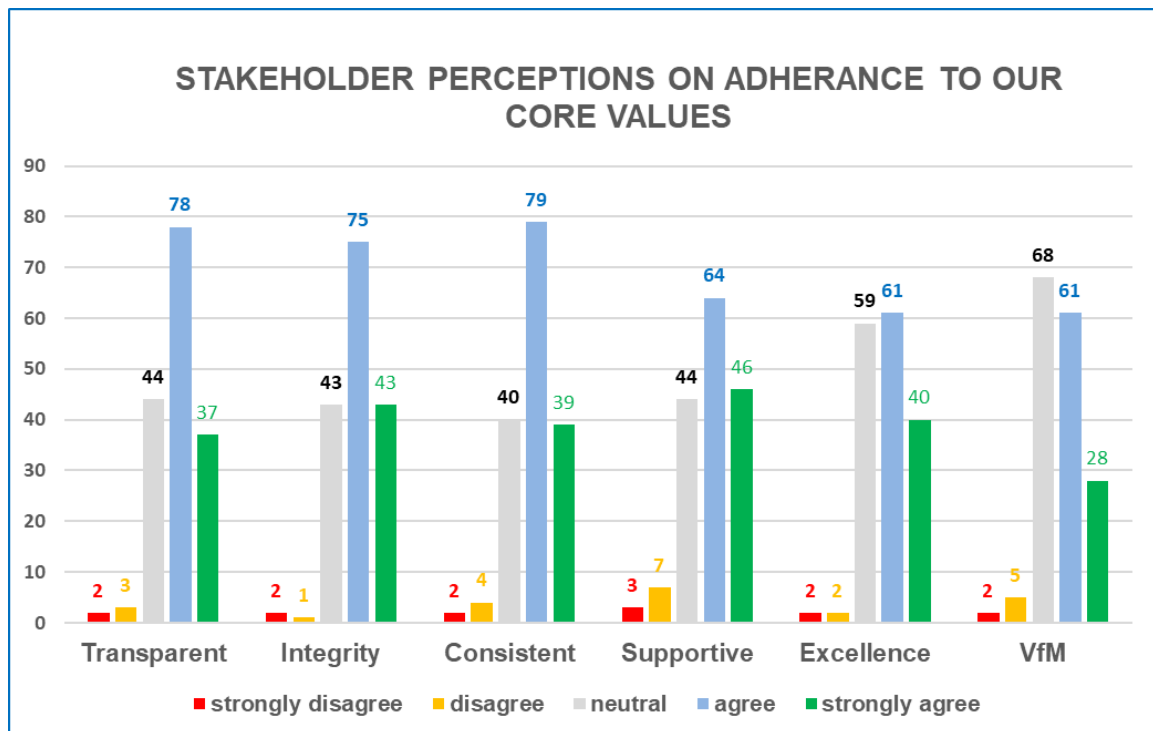
- **72 per cent** agree that 'Entrust staff are very professional when dealing with me and my EB' (2022: 80 per cent);
- **75 per cent** agree that they 'understand the role that Entrust undertakes as Regulator of the LCF' (2022: 82 per cent); and
- **72 per cent** agree that 'overall Entrust provides high quality services' (2022: 62 per cent).

7.3. We note from the above figures that the overall score in two of our core measures has dropped over the last twelve months (I understand the role that Entrust undertakes as LCF regulator: (- 7%); Entrust Staff are very professional when dealing with me and my EB: (- 8%). However, it is worth noting that stakeholder perceptions on the Quality of our Services increased (+ 6%).

7.4. One potential explanation for the decrease in these scores would be the increased number of respondents this year compared to the previous year. This increase in respondents is also associated with a rise in neutral ratings, which suggests that a greater proportion of respondents had limited interaction with the scheme (for example those who only submit annual Form 4 Returns). This corresponding increase in neutral ratings might have had a dampening effect on the scores in some areas, potentially explaining the variations observed in the core values.

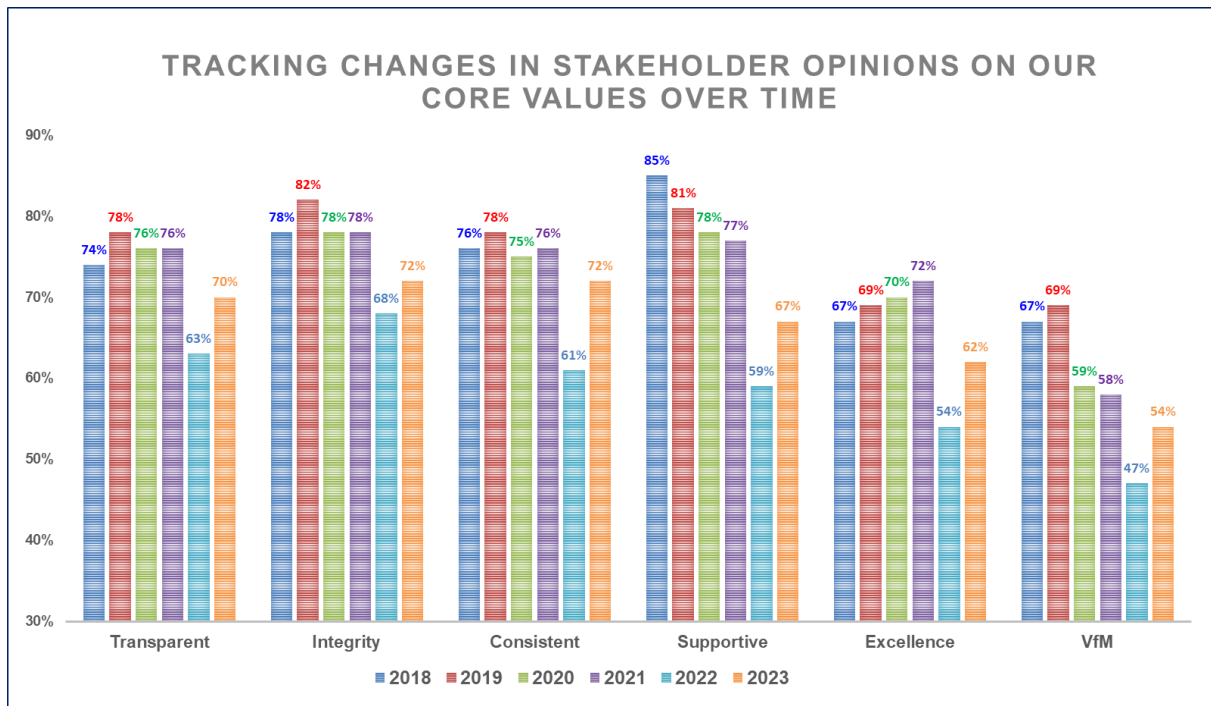
8. ENTRUST VALUES

8.1. In 2018, we added some questions about Entrust's values. Our goal was to find out how well our stakeholders think we follow these values. The table below shows the responses from 2023, indicating how many strongly agreed, agreed, neither agreed nor disagreed, disagreed, or strongly disagreed with Entrust meeting each value:



2023 ENVIRONMENTAL BODY (EB) SATISFACTION SURVEY: OVERVIEW

- 8.2. Looking at the above illustration, we can observe that the outcomes continue to be generally positive, with a majority of respondents expressing favourable opinions. However, it's important to note that there is a small yet noticeable portion of respondents who have given negative ratings and in certain instances, even strongly negative ratings. This indicates that while many stakeholders view our performance positively, there are some isolated cases that warrant further investigation.
- 8.3. When we look at these findings and compare them with the results from previous years (as shown in the illustration below), it becomes evident that while there was a decline in the scores in 2022, these have increased in 2023:

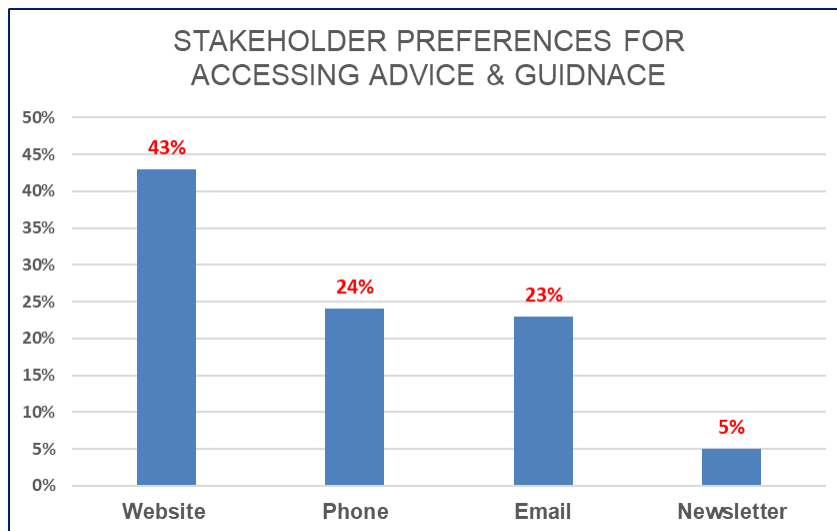


- 8.4. We believe this positive trend can be attributed to the continuous efforts to improve the organisation and place our values at the forefront of our operations. We remain committed to maintaining this positive trajectory through our ongoing actions and initiatives, further reinforcing the relationship between Entrust and its stakeholders.
- 8.5. However, there remains a slight downward shift in stakeholder perception over the past six year period. It's important for us to continue to work towards addressing any concerns or misalignments that might have contributed to this change.

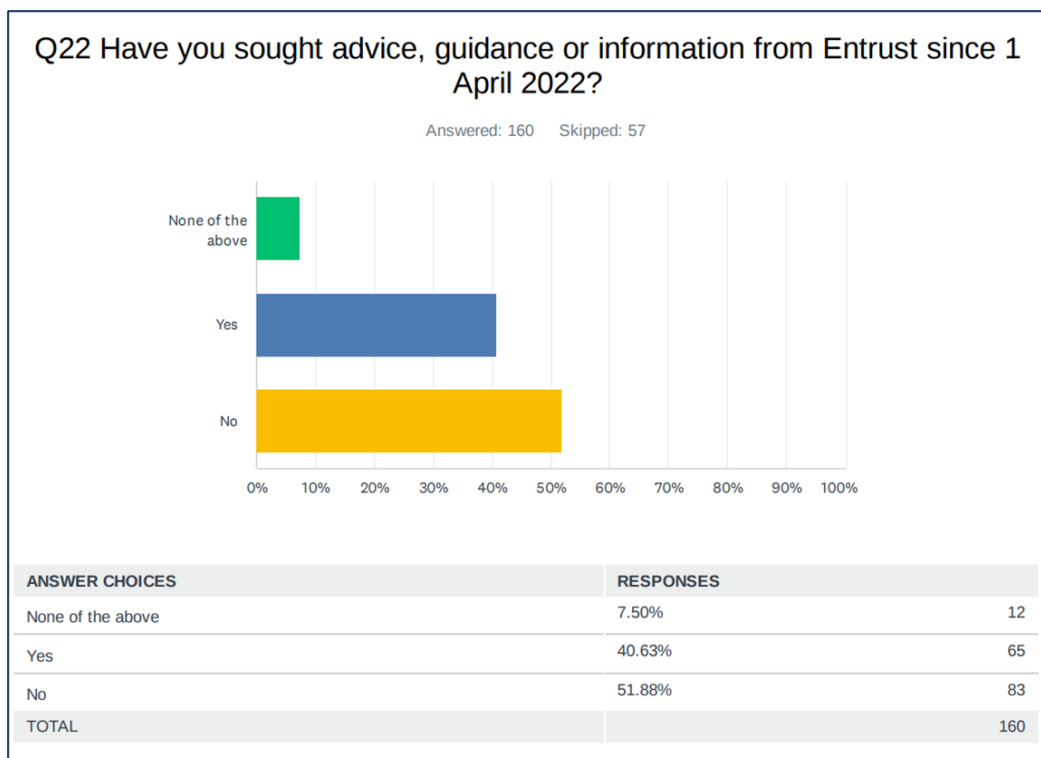
9. ENTRUST ADVICE & GUIDANCE

- 9.1. The following table outlines stakeholders preferred methods of accessing advice and guidance. The chart highlights the significance of our upcoming website redevelopment project, which aims to enhance accessibility to the platform and make guidance more easily discoverable:

2023 ENVIRONMENTAL BODY (EB) SATISFACTION SURVEY: OVERVIEW

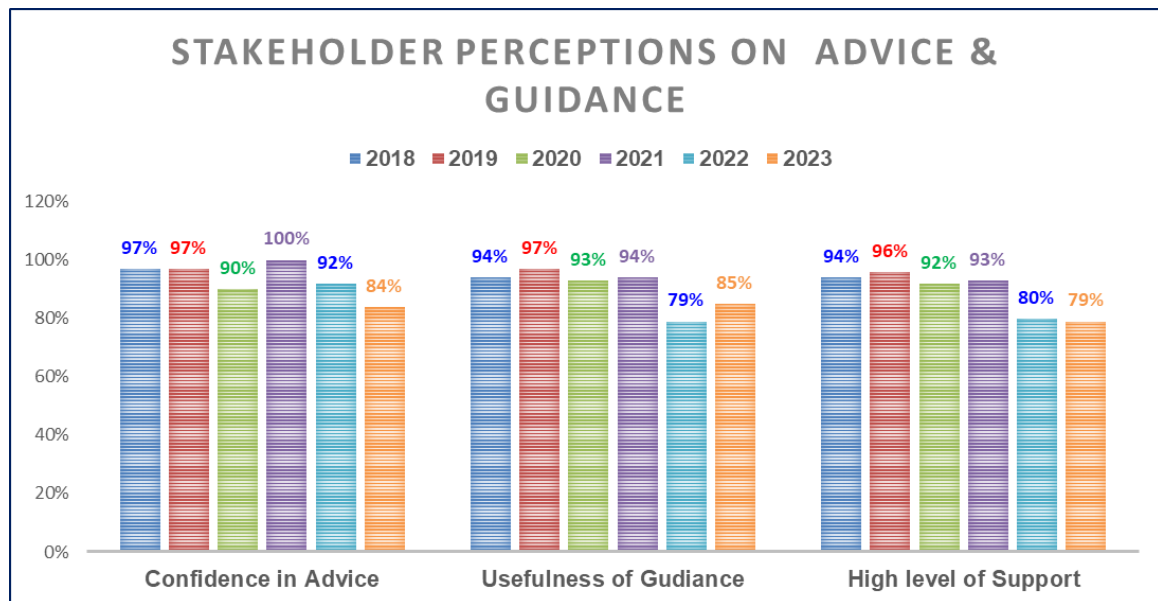


- 9.2. The data from the above chart emphasises the crucial role that improving our website is likely to have on stakeholder interactions with Entrust. By making our online resources more user-friendly and readily accessible, we aim to ensure that stakeholders can conveniently access the guidance they require. This aligns with our ongoing commitment, as stated in the Corporate Plan, to providing efficient and user-centric services.
- 9.3. Analysing the findings in more detail, we can see that the table indicates that 41 per cent of respondents reported they had contacted Entrust for advice and guidance across the last 12 months, which is down from 61 per cent (2022). In relation to this point, we believe that this indicated that a larger proportion of this year's respondents may have had relatively limited engagement with Entrust (potentially focusing on specific activities like completing Form 4 submissions rather than broader scheme involvement):



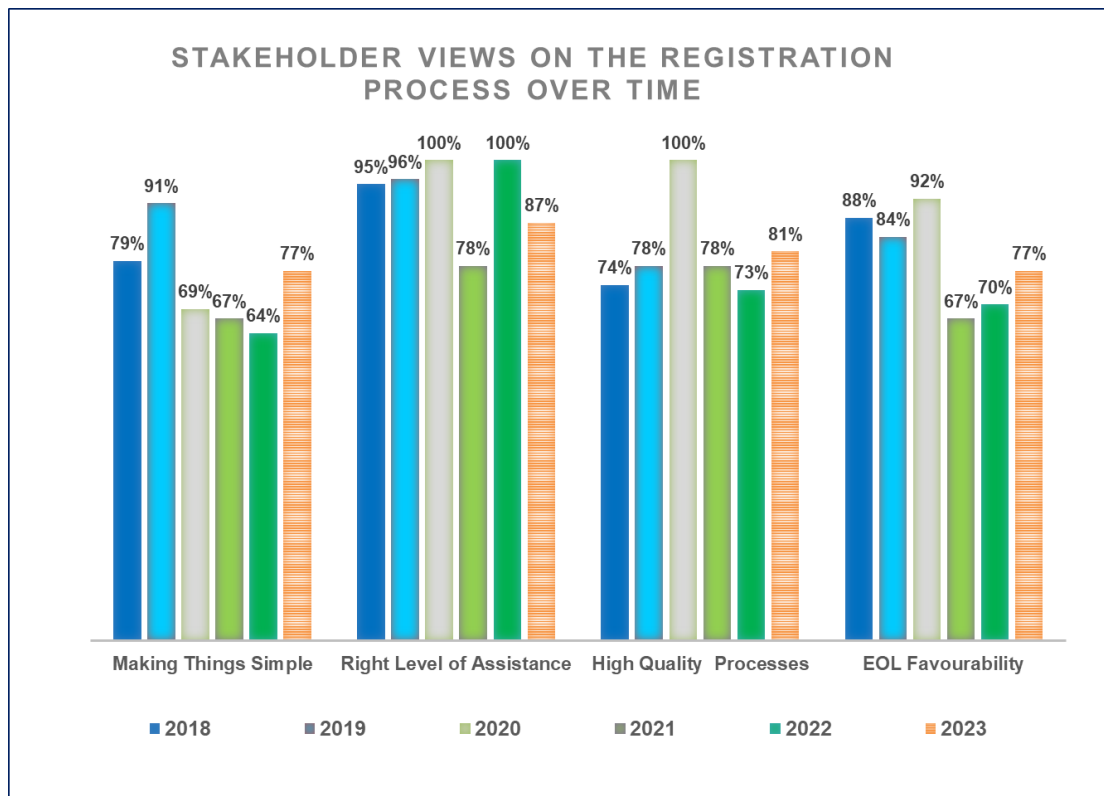
2023 ENVIRONMENTAL BODY (EB) SATISFACTION SURVEY: OVERVIEW

- 9.4. Examining stakeholder perceptions on our Advice and Guidance (A&G), it is evident from the chart below that confidence in our A&G has experienced a slight decline, with an 8% decrease from 2022, reducing it to 84% in 2023. Furthermore, this represents a 16% decrease from 2021. We believe that this change might also be linked to the staff changes that were managed during the year.
- 9.5. However, stakeholder responses to 'I have found the advice, guidance, or information provided by Entrust useful' saw a 6% increase, reaching 85% in 2023. Additionally, the feedback regarding 'I have received a high level of support from Entrust staff when seeking advice, guidance, or information' remained relatively stable. While these overall figures remain relatively robust, in 2023/204 we are looking to boost stakeholder satisfaction scores in this area by further enhancing the accessibility and effectiveness of our guidance (in line with our wider website redevelopment efforts):



10. REGISTRATIONS PROCESS

- 10.1. The illustration provided below offers insights into stakeholder perceptions of the Registration Process. It's evident that overall these perceptions have positively increased from the decline observed during 2022. In fact, the positive shift in three out of four indices suggests that our ongoing work to improve the organisation throughout 2022 has been well received by stakeholders:



10.2. Diving deeper into these responses, we discern the following trends:

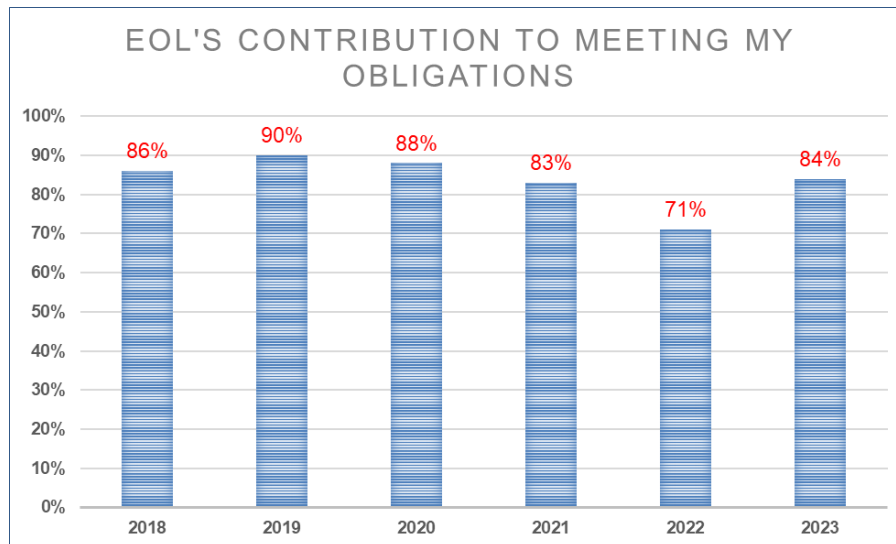
- The project approval process was simple and easy to use: (13% increase to reach 77% in 2023);
- Entrust provide the right level of assistance to help my EB submit the project application: (13% decrease to 87% in 2023);
- Entrust provide a high-quality project approval process. (8% increase to reach 81% in 2023); and
- Using EOL to submit my application was simple and straightforward: (7% increase to reach 77% in 2023).

10.3. The overall improvement in stakeholder perceptions in this category underlines the value of taking a proactive approach in responding to stakeholder feedback. As such, we believe that by implementing changes based on stakeholder input throughout 2022, we've been able to enhance the overall experience. However, while we note this positive development, we recognise that one specific aspect (the adequacy of assistance provided by Entrust for project application submission) experienced a notable 13% decrease, reaching 87% in 2023. While this remains an altogether positive figure, we will be reviewing this area to assess the underlying factors contributing to this change and make any necessary adjustments.

11. ENTRUST ONLINE (EOL)

11.1. All EB reporting takes place through EOL. Among those who utilised EOL in 2022, 84% acknowledged that it simplifies their duty fulfilment as an EB. This demonstrates a significant 13% improvement from the 71% reported in 2022:

2023 ENVIRONMENTAL BODY (EB) SATISFACTION SURVEY: OVERVIEW

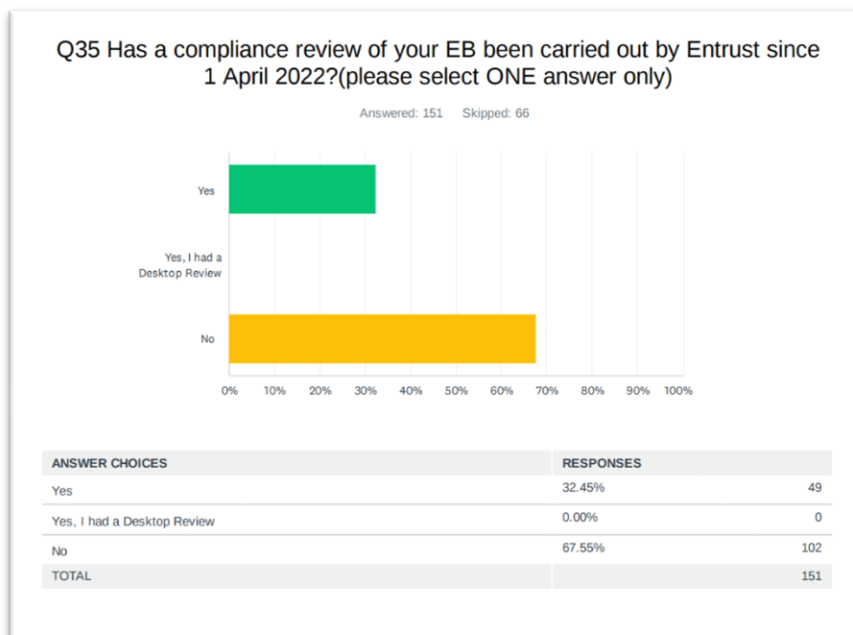


12. ENROLMENTS

- 12.1. To reduce the EB Satisfaction Survey length (which was a stated objective in the 2020 Action Plan) we removed the EB Enrolment questions from the main survey and instead introduced a bespoke EB Enrolment survey. The new EB Enrolment survey is now sent to all EBs the month following their enrolment. This ensures better recollection of the enrolment process (compared to potentially completing questions up to 12 months after enrolment) and also provides another touch point for new EBs to be in contact with Entrust shortly after enrolling as an EB.

13. COMPLIANCE REVIEWS

- 13.1. The following chart illustrates that out of a total of 151 survey respondents, 49 of them had undergone a compliance review within the past year:



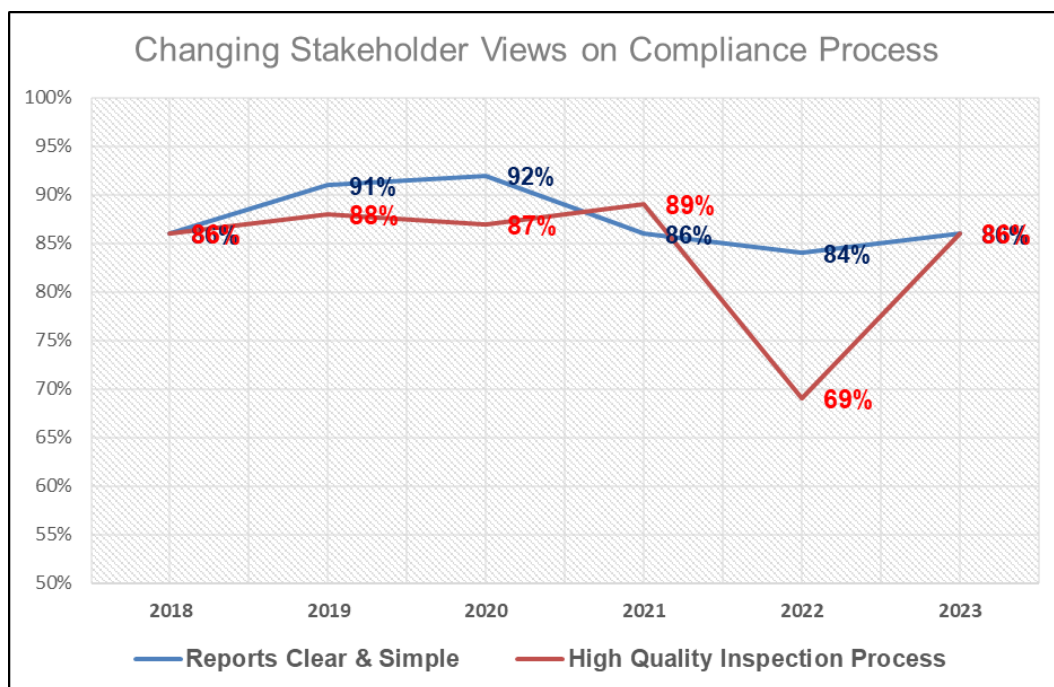
- 13.2. In terms of our Compliance Review process, stakeholders expressed various methods of engagement with compliance inspectors in the table below. Notably, 65% of respondents

2023 ENVIRONMENTAL BODY (EB) SATISFACTION SURVEY: OVERVIEW

engaged in email correspondence, followed by 45% engaging in telephone discussions. And while 57% uploaded documents via our online platform, EOL (Entrust Online), 39% still preferred more traditional submission of documents via email, or post:

Compliance Inspection	Percentage
Note: respondents are able to select all options that apply	
Email correspondence	65%
Telephone discussion with a compliance inspector	45%
Documents uploaded via EOL	57%
Submission of documents by email or post	39%
Video conference/zoom meeting	6%

- 13.3. Within this context, it's noteworthy that 86% of respondents who had undergone a Compliance Review expressed agreement with the statement 'the inspection report was clear and easy to understand' (compared to 84% in 2022). Similarly, 86% of respondents concurred that they perceived the inspection process to be of a high quality, representing a substantial increase from 68% in 2022. The trends illustrated in the chart showcase a notable and positive resurgence in stakeholder satisfaction with our Compliance Review procedures, bringing it into line with the clarity of associated documentation:



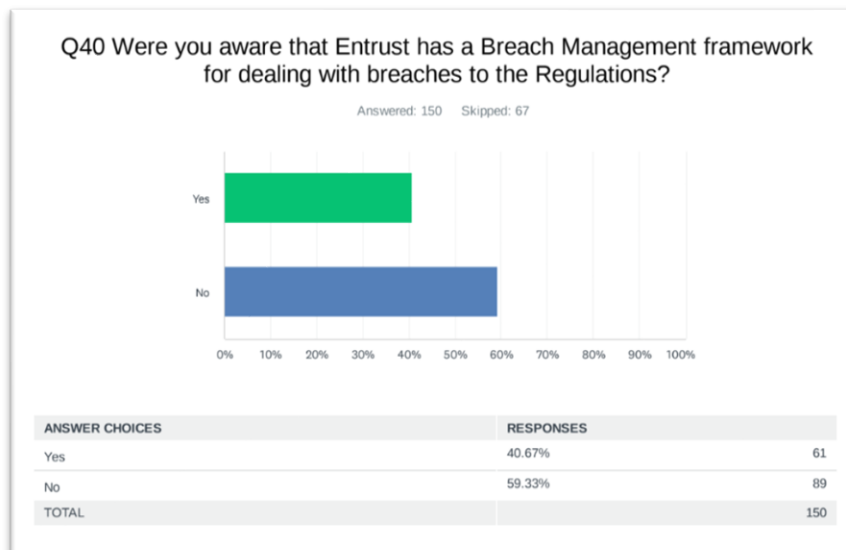
- 13.4. Alongside the uplift in stakeholder perceptions around our Registration Process, this positive shift implies that our ongoing work to improve the organisation throughout 2022 has proven effective in elevating the overall stakeholder experience with regards to the Compliance Review process.

14. BREACH MANAGEMENT

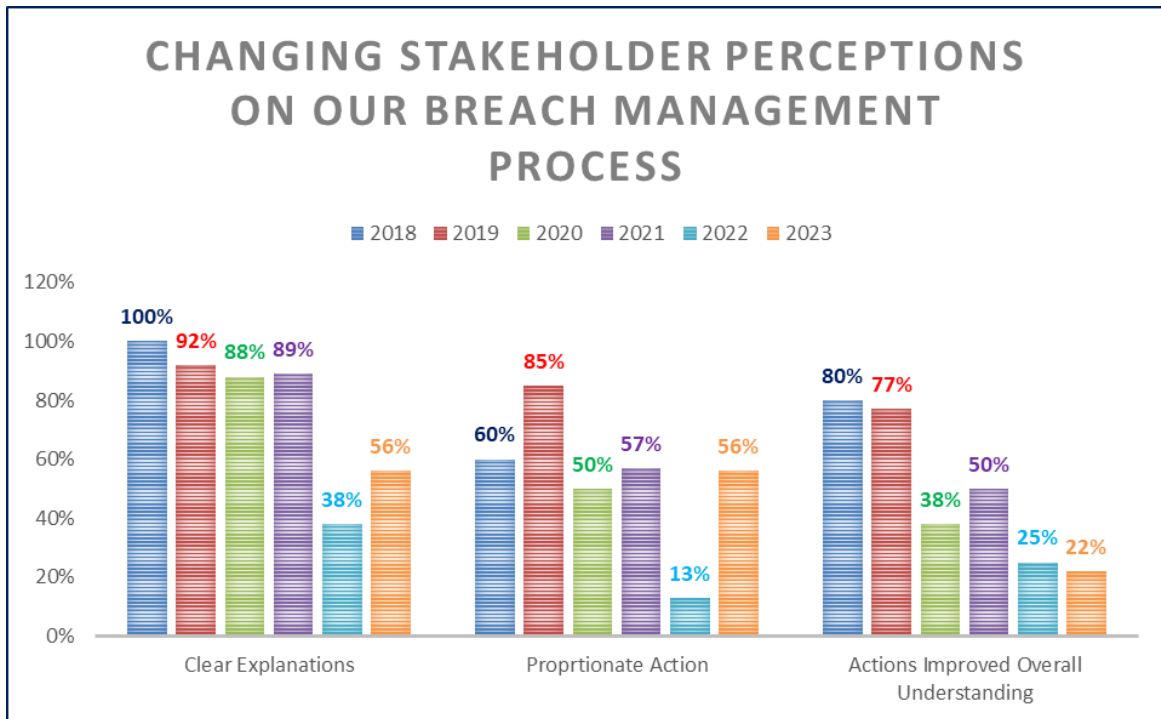
- 14.1. Examining the chart provided below, it is evident that 40% of the survey participants indicated an awareness of Entrust's breach management framework, showing a slight decrease from

2023 ENVIRONMENTAL BODY (EB) SATISFACTION SURVEY: OVERVIEW

45% in the previous year (2022). Meanwhile, 6% of the respondents revealed that they had encountered managing breaches action. It is important to note that more detailed inquiries related to Breach Management were answered by these 6% of respondents who had been subject to Entrust's interventions, representing a smaller subset of total respondents than many of the other questions:

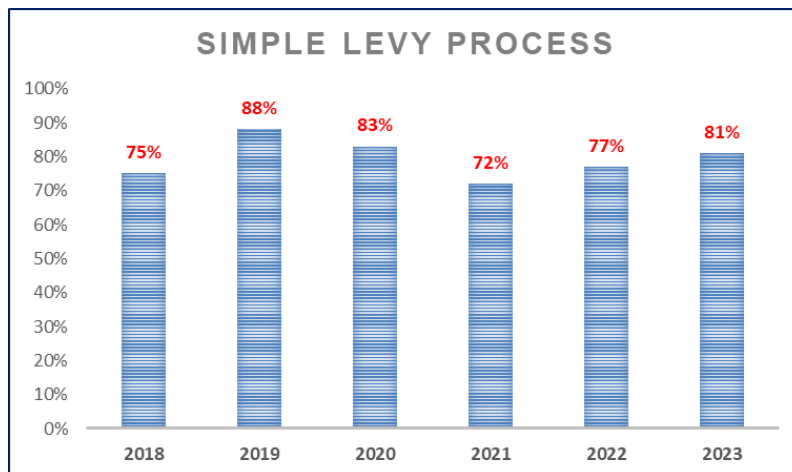


- 14.2. In the larger context, stakeholder perceptions concerning our breach management process displayed a relatively significant improvement compared to the previous year. Notably, the clarity in explaining the reasons behind breach management actions saw an increase from 28% to 56%, and the appropriateness of breach management actions considering the breach's nature rose from 13% to 56%.
- 14.3. However, there was a minor decline in relation to the Breach Management process enhancing EBs' understanding of their obligations under the Landfill Tax Regulations 1996. It is also important to note that these results are somewhat below the six-year running average, suggesting further examination and investigation is warranted:



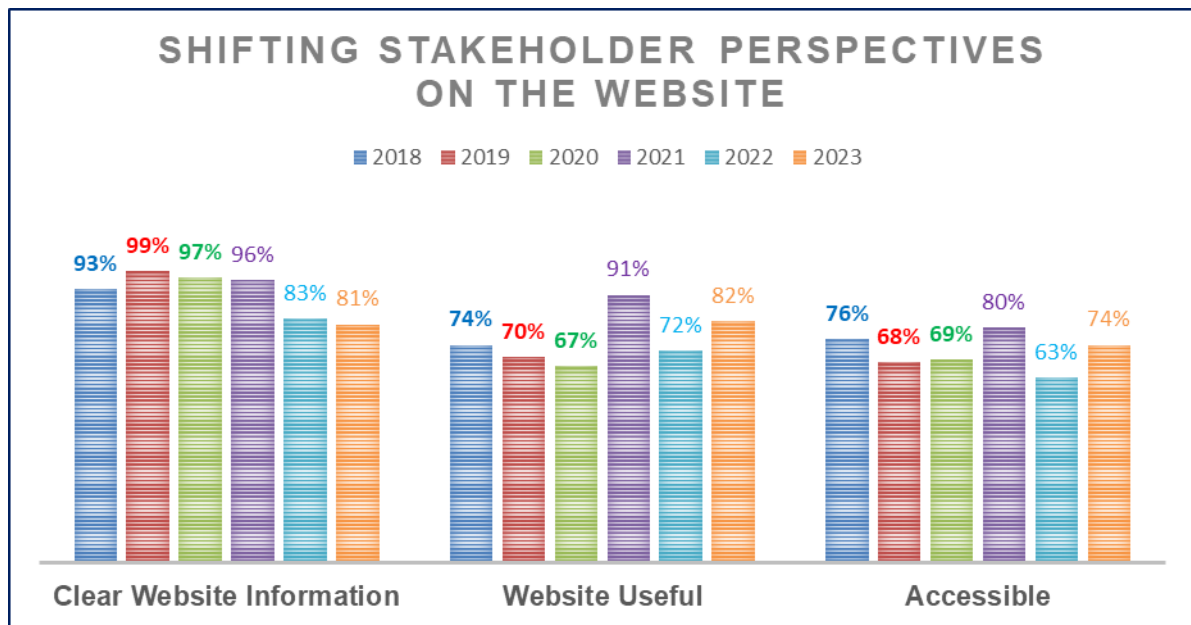
15. FINANCE

- 15.1. During the period since April 1, 2023, a total of 27 EBs fulfilled their payment obligations for the Entrust levy. Among these, a significant 81% of EBs expressed their agreement that the process for submitting the levy payment was simple and straightforward. This figure represents a slight increase from the previous year's 77% and suggests we have a reasonably user-friendly and hassle-free payment procedure for our stakeholders:

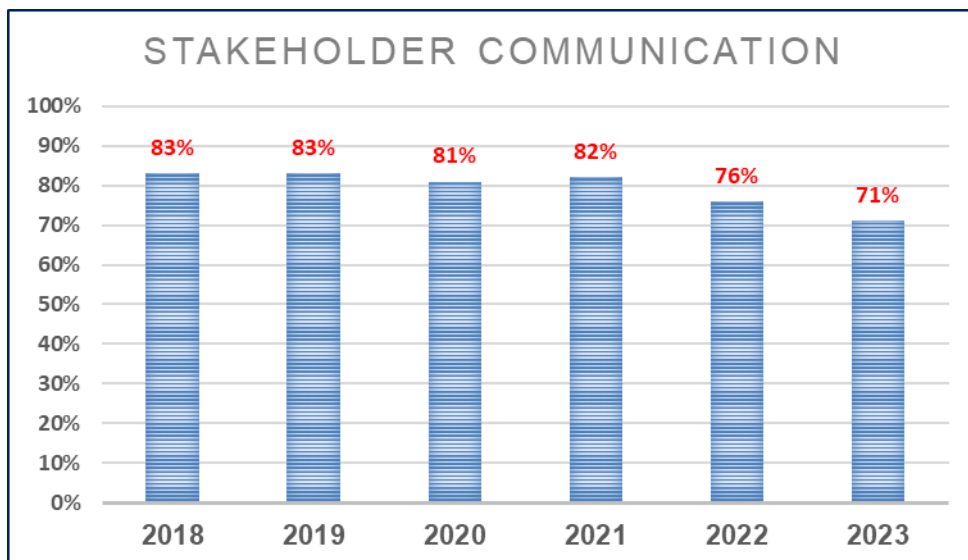


16. COMMUNICATIONS

- 16.1. The diagram below presents questions related to the website, indicating a minor decline in perceptions around the clarity of guidance on the website. Interestingly, there is a noteworthy increase in satisfaction regarding the usefulness (up by 8% to 82% in 2023) and accessibility of the website (up by 11% to 74% in 2023). Nevertheless, there remains considerable potential for improvement, a focus that will be addressed through the upcoming website redevelopment project:



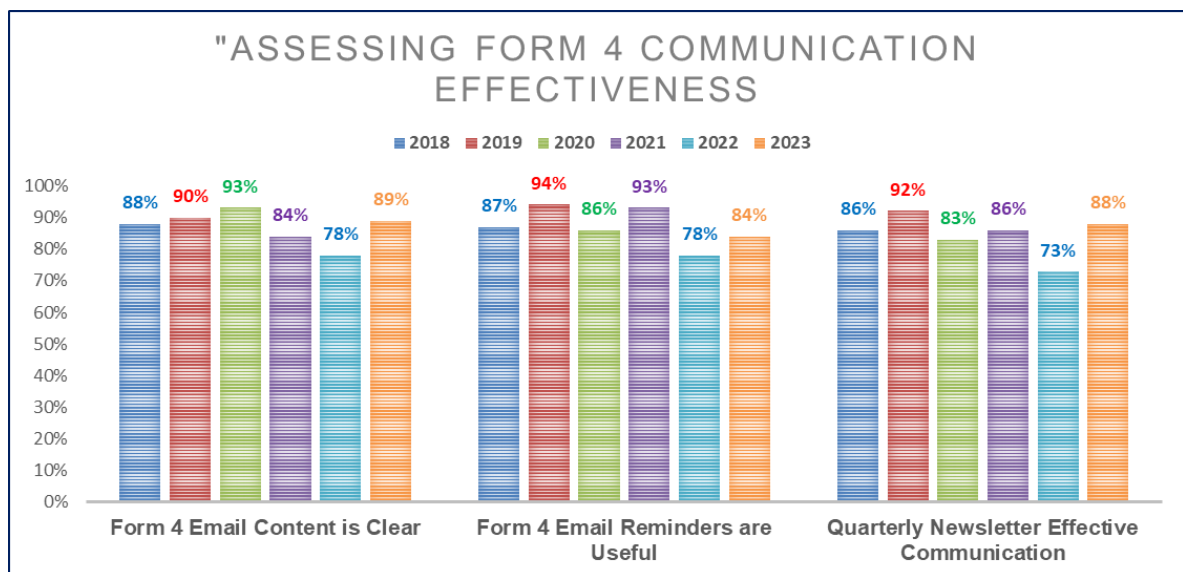
- 16.2. In terms of general communications (see illustration below), it's observed that 71% of respondents agreed that "in general, Entrust's communications are of a high quality" (compared to 76% in 2022). However, it is important to note that 88% agreed that "the Entrust quarterly e-Newsletter is an effective way to communicate information about Entrust" (representing a sizable 15% increase from 73% in 2022). Additionally, 90% of respondents agreed with the statement that "the amount of communication issued by Entrust is sufficient" (up from 83% in 2022):



- 16.3. Taken together, these results suggest that while there are areas for improvement, our overall communication strategy remains effective in conveying important information to our stakeholders. The upcoming website redevelopment project and continued efforts to refine content and delivery methods should further enhance stakeholder satisfaction scores over the coming year.

17. FORM 4 COMMUNICATIONS

- 17.1. It's worth noting that Form 4 email reminders are targeted specifically to EBs with outstanding Annual Returns, aiming to assist them in meeting the statutory deadline for compliance. As such, those who submit their returns by, or on the deadline might have received up to seven email reminders between January and 28 April, all centred around their Statutory Annual Return.
- 17.2. In terms of our Statutory Annual Return (Form 4) emails, a significant 90% of respondents considered the quantity of these emails to be adequate, showing a sizable improvement from 77% in 2022.
- 17.3. Looking at the below chart, we can see a notable bump in the overall quality and effectiveness of communications sent with regards to Form 4 Statutory Return.
- The content of the Form 4 emails was clear and easy to understand: increased 11% to 89% in 2023;
 - The Form 4 emails helped our EB to meet the statutory deadline of 28 April and remain compliant with the Regulations: increased 6% to reach 84% in 2023; and
 - I think the quarterly newsletter is an effective way to communicate information about Entrust and the LCF to my EB: increased 15% to 88% in 2023.



- 17.4. In summary, the above data underscores our commitment to improving communication quality and impact. The positive shifts in stakeholder perceptions regarding Form 4 emails and our quarterly newsletter reflects our dedication to delivering clear, relevant, and useful information to stakeholders.

18. CONCLUSIONS

- 18.1. As a responsible and transparent regulator, we understand that meaningful engagement with our stakeholders is essential to not only improving our services, but also aligning our activities with the expectations of the wider communities we serve.
- 18.2. The principle aims of the EB Satisfaction Survey are to generate findings that can be used to help inform decisions, identify areas for improvement, and develop an Action Plan that will drive better future performance.
- 18.3. In terms of survey participation, the 2023 Survey received responses from 217 participants, a significant increase of 55% compared to the 140 respondents in the previous year. This boost in participation could potentially be attributed to communication reminders sent towards the end of the survey period, encouraging both active and less involved stakeholders to provide their feedback.
- 18.4. The survey results themselves highlight several positive trends, including increased stakeholder engagement, improved clarity in communications, and enhanced satisfaction with various Entrust processes (See Appendix A). However, there are some areas for further investigation and refinement, especially with regards to core measures, advice and guidance, and breach management.
- 18.5. Based on these findings, we are intending to conduct a more detailed review of the results and develop an Action Plan to address these issues. Furthermore, we also intend to review the survey methodology, along with updating our website and internal operations and technology systems in the coming year. We believe that these approaches will help to further improve the level of EB satisfaction going forward.

2023 ENVIRONMENTAL BODY (EB) SATISFACTION SURVEY: OVERVIEW

APPENDIX A

YEAR ON YEAR RAG ANALYSIS—Final Topline Results at 1 September. (Total Responses: 217)

The following table shows the year-on-year results across the rest of the survey, based on the percentage of those who scored four or above (i.e., 'agree' or 'agree strongly'). As the questionnaire routed respondents to only answer questions relevant to their experiences, sample sizes differ for each area and have been included in a column on the right-hand side. RAG rating has been included according to the scale shown below:

8 points or more lower	Between 4 and 7 points below	Same or within 3 point above or below	4 points above	N/A – Not Asked
-------------------------------	-------------------------------------	--	-----------------------	------------------------

	2018	2019	2020	2021	2022	2023	Yr on Yr difference Percentage points	2022 sample
Response rate	179	209	158	199	140	217	% Difference	217
Overall Entrust provides high quality services	85%	83%	79%	79%	66%	72%	+6%	167
I have a clear comprehension of the role that Entrust undertakes as regulator of the LCF	96%	94%	92%	92%	82%	75%	-7%	167
The staff at Entrust exhibit a high level of professionalism in their interactions with me and my EB.	91%	91%	78%	84%	80%	72%	-7%	167
Values	2018	2019		2021	2022	2023	% Difference	Sample
Entrust is transparent in all of its activities	74%	78%	76%	76%	63%	70%	+7%	164
Entrust acts with integrity in its dealings with stakeholders, the sector and Entrust staff	78%	82%	78%	78%	68%	72%	+4%	164
Entrust is consistent in its actions and approach	76%	78%	75%	76%	61%	72%	+11%	164
Entrust is supportive, promoting good practice, sharing information and providing focused training where needed	85%	81%	78%	77%	59%	67%	+8%	164
Entrust always pursues excellence in its work	67%	69%	70%	72%	54%	62%	+8%	164

2023 ENVIRONMENTAL BODY (EB) SATISFACTION SURVEY: OVERVIEW

Entrust delivers VfM to stakeholders	67%	69%	59%	58%	47%	54%	+7%	164
EOL	2018	2019	2020	2021	2022	2023	% Difference	Sample
EOL makes it easy for me to fulfil the above obligations.	86%	90%	88%	83%	71%	84%	+13%	160
Project Registrations Process	2018	2019	2020	2021	2022	2023	% Difference	Sample
The project approval process was simple and easy to understand.	79%	91%	69%	67%	64%	77%	+13%	47
Entrust provided the right level of assistance to help my EB submit the project application.	95%	96%	100%	78%	100%	87%	-13%	47
Entrust provide a high-quality project approval process.	74%	78%	100%	78%	73%	81%	+8%	47
Using Entrust online (EOL) to submit the project application was simple and straightforward.	88%	84%	92%	67%	70%	77%	+7%	47
Guidance Support	2018	2019	2020	2021	2022	2023	% Difference	Sample
I have confidence in seeking advice, guidance, and information from Entrust as I feel at ease approaching them.	97%	97%	90%	100%	92%	84%	-8%	73
I have found the advice, guidance or information provided by Entrust useful.	94%	97%	93%	94%	79%	85%	+6%	73
I have received a high level of support from Entrust staff when seeking advice, guidance or information.	94%	96%	92%	93%	80%	79%	-1%	73
Compliance Inspections	2018	2019	2020	2021	2022	2023	% Difference	Sample
The inspection report was clear and easy to understand.	86%	91%	92%	86%	84%	86%	+2%	49
I found the inspection process to be of a high quality.	86%	88%	87%	89%	69%	86%	+17%	49
Breach Management	2018	2019	2020	2021	2022	2023	% Difference	Sample
The reason for the Breach Management action was clearly explained.	100%	92%	88%	99%	38%	56%	+18%	9

2023 ENVIRONMENTAL BODY (EB) SATISFACTION SURVEY: OVERVIEW

Breach Management actions were reasonable and proportionate for the nature of the breach.	60%	85%	50%	57%	13%	56%	+43%	9
The Breach Management process improved my EB's understanding of our obligations under the Regulations.	80%	77%	38%	50%	25%	22%	-3%	9
Finance	2018	2019	2020	2021	2022	2023	% Difference	Sample
The process for paying the levy was simple and straightforward.	75%	88%	83%	72%	77%	81%	+4%	27
Communications	2018	2019	2020	2021	2022	2023	% Difference	Sample
In general Entrust external communications are of a high quality.	83%	83%	81%	82%	76%	71%	-5%	149
I think the Entrust e-bulletin is an effective way to communicate information about Entrust and the Landfill Communities Fund to my EB.	86%	92%	83%	86%	73%	88%	+15%	65
Website	2018	2019	2020	2021	2022	2023	% Difference	Sample
The website is clear and easy to understand	93%	99%	97%	96%	83%	81%	-2%	62
Helps and supports me to undertake my LCF activity in compliance with the Regulations	74%	70%	67%	91%	72%	82%	+10%	62
Makes it easy for me to find the information I need	76%	68%	69%	80%	63%	74%	+11%	62
Form 4 Communications	2018	2019	2020	2021	2022	2023	% Difference	Sample
The content of the Form 4 emails was clear and easy to understand.	88%	90%	93%	84%	78%	89%	+11%	135
The Form 4 emails helped our EB to meet the statutory deadline of 28 April and remain compliant with the Regulations.	87%	94%	86%	93%	78%	84%	+6%	135