

EB Stakeholder Satisfaction Survey – Action Plan 2016/2017

Action Point	Issues Identified & Action taken	Responsible Officer	Target Date	Completed
1	<p>Improving the core satisfaction scores: (Overall ENTRUST provides high quality services, I understand the role ENTRUST undertakes as regulator of the Landfill Communities Fund (LCF) and ENTRUST staff are very professional when dealing with my EB)</p> <p>Overall satisfaction recorded in the 2016 EB Satisfaction Survey was 81 per cent (2015: 83 per cent). Although we witnessed a small decline, the survey responses remain very positive with overall satisfaction still significantly higher than three years ago and more than eight out of ten of our stakeholders satisfied with our services.</p> <p>Our three core satisfaction measures remain in line with, or show a slight decrease on the 2015 results. Satisfaction scores for these measures remain high at 75 per cent (2015: 78 per cent) for 'Overall ENTRUST provides high quality services', 85 per cent (2015: 85 per cent) for 'I understand the role that ENTRUST undertakes as the regulator of the LCF', and 84 per cent (2015: 85 per cent) for 'ENTRUST staff are very professional when dealing with me and my EB'.</p> <p>Given a difficult period of regulating the LCF throughout the Government's reform of the LCF these results show the stability of ENTRUST's performance as the regulator of the fund.</p> <p>We propose to improve stakeholder satisfaction with our performance and service provision by committing to the following action plan. We will:</p>	Deputy Chief Executive, Communications Manager and Policy and Regulations Manager		
	<ul style="list-style-type: none"> Undertake a monthly survey for stakeholders who have contacted our Helpline via email to assess their satisfaction with our response rate and their opinion on the quality of our customer service. This will ensure we can undertake any necessary corrective actions throughout the year to ensure stakeholder satisfaction; 		June 2016	Completed

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	<ul style="list-style-type: none"> Review the customer service training undertaken by staff in 2015 and run an updated session for both new and existing staff to ensure that we continue to offer excellent quality customer service to our stakeholders; and 		31 December 2016	On target
	<ul style="list-style-type: none"> Continue to highlight and explain the role of ENTRUST, as the regulator of the LCF through our eNewsletters and via our website. Furthermore, we will continue to offer our Basic Training sessions to EBs either new to the fund or in need of a refresher. 		Ongoing throughout 2016/2017	On target
2	<p>Registrations – enrolments</p> <p>Due to the reduction of the size of the fund following the Government's reform of the LCF and the closure of the LCF in Scotland, we have seen a smaller number of EB enrolments. This therefore has led to a smaller sample size of those responding to the enrolment questions.</p> <p>This response has declined both year on year and since the reporting period of 2013 to just 58 per cent agreeing with the statement (2015: 84 per cent, 2014: 79 per cent, 2013: 63 per cent).</p> <p>Analysis of those who were dissatisfied with the enrolment process (two respondents representing 17 per cent) has identified issues between funding EB's processes and procedures not best supporting the prospective EB.</p> <p>To improve satisfaction with enrolment we will:</p>	Policy and Regulations Manager and Communications Manager		
	<ul style="list-style-type: none"> Where issues are identified with funding EBs we will follow up with the funder and offer an educational visit to the recipient EB; 		1 October 2016	Completed
	<ul style="list-style-type: none"> Understand the difficulties experienced when EBs enrol by undertaking a post-enrolment survey to new EBs within one month of enrolment. This will also enable the Helpline to provide any follow up and offer bespoke support to new EBs; 		1 December 2016	On target
	<ul style="list-style-type: none"> Complete the ENTRUST Online (EOL) updates to Form 1 (enrolling as an EB) to best support enrolment through EOL; 		31 December 2016	On target
	<ul style="list-style-type: none"> Review the case for a new training resource to support EBs enrolling into the 		1 October 2016	Completed

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	LCF and to investigate all options (eg SurveyMonkey, bespoke training online module providers, telephone support from ENTRUST helpline); and			
	<ul style="list-style-type: none"> Consider creating a 'check before enrolment' service (similar to the Post Office checks for passport applications). 		1 December 2016	On target
3	<p>Registrations –projects</p> <p>Stakeholder satisfaction scores for project approval were in line with those recorded in 2015, with the exception of 'ENTRUST provided the right level of assistance to help my EB submit the project application' which was down 4 percentage points from 84 per cent in 2015 to 80 per cent in 2016. Additionally there was open ended feedback expressing the opinion that EBs occasionally felt that they had received inconsistent advice.</p> <p>It should be noted that this open ended feedback also included significant praise for ENTRUST staff. Further detail regarding open ended feedback is available in the 'Environmental Body satisfaction survey 2016 results overview' report.</p> <p>To improve consistency across project registration we will:</p>	Policy and Regulations Manager		
	<ul style="list-style-type: none"> Review project guidance in the guidance manual and review the 'How to submit project application through EOL' guide; 		1 December 2016	On target
	<ul style="list-style-type: none"> Incorporate the organisation's standard responses to our frontline staff induction processes; and 		1 October 2016	Completed
	<ul style="list-style-type: none"> Complete the updates to Form 2 (project registration form) on EOL to best support the project approval process. 		31 December 2016	On target
4	<p>Regulations – advice and guidance</p> <p>EBs' response to our Regulations information, advice and guidance showed strong satisfaction, with 90 per cent agreeing that they 'feel comfortable approaching ENTRUST for advice, guidance and information' (2015: 95 per cent). There were also small declines for, 'I have found the advice, guidance or information provided by ENTRUST useful' (2016: 87 per cent vs 2015: 94 per cent) and 'I received a high level of support from ENTRUST staff when seeking advice, guidance or information' (2016: 93 per cent vs 2015: 87 per cent). Despite these small changes this remains a high level of stakeholder satisfaction with the changes to be expected due to the reform to the fund</p>	Policy and Regulations Manager and Communications Manager		

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	<p>during 2015/2016.</p> <p>We also asked respondents about the updated Guidance Manual. Almost two thirds (63 per cent) were aware of the updated manual. Of those who had read the updated manual 46 per cent felt it was better than the previous version and a further 52 per cent felt it was neither better nor worse.</p> <p>Following this analysis we will:</p>			
	<ul style="list-style-type: none"> Update the guidance relating to reporting of income derived for existing projects to align this with the updated Form 2 declaration for new projects; 		31 July 2016	Completed
	<ul style="list-style-type: none"> Undertake a six month review in September 2016 to collate stakeholder feedback on the updated Guidance Manual and to make any updates or clarification to guidance as required. We will keep the manual under continual review and update as necessary; and 		30 September 2016	Completed
	<ul style="list-style-type: none"> Undertake further communications work to ensure that all EBs are aware of the updated Guidance Manual. Furthermore, following the six month review of the updated manual we will email all EBs and publish a news item on the website to highlight any resulting updates to the content of the manual. 		15 October 2016	Completed
5	<p>Regulations – training</p> <p>The 2016 EB satisfaction survey questions were re-written following poor response rates in 2015 and a bespoke follow up training survey was undertaken in Autumn 2015. Following the update to the training questions in the 2016 Satisfaction Survey we had a stronger sample with 19 per cent claiming to have used or access a training resource in the preceding year. However, this is still significantly below the samples we saw in the bespoke training survey.</p> <p>Analysis of the responses from those who have used various training resources versus those who haven't and their estimation of their usefulness of that resource shows that training videos, 'How to' guides, and other ENTRUST training documents are attributed a higher level of usefulness by those who have used them, indicating that some communication work needs to be undertaken to promote their usefulness.</p> <p>EBs were asked which areas of the LCF they would like further information and advice regarding. There were high responses of more than 50 per cent for 'Finding funding, CTPs and unique benefit', and 'How to get my project</p>	Policy and Regulations Manager and Communications Manager		

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	<p>approved'. There were also strong responses for 'Form completion and EOL' (49 per cent), 'How to manage my project' (37 per cent), 'Record keeping and asset management' (37 per cent).</p> <p>To resolve these issues we will:</p>			
	<ul style="list-style-type: none"> Further update the 2017 EB Satisfaction Survey questions to make abundantly clear what is considered a training resource, with the intent of increasing the sample size for the training questions; 		May 2017	On target
	<ul style="list-style-type: none"> Review how to raise awareness of the training resources already available and undertake further promotion of these resources; 		1 December 2016	On target
	<ul style="list-style-type: none"> As the 2016 Guidance Manual incorporates new advice and guidance on many of the topics which EBs would like further information regarding it is felt that much of the information is available but perhaps EBs are unable to find it. To address this we will create an eNews item in late December 2016 to highlight the resources available under each of the topic areas and ask EBs to submit specific questions on topics, with the intention of publishing these as additional FAQs. 		1 December 2016	On target
6	<p>Compliance</p> <p>All of the core compliance questions show an increase since 2013. However, some EB satisfaction survey results relating to compliance show a decline between 2015 and 2016. Despite this satisfaction with the compliance inspection process remains strong with 85 per cent reporting that they were satisfied they received enough notice of the visit (not recorded in 2015) and 89 per cent agreeing that the inspection report was clear and easy to understand (2015: 97 per cent).</p> <p>There was an increase in the number who agreed that the inspection process has helped to facilitate an improvement in their EB's compliance with the Regulations from 71 per cent in 2015 to 74 per cent in 2016. Furthermore, the Compliance Inspection Feedback survey (circulated to all EBs who have an inspection visit) continues to show strong satisfaction with the compliance inspection process.</p>	Compliance Managers and Communications Manager		

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	<ul style="list-style-type: none"> We will undertake an exercise to interrogate the results of the EB Satisfaction Survey compared to the results of the Compliance Feedback survey during April – September 2016 and investigate areas where both surveys indicate low satisfaction and take action where necessary; 		30 November 2016	On target
	<ul style="list-style-type: none"> Update the 2017 EB satisfaction survey questions to ensure they match the Compliance Feedback survey, where appropriate, to ensure parity between the surveys; 		31 March 2017	On target
	<ul style="list-style-type: none"> Review the compliance recommendations to ensure they are clear, consistent and standardised across all reports; and 		31 January 2017	On target
	<ul style="list-style-type: none"> Review the Form 4 'How to' guide in response to feedback about specific issues some EBs have with completing the form to ensure these issues are addressed. 		31 December 2016	On target
7	<p>Enforcement</p> <p>More than nine out ten respondents (91 per cent) were aware that ENTRUST has an enforcement framework for dealing with breaches to the Regulations. There was a higher sample of respondents for the enforcement questions in 2016 than the previous year (12 per cent of the sample, compared to 1.5 per cent in 2015), which leads to more robust results.</p> <p>86 per cent felt that the reason for their enforcement action was clearly explained (2015: 67 per cent), and 64 per cent felt that the enforcement action was reasonable and proportionate for the nature of the breach (2015: 33 per cent).</p> <p>To ensure satisfaction with our enforcement work, we will:</p>	Enforcement Manager and Communications Manager		
	<ul style="list-style-type: none"> Review the Form 3 and Form 7 strategy to identify any trends within the submission of late forms and the EB response to advice and guidance letters on the impact on further non-compliance. We will identify any actions to be undertaken to address any issues arising from this review; and 		31 December 2016	On target
	<ul style="list-style-type: none"> In light of feedback from other sources across the year we will further review the tone and language of our advice and guidance letters, which were updated in 2015. 		31 October 2016	Completed

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8	<p>Improving ENTRUST Online (EOL)</p> <p>80 per cent of survey respondents agreed that EOL makes administration of the LCF easy for their EB (2015: 78 per cent). There was also an increase in the percentage of those who agreed that 'using EOL to submit their project application was simple and straightforward' (2016: 87 per cent vs 2015: 83 per cent).</p> <p>However there was a significant drop, both year on year and since 2013 for those who felt that 'using EOL to submit their enrolment application was simple and straightforward' with just 43 per cent in agreement (2015: 76 per cent and 2013: 70 per cent).</p> <p>To address this issue we will:</p>	Deputy Chief Executive		
	<ul style="list-style-type: none"> Run a focus group user session, including a group of those who have newly enrolled, to understand the user experience and how EOL can be improved to better support EBs completing their LCF administrative duties; 		31 January 2017	On target
	<ul style="list-style-type: none"> We will continue to undertake continuous improvement and development work with EOL to ensure customer feedback for projects and general administration remains positive and to ensure the EOL system is fit for purpose; 		Ongoing 2016/2017	On target
	<ul style="list-style-type: none"> We will provide links to the most relevant 'How to' guides on the home page of EOL to help support users in their activities; and 		30 November 2016	On target
	<ul style="list-style-type: none"> To ensure that changes to the system are more speedily developed and launched we will complete all outstanding changes and then implement a more structured, and manageable approach to system change. 		Ongoing 2016/2017	On target
9	<p>Communications – eNewsletters, Scotland and Form 4</p> <p>There has been a strong increase in the awareness of the quarterly eNewsletter from 66 per cent in 2015 to 89 per cent in 2016. However, there has also been a small decline in the percentage of those who say that the eNewsletter is 'an effective way to communicate information about ENTRUST and the LCF', down year on year from 91 per cent in 2015 to 86 per cent in 2016. This is likely to be because, previously, only EBs who chose to subscribe to the eNewsletter</p>	Communications Manager and Enforcement Manager		

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	<p>received it, whereas in 2015/2016 we began to send it to all EBs as part of our communications strategy.</p> <p>Amongst EBs who currently fund projects in Scotland, 100 per cent felt that they had received sufficient information from ENTRUST regarding the closure of the LCF in Scotland.</p> <p>Questions about Form 4 Communications were included for the first time in the 2016 satisfaction survey. This showed that 85 per cent of respondents felt that 'the content of the Form 4 emails was clear and easy to understand' and 80 per cent felt that the 'Form 4 emails helped their EB to meet the statutory deadline'. 87 per cent felt that the number of emails relating to the Form 4 were sufficient, whilst 13 per cent said there were 'Too many'.</p>			
	<ul style="list-style-type: none"> We will review the content of the eNewsletters and eShot emails to ensure that we continue to inform EBs of their statutory obligations whilst providing high quality, clear and consistent communications about the fund; 		30 September 2016	Completed
	<ul style="list-style-type: none"> Continue to communicate with EBs who in Scotland to ensure that the end of the closure transition period in March 2017 is smooth and without issue; 		Ongoing to 31 March 2017	On target
	<ul style="list-style-type: none"> Use the knowledge gained from the closure of the LCF in Scotland to create a communications plan that will best support the closure of the LCF in Wales; and 		30 September 2016	Completed
	<ul style="list-style-type: none"> Review the Form 4 Communications Strategy to consider creating a new segment of EBs, who we know to complete their Form 4 shortly before the deadline. This will enable us to reduce the number of communications sent to them relating to their statutory obligations. 		31 December 2016	On target
10	<p>Finance</p> <p>For the second year we included questions about an EB's experience of paying the levy. Satisfaction remained high with 80 per cent agreeing (2015: 79.5 per cent) that the 'process of paying the levy was simple and straightforward'. We will:</p>	Finance Manager		
	<ul style="list-style-type: none"> Undertake continuous improvement reviews to ensure the process remains 		Ongoing	On target

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	simple and straightforward;			
	<ul style="list-style-type: none"> Review and update the Form 3 submission of contribution notices to ensure it includes guidance regarding the section relating to the Landfill Operator requesting a Contributing Third Party (CTP) payment; and 		July 2016	Completed
	<ul style="list-style-type: none"> Ensure updates to EOL reflect the changes to Form 3 requirements. Update the paper Form 3 available on the ENTRUST website and issue guidance to EBs that previous versions of the Form 3 should be destroyed. 		July 2016	Completed