

EB Stakeholder Satisfaction Survey – Action Plan 2017/2018

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 2017 EB Satisfaction Survey was 86 per cent (2015: 81 per cent), representing an increase of five percentage points and more than eight out of ten of our stakeholders satisfied with our services.</p> <p>All three core satisfaction measures showed an increase on the 2016 results. Satisfaction scores for these measures remain high at:</p> <ul style="list-style-type: none"> • ‘Overall ENTRUST provides high quality services’: 84 per cent (2016: 75 per cent); • ‘I understand the role that ENTRUST undertakes as the regulator of the LCF’: 90 per cent (2016: 85 per cent); and • ‘ENTRUST staff are very professional when dealing with me and my EB’: 90 per cent (2016: 84 per cent). <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. In 2017/2018 we will:</p>			
	<ul style="list-style-type: none"> • Maintain satisfaction with our customer service performance by monthly monitoring of the Helpline Satisfaction Survey. 	Communications Manager	Monthly	Completed and ongoing
	<ul style="list-style-type: none"> • Feedback stakeholder satisfaction results with staff and undertake customer service training for all staff to ensure that we continue to offer excellent quality customer service to our stakeholders and make improvements where necessary; and 	Deputy Chief Executive and Communications Manager	31 July 2017; and 31 July 2018	Completed for 2017/2018

Action Point	Issues Identified & Action taken	Responsible Officer	Target Date	Completed
	<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. 	Communications Manager	31 March 2018	Completed and ongoing
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 (61 in 2016/2017 compared to 95 in 2015/2016 and 153 in 2014/2015). This therefore has led to a smaller sample size of those responding to the enrolment questions (2017 EB Satisfaction Survey sample: 9).</p> <p>EB satisfaction with enrolment has risen steeply year on year for all bar one measure. Whilst there was a drop of 5 percentage points for the statement ‘ENTRUST provided the right level of assistance to help my EB enrol’, this is within the confidence interval for the sample size. However, we consider it good practice to reflect on the potential decrease in satisfaction with this area and therefore to improve satisfaction with enrolment in 2017/2018 we will:</p>			
	<ul style="list-style-type: none"> Ensure that all new EBs enrolling with ENTRUST are aware of the EB Enrolment module and highlight the availability of the Helpline phone and email service to support them as they enrol with ENTRUST. 	Communications and Policy and Regulations Managers	Monthly	Completed and ongoing
3	<p>Registrations –projects</p> <p>Stakeholder satisfaction scores for project approval increased to 90 per cent satisfaction for ‘The project approval process was simple and easy to understand’ and 90 per cent for ‘ENTRUST provided the right level of satisfaction to help my EB submit the project application’. These are 10 percentage points and 7 percentage point respectively higher than 2016.</p> <p>Whilst there was a small drop since 2016 for those who felt that ‘using ENTRUST Online (EOL) to submit their project application was simple and straightforward’ with 83 per cent in agreement, the response was consistent with the 2015 results</p>			

Action Point	Issues Identified & Action taken	Responsible Officer	Target Date	Completed
	(2016: 87 per cent and 2015: 83 per cent). However, to improve the use of EOL for project registration in 2017/2018 we will:			
	<ul style="list-style-type: none"> Complete the updates to Form 2 (project registration form) on EOL to best support the project approval process. 	Information Officer	31 December 2017	Ongoing
	<ul style="list-style-type: none"> Promote the 'How to use EOL to register a project' guide by including links on the EOL project application pages and by regular updates in eNewsletters 	Communications Manager	31 July 2017	Completed on ongoing
4	<p>Regulations – advice and guidance</p> <p>EBs response to our Regulations information, advice and guidance showed a very strong satisfaction, with 97 per cent agreeing that they: 'feel comfortable approaching ENTRUST for advice, guidance and information' (2016: 90 per cent); 95 per cent saying 'I have found the advice, guidance or information provided by ENTRUST useful' (2016: 87 per cent) and 93 per cent saying 'I received a high level of support from ENTRUST staff when seeking advice, guidance or information' (2016: 87 per cent).</p> <p>There were a small number of comments in the open ended feedback relating to confusion about forms being either referred to as a number or sometimes a name.</p> <p>Whilst we are content with the strong satisfaction scores for our Helpline, to ensure that these remain high across 2017/2018 we will:</p>			
	<ul style="list-style-type: none"> Continue to monitor the monthly Helpline satisfaction survey and address any issues if they arise; 	Policy and Regulations Manager	Monthly	Completed and ongoing
	<ul style="list-style-type: none"> Following the planned update to our telephone routing system we will closely monitor the changes and stakeholder feedback regarding those changes to ensure continued customer satisfaction; and 	Communications Manager	30 November 2017	Completed and ongoing
	<ul style="list-style-type: none"> Review form names and numbers across the Guidance Manual and all communications with EBs to ensure a consistent approach across the organisation. 	Policy and Regulations and Communications Managers	30 November 2017	Completed

Action Point	Issues Identified & Action taken	Responsible Officer	Target Date	Completed
5	<p>Regulations – training</p> <p>The 2017 EB Satisfaction Survey questions were further clarified to explain what we mean by ‘training resources’ to encourage a stronger response rate. Whilst the response rate was 20 per cent, we consider that since ‘training resources’ include the ENTRUST website this response rate should be higher.</p> <p>To resolve this issue in 2017/2018 we will:</p>			
	<ul style="list-style-type: none"> Further update the 2018 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. Furthermore we will review the position of the training questions and consider moving them to earlier in the survey as it is considered that perhaps respondents are suffering from survey fatigue; and 	Communications Manager	31 March 2018	Ongoing
	<ul style="list-style-type: none"> We will review the feedback from EBs about which aspects of the LCF they would like further information and advice regarding and feed this in to the 2018/2019 Training Strategy. 	Policy and Regulations Manager	1 December 2017	Ongoing
6	<p>Compliance</p> <p>In 2017 we reduced the questions included in the EB Satisfaction Survey that relate to ENTRUST’s Compliance Inspections as it was felt that the questions are duplicated in the Compliance Inspection feedback survey and that responses to the latter are likely to be more accurate since they are completed within a few weeks of the actual inspection.</p> <p>89 per cent of those respondents who had a compliance inspection in 2017 said that ‘The inspection report was clear and easy to understand’. This was the same year on year. However, there was a decline of 8 percentage points of those who agreed that they ‘found the inspection process to be of a high quality.’ (2017: 76 per cent vs 2016: 84 per cent).</p> <p>To address this in 2017/2018 we will:</p>			
	<ul style="list-style-type: none"> We will continue to monitor the Compliance satisfaction survey to ensure that the satisfaction responses are above our internal target. As part of the review process the Deputy Chief Executive (DCEO) will ensure that appropriate action is taken to 	Deputy Chief Executive and Compliance	Monthly	Completed and ongoing

Action Point	Issues Identified & Action taken	Responsible Officer	Target Date	Completed
	address any negative feedback and during the year will attend a number of compliance inspections to help assess the quality of the review process.	Manager		
	<ul style="list-style-type: none"> We will ensure inspectors include a telephone conversation as part of a Desktop Review to support EBs to provide the requested information to enable the review to be completed efficiently and effectively and we will consider how we monitor and record stakeholder satisfaction with Desktop Reviews through the introduction of an appropriate survey mechanism. 	Compliance Manager	30 September 2017	Completed
7	<p>Enforcement</p> <p>Since the update to the Enforcement questions in 2016 we have achieved the objective of increasing the sample size, up from 1.5 per cent in 2015 to 12 per cent in both 2016 and 2017.</p> <p>Almost nine out of ten (89 per cent) felt that ‘the reason for their enforcement action was clearly explained’ (2016: 86 per cent), and 84 per cent said that the ‘the enforcement process improved my EB’s understanding of our obligations under the Regulations’.</p> <p>Whilst there were no recommendations for improvements in the stakeholder satisfaction survey we have identified the following actions to ensure satisfaction with our enforcement work, in 2017/2018 we will:</p>			
	<ul style="list-style-type: none"> Update the published Enforcement Framework to clarify our case investigation processes as part of the Framework; 	Policy and Regulations Manager	30 September 2017	Completed
	<ul style="list-style-type: none"> We will review the tone and language of our enforcement letters to ensure that stakeholders are clear of what is being requested and the deadline to provide the information by. 	Policy and Regulations Manager and Communications Manager	30 September 2017	Completed

Action Point	Issues Identified & Action taken	Responsible Officer	Target Date	Completed
8	<p>Improving ENTRUST Online (EOL)</p> <p>82 per cent of survey respondents agreed that EOL makes administration of the LCF easy for their EB (2016: 80 per cent). There was also an increase in the percentage of those who agreed that 'using EOL to submit their enrolment application was simple and straightforward' (2017: 83 per cent vs 2016: 43 per cent). Whilst there was a small drop, since 2016 for those who felt that 'using EOL to submit their project application was simple and straightforward' with 83 per cent in agreement, the response was consistent with the 2015 results (2016: 87 per cent and 2015: 83 per cent).</p> <p>However, we recognise that there was open ended feedback in the survey in relation to the performance of EOL and we are further aware of anecdotal feedback from EBs reflecting a small number of dissatisfied comments, throughout the year. Therefore to improve the performance of EOL in 2017/2018 we will:</p>			
	<ul style="list-style-type: none"> Undertake a fundamental review of EOL, including consultation with stakeholders, to identify areas where it needs to be refined. Following the review, we will implement an action plan to address these areas and improve the efficiency and effectiveness of EOL; 	Deputy Chief Executive	28 February 2018	Ongoing
	<ul style="list-style-type: none"> As we progress through the implementation of our move to have 100 per cent e-delivery of forms, we will continue to provide support to those EBs who are unable to use electronic forms; 	Policy and Regulations Manager	31 March 2018	Completed and ongoing
	<ul style="list-style-type: none"> Following feedback from EBs we will include information in our 'How to' Guides about how to print an electronic form, so that those EBs who need to keep paper records for their own purposes are able to do so; and 	Policy and Regulations Manager	30 November 2017	Ongoing
	<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. 	Information Officer	31 December 2017	Ongoing

Action Point	Issues Identified & Action taken	Responsible Officer	Target Date	Completed
9	<p>Communications – eNewsletters, Scotland and Form 4</p> <p>75 per cent of EBs agree that ‘In general ENTRUST external communications are of a high quality.’ However, a small number of comments in the open ended feedback indicate confusion over what stakeholders consider communications versus the intent of the question.</p> <p>For the second year we included questions about the Form 4 Communications. This showed 90 per cent of respondents felt that ‘the content of the Form 4 emails was clear and easy to understand’ (2016: 85 per cent). 92 per cent felt that the number of emails relating to the Form 4 were sufficient, whilst 8 per cent said there were ‘Too many’ (2016: 87 per cent ‘sufficient’; 13 per cent ‘too many’).</p> <p>Furthermore there has been a reduction year on year on the number of open ended comments criticising the need to complete a Form 4, or noting their confusion regarding the Form 4.</p> <p>In 2017/2018 we will:</p>			
	<ul style="list-style-type: none"> We will add a six month review of 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 LCF; 	Communications Manager	31 October 2017	Completed
	<ul style="list-style-type: none"> We will review the targeting of our communications as currently 22 per cent have no opinion as to whether they are of ‘high quality’ suggesting a lack of engagement with the communications. 	Communications Manager	31 December 2017	Ongoing
	<ul style="list-style-type: none"> We will review the communications questions in the 2018 EB Satisfaction Survey to ensure we are clear in our meaning to stakeholders, and to ensure we are gathering the right information about our communications. 	Communications Manager	31 March 2018	Ongoing
	<ul style="list-style-type: none"> We will commence an annual communication with all Landfill Operators participating in the scheme and advise any individual LOs of any significant concerns about whether their contributions are being spent compliantly 	Communications Manager	31 July 2017	Completed

Action Point	Issues Identified & Action taken	Responsible Officer	Target Date	Completed
10	<p>Finance</p> <p>83 per cent said that the 'process for paying the levy was simple and straightforward' (2016: 80 per cent). On analysis the sample for this question (all those who have paid a levy fee in 2016/2017) seems high at 40 respondents. In 2017/2018 we will:</p>			
	<ul style="list-style-type: none"> Review the finance levy question in the 2018 EB satisfaction survey to clarify the meaning and ensure we are targeting the correct sample 	Finance and Communications Managers	31 March 2018	Ongoing