

Action Point	Issued Identified & Action taken	Responsible Officer	Target Date	Completed
1	<p><b>Improving the core satisfaction scores:</b>  <b>(overall ENTRUST provides high quality services, I understand the role ENTRUST undertakes as regulator of the Landfill Communities Fund and ENTRUST staff are very professional when dealing with my EB)</b></p> <p>Although we witnessed an increase in the number of people who agree they are satisfied with our services, there has been a still larger increase in the number of people who express a neutral opinion (by answering ‘neither agree nor disagree’). This has meant that the three core satisfaction measures have decreased by around 10 percentage points each. Satisfaction scores for these measures are still high at 78% (2014: 87%), 85% (2014: 96%) and 85% (2014: 96%) respectively.</p> <p>Almost 44% of the 2015 satisfaction survey respondents only contact us once a year – this is likely to be for the Annual Return. This possibly explains a high neutral response rate. Those who express dissatisfaction have remained relatively constant at 2.5% compared to 2.2% in 2014.</p> <p>We propose to shift satisfaction from a neutral/negative response, in particular amongst those who only have infrequent contact with us:</p>	Communications Manager and Enforcement Manager		
	<ul style="list-style-type: none"> <li>We will review our communications to improve the information that EBs with infrequent contact receive about ENTRUST and the LCF;</li> </ul>		30 November 2015	
	<ul style="list-style-type: none"> <li>We will review our Form 4 communications to ensure that EBs with infrequent contact are receiving the information and service they require; and</li> </ul>		15 January 2016	
	<ul style="list-style-type: none"> <li>We have received legal advice that would allow us to suspend the need for EBs to complete a ‘nil return’. We are currently considering the implications and this will form part of the Form 4 Evaluation Paper presented to the ENTRUST Board in September.</li> </ul>		30 September 2015	Completed

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2	<p><b>Registrations – enrolment and projects</b></p> <p>Agreement that the enrolment process is simple and easy to understand rose again in 2015, with 82% (2014: 79%) agreeing. Furthermore, 96% (2014: 86%) agreed that ENTRUST provided the right level of assistance to help organisation's enrol as EBs – up 10 percentage points year on year. Whilst more than three-quarters (76%) agree that using ENTRUST Online (EOL) to submit the enrolment application was simple and straightforward, year on year this is a decline of 5 points (2014: 81%).</p> <p>More than eight out of ten EBs (84%) who submitted projects in the last year agree that the project approval process is simple and easy to understand, this represents a small decline of 5 points from 89% compared to 2014.</p> <p>To improve the EB enrolment process and project registration process for EB users we will:</p>	Policy and Regulations Manager and Communications Manager		
	<ul style="list-style-type: none"> <li>Undertake a review of the EB Enrolment Form (Form 1) with the aim of simplifying the enrolment process for organisations seeking to become EBs;</li> </ul>		30 September 2015	Completed
	<ul style="list-style-type: none"> <li>Implement changes to EOL as a result of the Form 1 review;</li> </ul>		1 April 2016	
	<ul style="list-style-type: none"> <li>Create a 'How to' guide to assist in the completion of Form 1 through EOL ensuring all screenshots included in the guide reflect the view that organisations see on screen;</li> </ul>		30 September 2015	Completed
	<ul style="list-style-type: none"> <li>Review the experience of clicking through Form 1 on EOL with the aim of making online enrolment more accessible;</li> </ul>		30 September 2015	Completed
	<ul style="list-style-type: none"> <li>Review the website navigation and materials on the website relating to enrolment and project registration (as part of the website review);</li> </ul>		31 December 2015	
	<ul style="list-style-type: none"> <li>Undertake a review of the Project Registration Form (Form 2) with the aim of simplifying the project registration process for EBs; and</li> </ul>		31 January 2016	

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	<ul style="list-style-type: none"> <li>Review the 'How to' guide which is available to assist in the completion of Form 2 through EOL, ensuring all screenshots included in the guide reflect the view that EBs and Accredited EBs see on screen.</li> </ul>		30 September 2015	Completed
3	<p><b>Regulations – advice and training</b></p> <p>Those who sought advice, guidance or information from ENTRUST in the last year expressed very strong responses, with 95% (2014: 91%) comfortable approaching us for advice, guidance and information, 94% (2014: 94%) found the advice useful and 93% (2014: 89%) felt they received a high level of support.</p> <p>There was a very small response to the questions regarding training and training resources – just 4% (8 respondents) agreed they had used or accessed ENTRUST training resources. This low sample size has not allowed us to fully investigate what EBs think about our training and training resources.</p> <p>To improve upon our advice and training for EBs we will:</p>	Policy and Regulations Manager and Communications Manager		
	<ul style="list-style-type: none"> <li>Build upon the consistency in our responses to the helpline inbox and telephone queries by developing standard responses for the more common queries;</li> </ul>		30 September 2015	Completed
	<ul style="list-style-type: none"> <li>Develop and undertake a training survey to better understand the types of training resources sought by EBs, and develop further resources in accordance with the results of that survey and operational needs;</li> </ul>		1 April 2016	
	<ul style="list-style-type: none"> <li>Review how to raise awareness of the training resources which are currently available;</li> </ul>		1 April 2016	
	<ul style="list-style-type: none"> <li>Include a training and training resources section in the quarterly e-news bulletin; and</li> </ul>		31 October 2015	Completed
	<ul style="list-style-type: none"> <li>Review the EB satisfaction survey for 2016 to ensure that the training resources questions receive a stronger response rate.</li> </ul>		May 2016	

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4	<p><b>Compliance</b></p> <p>All of the core compliance inspection questions achieved a rise in the percentage of respondents agreeing – with 97% saying that the inspection report was clear and easy to understand and 86% felt the inspection process was of a high quality. Despite these very strong scores, analysis of the questions and comments relating to desktop reviews (DTRs) revealed scope for improvement regarding how these reviews are carried out, with 43% of respondents saying their desktop review was conducted by email correspondence only:</p>	Compliance Managers		
	<ul style="list-style-type: none"> <li>Compliance Inspectors will be reminded that DTRs must be carried out via a teleconference with the EB and the overall findings to be communicated to the EB by the inspector prior to the draft report being issued.</li> </ul>		30 September 2015	Completed
5	<p><b>Enforcement</b></p> <p>Only three respondents, just 1.5% of the sample had been subject to enforcement action since 1 April 2014, compared to 25 respondents and 15% of the sample in the previous year. Analysis of this section has therefore concentrated on specific feedback comments. In particular one respondent felt that the tone of the advice and guidance letter was too formal for the occasion and recommended a softer approach for the initial contact. Additionally, they felt that seven calendar days to return a form was unreasonable and that seven working days was more appropriate and would assist EBs to remain compliant:</p>	Enforcement Manager and Communications Manager		
	<ul style="list-style-type: none"> <li>To review the Advice and Guidance Letters for tone to ensure that it is proportional and fair. The Advice and Guidance letter was reviewed and softened in 2014 but there may be scope to ensure that the tone is appropriate;</li> </ul>		30 September 2015	Completed
	<ul style="list-style-type: none"> <li>Where breaches in the Regulations occur (other than late submission of forms) the Enforcement Manager will endeavour to telephone the EB in addition to the current process of issuing an advice and guidance letter.</li> </ul>		30 September 2015	Completed – Updated procedure

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	<ul style="list-style-type: none"> <li>Lengthen the time that EBs have to submit Form 3s and 7s from seven calendar days to 7 working days. This has been included in our recommendation to HMRC as part of our reform work. Note: This will also have an impact on MI reports if approved. Subject to approval there will be associated actions to run alongside this to update the calculations in the reports.</li> </ul>		Dependent on HMRC decision	
	<ul style="list-style-type: none"> <li>Furthermore, we will improve the clarity of the enforcement questions in the EB Satisfaction Survey for 2016 to enable those subject to enforcement action across the previous year to provide more detail about their experiences.</li> </ul>		May 2016	
6	<p><b>Improving ENTRUST Online (EOL)</b></p> <p>More than three-quarters (76%) of EBs agreed that using EOL to submit the enrolment application was simple and straightforward. This represents a drop of 5 percentage points compared with 81% in 2014. However the proportion who agree that using EOL to submit project applications grew year on year to 83% (2014: 81%).</p> <p>Despite these strong overall scores there were a number of comments in the feedback section, and we are aware from other sources that EBs can experience difficulty and confusion when using EOL. To address these we feel we need to further understand the problems that EBs are experiencing in more detail. A number of actions are being undertaken across all areas of the company to improve the support and assistance we provide to users of EOL to enable them to better use EOL and these are set out within this action plan.</p> <p>However, as the current system is in its fifth year of operation and to ensure that we are clear on the needs of its users and issues they encounter in their use of EOL we will engage with users of EOL and those who choose not to use the system through:</p>	Head of Finance		
	<ul style="list-style-type: none"> <li>A user focus group consisting of major users of the system;</li> </ul>		31 January 2016	

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	<ul style="list-style-type: none"> <li>A user focus group with those totally unfamiliar with the LCF and EOL (to replicate new users) and identify issues to be rectified;</li> </ul>		31 January 2016	
	<ul style="list-style-type: none"> <li>Our different teams will review the guidance and advice we provide to EBs on how to use EOL to comply with their reporting requirements, ensuring 'How To' guides are written from the point of view of an EB user;</li> </ul>		As per department actions	
	<ul style="list-style-type: none"> <li>We will also ensure that the navigation between our website and EOL, particularly those looking to enrol as EBs is clear and explains thoroughly what is required of them before they start to use the system;</li> </ul>		31 December 2016	
	<ul style="list-style-type: none"> <li>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 so that three further packages of changes already planned can be delivered within the required timescales; and</li> </ul>		30 November 2015	
	<ul style="list-style-type: none"> <li>We will also consider whether we need to continue to work with our current provider of system developments, move to an alternative, or bring some or all of our development work in-house.</li> </ul>		30 September 2015	Completed
7	<p><b>Communications – improving access to information</b></p> <p>Just 66% of respondents were aware that ENTRUST distributes a quarterly newsletter by email. However, 94% of respondents (2014: 92%) agree that the amount of communication issued by ENTRUST is sufficient (up 2 points year on year) and 81% (2014: 75%) agree that the external communications are of a high quality (up 6 points). Despite these strong scores just 66% (2014: 62%) agree they find the quarterly e-newsletter useful when carrying out their role.</p> <p>A number of feedback comments from EBs indicated confusion and difficulty when navigating the website to find the information that they require:</p>	Communications Manager		
	<ul style="list-style-type: none"> <li>Review and update the email marketing strategy to increase awareness of the quarterly e-newsletter and to improve content to make it more useful to EBs when undertaking their role;</li> </ul>		31 January 2016	

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	<ul style="list-style-type: none"> <li>Conduct a website review to ensure that content is easily accessible and relevant. Update and refresh content where necessary; and</li> </ul>		31 December 2016	
	<ul style="list-style-type: none"> <li>Update the satisfaction survey in 2016 to include questions to assess the performance of the website as a means of communicating with EBs.</li> </ul>		May 2016	
8	<p><b>Finance</b></p> <p>Questions about EBs experience of the finance team were included for the first time in the 2015 survey as a result of the 2014 EB satisfaction survey action plan. Of those who had paid a levy, 79% agreed that the process was simple and straightforward. 22% of the sample had contacted the finance team across the year and of these, 91% agreed that the finance team dealt effectively with their questions/queries:</p>	Finance Manager		
	<ul style="list-style-type: none"> <li>Review and test all Finance documents/pages on EOL – Submission of contribution notices (Form 3) to make the process easier for EBs to understand and complete, pro-forma invoice layout and content;</li> </ul>		30 September 2015	Completed
	<ul style="list-style-type: none"> <li>Review the content of the 'How to' guide on submitting Form 3 through EOL to ensure it is clear and provides advice from the point of view of an EB using our website and any other sections where Finance is mentioned or not mentioned that may need to be updated;</li> </ul>		30 September 2015	Completed
	<ul style="list-style-type: none"> <li>Speak to Managers and/or teams – to obtain their views (from their experience with EBs) on where they think Finance process/requirements should be included (as mentioned above for Registrations department); and</li> </ul>		30 September 2015	Completed
	<ul style="list-style-type: none"> <li>Review and update the FAQ section of the website as it relates to Finance.</li> </ul>		30 September 2015	Completed