



# **Training Report**

## **2018/2019**

**ENTRUST**  
**April 2019**

## 1. Background

Since March 2014, we have run an annual training programme for Environmental Bodies (EBs) with a focus on delivering Value for Money (VfM) and achieving the following objectives:

- Offering induction and training which supports EBs in delivering projects through the Landfill Community Fund (LCF), providing ongoing coaching towards compliance;
- Promoting efficient and effective delivery of projects by providing access to knowledge and understanding of the Landfill Tax Regulations 1996 (Regulations) through a range of guidance and supporting materials;
- Providing improvement opportunities to EBs through networking and sharing best practice information on compliance and risk; and
- Increasing access points to, and take-up of, our training offerings whilst maintaining cost effective delivery solutions, which meet the differing needs of a wide range of individuals across our target groups.

Our training programme approach remains to achieve a consistent low cost per delegate and cost per access whilst extending reach, maintaining high levels of positive feedback and resulting in a positive impact on compliance levels.

## 2. 2018/2019 Training Programme

### Events

The open day for 2018/2019 was cancelled due to insufficient interest, however we delivered the following basic training events, with an average feedback score of 4.6 out of 5, exceeding the target of 4.5:

Type of event	No of events	No. of delegates	Avg. feedback	Total Avg. feedback	Target
Basic training*	4	35	4.6	4.6/5	4.5/5

\* Including feedback scores for a basic training event hosted externally by an EB

In September 2018, we amended our basic training event presentation to include a section on the use of ENTRUST Online (EOL). This section takes the form of an interactive workshop and was added to support our move to 100% e-delivery of services (and consequent removal of paper forms) and it covers the completion and submission of each form as well as other common reporting misunderstandings. Additionally, we updated the presentation regarding the closure of the UK LCF in Wales. As per the 2018/2019 implementation plan the number of training events scheduled to be held this year was reduced to three (where previously four have been scheduled), these were delivered at our offices in Leamington Spa. Further to this we had a request for an external training event, this is discussed further below. The average feedback score for basic training events in 2018/2019 is 4.6 which exceeded the target.

Since 2017/2018 we have retained high satisfaction levels with 100% of attendees stating that they would recommend the event to a colleague.

We held one external training event in May 2018 which was hosted by an EB who had requested that we provide training to staff at their offices. The EB had 10 individuals attend the event which met our requirements for interest in order to proceed with an external event.

Positive feedback was received for the event with an overall score of 5/5 and 100% of attendees responding that they would recommend the event to a colleague.

Our 2018 Open Day (which was due to be held on 29 June 2018) was cancelled due to insufficient interest, the one EB who had planned to come to the day was instead offered a one to one meeting which took place at ENTRUST. As agreed at the ENTRUST June 2018 Board meeting, we will no longer hold a scheduled Open Day due to the lack of interest in a formal event. We instead have an open-door policy with EBs able to request to visit ENTRUST as and when required. This policy is set out on the Training Events page of our website.

One Update and Exchange event was scheduled in 2018/2019, this was to allow for further discussion between ENTRUST and stakeholders on the provision of information as part of a consultation being undertaken by ENTRUST. Due to insufficient levels of interest the event was cancelled and those parties who had been interested were offered a one to one telecom instead, their comments and suggestions were incorporated into the [final consultation report](#).

In line with the training strategy for 2018/2019, we ensured that the training costs remained low by avoiding the use of external venues wherever possible. The one external event held in 2018/2019 was hosted by an EB. Our total expenditure for events against our training budget in 2018/2019 (set at £500) was £333.12, of which £136.40 can be attributed to travel costs for the external event, and the rest (£196.72) to the provision of lunch and refreshments at the three events held in Leamington Spa.

In 2018/2019 we ran 4 training events, 1 fewer than 2017/2018, when our open day went ahead and we held a Wales closure event (NB one Basic Training day was cancelled in 2017/2018 due to lack of bookings). The total number of delegates for our three basic training events and one external event was 35, compared to 30 for the five events in 2017/2018. On average, the number of delegates attending an individual training event was 9, higher than 2017/2018 and 2016/2017 when the average was 6. Our cost per delegate decreased from £15.80 in 2017/2018 to £9.52 in 2018/2019 due to the one external event being hosted by an EB (costs for the external event held in Wales in 2017/2018 were higher due to the need to pay for room hire and food). We do not charge EBs for attending training.

## Training Materials

We updated our training materials throughout 2018/2019 to reflect changes in EOL and based on feedback from stakeholders and the 2018/2019 plan. We updated our guidance manual where necessary and created three new resources:

- A guide covering how to access information using EOL;
- A training resource on the eligibility of Contributing Third Party (CTP) payments; and
- A guide on how to request voluntary revocation through EOL (a new part of the EOL system).

We also updated the Devolution section of our Guidance Manual to reflect the cessation of the Fund in Wales on 31 March 2018 and commencement of the transitional period from 1 April 2018. The guidance details the obligations of EBs through the closure period and provides additional information on the closure of the scheme in Wales. The guidance was further updated in October 2018 to provide clarification and improved guidance on the use of the project allocation function and again in November 2018 to include new guidance that an

EB's total unspent funds at year end should be no more than 1.5 times an EB's LCF income (including contributions and transfers) in that year.

We published a training resource covering how to access information using EOL in September 2018. The aim of the resource is to support EBs to use EOL to report information regarding their LCF related activities by accessing information on their LCF related activities and check information previously entered into EOL.

Our training resource on the eligibility of CTP payments was published in July 2018. The resource consists of a set of examples to demonstrate whether a potential CTP is eligible under different scenarios. In developing the examples, we used our past experience of CTP related queries to identify common situations where confusion may arise as to whether a payment is eligible. EBs are advised to contact ENTRUST if they have any questions regarding CTPs.

In accordance with our 2017/2020 Corporate Plan and the move to 100% e-delivery of our services, the paper version of the Form 2 (application to register a project) was removed from 1 April 2018. We updated our guide for the Form 2 and guidance manual to reflect this change.

Again, in accordance with the move to 100% e-delivery of services, we amended EOL such that EBs are able to use it to request voluntary revocation from the LCF. Previously only a paper form was available for download from the ENTRUST website. To support EBs in using this new tool we created a guidance document setting out the steps required to request voluntary revocation via EOL.

In April 2018, the Environment Agency (EA) closed its online interactive mapping service which displayed the location of landfill sites in England. We therefore now use data published by the EA to advise EBs of their nearest landfill site. We have also amended our training guide for locating a landfill site.

Our website now contains a significant number of downloadable training resources that we have developed over the past few years. These documents are focused on providing advice on how to use EOL for certain functions ('How To' guides) or further help or information to aid EBs in understanding their obligations (e.g. 'Reporting and Record Keeping responsibilities'). These guides consistently receive positive feedback via surveys. In November we updated the training resources section of our website and created a new page to better display the resources available.

The EB enrolment online training module was created to support organisations newly enrolled with the UK LCF and those considering enrolment. The module covers the basic knowledge required to participate within the LCF, the regulatory requirements surrounding LCF funding and the obligations and responsibilities of an enrolled EB. Since its launch in April 2017, 78 individuals have made use of the module, including 19 in the 2018/2019 year. The module is hosted via a third-party website tool (SurveyMonkey) for which we pay an annual subscription fee, we also use this tool for the EB satisfaction survey and carrying out consultations. It was originally intended that the enrolment module be compulsory however this was deemed inappropriate as it would potentially create a barrier to entry to the scheme. We promote the module via various means including our website and our enrolment correspondence.

Our four training videos, introduced in 2014/2015 and updated in 2015/2016 continue to provide a popular and useful introduction to the LCF and ENTRUST's role and an overview of the most utilised objects and the requirements placed on EBs. From February 2018 to February 2019 viewing numbers increased as follows:

Title	Total Views as at Feb 2019	Total Views as at Feb 2018	In year increase
An introduction to ENTRUST	1,409	1,224	+185
LCF – Object D projects	871	706	+165
LCF – Object DA projects	319	249	+70
LCF – Object E projects	576	465	+111
<b>Total</b>	<b>3,175</b>	<b>2,644</b>	<b>+531</b>

### Other Training Information

We continued to coach EBs to compliance by offering advice and guidance through face to face meetings, inspections, telephone calls and emails. Though none were requested in 2018/2019 we are able to offer educational visits to EBs. These visits address specific areas of concern for new members of staff at EBs, help them to prepare for voluntary revocation from the scheme and provide organisations with one on one support.

### Communications

We also promoted our events and resources through our email signatures and website pages, in particular through the home page promotion boxes and through the standing item within our quarterly e-Newsletters. This standing item is used to promote upcoming events and new resources and aims to ensure that our stakeholders receive a regular update on what training resources and materials are available to help support their EB. Additionally to our website news items and e-newsletters, we also used Twitter to promote our training resources and the training videos. By sharing the videos and resources on Twitter, we hope to maximise stakeholder exposure, with our followers sharing the videos and materials amongst each other.

### 3. Review of 2018/2019 strategy and programme

We fully implemented the 2018/2019 Plan and we also kept our approach under review throughout the year in response to booking rates and feedback.

Against the measures we proposed last year to assess the cost efficiency and effectiveness of our training approach, we can report the following for 2018/2019:

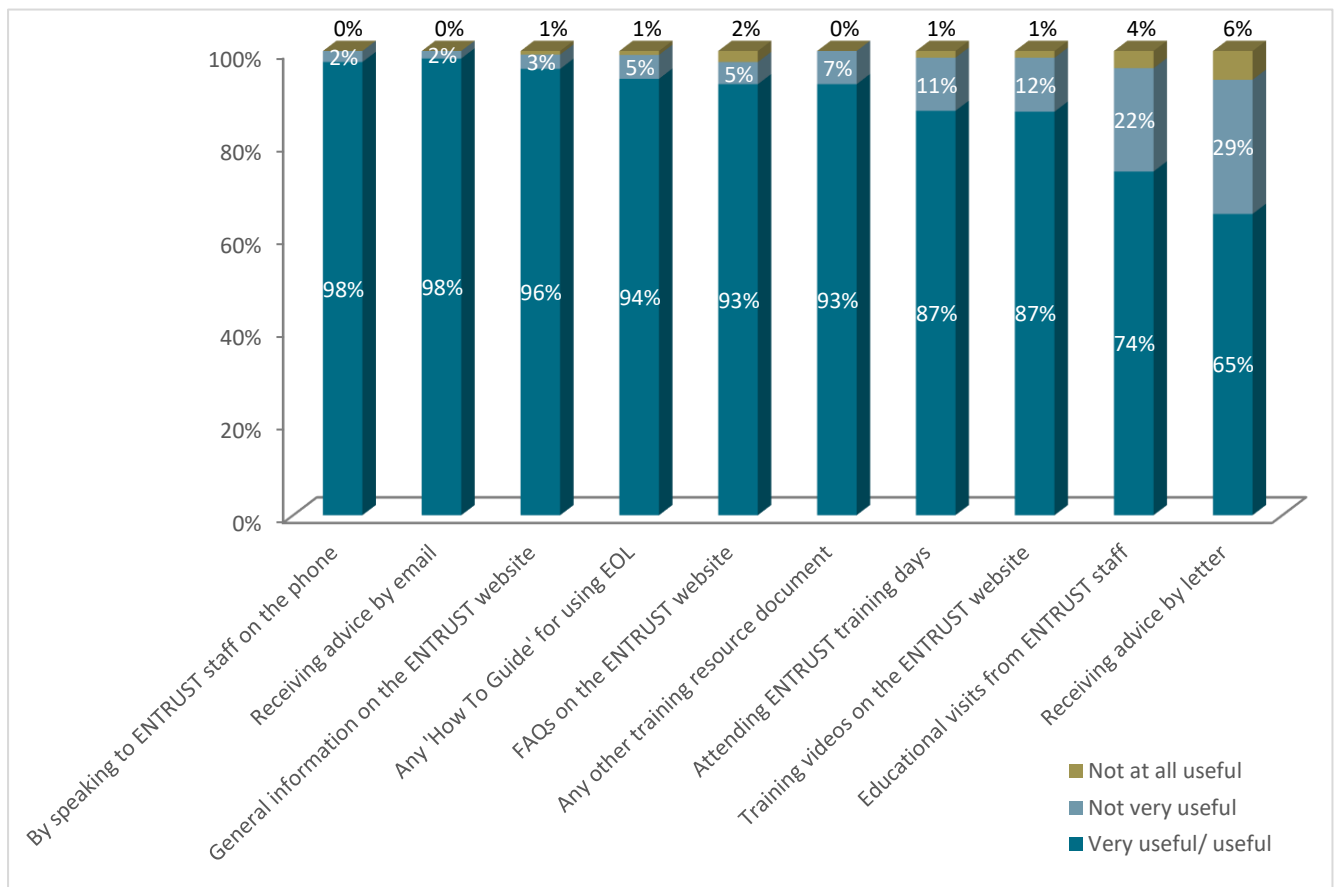
Measure	2018/2019 Target	2018/2019 Actual
Cost per delegate attending a training event	£15	£9.52
Feedback scores	4.5	4.6
Take up/reach	750	581
EB Satisfaction Survey:		

Awareness/accessing training information on the ENTRUST website	90%	100%
Is the information on the ENTRUST website useful	90%	96%
Training event feedback form: Recommend event to a colleague	95%	100%

We received high levels of positive feedback and exceeded our training event feedback target with an average rating of 4.6 against a target of 4.5. We also achieved our targets for the percentage of attendees who would recommend the event to a colleague and for the take up/reach of video views. Furthermore, 100 per cent of respondents in the EB Satisfaction Survey said they had used the information on our website and 96 per cent found the information useful. The increase in take up of the training events, enrolment module and online training videos decreased to 581, down from 767 last year. We believe that this is due to there being fewer entrants to the scheme due to the reduction in its size

#### 4. EB Satisfaction Survey Training Results 2018

EBs who had accessed a training resource in the last 12 months were requested to give an opinion of each of the resources irrespective of whether they had, or had not used them. For example, if they had attended a training day and they thought it was useful, they would select useful. If they had NOT attended a training day but they believed it would be a useful thing to do, they would also select useful. The responses shown below have removed all respondents who answered that the resource was 'not relevant to their EB':



## 5. 2019/2020 Implementation Plan

The proposed plan for 2019/2020 is to continue to focus on the approach and aims we developed during 2018/2019. We plan to run the following activities:

- Three basic training days; and
- Update and Exchange events as necessary throughout 2019/2020.

The proposed implementation plan for the 2019/2020 training programme is attached at Appendix A.

We have set the following targets for 2019/2020 in relation to the baselines achieved in the current year:

Measure	Target for 2019/2020
Cost per delegate attending a training event	£15
Training event feedback scores	4.5
Take up/reach of videos and events	500
EB Satisfaction Survey:	
Awareness/accessing training information on the ENTRUST website	95%
Is the information on the ENTRUST website useful	95%
Training event feedback form:	
Recommend event to a colleague	95%

The overarching objective of our training programme for 2019/2020 is to coach EBs to compliance and to:

- Raise awareness of our training events and the accessibility of training resources available to EBs;
- Target the development of ENTRUST's training resources to address areas of highest concern for EBs;
- Ensure that EBs are fully informed with the latest guidance and advice for the closure of the LCF in Wales; and,
- Ensure best VfM in implementing the training programme and maintaining the current level of training resources in light of the reducing value of the LCF.

Following feedback received through our consultation on the provision of information about the LCF and ENTRUST we will add a new page to our website, which provides individuals and organisations new to the LCF with an overview of the scheme and how they can access funding.

We will also continue to coach EBs to compliance by offering advice and guidance through face to face meetings, inspections, telecoms and emails.

Our annual EB Satisfaction Survey will be circulated in May 2019. We will analyse the results of this, along with feedback about our guidance manual and training resources. We will also gather feedback from our monthly Helpline survey. The knowledge gained will be used to develop suitable new materials and improve the current training resources as necessary.

We will continue to use the website and our email communications throughout the year to promote our training events and materials. We will also use Twitter to further promote our training events and materials and through the LCF Information and Networking Forum we will encourage our colleagues in the sector to share details with their followers to extend the reach of our materials.

For 2019/2020 the training budget has been set at £500. We will maintain our strategy of not hiring external venues for training, and we do not anticipate any additional costs for the development of further training materials.



**IMPLEMENTATION PLAN 2019/2020**

**APPENDIX A**

	<b>Planning</b>	<b>Basic Training</b>	<b>Other events</b>	<b>New materials</b>	<b>Communication</b>
<b>April 2019</b>	Review and update EB Satisfaction Survey Questions				April eNewsletter: Use standing training item to inform stakeholders of training resources and booking. Promote 2019/2020 calendar of events
<b>May 2019</b>	Review of training, inspection & guidance feedback to identify any need new materials			2019 EB Satisfaction Survey circulated	Promotion of EB Satisfaction Survey through Twitter, website, eShots and email signatures.
<b>June 2019</b>				Page to be added to website to provide an introduction to the LCF scheme and how to find funding for those new to the scheme	EB Satisfaction Survey promoted via eshot.
<b>July 2019</b>	Evaluate responses to EB satisfaction survey and compile findings				Use July eNewsletter to promote new materials since last eNewsletter. Tweet about new materials.
<b>August 2019</b>	Review of training, inspection & guidance feedback to identify any need new materials				Website/Twitter and email signatures to promote Basic Training date – upcoming for September

	Planning	Basic Training	Other events	New materials	Communication
<b>September 2019</b>		Tuesday 17 September 2019 Leamington Spa			
<b>October 2019</b>					Use October eNewsletter to promote new materials since last eNewsletter. Tweet about new materials.
<b>November 2019</b>	Review of training, inspection & guidance feedback to identify any need new materials	Wednesday 20 November 2019 Leamington Spa			Website/Twitter and email signatures to promote Basic Training date
<b>December 2019</b>	Submit 2020/2021 training event dates to December Board for approval.				
<b>January 2020</b>					Use January eNewsletter to promote new materials since last eNewsletter. Tweet about new materials. Promote 2020/2021 Calendar of training events in January eNewsletter and on ENTRUST website.
<b>February 2020</b>	Plan 2020/2021 training strategy Review of 2019/2020 training	Thursday 20 February 2020 Leamington Spa			Website/Twitter and email signatures to promote Basic Training date

	Planning	Basic Training	Other events	New materials	Communication
	strategy implementation and need for any new materials				
<b>March 2020</b>	2020/2021 training strategy presented to Board				
<b>Additional events</b>			Update and Exchange events as required	New materials produced and evaluated as required	Upload new materials to website as and when available. Create communications plan for new materials (when significant) and when required.