



# Training Report

## 2022/2023

**ENTRUST**  
**May 2023**

## Background

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

- Offering induction and training which helps facilitate EBs compliance with the Landfill Tax Regulations 1996 (Regulations) by providing continuous coaching;
- Promoting efficient and effective delivery of projects by providing access to knowledge and understanding of the Regulations through a range of guidance and supporting materials;
- Providing EBs with the opportunity to continually improve their operational frameworks through networking and sharing with other EBs 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.

It is also our key aim that the programme delivers 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.

## 2022/2023 Training Programme

### Events

After surveying EBs, it was evident that virtual training events were strongly preferred even when physical meetings were available. As a result, we continued to provide all of our trainings virtually in the form of Zoom meetings during June and October 2022 as well as February 2023.

Overall, we achieved an average feedback score of 4.7 out of 5, which exceeded our target of 4.5. and the number of delegates attending the training was 19, an average of 6 per session, decreasing from last year's figure of 9 delegates per session:

Type of event	No of events	No. of delegates	Avg. feedback	Target
Basic training	3	19	4.7	4.5/5

Our basic training event presentation continues to provide essential information to delegates including on the use of Entrust Online (EOL). As per the 2022/2023 implementation plan, the number of training events scheduled to be held in 2022/2023 was three. Based on the number of delegates, three were deemed necessary and were delivered with a reduced uptake per session compared with the previous year.

Since 2017/2018, we have retained high satisfaction levels with 100% of attendees stating that they would recommend our training events to a colleague. Comments made by EB attendees at this year's training events included:

- *"Presentation was at a good pace, and time judged well. It was the perfect length and having the presentation slides before gave me time to read through them and familiarise myself with the terminology in advance this was extremely useful."*
- *"Training was very good"*

- *“Given that it was potentially a dry subject, this turned out to be the best webinar I've attended in a long while”*
- *“The slides gave the bones of the information, but Chris's presentation put meat on those bones which were particularly insightful. Even the little quiz didn't take long but garnered some live client engagement.”*

Comments from 2021/2022 training indicated that some interactivity could improve the training. To address this issue, we therefore introduced a short style quiz, and the comments above indicate that it has been appreciated. However, reduced numbers to these events do also suggest that the model of training is not the most accessible, as numbers have reduced in spite of renewed attempts to communicate the existence of these events. Separate training events were trialled, to tackle specific subjects such as enrolment, however, there were no bookings for them.

Therefore, based on our analysis of the 2022/2023 programme, we have refocused approach for 2023/2024, to concentrate on providing more interactive digital media, for example, updated guides, and a refreshed online module, accessible as and when required by Stakeholders. This has been requested and welcomed by EBs, who believe this to be an important resource, convenient, user friendly and tailored to specific needs.

We have also recognised, in communication with EBs and HMRC, that due to the varying types of organisations that operate within the scheme, from large corporate bodies, to very small charity groups run by volunteers, more tailored and ‘at the point of use’ training provides a modern, agile, fit-for-purpose approach.

## Training Materials

While virtual training events held by our Staff are a valuable resource, not all EB Staff have the availability, time, or capacity to join the sessions due to other commitments. We regulate 1,800 EBs who are all required to submit an annual return and update their organisation details yearly and therefore the 24 delegates who accessed our training are not representative of a significant part of the Fund. We therefore also considered that due to technological developments, that instructional training videos, accessible at the point of engagement with the particular service, or Form, would be an essential addition to our training package.

To coincide with the Annual Return communications strategy, a video was developed to walk users through their ‘nil-return’, which during 2022 was identified as the most common helpline request in March and April, and a training resource on who can do what tasks on EOL. Further videos are in development.

The LCF Online Training Module was created to support organisations newly enrolled with the scheme 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 and takes individuals through a series of questions to test and improve their knowledge.

Our four training videos, introduced in 2014/2015 and updated in 2015/2016 provide an introduction to the LCF, Entrust’s role and an overview of the most utilised objects and the requirements placed on EBs. Since March 2022 viewing numbers reveal a gradual decline in use while still being viewed on occasion. Due to the introduction of new video resources; it is proposed that these will be retired once a replacement has been developed of the same topic:

Title	Total Views as at Feb 2022	Total Views as at Feb 2023	2021-2022 increase	2022-2023 Increase
An introduction to Entrust	1,779	1,904	178	125
LCF – Object D projects	1,196	1,310	161	114
LCF – Object DA projects	440	480	57	40
LCF – Object E projects	763	816	79	53
<b>Total</b>	<b>4,178</b>	<b>4,510</b>	<b>475</b>	<b>332</b>

### Other Training Information

We continue to coach EBs to compliance by offering advice and guidance through online meetings, compliance inspections, telephone calls and emails. The impact of this approach is monitored through our compliance and managing breach analysis, which we carry out on a regular basis.

We are also able to offer educational events to specific EBs on request. These address areas of concern for new members of an EB's Staff and provide organisations with one-on-one support, tailored to their specific needs and circumstances. In this period, these requests have responded positively to the suggestion of a resource on the specific topic, such as a training video, that they can use as and when is needed, rather than a single timed event where not all Staff could attend. This has been communicated as the preferred option, and the helpline be used for specific questions.

### Communications

We continue to promote events and resources through our 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.

In addition to our website news items and e-newsletters, we use 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.

## Review of 2022/2023 strategy and programme

We fully implemented the 2022/2023 Plan and also kept our approach under review to include feedback from EBs. Against the measures we proposed last year to assess the cost efficiency and effectiveness of our training approach, we can report the following indicators for 2022/2023:

Measure	Target	2022/2023 Actual to date
Cost per delegate attending a training event	£10	<b>£7.57</b>
Feedback scores	4.5	<b>4.7</b>
Attendance of Training Events	35	<b>19</b>
Take up/reach	350	<b>332</b>
EB Satisfaction Survey: Is the information on the Entrust website useful?	95%	<b>97%</b>
Training event feedback form: Recommend event to a colleague	95%	<b>100%</b>

## EB Satisfaction Survey Training Results 2022

Of those that did attend the training, satisfaction remained above target, and remains useful for those who attended. However, it is expected that attendance at training events may fall if EBs find the new developed videos sufficient for their training needs as they have already suggested will be the case. Therefore, the target for 2023/2024 has been reduced to 15 delegates.

Of those EBs who used the website, 97% agreed that the training information on the Entrust website was useful, consistent with feedback given in 2021/2022. Any comments relating to specific training resources or events are analysed and acted on, if required, to ensure that feedback continues to improve our services.

## 2023/2024 Implementation Plan

The proposed plan for 2023/2024 is to continue to run basic training events for those that wish to, but to develop resources that are accessible at all times, as and when the individual or EB concerned needs to access that particular area. These are in the form of short instructional videos, which can appear as links directly from the forms on EOL, more concise and tailored resources for certain needs identified and an update of website available resources to compliment this approach. These are planned as follows:

- Three basic training sessions to be held remotely;
- Short instructional videos as to how to complete various tasks;
- Training videos on specific topics;
- To run Update and Exchange events as necessary throughout 2023/2024; and
- A full review of the LCF Online Module, to compliment and include the above videos where appropriate.

We have set the following targets for 2023/2024 in relation to the baselines achieved in the current year:

Measure	Target for 2023/2024
Cost per delegate attending a training event (if delivered virtually)	£10
Training event feedback scores	4.5
Attendance to training events	15
Reach of videos including new training/instructional videos	600
EB Satisfaction Survey: 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 2023/2024 remains 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; and
- Ensure best VfM in implementing the virtual training programme and maintaining the current level of training resources.

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

Our annual EB Satisfaction Survey will be circulated in May/June 2023. We will analyse the results of this, along with feedback about our guidance manual and training resources. We will also continue to gather feedback from our monthly Helpline survey. As part of our structured approach to continuous improvement this will be reviewed at the regular Chief Operating Officer’s (COO’s) operation meetings.

We will continue to use the website, Twitter and our email communications throughout 2023/2024 to promote our training events and materials.

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