



Training Report
2015/2016

1. Background

Since March 2014, we have run an updated annual training programme for EBs with a focus on delivering value for money and achieving the following aims:

- Offering induction and training to support EBs in delivering projects through the 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 is 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. 2015/2016 Training Programme

Events

During 2015/2016, we delivered the following training events, with an average feedback score of 4.7 out of 5:

Type of event	No of events	No. of delegates	Avg.feed back	Total Avg. feedback	Benchmark 2014/2015
Basic training	5	34	4.5	4.7/5	4.6/5
Open day	1	5	4.9		
Update & exchange	2	34	4.6		

Our basic training event format remained largely unchanged from previous years, but featured amendments to our training materials to address LCF reform developments. Four basic training events were delivered at our offices in Leamington Spa and one in Manchester at a free of charge location provided by HMRC. High satisfaction levels remain with 100% of basic training attendees stating that they would recommend the event to a colleague.

At our Open Day in June 2015 100% of attendees stated that they would recommend the event to a colleague. The only feedback for improvement was a suggestion for more compliance training and in June 2016 we will create training materials in this area to further support EBs.

We held two Update and Exchange events in Leamington Spa in 2015/2016, both on the subject of reform. The first event was held on 8 December 2015 and was attended by 23 delegates across 17 EBs. The content of the discussion focussed on the important areas of reform and the practicalities around implementation. The event on 12 February 2016 was attended by 11 delegates from 11 EBs and focussed on obtaining views from EBs on our draft guidance material addressing the areas of LCF reform. Despite the contentious topics, feedback was positive.

In October 2015, we piloted a Trustee Networking day. The feedback comments were mainly positive with one attendee reporting some dissatisfaction and this resulted in a lower than average feedback score of 3.7 for this event. Although all but one delegate reported that they would recommend the event to colleagues, there are currently no plans to hold this style of event in 2016/2017 but we will keep this under review.

We have cut the costs of running training events by not incurring charges for use of external venues. Our total expenditure for events against our training budget in 2015/2016 was £686 (£322 of this covered the travel hotel and subsistence costs for staff delivering the Manchester event), compared to £500 in 2014/2015, down from £3,500 in 2013/2014.

On average, the number of delegates attending an individual training event was nine, slightly lower than an average of ten in 2014/2015. We ran eight training events in 2015/2016 compared to seven in 2014/2015. While the total number of delegates has fallen slightly, our cost per delegate for a training event was £8.57 compared to £10 in 2014/15, reduced from £45 in 2013/2014. We do not charge for the training we offer as there are a large number of attendees from voluntary organisations.

In addition, we held two events for the Chairs of the top ten EBs. Board Members and the Chief Executive also met with all of the Boards of the top ten EBs during the year and a number of Landfill Operators (LOs).

Training Materials

We continued to develop training materials in line with our implementation plan and published these on the training resources page on our website at <http://www.entrust.org.uk/training/training/>. We have recently changed the structure of our website with the aim of making these resources more readily accessible. These materials provide organisations who are new to the LCF, or who are considering joining the Scheme to access funding, with an overview of how the scheme operates, the role we play and the obligations placed on organisations that become EBs.

Four training videos were introduced to the training resources page of our website in January 2015. These videos allow viewers to gain an overview of the LCF and ENTRUST's role and an overview of the most utilised objects and the requirements placed on EBs. In March 2016 these videos underwent minor amendments to reflect the reform of the LCF and to ensure they remain up to date and accurate. Since their introduction to 9 March 2016, video viewing numbers were as follows:

Title	Views
An introduction to ENTRUST	467
LCF – Object D projects	338
LCF – Object E projects	214
LCF – Object DA projects	110
Total	1129

Throughout the year we also created the following new training resources, which were added to the relevant pages of our website:

- Guide to Form 1: Applying to enrol as an Environmental Body through ENTRUST Online (EOL);
- Handover checklist;
- How to access funding from the Landfill Communities Fund;
- How to locate a Landfill Site; and
- The reporting and record keeping responsibilities of an Environmental Body (EB).

We updated the following existing training resources and added these to the relevant pages of our website:

- Guide to completing a Form 4: Statutory Annual Return through ENTRUST Online (EOL);
- Guide to completing a nil Form 4: Statutory Annual Return through ENTRUST Online (EOL);
- Guide to Form 2: Applying to register a project through ENTRUST Online (EOL);
- Guide to Form 3: Contribution received directly from a Landfill Operator - Notifying ENTRUST of the receipt of a contribution through ENTRUST online (EOL);
- Guide to Form 7: Transfer of monies between Environmental Bodies through ENTRUST Online (EOL);
- Guide to submitting a Form 9: project completion form using EOL; and
- Environmental Body Director's Background Briefing.

2.2 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. We also conducted educational visits to six EBs (seven visits in total as we visited one EB twice) in 2015/2016. These visits address specific areas of concern for new members of staff at EBs, help with voluntary revocation from the scheme, and provide one on one support to organisations.

In 2015/2016 we reviewed the promotion of our training resources. In addition to promoting events through our website pages, we also created a new standing item within our quarterly e-newsletters which is used to promote upcoming events, new resources and to engage with our stakeholders. By including a standing item, we aim to ensure that our stakeholders receive a regular update on what resources and materials are available to help support their EB.

We also used Twitter to promote our new materials, in particular 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.

We conducted a Training Survey which was available for EBs to complete from 16 October to 15 November 2015 and circulated via the email contact details we hold for EBs. The total distribution list was 2,638 and we received 138 responses. The survey aimed to:

- Ascertain EBs knowledge of the LCF and how they access information;
- Establish the types of training resources sought by EBs;
- Establish how we can improve upon our advice and training resources for EBs; and
- Gather information to support our training strategy.

The findings of the survey highlighted a need to make it easier for EBs to access the range of training materials available. To address this, in March 2016 we implemented access improvements as part of a website review.

In addition to creating new training materials, throughout the year we developed new guidance material to support EBs information requirements. Our revised Guidance Manual was published on 23 March 2016 having been completely restructured and simplified with the aim of making it clearer, more concise and easier for EBs to understand.

3. Review of 2015/2016 strategy and programme

Despite the loss of the position of Training Officer as a direct result of the reduction in the size of the fund, we implemented the majority of our 2015/2016 Plan. We were able to keep our approach under review through the year in response to booking rates and feedback.

Against the measures we set in March 2015 to assess the cost efficiency and effectiveness of our training approach, we can report the following:

Measure	2015/2016 Target	2015/2016 Actual
Cost per delegate attending a training event	£10	£8.57
Feedback scores	4.6	4.7 ¹

¹ This score reduces to 4.5 upon inclusion of the Pilot Networking Day.

Cost per 'access'	£9	£3.10
Take up/reach (accessing videos and attending events)	400	800
Impact on compliance	70% of inspections have no non-compliant findings	75%
EB Satisfaction Survey: Awareness of training events	91%	73% ²
Benefit of training	95%	N/a ³

We achieved our aim to decrease cost per delegate attending a training event whilst maintaining high levels of positive feedback and exceeded our training event feedback target by achieving an average rating of 4.7 against a target of 4.6. We also exceeded our target for take up/reach of both training events and video views and reduced cost per access.

We continue to measure the impact of our training strategy on EB compliance levels. Our target for 70% of compliance inspection to have no non-compliant findings was exceeded with 75% having no non-compliant findings.

2016/2017 Implementation Plan

We will continue to focus on the approach and aims we developed during 2015/2016. Four basic training days have been planned for 2016/2017 (a reduction by one event due to decreasing attendance numbers), one open day, and Update and Exchange events as necessary. Our proposed implementation plan for the 2016/2017 training programme is shown at Appendix A. We have set the following targets for 2016/2017 in recognition of baselines achieved in 2015/2016:

Measure	Target for 2016/2017
Cost per delegate attending a training event	£8
Training event feedback scores	4.5
Take up/reach of videos and events	1,000
Cost per 'access'	£3
Impact on compliance	70%
Awareness/accessing training information on the ENTRUST website ⁴	80%
Recommend event to a colleague ⁵	95%

² This question was answered by only 8 respondents hence the decision to undertake a further Training Survey.

³ This score cannot be reported due to its removal from the EB satisfaction survey in 2015/2016. The question was replaced by a selection of questions in the 2015/2016 Training Survey.

⁴ This information will be collated from EB Satisfaction Survey responses.

⁵ This information will be collated from training event feedback forms.

The overarching objective of our training programme for 2016/2017 is to coach EBs to compliance and to:

- Raise awareness of our training events and the accessibility of training resources available to EBs; and
- Target the development of ENTRUST's training resources to address areas of highest concern for EBs.

We will continue to create further training materials in line with feedback we have received from EBs to including further modifying our guidance should the need arise following publication of the revised, newly structured guidance manual.

We will explore the cost of producing further short videos on the main subjects of interest to EBs, to include the topic of Contributing Third Parties.

In light of the fact that attendance at our training events is declining, we are exploring the option of a short compulsory on-line training module upon EB enrolment, prior to enrolment approval. We feel that such a module has the potential for a greater impact in terms of penetration across the sector than our limited event offering, is likely to increase EB compliance and may provide greater value for money.

We will continue to coach EBs to compliance by offering advice and guidance through face to face meetings, inspections, telephone calls and emails, ensuring that our guidance manual is updated and restructured to best meet the needs of EBs.

Our annual EB Satisfaction Survey was circulated on 13 May 2016. In July 2016 we shall evaluate responses and tailor any amendments to our training materials accordingly.

We will continue to use the website and our email communications throughout the year to promote our training events and materials. We will use Google Analytics to investigate and report on stakeholder usage of our online resources and this will then inform the production of new materials. We will use Twitter to further promote our training events and materials and through the LCF Communications Forum we will encourage our colleagues in the sector to share details with their followers to extend the reach of our materials.

The total budget for costs of training delivery in 2015/2016 was £3,000 and expenditure against this was £686 (including travel and subsistence for staff delivering training). We did not make any further expenditure on resources other than staff time during the year, however an additional sum of £250 for website updates was spent in March 2016 falling into the 2015/2016 year. In 2016/2017 we will maintain our strategy of not hiring external venues for training, but expect to develop more online training materials (at an estimated cost in the region of £2,000-3,000) which has been budgeted for in 2016/2017.

ENTRUST June 2016
May 2016

IMPLEMENTATION PLAN 2016/2017

APPENDIX A

	Planning	Basic Training	Other events	New materials	Communication
April 2016	Review and update EB Satisfaction Survey Questions			New Guidance Manual takes effect 01/04/2016	Review website Google Analytics to understand stakeholder interaction with training materials and information. April eNewsletter (w/c 4 April) – use standing training item to inform stakeholders of changes to the location of training resources and booking. Promote 2016/2017 calendar of events
May 2016		Wednesday 18 th May 2016 Leamington Spa		2016 EB Satisfaction Survey circulated Create 'How to update an EB main contact'	Website/Twitter and email signatures to promote Basic Training date Promotion of EB Satisfaction Survey through Twitter, website, eShots and email signatures. Tweet any new materials
June 2016			ENTRUST Open Day Thursday 30th June Leamington Spa	Create EB compliance training materials	Combined EB Satisfaction Survey and Open Day Eshot. Promotion of Open Day on website and Twitter
July 2016	Evaluate responses to EB satisfaction survey			Create 'How to use EOL for the first	Use July eNewsletter to promote new materials since last

	Planning	Basic Training	Other events	New materials	Communication
	and compile findings Review of training, inspection & guidance feedback to identify any need new materials			time'	eNewsletter. Tweet about new materials. Quarterly Google Analytics review of website training pages and resources.
August 2016					Website/Twitter and email signatures to promote Basic Training date – upcoming for September
September 2016		Tuesday 13 th September 2016 Leamington Spa			
October 2016	Review of training, inspection & guidance feedback to identify any need for new materials				Use October eNewsletter to promote new materials since last eNewsletter. Tweet about new materials. Quarterly Google Analytics review of website training pages and resources.
November 2016		Thursday 17 th November 2016			Website/Twitter and email signatures to promote Basic Training date – upcoming for December
December 2016					

	Planning	Basic Training	Other events	New materials	Communication
January 2017	Review of 2016/2017 training strategy implementation and need for any new materials				Use January eNewsletter to promote new materials since last eNewsletter. Tweet about new materials. Quarterly Google Analytics review of website training pages and resources.
February 2017	Plan 2017/2018 training strategy	Wednesday 22 nd February Leamington Spa			Website/Twitter and email signatures to promote Basic Training date
March 2017	2017/2018 training strategy presented to Board				
Additional events			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) when required.