



# **Training Report**

## **2016/2017**

**ENTRUST**  
**April 2017**

## 1. Background

We continue to run an annual training programme for EBs with a focus on delivering Value For Money (VFM) and achieving the following aims:

- Offering induction and training which supports 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 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. 2016/2017 Training Programme

### Events

During 2016/2017, we delivered the following training events, with an average feedback score of 4.6 out of 5, exceeding the target of 4.5 and meeting the 2014/2015 benchmark:

Type of event	No of events	No. of delegates	Avg. feedback	Total Avg. feedback	Target
Basic training	3	21	4.6	4.6/5	4.5/5
Open day	1	3	4.2		

Our basic training events underwent a major review and update following the Government's reform of the LCF and our updates to our Guidance Manual. Three basic training events were delivered at our offices in Leamington Spa. The average feedback score for basic training events in 2016/2017 is 4.6 which exceeded the target of 4.5 out of 5 (and met the 2014/2015 benchmark). High satisfaction levels remain with 100% of attendees stating that they would recommend the event to a colleague.

The Open Day in June 2016 was a success with 100% of attendees stating that they would recommend the event to a colleague. The only feedback for improvement was a suggestion that it would have been nice to have more attendees and therefore the opportunity to meet more people in the sector, but the individual recognised there was little we could do to change this. They also acknowledged the small group was good as there was more chance for questions.

There was no requirement to hold Update and Exchange days in 2016/2017 as two events were held in 2015/2016 to discuss reform of the LCF and no further changes occurred within 2016/2017. This was discussed at liaison meetings with ADEB and agreed that there was no subject matter for discussion.

In line with the training strategy, we ensured that the training costs remained low by not using any external venues. Our total expenditure for events against our training budget in 2016/2017 was £359, compared to £686 in 2015/2016 when costs were higher due to one event being held in Manchester.

We ran four training events in 2016/2017 compared to eight in 2015/2016. This was due to an extra two basic training events and two update and exchange events in 2015/2016 to inform the sector of the Government’s reform plans. Due, in part, to these extra events, both the total number of delegates and the average number of delegates were lower in 2016/2017 (total delegates: 24 and average delegates: six) than in 2015/2016 (total delegates: 39 and average delegates: nine). Whilst our cost per delegate has increased this is due to two shorter update and exchange events held in 2015/2016 for which catering was not provided. It should be noted that the cost per delegate remains significantly lower than the £45 costs incurred 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 one further event for the Chairs of the top ten EBs in September 2016. Board Members and the Chief Executive also met with the top ten EBs’ Boards during the year and a number of Landfill Operators (LOs). A further event is planned in April.

## Training Materials

We have updated our training materials throughout 2016/2017 to reflect changes in ENTRUST online (EOL) and to further refine guidance based on feedback from stakeholders. Furthermore, in line with the implementation plan we created two new resources:

- Using EOL for the first time; and
- How to update an EB main contact.

These materials provide organisations who are new to the LCF, or who are considering joining the scheme to access funding, with the support and information to best deliver their LCF projects. Our training resources can be accessed at [www.entrust.org.uk/need-help/training/](http://www.entrust.org.uk/need-help/training/)

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. Since their introduction to date video viewing numbers are as follows:

Title	Total Views As at Feb 2017	Total Views As at Feb 2016	Year on year increase
An introduction to ENTRUST	862	467	+395
LCF – Object D projects	500	338	+162
LCF – Object DA projects	178	110	+68
LCF – Object E projects	337	214	+123
<b>Total</b>	<b>1877</b>	<b>1129</b>	<b>+748</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. We also conducted educational visits to seven EBs within 2016/2017. 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 continue to promote events 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 resources and materials are available to help support their EB.

In addition 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 hoped to maximise stakeholder exposure, with our followers sharing the videos and materials amongst each other.

### 3. Review of 2016/2017 strategy and programme

Despite the position of Training Officer being made redundant and the work being reallocated across the Policy and Regulations Team, we fully implemented the 2016/2017 Plan. We were also able to keep our approach under review through the year in response to booking rates and feedback.

Against the measures we proposed at this point last year to assess the cost efficiency and effectiveness of our training approach, we can report the following for 2016/2017:

Measure	2016/2017 Target	2016/2017 Actual to date
Cost per delegate attending a training event	£8	£14.96
Feedback scores	4.5	4.6
Take up/reach (accessing videos)	1,000	748
Impact on compliance (percentage of inspections with no non-compliant findings)	70%	66%
EB Satisfaction Survey: Awareness/accessing training information on the ENTRUST website	80%	100%
Is the information on the ENTRUST website useful	No target set	93%
Training event feedback form: Recommend event to a colleague	95%	100%

Unfortunately, we did not achieve our aim to decrease the cost per delegate attending a training event, however this was due to only running events where lunch was provided for attendees (in 2015/2016 we also ran two non-catered events which reduced the delegate

cost). However, we have 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. Whilst we did not achieve our target for take up/reach of video views we did see a further 750 views, which was on a par with previous years. Furthermore, 100 per cent of respondents in the EB Satisfaction Survey said they had used the information on our website and 93 per cent found the information useful.

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 not met, with 66% having no non-compliant findings in 2016/2017, although this part reflects our changing approach to risk.

Although we had considered the possibility of producing new short videos in 2016/2017 on the main subjects of interest to EBs, we felt that the cost attached was not representative of the value that a video would deliver. Furthermore, we felt that the more technical topics such as Contributing Third Parties (CTP) are better covered in written guidance or by one to one conversations which can offer bespoke guidance.

Following the 2016/2017 Implementation plan, we investigated options for creating an on-line training module upon EB enrolment, which would be completed prior by all EBs seeking enrolment. Such a module has the potential for a greater impact in terms of penetration across the Sector than our limited event offering and it may help to increase EB compliance, while providing greater Value for Money (VfM).

However, our discussions with third party suppliers indicated that the cost of providing this training medium was prohibitively high. We therefore considered other internal solutions and we believed that we could develop an easily manageable and user friendly module through Survey Monkey, with whom we already conduct our EB Satisfaction Survey and other feedback surveys. This module has been completed and issued to a small number of recently enrolled EBs for them to test and provide feedback on.

We will review the module in light of the comments received. We anticipate that the EB enrolment module will be launched in April 2017 as a compulsory part of enrolment, taking on board the feedback we have received to date.

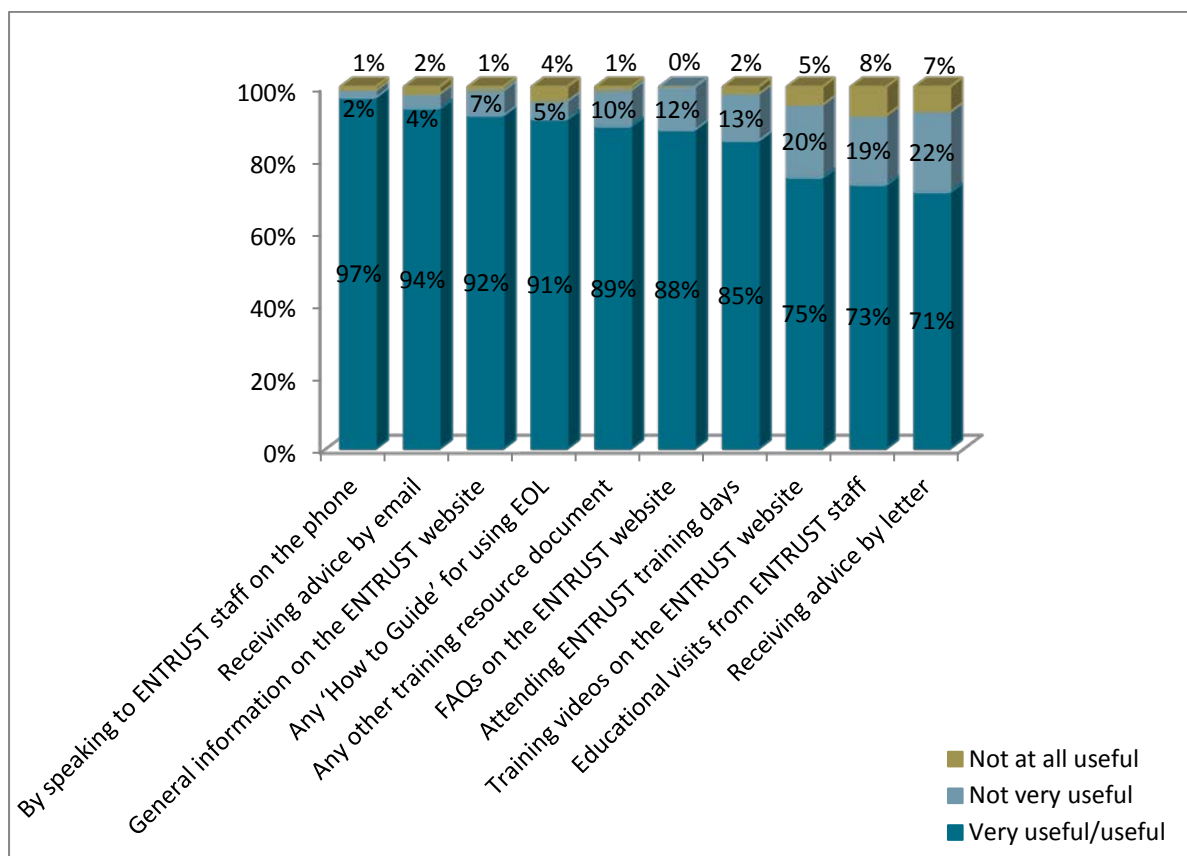
## **EB Satisfaction Survey Training Results 2016**

Following a reduction in response rates in 2015, a bespoke training survey was undertaken in Autumn 2015 and the questions relating to training in the 2016 EB Satisfaction Survey were re-written as per the 2016/2017 Training Implementation Plan.

EBs were asked which areas of the LCF they would like further information and advice regarding. There were strong responses for 'Finding funding, CTPs and unique benefit' (58 per cent), and 'How to get my project approved' (51 per cent), 'Form completion and EOL' (49 per cent), 'How to manage my project' (37 per cent), 'Record keeping and asset management' (37 per cent).

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 hadn't 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':



## 2017/2018 Implementation Plan

The proposed plan for 2017/2018 is to continue to focus on the approach and aims we developed during 2014/2015, we will plan four basic training days, one open day and update and exchange events as necessary throughout 2017/2018. We will hold one or two Wales closure events as required and when information is available. The proposed implementation plan for the 2017/2018 training programme is attached at Appendix A.

We have set the following targets for 2017/2018 in relation to the baselines achieved in the current year:

Measure	Target for 2017/2018
Cost per delegate attending a training event	£15
Training event feedback scores	4.5
Take up/reach of videos and events	750
EB Satisfaction Survey:	
Awareness/accessing training information on the ENTRUST website	90%
Is the information on the ENTRUST website useful	90%
Training event feedback form:	
Recommend event to a colleague	95%

The overarching objective of our training programme for 2017/2018 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; and
- Ensure that EBs are fully informed with the latest guidance and advice for the closure of the LCF in Wales.

We will implement our new EB enrolment module, a short training module, which we believe will help ensure that EBs have a basic understanding of the Regulations and the requirements on EBs, increase EB compliance and provide greater value for money.

Following 2016/2017 feedback from our EB Basic Training events we have already planned to include more information regarding the closure of the scheme in Wales and we will undertake training in Wales. Other suggestions will be reviewed throughout the year. These suggestions were:

- To provide more examples of projects funded;
- Use of small group exercises; and
- A specialised grant funders training day.

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

Our annual EB Satisfaction Survey will be circulated in May 2017. 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 continue to monitor Google Analytics to see how stakeholders use our training resources. We will also 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 2017/2018 training events on offer will be published throughout the year in our external eNewsletter, as well as website news items and targeted emails to stakeholders.

The total budget for costs of training delivery in 2016/2017 was £1,500 and expenditure against this was £359. We had made available an estimated £2,000 to £3,000 for the development of more online training materials. However, the discovery that we could develop these through already existing portals (SurveyMonkey) has meant we did not make any further expenditure on resources other than staff time during the year.

In 2017/2018 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.

However, we expect the possibility may arise to deliver one or two events in Wales, focused on the closure of the LCF in Wales to aid EBs and provide advice and guidance on the transitional arrangements and closure of the scheme in Wales. We will work with stakeholders in Wales to arrange low cost or free venues. The training budget for 2017/2018 has been set at £700, which is in line with the last time we held a training event outside of Leamington Spa.



**IMPLEMENTATION PLAN 2016/2017**

**APPENDIX A**

	<b>Planning</b>	<b>Basic Training</b>	<b>Other events</b>	<b>New materials</b>	<b>Communication</b>
<b>April 2017</b>	Review and update EB Satisfaction Survey Questions			Launch EB Enrolment module	April eNewsletter: Promote the launch of the new enrolment module (also News Item and Twitter)  Use standing training item to inform stakeholders of training resources and booking. Promote 2017/18 calendar of events
<b>May 2017</b>	Review of training, inspection & guidance feedback to identify any need new materials	Thursday 18 May Leamington Spa		2017 EB Satisfaction Survey circulated	Website/Twitter and email signatures to promote Basic Training date  Promotion of EB Satisfaction Survey through Twitter, website, eShots and email signatures.
<b>June 2017</b>	Prepare technical training materials for Wales closure		ENTRUST Open Day Thursday 29 June Leamington Spa  Wales closure workshop		Combined EB Satisfaction Survey and Open Day Eshot. Promotion of Open Day on website and Twitter  Publish new Wales materials if relevant  Promote Wales workshop

	Planning	Basic Training	Other events	New materials	Communication
					as News Item and eShot to relevant stakeholders
<b>July 2017</b>	Evaluate responses to EB satisfaction survey and compile findings				Use July eNewsletter to promote new materials since last eNewsletter. Tweet about new materials. Quarterly Google Analytics review of website training pages and resources.
<b>August 2017</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
<b>September 2017</b>	Update guidance to EBs with Welsh projects	Tuesday 12 September 2017 Leamington Spa			
<b>October 2017</b>					Use October eNewsletter to promote new materials since last eNewsletter. Tweet about new materials. Quarterly Google Analytics review of website training pages and resources.
<b>November 2017</b>	Review of training, inspection & guidance	Wednesday 15			Website/Twitter and email signatures to promote

	Planning	Basic Training	Other events	New materials	Communication
	feedback to identify any need new materials	November 2017 Leamington Spa			Basic Training date – upcoming for December
<b>December 2017</b>	Prepare Welsh guidance on winding up, liabilities and revocation.  Prepare asset management guidance  Submit 2018/2019 training event dates to December Board for approval.				
<b>January 2018</b>					Use January eNewsletter to promote new materials since last eNewsletter.  Tweet about new materials.  Quarterly Google Analytics review of website training pages and resources.  Promote 2018/2019 Calendar of training events in January eNewsletter and on ENTRUST website.
<b>February 2018</b>	Plan 2018/2019 training	Wednesday 21			Website/Twitter and email

	Planning	Basic Training	Other events	New materials	Communication
	strategy Review of 2017/2018 training strategy implementation and need for any new materials	February Leamington Spa			signatures to promote Basic Training date
<b>March 2018</b>	2017/2018 training strategy presented to Board				
<b>Additional events</b>			Update and Exchange events as required Additional Wales closure 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.