



# **Training Report**

## **2017/2018**

**ENTRUST**  
**April 2018**

## 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 offers 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. 2017/2018 Training Programme

### Events

During 2017/2018, we delivered the following 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      | 3            | 17*              | 4.7           | 4.6/5               | 4.5/5  |
| Wales closure event | 1            | 10               | 4.6           |                     |        |
| Open day            | 1            | 3                | 4.5           |                     |        |

\* Two delegates were ENTRUST staff completing their induction

In January 2018 we reviewed the timings of our basic training events to better reflect the time taken to deliver the event following a reduction, in recent years, in the number of delegates and thus time period required for discussion, questions and answers. Additionally we included a section within the presentation to cover the closure of the UK LCF in Wales. Three basic training events were delivered at our offices in Leamington Spa. The average feedback score for basic training events in 2017/2018 is 4.7 which exceeded the target. One basic training event in May 2017 was cancelled due to low interest.

Since 2016/2017 we have retained high satisfaction levels with 83 per cent of attendees stating that they would recommend the event to a colleague. We are also aware that all of the attendees who have said they would not recommend the event to a colleague did so because their organisation was leaving the UK LCF.

The Open Day in June 2017 was a success with 100 per cent of attendees stating that they would recommend the event to a colleague. There were no suggestions for improvement to the event or inclusion of further information.

Our Wales closure event was held in Cardiff in October 2017. The aim of the event was to provide Welsh EBs with the opportunity to learn about the closure of the UK LCF in Wales and what they will need to do leading up to and during the transitional closure period. The event was a success achieving a feedback score of 4.6.

In planning the Wales closure event the possibility of holding an event in North Wales was considered, but was not taken forward due to a lack of interest. There were two EBs based in North Wales who were interested and to support them we offered individual support.

There was no requirement to hold Update and Exchange days in 2017/2018 as we held specific meetings or consultations for each of the main operational changes which took place during the year:

- Updates to the Compliance risk model;
- The future of the Accreditation Scheme; and
- The publication of benchmarking data was discussed with the Association of Distributive and Environmental Bodies (ADEB).

In line with the 2017/2018 training strategy, we ensured that the training costs remained low by avoiding the use of external venues wherever possible. For the Wales closure event held in Cardiff it was necessary to make use of an external venue, the venue was chosen carefully to deliver VfM. As a result of holding the event in Cardiff our expenditure on events in 2017/2018 was higher than 2016/2017 (£359).

We ran five training events in 2017/2018 compared to four in 2016/2017 and eight in 2015/2016. In 2015/2016 additional events were held to inform the sector of the Government's reform programme. The total number of delegates for our basic training, open day and Wales closure event was 30, compared to 26 in 2016/2017. On average, the number of delegates attending an individual training event was six, matching the figure for 2016/2017 but lower than 2015/2016 when an average of nine delegates attended events. Our cost per delegate increased from £15 in 2016/2017 to £16 in 2017/2018 due to holding the external event in Cardiff. Removing the Wales event from our calculations reduces the cost per delegate in 2017/2018 to £11. Despite this 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 as the attendees are normally from voluntary organisations.

## **Training Materials**

We have updated our training materials throughout 2017/2018 to reflect changes in EOL and our guidance based on feedback from stakeholders. In line with the implementation plan, we updated our guidance manual to include a section on the devolution of the UK LCF in Wales and created three new resources:

- Introductory guide for EBs receiving LCF funds from other EBs;
- A guide on how to update governing members; and
- An EB enrolment online module.

The development of an introductory guide for EBs receiving LCF funds was not planned however following discussions with ADEB it became apparent that there was a need for a short guide to help EBs receiving funds from distributive EBs to understand their obligations.

The guide to updating governing members helps EBs to meet their obligation to keep details for their governing members up to date. We identified that this was an area that required additional training resource as EBs were neglecting to inform us of updates.

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.

The online EB enrolment 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 53 individuals have made use of the module. The module is hosted via a third party platform (SurveyMonkey) at no cost to us and is easy to use. 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. Since their introduction to date video viewing numbers are as follows:

| Title                      | Total Views As at Feb 2018 | Total Views As at Feb 2017 | In year increase |
|----------------------------|----------------------------|----------------------------|------------------|
| An introduction to ENTRUST | 1224                       | 862                        | +362             |
| LCF – Object D projects    | 706                        | 500                        | +206             |
| LCF – Object DA projects   | 249                        | 178                        | +71              |
| LCF – Object E projects    | 465                        | 337                        | +128             |
| <b>Total</b>               | <b>2644</b>                | <b>1877</b>                | <b>+767*</b>     |

\* The 16/17 in-year increase for comparison was 748

## 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 an educational visit to one EB within 2017/2018. 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 eNewsletters, 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 2017/2018 strategy and programme

We have fully implemented the 2017/2018 Plan and have also kept our approach under review throughout 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 2017/2018:

| Measure   | 2017/2018 Target | 2017/2018 Actual |
|---|------------------|------------------|
| Cost per delegate attending a training event                    | £15              | £11*             |
| Feedback scores   | 4.5              | 4.6              |
| Take up/reach (accessing videos)                                | 750              | 767**            |
| EB Satisfaction Survey:   |                  |                  |
| Awareness/accessing training information on the ENTRUST website | 90%              | 100%             |
| Is the information on the ENTRUST website useful                | 90%              | 94%              |
| Training event feedback form:                                   |                  |                  |
| Recommend event to a colleague                                  | 95%              | 83%***           |

\* including the event held in Cardiff the cost per delegate is £15.80

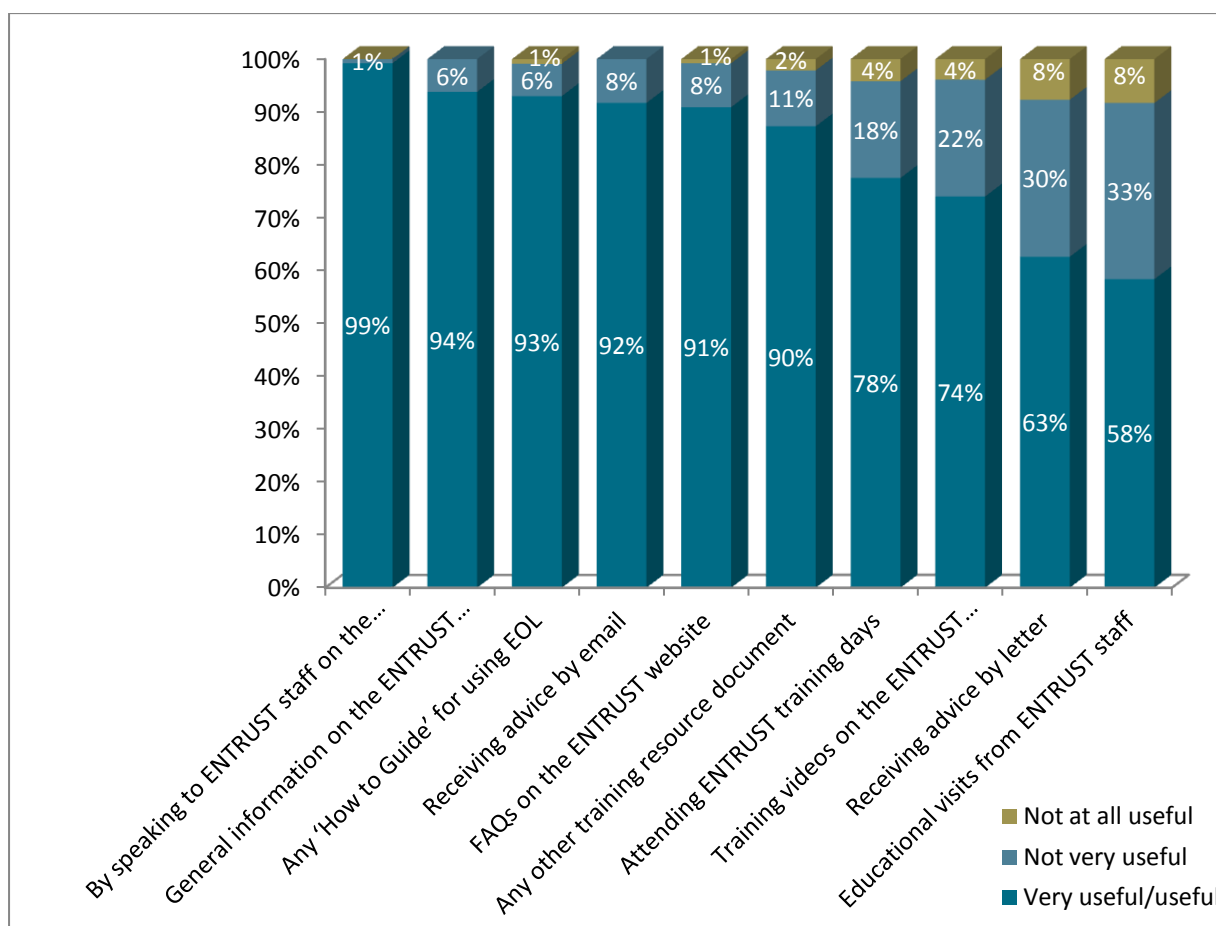
\*\*as at 28 February 2018

\*\*\*we are aware that attendees who said they would not recommend the event to a colleague did so because their organisation was leaving the UK LCF.

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 the target set for the percentage of attendees who would recommend the event to a colleague we are aware that attendees who said they would not recommend the event did so because their organisation was leaving the UK LCF. We were able to achieve our target for 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 94 per cent found the information useful.

## EB Satisfaction Survey Training Results 2017

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. From 2016 to 2017 there were no significant changes with regards to EBs use and opinion of the training resources. The responses shown below have removed all respondents who answered that the resource was 'not relevant to their EB':



EBs were also asked which areas of the LCF they would like further information and advice on. There were strong responses for 'Finding funding (62%), CTPs (46%), 'How to get my project approved' (46%), 'Form completion using EOL' (46%), 'How to manage my project' (38%) and 'Record keeping and asset management' (36%).

## 2018/2019 Implementation Plan

The proposed plan for 2018/2019 is to continue to focus on the approach and aims we developed during 2017/2018. We plan to run the following activities:

- Three basic training days;
- One open day; and
- Other events including Update and Exchange events as necessary throughout 2018/2019.

The number of training events planned for 2018/2019 has been reduced to three (four events were planned for 2017/2018) following the reduction in the current year demand. The proposed implementation plan for the 2018/2019 training programme is attached at Appendix A.

We have set the following targets for 2018/2019 in relation to the baselines achieved in the current year:

| Measure   | Target for 2018/2019 |
|---|----------------------|
| 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                                  | 90%                  |

The overarching objective of our training programme for 2018/2019 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.

In 2018/2019 we will incorporate a session on EOL into the basic training event as this is a common area of questioning at previous events. We will also update the section regarding the closure of the LCF in Wales as and when information becomes available and include guidance relating to the responsibilities of ENTRUST and EBs under the GDPR (General Data Protection Regulation) due to become enforceable in May 2018.

We also intend to create a new training resource that provides worked examples on CTP payments.

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 2018. 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.

The 2018/2019 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.

For 2018/2019 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.



|                    | Planning  | Basic Training | Other events   | New materials  | Communication   |
|--------------------|---|----------------|--|--|---|
| <b>April 2018</b>  | Review and update EB Satisfaction Survey Questions                                    |                |  |  | April eNewsletter:<br>Use standing training item to inform stakeholders of training resources and booking. Promote 2018/2019 calendar of events                                   |
| <b>May 2018</b>    | Review of training, inspection & guidance feedback to identify any need new materials |                |  | 2018 EB Satisfaction Survey circulated   | Promotion of EB Satisfaction Survey through Twitter, website, eShots and email signatures.  |
| <b>June 2018</b>   |   |                | ENTRUST Open Day<br>Friday 29 June<br>Leamington Spa | Creation of new training resource providing worked examples for Contributing Third Party (CTP) payments. | Combined EB Satisfaction Survey and Open Day eShot. Promotion of Open Day on website and Twitter  |
| <b>July 2018</b>   | Evaluate responses to EB satisfaction survey and compile findings                     |                |  | Amend Basic Training presentation slides to incorporate EOL workshop.                                    | Use July eNewsletter to promote new materials since last eNewsletter.<br>Tweet about new materials.<br>Quarterly Google Analytics review of website training pages and resources. |
| <b>August 2018</b> | Review of training, inspection & guidance   |                |  |  | Website/Twitter and email signatures to promote   |

|                       | Planning  | Basic Training                                 | Other events | New materials | Communication  |
|-----------------------|---|--|--------------|---------------|--|
|                       | feedback to identify any need for new materials   |  |              |               | Basic Training date – upcoming for September   |
| <b>September 2018</b> |   | Tuesday 11<br>September 2018<br>Leamington Spa |              |               |  |
| <b>October 2018</b>   |   |  |              |               | Use October eNewsletter to promote new materials since last eNewsletter.<br>Tweet about new materials.<br>Quarterly Google Analytics review of website training pages and resources. |
| <b>November 2018</b>  | Review of training, inspection & guidance feedback to identify any need for new materials | Thursday 22<br>November 2018<br>Leamington Spa |              |               | Website/Twitter and email signatures to promote Basic Training date – upcoming for December  |
| <b>December 2018</b>  | Submit 2019/2020 training event dates to December Board for approval.                     |  |              |               |  |
| <b>January 2019</b>   |   |  |              |               | Use January eNewsletter to promote new materials since last eNewsletter.<br>Tweet about new materials.<br>Quarterly Google Analytics   |

|                          | Planning  | Basic Training                               | Other events                           | New materials                                    | Communication   |
|--------------------------|---|--|--|--|---|
|                          |   |  |  |  | review of website training pages and resources.<br>Promote 2019/2020 Calendar of training events in January eNewsletter and on ENTRUST website. |
| <b>February 2019</b>     | Plan 2019/2020 training strategy<br>Review of 2018/2019 training strategy implementation and need for any new materials | Wednesday 13 February 2019<br>Leamington Spa |  |  | Website/Twitter and email signatures to promote Basic Training date   |
| <b>March 2019</b>        | 2019/2020 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.<br>Create communications plan for new materials (when significant) and when required.    |