

ENTRUST

Annual Report 2010/2011

Regulating the Landfill Community Fund,
Benefiting People and the Community



Contents

Introduction	2
Chairman's Overview	3
Chief Executives Operational Review	4
Registrations	5
Regulations	6
Satisfaction Survey	9
Compliance	10
Enforcement	16
Governance	18
Financial Overview	20
Summary	21
Board & Senior Management	22

St Ives Country Estate Project,
thanks to WREN

Introduction

The ENTRUST Annual Report enables stakeholders to review and look back at our work over the last twelve months to independently assess our performance and identify our successes.

We are appointed under the Landfill Tax Regulations 1996 (Regulations) by the Commissioners of HM Revenue and Customs (HMRC) to regulate and monitor the compliance of the Landfill Communities Fund (LCF).

Our mission in maintaining the statutory requirements of the Regulations is:

“To be an independent transparent regulator that safeguards the LCF from misuse by:

- Facilitating transparency in the management of LCF monies;
- Delivering work based compliance monitoring;
- Coaching stakeholders to compliance;
- Tackling non-compliance;
- Promoting best practice and sharing information; and
- Providing education and training.”

Further information about the LCF and ENTRUST's work can be accessed on our website www.entrust.org.uk

Chairman's Overview

Welcome to the ENTRUST Annual Report.

During the past twelve months we have seen unprecedented change and uncertainty creep into all aspects of our community life. Its impact upon the LCF will put greater pressure upon the scheme and all its participants to deliver more projects with better effectiveness. We have to review the way we operate as the regulator and become even more efficient in our delivery.



- Agreement with HMRC on a new funding mechanism, which we consider will help remove some of the volatility with the current system and ensure that the levy remains stable and as low as possible.

The challenge for ENTRUST going forward is to build upon our current success and deliver the testing agenda we have set ourselves for the current year.

Philip Smith
Chairman



**Information based on 2009/2010 data.*

In this respect we have continued to improve our operations to provide a service which meets the expectations of a good regulator to all Environmental Bodies (EBs). To this end I would like to thank the staff for their support and full participation in the changes we have made over the past twelve months.

It should however not go unnoticed that despite these tough times, the Government has still determined to positively invest in the Fund.

Some of ENTRUST's notable achievements this year include:

- The successful implementation of a new ENTRUST On-Line system (EOL), which has been developed in close association with stakeholders;
- The development of new innovative ways of delivering our training to stakeholders. As part of this process, for the first time, we have used technology through the medium of downloadable videos and electronic training; and



Chief Executive's (CEO) Operational Review

This has been another busy and testing year for the organisation. It is pleasing to note that this year, we delivered all of our Key Performance Indicators (KPIs) and Management Targets (MTs) and also ensured that the replacement EOL system was delivered on time and to budget.



I am pleased that we have continued to build upon the strong foundations that we have laid in previous years and that we have also continued to build stronger working relationships with our stakeholders, which is crucial in ensuring the continued long term viability and success of the Fund.

Once again, we delivered a number of positive initiatives, which we consider will help to strengthen the future regulation and operation of the Fund, including:



- EOL – as outlined above the new system was delivered on time and budget. In ensuring that the system met end users requirements, we ran a number of workshops to involve stakeholders in the design and delivery stages. Overall the new system appears to be working well and has been positively received by stakeholders;
- Training – we have again this year developed and refined our training products. As part of this process, we have run joint training sessions with the Association of Distributive Environmental Bodies (ADEB) to allow stakeholders to develop their understanding of the Regulations and the issues that need to be addressed from a practitioners perspective; and
- Compliance – we have continued to develop and enhance our compliance approach and in this respect there are two notable areas of development that we have delivered this year:

Encouraging Diversity

LCF funds are used under Objects D & E to improve or to create facilities for the general public and many of these projects encourage alternative uses which benefit a wide cross section of the community.

1. We have updated our risk model to ensure that this is able to allow us to more accurately focus our resources on higher risk areas; and
2. We ensured that all of our compliance reviews and reports were completed and issued to stakeholders by our target deadline.

While overall this has been another very productive and positive year, as an organisation, we are aware that our strength lies in the quality of the staff we employ and in ensuring that we retain and provide our staff with the best working arrangements possible, we carried out, for the first time a staff satisfaction survey. Overall the results of the survey were pleasing to note but like all organisations, we identified a small number of areas where we need to improve the operation of our business.

I look forward to the next twelve months and again our aim is to continue to build upon this year's work and as part of this process work closely with stakeholders to ensure compliance with the Regulations and the delivery of the Budget 2011, Challenge to reduce the level of unspent funds held by EBs.

Christopher Welford
CEO

Registrations

The Registrations Team are most people's first point of contact with ENTRUST. The Team enrolls new EBs ensuring that they meet the requirements set out in the Regulations. The main focus of their work is on all aspects of project registration, which includes advising EBs on the eligibility of projects and obtaining sufficient information to be satisfied that a project is compliant with the Regulations, through to project registration.

In carrying out their duties, the Team has a target of enrolling EBs and registering projects within ten working days of having received the relevant and necessary information. It is pleasing to note, that this year, we have in most cases enrolled and registered projects within half this time.

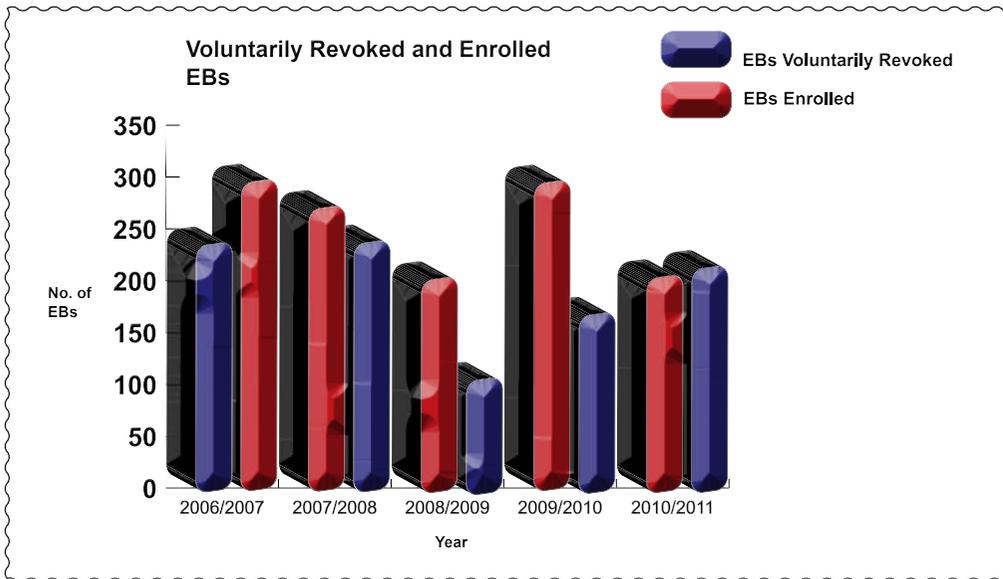
Unfortunately, on occasion, it is necessary to refuse a project

registration, but this year the number of rejections has fallen by more than a third compared to the previous year. In line with best practice, all projects that are initially refused are submitted to our Review Panel and EBs are invited to provide further information and to attend the panel in order to support their application and explain why they consider it complies with the Regulations. Of the 17 rejected projects taken to the Review Panel, six decisions were overturned and two were resubmitted after amendment and subsequently registered.

Finally, during the year, a considerable amount of the Team's time was focussed on developing the replacement IT system for EOL, which also involved stakeholder input. We believe that EOL will make the enrolment and registration process easier for customers to use and as a direct benefit reduce our requests for further information and enhance our service delivery.

EB enrolments, voluntarily revoked EBs and project registrations can be seen in the following tables.





Regulations

The Regulations Team work to a set of standards agreed with HMRC (based on the principles of Better Regulation). They have four key areas of work:

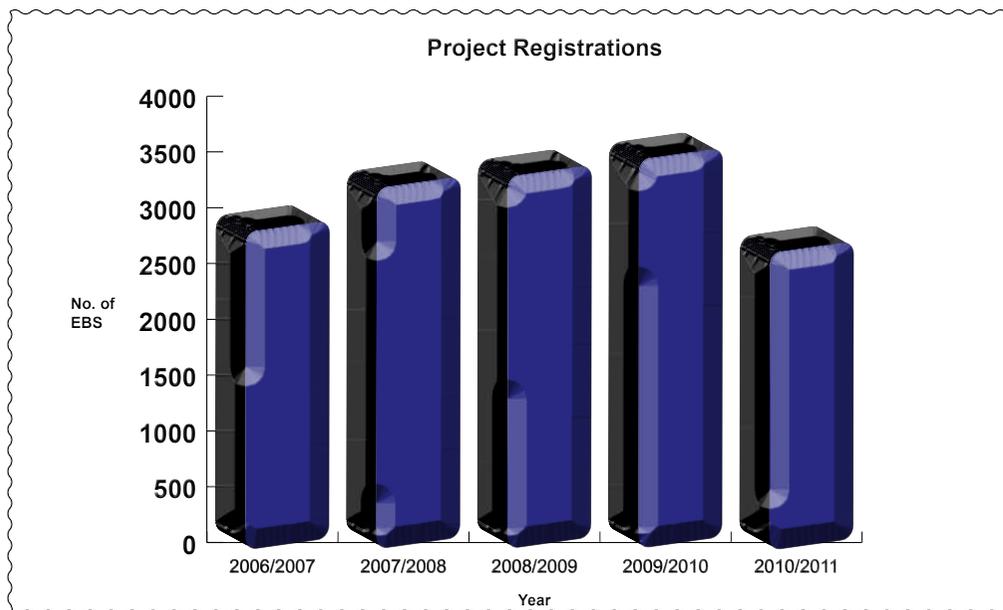
- Undertaking consultation exercises and making regulatory change recommendations to HMRC;
- Issuing guidance to EBs;
- Delivering training to EBs; and
- Introducing regulatory change.

Below is an update on changes in these areas during the year.

Consultation Exercises

We undertake consultation exercises when we identify issues with the Regulations that may require change, where we consider our guidance may need amendment or we think that there should be a change to EB reporting procedures. We consult with EBs and in some instances Landfill Operators (LOs) on the issues concerned and to outline our proposals. In line with best practice, we have published our consultation process, which complies with HM Government Code of Practice on Consultation.

We undertook two formal consultation exercises this year on Object D Guidance and the management of LCF assets. In addition we reviewed the Value For Money (VFM) questions which are asked on the project application form.



We are pleased that compared to the previous year we had a higher response rate to our consultations achieving feedback from EBs that represent on average 81% of the Fund, compared to 67% for last year. However, we are still not receiving responses from as many smaller EBs as we would like and we will continue to focus our efforts in this area.

Object D Guidance

Object D allows expenditure on projects that are public amenities. We issued revised guidance to all EBs, which includes a new interpretation of what can be considered an amenity in order for a project to be eligible under this Object. It is important that projects are able to demonstrate that the park or amenity is for the protection of the built, natural or social environment.

Management of LCF Assets

We consulted on the Management of LCF Assets and have published a next steps report on our website. We are now carrying out the

recommendations that we hope will assist EBs to manage and secure their assets in accordance with the Regulations.

Review of the Value for Money Questions

We also consulted on the VFM questions which are asked on the project registration forms. The aim of this consultation was to ensure that we are capturing the best available information, as this is used to report the outcomes of the scheme to HM Treasury. We submitted our recommended changes to HMRC and HM Treasury, who agreed with them, but noted that we may need to consider a wider review in the

longer term. We implemented the changes when EOL went live and these rolled out with the new system.



The first boats for almost a century due to the canal restoration at Cocklemore Brook, thanks to Wilts & Berks Canal Trust.

Photo credit: Stephen Lewis

Revised Guidance

We keep our guidance manual under constant review and issued updated guidance to EBs in June 2010, which included the revised interpretation of an amenity which was discussed in the previous section. We made a further amendment at the end of the year to incorporate areas of improvement, which were identified within the consultation exercises that we have undertaken since 2009, including:

- Best practice guidance on how EBs should monitor compliance with any restriction on Contributing Third Parties (CTPs);
- Guidance surrounding good practice when holding reserves for the purposes of winding-up;
- Directing EBs to guidance on investment practices elsewhere and making them aware that they need to adopt practices that are appropriate for their organisation;
- Advising EBs that their running costs are allowable if they are reasonable and relevant to the LCF;
- Outlining that running costs in excess of 10% of LCF expenditure per annum will be monitored by the Compliance Team and may result in a review;
- As the term 'reasonable and relevant' is subjective, the EB guidance manual now gives illustrative examples of such costs; and



- Project management costs are re-named within the EB guidance manual as 'additional associated costs' being the costs that do not lead to direct physical works.

Training

At the heart of our compliance framework is the requirement to coach EBs to compliance. As part of this process, we deliver training around the UK to help EBs understand their obligations under three core threads:

the UK to help EBs understand their obligations under three core threads:

- Basic;
- Advanced seminars which pick up topical issues of the moment; and
- Specialised training on the use of our on-line system.

During the year, we delivered a total of ten training sessions at various locations throughout the UK. We

are pleased that we saw an increase in delegates of 69% from last year across all of the events.

We also worked in partnership with ADEB to present complimentary training on the same day and these events proved popular with an average of 40 attendees on each course. In addition to our nationwide training programme for EBs, we have introduced remote training. This allows delegates to participate in EOL training from their own desktops. The software has enabled us to hold extra training sessions at minimal cost to delegates. In rolling out the new EOL, we also produced short videos on-line to assist EBs to familiarise themselves with the new system.

Regulatory Change

We write to all EBs informing them of changes and publish news items on our website. The main change during the year was in November 2010, when the Regulations were amended to expressly provide that income includes interest and also that income derives from the sale or disposal of an asset. This now provides absolute clarity that the disposal of assets generates derived income.

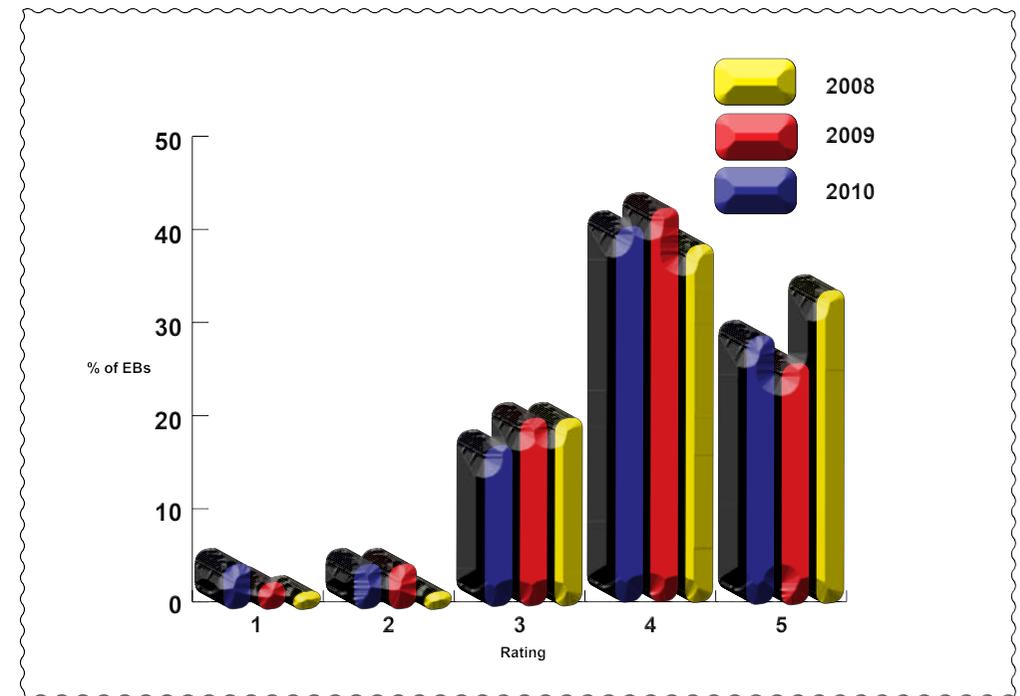
EB Satisfaction Survey

In June 2010, we ran our third EB satisfaction survey and the results of this exercise were published on our website. 330 EBs responded to the survey, representing a participation rate of 12.2% of enrolled EBs (an increase of 8.3% from 2009/2010).

The results helped to provide us with a robust and independent benchmark of our performance and therefore enable us to focus our resources on areas which stakeholders consider need to be enhanced.

EBs were asked to rate ENTRUST overall in acting as a regulator (5 = high, 1 = low), the following is a summary of findings of the survey.

Customer Satisfaction Survey Year on Year Comparative Data



The overall rating has highlighted a general improvement in our performance. The rating of 'five' went up 3%, indicating that ENTRUST are continuing to build on previous year's results in terms of service delivery and support to the EBs. The figure also went up by 2% in the poor category, which means that ENTRUST should not become complacent.

The survey identified a number of issues that we need to address and we have implemented a change programme, which is outlined in the following table:

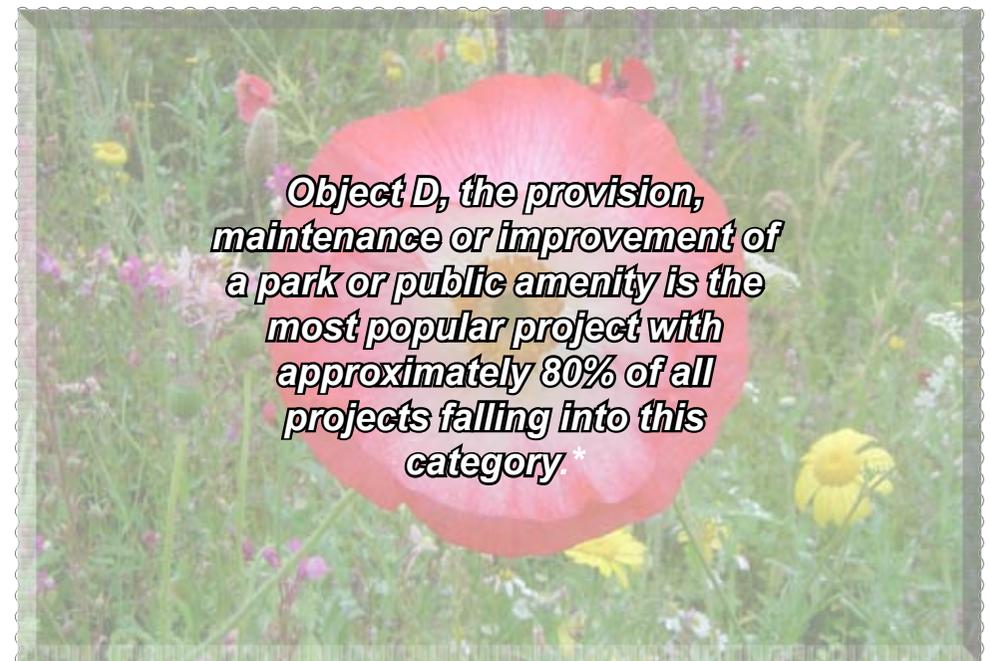
Area of improvement	Action to date
Enrolment process to be simplified, and made easier to navigate as part of the new EOL system.	The enrolment process has been reviewed as part of the new EOL.
Discuss with Distributive Environmental Bodies (DEBs) the possibility of simplifying processes to reduce duplication arising from forms, which asks for the same information, causing more work for applicants.	We have researched if duplication can be removed from ENTRUST and DEB application forms and have concluded that a standardised approach is not practicable.
Issue proposed guidance on assets in the next consultation document.	The proposed guidance on assets was published within the asset management consultation document on 23 December 2010.
Make the guidance manual available as a simple document with no pictures for EBs to print more economically.	The printable word version of the guidance manual was published on 30 November 2010 and has received positive feedback from stakeholders.
Put more guidance next to the questions on the hard copy Form 4 – Statutory Annual Return and mirror with help on the new EOL.	The Form 4 Guidance was reviewed and simplified as part of the new EOL.
Remind EBs of the benefit of being accredited.	We have issued an article in the e-bulletin regarding the benefits of being accredited.

Compliance

Risk Based Regulation

ENTRUST uses a risk based approach in undertaking compliance activities. The foundation for this approach is our risk model, which includes a number of factors, such as the size of funds and known compliance issues which are taken into account to give a risk score.

The focus of our activity is targeted towards higher risk EBs. The risk model has been incorporated into EOL to allow real time updating of risk scores and helps to inform the review process and target our resources more effectively. We focussed on smaller EBs who had never been visited before, and this accounts for the reduction of overall funds covered from the previous year.



Our compliance methodology and focus recognises that compliance with the Regulations is a function not just solely based upon project expenditure, but also the framework of corporate governance and internal controls adopted by each EB. To reflect this, our inspection resources have been re-allocated to provide appropriate weighting to the two generic areas of project based inspections and systems based inspections.



Opening of the Ryecroft Road Community Building Doncaster by the leader of the opposition, The Rt. Hon. Ed Miliband MP thanks to The Veolia Environmental Trust

Project based inspections

Our project based inspections concentrate on the compliance of projects, which have received LCF funds and the controls over the LCF funds.

We make sure that the project continues to meet the requirements of the Object under which it was registered and that all expenditure is in line with this Object.

We check that other Regulations have been adhered to, such as the requirement that Third Party Contributors do not receive a unique benefit from the project; and that derived income is being recorded and applied to approved Objects.

Control framework inspections

The aim of these reviews is to highlight weakness in the organisation's governance and control framework, which might eventually create flaws in operating procedures and increase the risk of non-compliance. Our systems based reviews are classified into two distinct areas:

Control Framework Inspections (CFIs)

These are similar to project inspections. Where we consider that an EB demonstrates potential or real risks in its operations, we will arrange a visit to review both project files and controls. This process is not voluntary.

Accreditation Inspections

Accredited EB status was introduced to promote effective governance and control within the LCF; the award of this status to successful applicant EBs follows a rigorous and objective assessment by ENTRUST. There is then an annual 'light touch' review.

We have carried out a full review of our internal procedures documentation and workbooks and have revised our report formats with a view to making them easier for EBs to identify the key issues we have raised.

Performance

The Compliance Team has delivered all of its KPI's for the year:

- Carried out a total of 290 reviews against a target of 285 (and compared to 276 the previous year) which consists of 231 Compliance and 59 Accreditation/Control Framework reviews, (which compares to 227 Compliance and 49 Accreditation/Control Framework reviews the previous year);
- Covered a value of £116,546,362 equating to 76.46% of the total fund value against a target of 75% (Compared to 82% the previous year);
- 97% of the compliance reports have been issued within 20 working days, exceeding the target of 95% (Compared to 60% the previous year);

- Achieved a 33.86 % return rate for satisfaction questionnaires issued against a target of 25% (compared to 25% the previous year); and
- Achieved a high level of customer satisfaction over the year, with an average score of 4.05 out of a possible score of 5. The target for 2010/2011 was 4 and this compares to 4.4 the previous year).



Children from Purfleet Primary School crossing the Mardyke bridge, thanks to the Veolia Mardyke Trust

Accreditation

EBs may voluntarily apply for accredited status. The benefits to accredited EBs are:

- Lighter regulatory touch (annual compliance review);
- Self-registration of projects;
- Use of the small grants scheme;
- Abbreviated project registration forms – reduction in required information when self-registering a project;
- LOs and other EBs donate with an

increased level of confidence and knowledge that the organisation is well run and properly structured; and

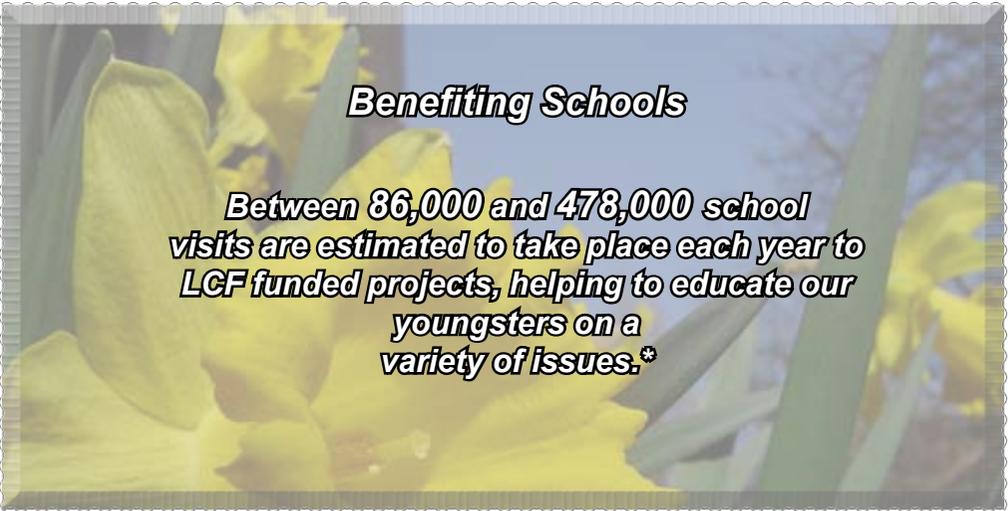
- Allow ENTRUST to audit the performance of the LCF with the knowledge that funds are managed by a robust and well controlled organisation.



Stafford Castle Woodland Trail, thanks to Staffordshire Environmental Fund

We congratulate County Durham Environmental Trust and Hurst Water Meadow Trust who were awarded accreditation status during the year, increasing the number of accredited EBs to eight. They join the following six EBs who have retained their accredited status:

- SITA Trust;
- Staffordshire Environmental Fund;
- Perth & Kinross Quality of Life;
- Fife Environment Trust;
- Northumberland Wildlife Trust; and
- Grantscape.



Benefiting Schools

Between 86,000 and 478,000 school visits are estimated to take place each year to LCF funded projects, helping to educate our youngsters on a variety of issues.*

Common Themes

Within the EB community there has been a good standard of compliance in recent years. This has continued into the current financial year, however there are occasions where common failures to comply with the Regulations and best practice have been identified. These are demonstrated in the following table:

Issue	Recommendations
Corporate Governance	To ensure that EBs maintain transparency and comply with best practice over reliance on one individual person is discouraged. ENTRUST appreciates that for smaller EBs this can be an issue. However, the wider the knowledge is spread will enable compliance with statutory returns and an EBs obligations under the Scheme.
Administration Costs	EBs must ensure that where they have declared administration costs these can be both justified and verifiable. This can be achieved by the use of timesheets, project monitoring reports or invoices.
Documented Processes and Procedures	EBs should ensure that they review their documented processes every 12 months. This will ensure that they are up to date and operating correctly. The EB may be able to identify areas where improvements in process may aid the efficient running of the EB.
Contributory Third Parties (CTPs)	EBs must make and retain records of CTPs. This ensures that no CTP gains a unique benefit from the Scheme and ensures transparency over its operations.

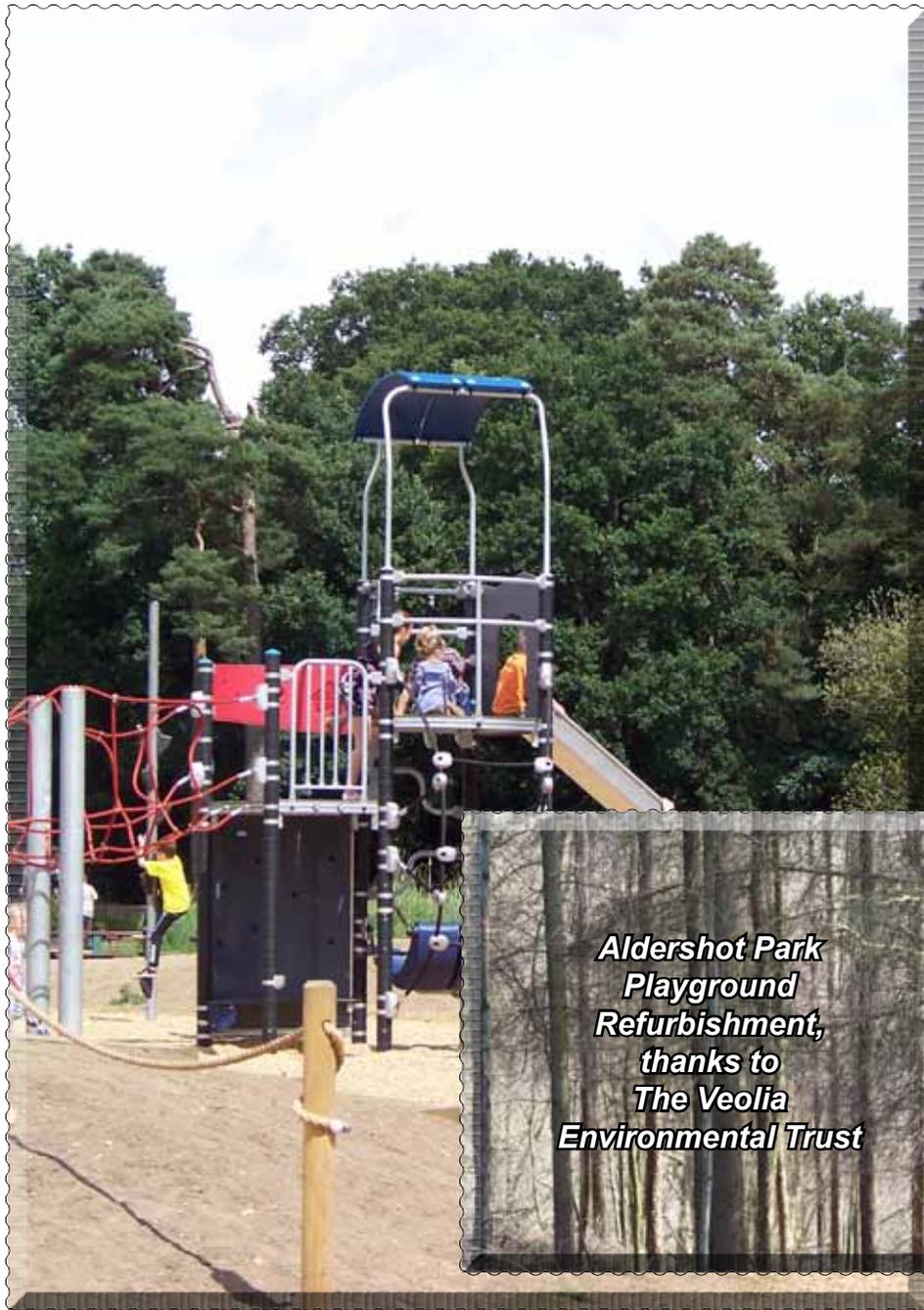
Main Contacts and Director Updates

EBs should ensure they keep ENTRUST up to date with changes to main contacts or Directors/Trustees. This ensures that all relevant correspondence is sent correctly to the EB and we don't waste time contacting former Directors/Trustees who have left the organisation.

Conversely, the following table highlights examples of good levels of control and best practice.

Stanrigg Memorial Hall & Sports Centre Opening, thanks to EB Scotland Limited





***Aldershot Park
Playground
Refurbishment,
thanks to
The Veolia
Environmental Trust***

Area	Demonstration
Corporate Governance	<p>A defined and robust system by which project approvals are sought from Board Members. These include site visits by members of the Board and individual Board Members having responsibility and oversight of projects.</p> <p>EBs holding regular Board meetings to discuss funding arrangements and project approvals.</p> <p>Linking of central submission of returns to ENTRUST, Companies House and Charities Commission.</p> <p>Keeping up to date with the Regulations and attending ENTRUST training and seminars.</p>
Communication	EBs making electronic versions of project application documentation on-line and available to applicants.
Project Management	<p>EBs ensuring that all documentary evidence is retained and available at inspection.</p> <p>Regular internal meetings between Project Managers to ensure that best practice is circulated and issues resolved.</p>

Area

Documentation Retention

Demonstration

A documented retention policy in respect of forms/deeds and quotes which mirrors both the requirements of the Scheme and also other statutory requirements.



Enforcement

Our Enforcement focuses on the following key areas:

- Taking appropriate action under the enforcement process to resolve breaches in the Regulations;
- Taking appropriate action under the enforcement process to prevent the LCF being brought into disrepute;
- Applying sanctions to EBs that have breached Regulations;
- Working with Compliance to manage timely responses to compliance reports and conduct any follow up work which may be required;
- Managing risk through researching and reporting intelligence gathering in order to monitor activity which could lead to breaches in the Regulations, or the scheme being brought into disrepute; and
- Identifying improvements to training and guidance based on the caseload.

ENTRUST's Regulations Manager, planting native bluebells at the RSPB Middleton Lakes Nature Reserve Opening, thanks to the RSPB

This year has been a busy period for enforcement as the number of cases has increased significantly which we consider is due to both our increased intelligence gathering and carrying out an increased level of visits to smaller EBs who may not have been visited before. During 2010/2011, there were 20 cases under investigation for breaches in the Regulations and our enforcement action led to all but three of these cases becoming compliant, the remaining cases were referred to HMRC. We also dealt with one case where we considered the actions of the EB could bring the LCF into disrepute and the EB amended its practices to address our concerns.

We consider that we have a robust, resilient and timely enforcement process. During this year 80% of compliance issues have been resolved within 28 days of a compliance report being issued. Specific project work identified 30 inactive EBs and considered the security of any assets they held.

The Enforcement Process

Where we consider that an EBs actions and responses suggest that regulatory breaches are evident or could become evident, a series of events will take place under the general heading of the enforcement process. A summary of the process can be found on the ENTRUST website in the Compliance section. The enforcement sanctions open to ENTRUST are:

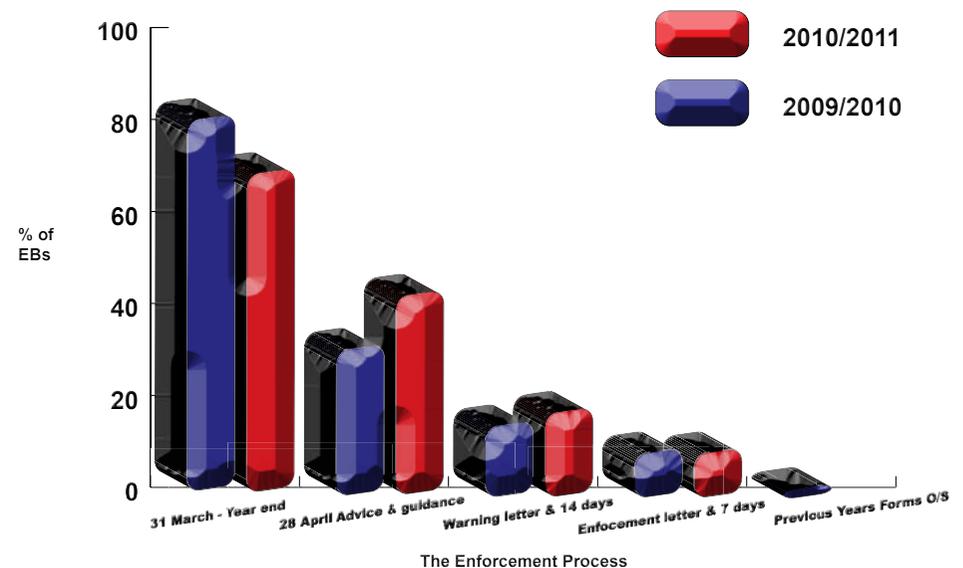
- Advice and guidance letter;
- Warning letter;
- Enforcement letter;
- Naming and Shaming (for non-submitted Form 4s only);
- Removal of accredited status, if appropriate; and
- Notification to HMRC.

Form 4 Naming And Shaming Process

The Naming and Shaming policy was introduced in 2009/2010 and we publish the Naming and Shaming list for those EBs who do not send us their returns. This process enabled us to obtain 98% of Form 4s by the end of June 2010, for the 2009/2010, reporting year.

Progress in obtaining the 2010/2011, Form 4s in comparison to 2009/2010, is set out in the following chart:

% of EBs Failing to Return their Form 4



Other Statutory Returns

EBs are obliged to submit to us a Form 3 with details of all contributions received from a LO and a Form 7 with details of all transfers made to other EBs, both within seven days. The compliance rate for Form 3s submitted on time increased to 89.6% for 2010/2011, compared to 78% the previous year and the Form 7 compliance rate has increased to 96.8% in 2010/2011, compared to 92% the previous year. We are pleased to see that most EBs are responding to the letters we send and amending their procedures.

Governance

In 2009/2010, we revised and enhanced our governance framework to ensure that the organisation has an ethos of openness, transparency and accountability. The framework provides for a number of issues including the roles and responsibilities of the Directors and responsibilities delegated to the Chief Executive, Senior Management Team (SMT) and Managers. The Corporate Governance Framework complies with the UK Combined Code on Corporate Governance and will be reviewed to ensure that it remains compliant with the Code as part of the 2011/2012, Internal Audit programme.



Key Performance Indicators and Management Targets

So that we can effectively monitor our performance as an effective Regulator and to provide a transparent method for our stakeholders to assess our overall performance, we agreed 17 KPIs and 13 MTs for the year.

We are pleased to report that all of the KPIs and MTs were achieved in the year and it is a testament to the hard work and effective performance management systems put in place by our staff over the last two years following the relocation of ENTRUST. The following table provides an overview of our performance:

**Denbigh Street
Play Area & MUGA,
thanks to
SITA Trust**

	KPIs achieved	MTs achieved
Compliance	7	1
Registrations	2	-
Regulations	3	2
Communications	3	1
Corporate	2	9
Total	17	13

Risk Management

In line with the Combined Code on Corporate Governance, the SMT review our Strategic Risk Register (SRR) on a monthly basis which then determines any changes that need to be made to our identified operational risks. The strategic risk register is also reviewed by the Audit Committee as a standing item on its agenda.

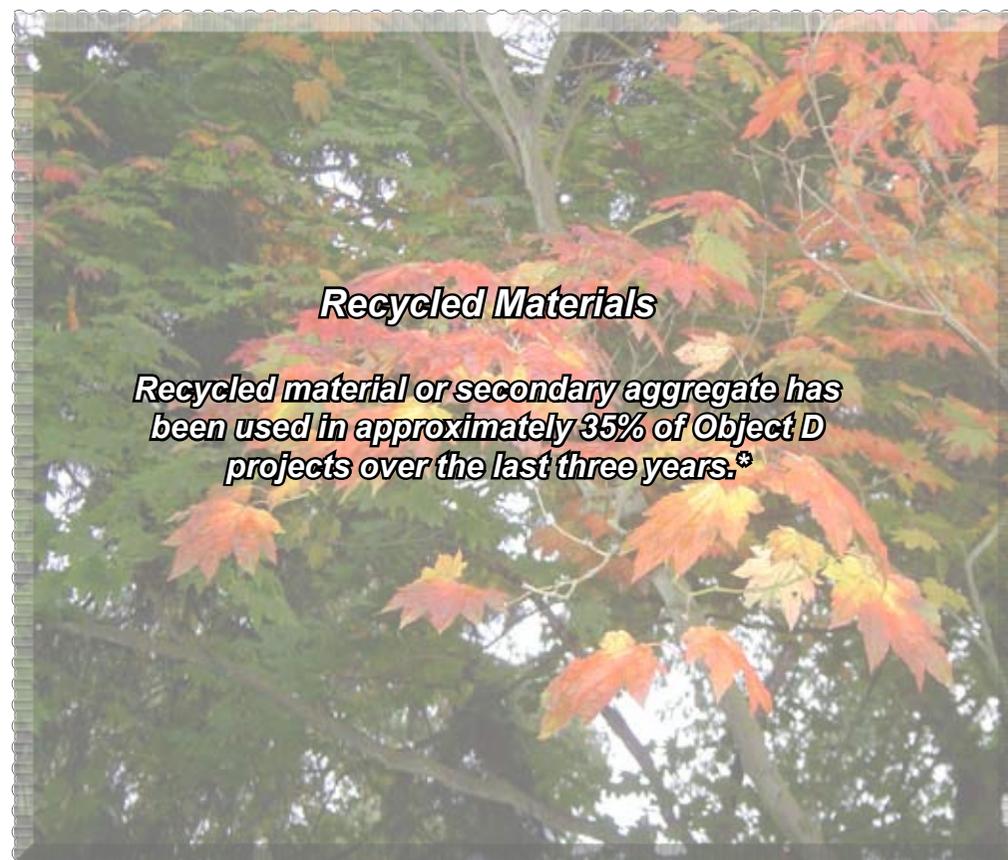
Where it is judged appropriate, additions to the SSR, changes to risk scores and controlling actions are submitted by the SMT for approval by the Board. During the year, no additional strategic risks were adopted by the Board, but the impact of changes to tax raising powers to the Scottish Assembly was identified as a potential future strategic risk issue.

Internal Audit

Our annual Internal Audit programme is strongly allied to mitigating the impact of the issues identified in our SSR and the 2010/2011, programme, examined not only core business processes but also the effectiveness of the work we undertake, for example, compliance inspections and the ENTRUST website. In addition we also reviewed the effectiveness of our security and business continuity processes.

Overall, the independent reviews have provided the Board with a high level of assurance that the business is being well managed and the processes and controls in place within ENTRUST are effective in reducing our risk exposure.

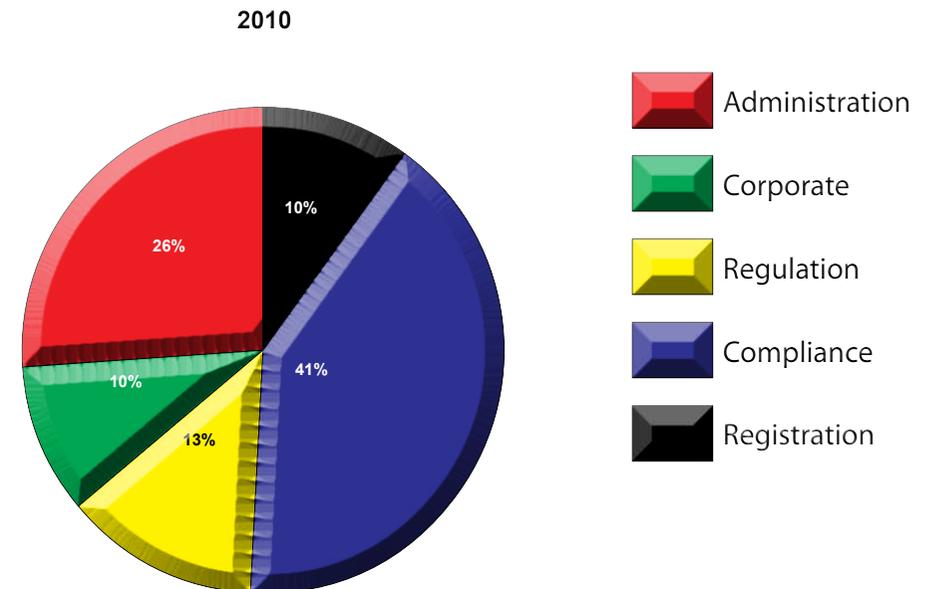
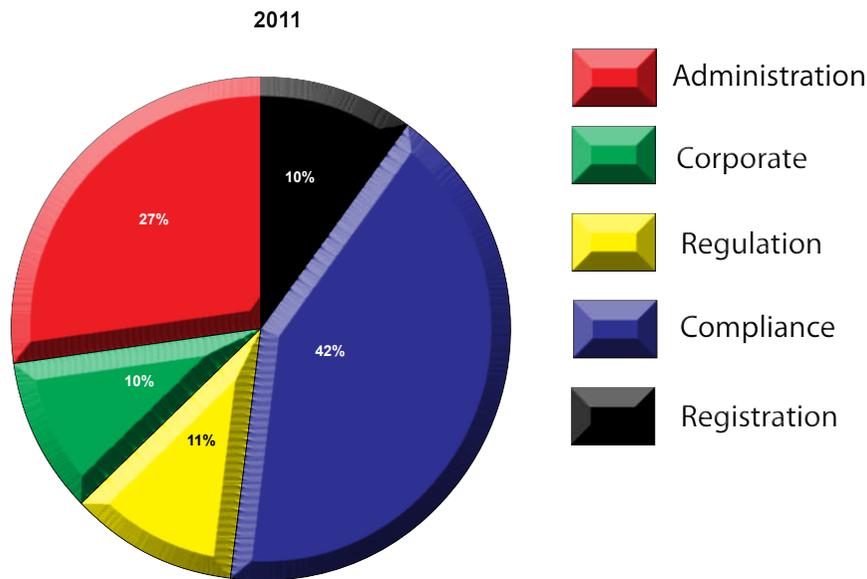
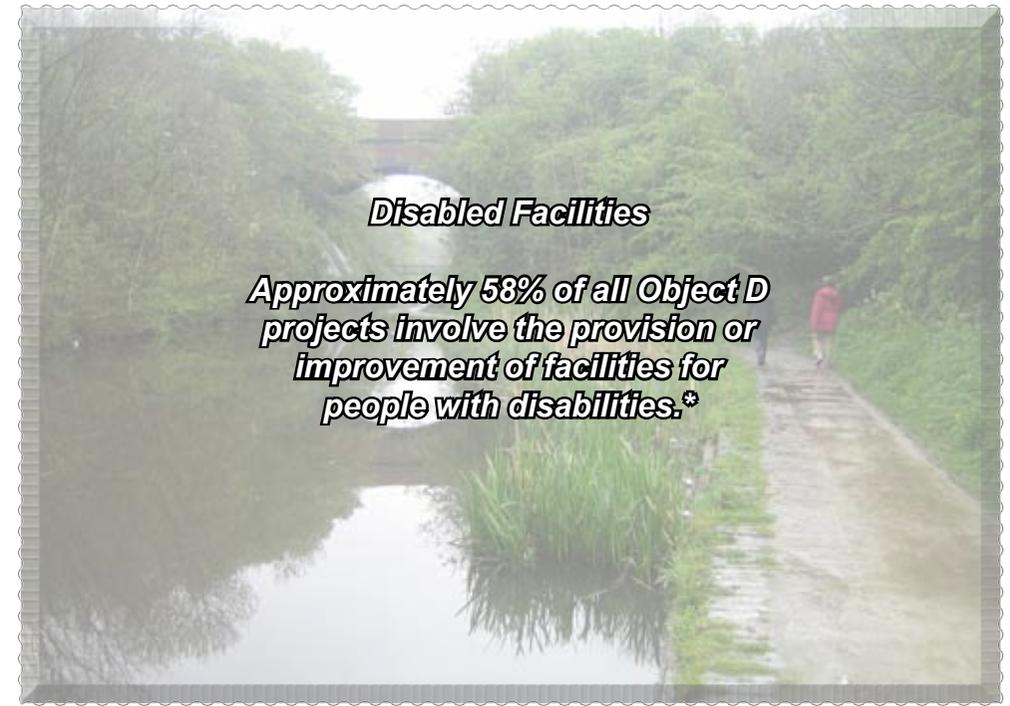
The 2011/2012, audit programme will undertake a broader examination of our regulation and compliance activity as well as looking at the way we provide a safe working environment and that our governance framework compares with the Combined Code.



Financial Overview

Over the last 12 months, we have worked to ensure that ENTRUST continues to operate in an efficient and effective way and that wherever possible we have been able to make efficiencies in the way we operate and incur costs. These efficiencies have been included in our future resource requirements so as to reduce the amount of funding we take from the LCF through the levy on contributors to fund our regulatory operations.

As a result we have been able to report a small surplus on our normal operating activities of £6,215 (2010: a surplus of £24,778). Additionally, we also received income through the levy, totalling £130,000 to reimburse our general reserves as a consequence of exceptional costs incurred in 2009/2010, relating to an appeal undertaken with the support of HMRC, in respect of issues relating to an EB that had entered Administration.



Summary

Over the last year we have seen the benefit of the organisational changes we have made through the relocation and restructure of the compliance inspection function through the achievement, for the first time, of all of our agreed KPIs and MTs. In addition, having put in place a more efficient and effective operational structure, we have also completely renewed our Information Technology infrastructure and have provided both the company and our stakeholders with a modern, secure and effective EOL system that will provide a long term solution to support the regulation of the LCF.

We continue to build strong relationships with EBs and HMRC to make sure we achieve our aim of ensuring that we support and develop EBs understanding of the regulations and have consulted widely on a range of regulatory issues throughout the year and as a result we have seen an improvement in EB compliance with the LCF regulations.



Despite these successes the challenge going forward will be to continue to drive forward our own performance in delivering highly professional and high quality regulatory services and further support the EBs drive to compliance and to meet the challenge set by the Government to reduce the level of funds held by EBs by 15% from the 2009/2010, baseline.

**Butterfly World,
St Albans,
thanks to
Groundwork
Hertfordshire**

**Information is based on
2009/2010 data.*

Attendance at ENTRUST Board and Committee Meetings 2010/2011

ENTRUST Board and Senior Management Team

Four board meetings were held during 2010/2011.

Three members attended all meetings, whilst the Chairman could not attend the September meeting and the Chief Executive was unavailable for the December meeting.

There was full attendance to both the Human Resources & Remuneration Committee and the Audit Committee meetings, with the exception of the Chairman who could not attend the September meetings.



The ENTRUST Board:

Back row, from left to right: Christopher Welford, Lorraine Clinton, Will Lifford.

Front row, from left to right: Philip Smith; and John King.

The Senior Management Team

Mary Hawkins
Head of Operations



Mark Crook
Head of Finance



The Sustainability Centre,
housing an energy efficient
biomass boiler,
thanks to Earthworks Trust



Front cover image, thanks to SITA Trust, St Andrew's Community Garden Project, Earlsfield, London. Opened by the Rt.Hon. Sadiq Khan MP.

Allotment image thanks to WREN, St Barnabas Garden Project.

Hockey Players thanks to Staffordshire Environmental Fund, Chasetown Specialist Sports College.

Back cover image of the ENTRUST offices in Leamington Spa.

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