



# **CHIEF OPERATING OFFICER**

## **INFORMATION PACK**

**FEBRUARY 2022**



## CONTENTS

1	A message from the Chief Executive	3
2	Introduction	4
3	Role Description including Person Specification and Organisational Structure	6
4	Terms and Condition	11
5	How to Apply	12
6	Recruitment Process	12

## 1. A MESSAGE FROM THE CHIEF EXECUTIVE

Dear Applicant,

I would like to thank you for taking the time to show an interest in the **new** role of ENTRUST's Chief Operating Officer (COO).

As ENTRUST's COO you will have a pivotal role in supporting the Chief Executive (CEO) in delivering our key aims and objectives. As part of this process, you will be required to ensure that we regulate the Landfill Tax Regulations 1996 (Regulations) in accordance with our statutory requirements and to also facilitate Environmental Bodies (EBs) compliance with the Regulations.

We have included within this pack more detailed information regarding the role and how to apply for it. However, if you have any further questions, please do not hesitate to contact me on 01926 488317.

More information on ENTRUST and the Landfill Communities Fund (LCF) can be found on our website, [www.entrust.org.uk](http://www.entrust.org.uk) and I look forward to receiving your application.

Yours faithfully,

**Christopher Welford**  
**Chief Executive**

## **2. INTRODUCTION**

### **ABOUT ENTRUST**

- 2.1 ENTRUST is appointed under statute to carry out the role of Regulator of the LCF, by the Commissioners of Her Majesty's Revenue & Customs (HMRC). ENTRUST is the regulator of the Fund, it does not allocate or have influence over the distribution of landfill tax monies. Landfill Operators (LOs) are required to pay tax on tonnage which is landfilled. The LO can pay part of their landfill tax liability to an EB who are then obligated to spend the monies on one or more of the 'approved objects' appearing in the Regulations.
- 2.2 It is the role of the EBs to ensure that landfill tax credit monies are spent in accordance with the Regulations, which we achieve by registering organisations as EBs, approving project applications and undertaking risk-based compliance of project's compliance with the Regulations.
- 2.3 ENTRUST's work is allocated between two teams:
- Operations (Compliance and Policy and Regulations); and
  - Corporate Support (Human Resources, Communications, Governance, Finance, Information Technology, Breach Management and Quality Assurance).
- 2.4 ENTRUST proactively oversees EBs, by reviewing projects in advance of any work taking place, or any monies being spent. Nearly 62,000 projects have been submitted to ENTRUST for review and approval since the inception of the LCF in 1996.
- 2.5 EBs are provided with guidance on both the allocation and protection of funds. Failure to comply with the Regulations, or ENTRUST's guidance may result in breach management action being taken by ENTRUST against an EB, for example providing advice and guidance, or HMRC taking enforcement action for example an EB being revoked (forcible expulsion) from the LCF.
- 2.6 An EBs activities and the work it undertakes in delivering an approved project is regulated and overseen by ENTRUST. In line with best practice, ENTRUST bases its compliance activity on a 'risk based' approach.
- 2.7 These safeguards help to ensure that landfill tax monies are applied and spent in accordance with the Regulations, through the management and control of funds by the EBs.

### **CORPORATE PLAN 2021/2024**

- 2.8 2021/2022 has been another challenging and busy year for ENTRUST as we have worked through the Pandemic to ensure that we continue to regulate the LCF to an appropriate standard. During the year, we continued to provide our Stakeholders with the full range of services, despite having the majority of our Staff working from home during the reporting period: Some of the additional work we consider that we have also delivered to strengthen the operation of the Fund, include:

- Continuing to support EBs through the pandemic, by providing advice and guidance and in recognising the difficulties some organisations have faced in delivering their registered projects by taking a proportionate approach in our dealings with them;
- Reviewing and updating a number of our processes following constructive feedback from EBs;
- Continuing to make developments to ENTRUST Online (EOL) to ensure that it remains fit for purpose;
- Improving the assurance level that we provide to HMRC by updating our compliance review process to include new assurance work relating to projects through undertaking detailed review of higher risk projects
- Improving our service levels by extending and improving the mechanisms that we use to gather, assess and take positive interventions to improve our service offering;
- Using virtual training methods to extend the reach of our training offering to EBs; and
- Re-evaluating the mechanism to assess our overall compliance with best regulatory practice.

2.9 Moving forward into the next financial year, as an organisation committed to continual improvement, in the last quarter of the year, we will assess our overall performance in order to assess those areas, where we can strengthen our business model to make further improvements in 2022/2023.

## **ENTRUST's AIM, VISION, MISSION AND VALUES**

### **Aim**

2.10 To be an independent, credible and professional Regulator that treats all stakeholders fairly in all of their dealings with us. To improve awareness amongst our stakeholders of the regulatory role we perform and the work we do.

### **Vision**

2.11 To be a first-class regulator facilitating delivery of Landfill Communities Fund projects for the benefit of communities and the environment.

### **Mission**

2.12 Assuring compliant use of the Landfill Communities Fund (LCF) monies while delivering value for money for our stakeholders.

### **Values**

- We're transparent in all of our activities;
- We act with integrity in our dealings with stakeholders, the sector and our staff;
- We're consistent in our actions and approach;
- We're supportive; promoting good practice, sharing information and providing focused training where it is needed; and
- We always pursue excellence in our work, delivering value for money to our stakeholders.

### 3. ROLE PROFILE

<b>Job Title: Chief Operating Officer</b>	<b>Reports to: Chief Executive Officer</b>
<b>Based at: Leamington Spa</b>	<b>Date: January 2022</b>

<p><b>Job Purpose</b></p> <p>The post holder is a member of the Senior Management Team (SMT) who is required to work collaboratively with the Chief Executive (CEO) to ensure the delivery of all the organisation’s corporate objectives. The prime role of the Chief Operating Officer (COO) is to lead and manage the Operations Team, ensuring that the Company’s Corporate Plan, Key Performance Indicators (KPIs) and Internal Targets are all delivered on time and budget to an appropriate quality standard in accordance with the ENTRUST/HMRC Terms of Approval (TOA).</p> <p>The post holder will take responsibility for the issues which cut across the Operational Teams. This will include work on changes to the Regulatory Framework, the maintenance and development of EOL, for keeping data about EBs and making quality improvements to streamline the experience for EB stakeholders.</p> <p>The operational areas of responsibility include Compliance, Policy and Regulations and Registrations</p>
--

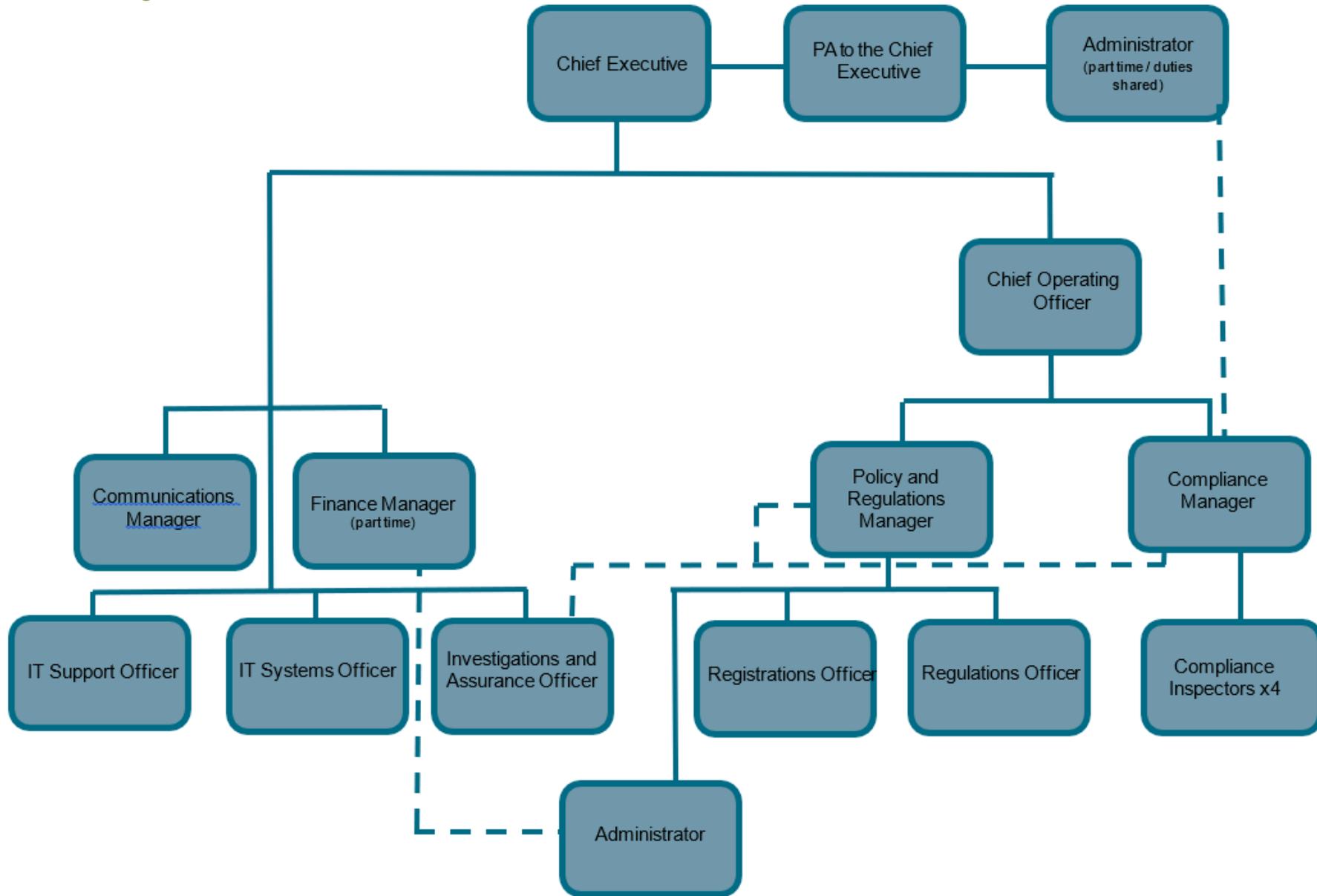
<b>Key Results Areas</b>	<b>Responsibilities</b>
<b>Compliance</b>	<p>Provide leadership, direction and support to the Compliance Manager (CM) in carrying out management reviews to ensure that the quality of the compliance work is to a very high standard. Ensure the team’s KPI standards are met and that there is a robust risk-based compliance framework in operation in ENTRUST.</p> <p>Oversee the work of CM and to take responsibility for their work, which includes:</p> <ul style="list-style-type: none"> <li>• Ensuring that the organisation’s compliance risk models remain extant;</li> <li>• Ensuring a quarterly inspection programme is developed prior to the start of each quarter, based on our risk models;</li> <li>• Control Framework Investigations, Project and Project site visit reviews are all completed to a high standard, which complies with best audit practice;</li> <li>• Keeping under review our compliance process so they reflect the changes in our guidance to EBs;</li> <li>• Identifying and collecting evidence of non-compliance and ensuring that full documented audit trails exist to support our decision-making process;</li> <li>• Discussing and agreeing best compliance practice;</li> </ul>

	<ul style="list-style-type: none"> <li>• Facilitating a continuous improvement in the Compliance Team's work;</li> <li>• Reporting progress to HMRC on the compliance with KPIs;</li> <li>• Preparing reports as agreed, for HMRC, on elements of compliance activity;</li> <li>• Managing the voluntary revocation process and the managed closure process for EBs; and</li> <li>• Complying with best practice standards as laid down in the Regulator's Compliance Code, Hampton and Cabinet Office guidelines.</li> </ul>
<p><b>Policy and Regulations</b></p>	<p>In relation to the development and implementation of new policy to:</p> <ul style="list-style-type: none"> <li>• Present, review and gain approval for policy recommendations with the Board; and;</li> <li>• Present policy recommendations and changes to the Regulations to HMRC.</li> </ul> <p>Ensuring the ENTRUST Regulations Team Standards are met and taking responsibility for the Registrations Team in their work on:</p> <ul style="list-style-type: none"> <li>• Leading and directing the work of the Policy and Regulations Manager;</li> <li>• Facilitating a continuous improvement in the Policy and Regulations Team's work;</li> <li>• Approving guidance for EBs;</li> <li>• Agreeing notices of consultation reviews to EBs;</li> <li>• Facilitating focus groups to identify current policy issues, analysing the results from these and preparing recommendation reports, detailing proposed solutions;</li> <li>• Signing off stakeholder communication and formal training events to deliver clarity and understanding of all changes to regulatory processes;</li> <li>• The review and development of changes to regulatory processes;</li> <li>• Approving data for HMRC on the LCF and also providing data for other bodies as appropriate;</li> <li>• Ensuring that a database of all advice received on the Regulations from HMRC and from legal advisors who we have consulted is maintained; and</li> <li>• Complying with best practice standards as laid down in the Regulator's Compliance Code, Hampton and Cabinet Office guidelines.</li> </ul>
<p><b>Registrations</b></p>	<p>Providing leadership and direction to the Registrations Team, carrying out management reviews to ensure that the decisions made are in accordance with the Regulations and agreed procedures.</p>

	<p>Take responsibility for the work of the Registrations Team in their work on:</p> <ul style="list-style-type: none"> <li>• Enrolling Stakeholders and approving projects in accordance with the Regulations, within timescales set out in the KPIs;</li> <li>• Managing the review process when applications are not approved and an organisation appeals ENTRUST's decision;</li> <li>• Facilitating a continuous improvement in the Registrations Team's work;</li> <li>• Maintaining a database of decisions to ensure consistency of decision making;</li> <li>• Carrying out special reviews to ensure projects are compliant with the Regulations; and</li> <li>• Providing advice and guidance to EBs and prospective EBs to ensure they are aware of how the LCF scheme works.</li> </ul>
<p><b>Contribution to Corporate Plan</b></p>	<p>Manage direct reports in accordance with the Company's agreed policies.</p> <p>Attend a monthly review meeting with the CEO to discuss progress in the division and highlight any areas of concern with recommended solutions.</p> <p>Ensure processes and procedures are managed in accordance with ENTRUST's quality framework.</p> <p>Contribute to the Corporate Plan framework, working closely with the CEO, including:</p> <ul style="list-style-type: none"> <li>• Supporting the CEO in the sourcing and recruitment of any vacancies arising within Operations Team;</li> <li>• The issue of timely and appropriate communication to members of Staff within the Operations Team;</li> <li>• Co-ordinate and attend planned consultation meetings for any members of Staff affected by any future restructuring programmes; and</li> <li>• Contribute to the Company's Strategy and Vision.</li> </ul>
<p><b>Health and Safety</b></p>	<p>As a member of the SMT actively contribute to the delivery of a secure and safe working environment for all members of Staff and Stakeholders, which fully complies with all statutory and other requirements relating to Health and Safety matters.</p>
<p><b>Person Specification</b></p>	
<p><b>Knowledge, Skills &amp; Experience:</b></p> <ul style="list-style-type: none"> <li>• Educated to at least degree level with an appropriate business qualification; or</li> <li>• Professionally qualified accountant / auditor / lawyer, recognised by an appropriate professional body;</li> </ul>	<p><b>Personal Attributes:</b></p> <ul style="list-style-type: none"> <li>• Ability to set clear direction and articulate compelling vision of the organisation in the context of the regulation of the LCF and to be held to accountable for this work;</li> </ul>

<ul style="list-style-type: none"> <li>• At least five years senior operational management experience;</li> <li>• Proven people management experience;</li> <li>• Proven record of prioritising and delivering objectives in a complex environment;</li> <li>• Proven experience of developing and driving forward continuous improvement; and</li> <li>• Proven experience of the development and management of appropriate business relationships.</li> </ul>	<ul style="list-style-type: none"> <li>• Innovation and ability to encourage, plan and implement strategies;</li> <li>• Ability to prioritise conflicting demands;</li> <li>• Ability to manage change effectively;</li> <li>• Ability and vision to build and manage effective relationships with stakeholders, including HMRC and EBs;</li> <li>• Ability to demonstrate leadership;</li> <li>• Excellent verbal, written, presentational and communication skills; and</li> <li>• Effective interpersonal and influencing skills at all levels across the organisation.</li> </ul>
<p><b>Special Features</b></p> <ul style="list-style-type: none"> <li>• You will have successfully delivered change management initiatives within previous organisations;</li> <li>• You will also be committed to and can demonstrate where you have delivered continuous improvement in service offerings;</li> <li>• To be successful in this role, you will demonstrate a broad range of operational and people management experience; and</li> <li>• Due to the complexity of compliance, regulatory and legal requirements, it is envisaged that the successful candidate will have experience of dealing with complex legal issues</li> </ul>	
<p><b>Desirable, but not essential:</b></p> <ul style="list-style-type: none"> <li>• Interest in environment and community projects.</li> </ul>	

ENTRUST Organisational Chart



## **4. TERMS & CONDITIONS**

### **Hours**

- 4.1 The contracted hours are 37.5 per week.

### **Flexible working**

- 4.2 ENTRUST offers a flexible working model, which enables an individual to work full time in ENTRUST's office, or up to a maximum of two days working from home and three days in the office.

### **Salary**

- 4.3 ENTRUST is offering a competitive salary for this role, dependent upon an individual's experience between circa £65k and £75k per annum.
- 4.4 The role also attracts a discretionary performance related bonus of up to 5% of salary.

### **Annual Leave**

- 4.5 Full time new entrants to ENTRUST will be entitled to 25 days leave (in addition to public holidays) increasing on a sliding scale to 30 days after six years' service. Three of these days must be taken during the period between the Christmas and New Year Bank holidays when the business is closed. ENTRUST also provides an additional day's leave to cover an individual's birthday.

### **Pension**

- 4.6 ENTRUST provides a designated stakeholder pension and contributes for this role an amount equivalent to 10% of basic salary, subject to the employee making their own contribution of 1% (Gross).

### **Death in Service**

- 4.7 ENTRUST offers death in service insurance cover, after a qualifying period of three months, equivalent to three times an individual's salary.

### **Location**

- 4.8 The COO will be based at ENTRUST's offices in central Leamington Spa, but there may be some travel in England and Northern Ireland.

### **Other benefits**

- 4.9 Employees have access to an employee assistance programme, Workplace Wellness, for confidential, independent support and advice during difficult times in either their professional, or personal life.
- 4.10 All of the equipment to enable individuals to work both at home and in the office is provided.
- 4.11 ENTRUST also provides onsite parking and a spacious and comfortable office accommodation.

## 5. HOW TO APPLY

- 5.1 Applications for this role should be submitted in the form of a CV with a supporting statement that sets out your reasons for applying for this position and how you meet the requirements set out in the key results area of the role description.
- 5.2 It is essential you provide us with evidence of how your past experience shows you meet the appointment criteria listed within the person specification.
- 5.3 Applicants should also provide the name, position, organisation, telephone contact numbers and email addresses of at least two referees, one of whom should be your current/most recent employer. ENTRUST will seek your permission prior to requesting any references.
- 5.4 Please ensure that you have included mobile, work and home telephone numbers, in addition to any dates when you will not be available or might have difficulty with the recruitment timetable set out below.
- 5.6 All applications should be addressed to Helen Maccallum, Chief Executive's Personal Assistant and either e-mailed to **EntrustHR@entrust.org.uk**, or mailed to **ENTRUST, 60 Holly Walk, Leamington Spa, CV32 4JE**. Please include Chief Operating Officer in the subject line of any emailed applications

**THE CLOSING DATE FOR ALL APPLICATIONS IS 4 MARCH 2022**

## 6. SELECTION PROCESS

- 6.1 All applications will be considered on their merits and a shortlist of suitable candidates will be contacted and invited for assessment and interview which are planned to be held at our Leamington Spa office in March 2022.