



Regulating the Landfill Communities Fund  
Benefiting people and the environment

ENTRUST is the regulator of the Landfill Communities Fund (LCF), an innovative tax credit scheme enabling Landfill Operators to contribute money to enrolled Environmental Bodies (EBs) to carry out environmental projects in local communities.

The aim of the LCF is to offset some of the impacts that landfill sites have on local communities. All projects must satisfy the environmental objects contained in the Landfill Tax Regulations 1996 (Regulations).

We regulate both the EBs' activities and the work they undertake through the delivery of approved projects. We assess each project before any LCF money is spent to ensure it is clearly going to deliver an approved object.

We do not allocate or have influence over the distribution of landfill tax monies.

We are funded through:

- an application fee of £100 which is payable by organisations when they apply for approval to become an EB and enter the scheme; and
- a levy paid by all approved EBs on all qualifying contributions received from Landfill Operators (excluding Scotland from 1 April 2015). For 2016/2017, HMRC have set the levy at 2.96 per cent which applies to all contributions received on or after 1 April 2016.

The levy will be used to fund the following in 2016/2017:

	2015/2016 Approved Budget £'000	2016/2017 Approved Budget £'000	Variation £'000
Resource Requirement	1,360	1,166	(194)

Front cover images (clockwise): Westonbirt Arboretum; Mile Oak Recreation Ground photo courtesy of John Wiedzykowski; Water vole with apple. Major Alarns photo courtesy of Gwent Wildlife Trust and Norman West; Dereham Windmill photo courtesy of Brita Award  
Back cover image: Barn Owl photo courtesy of Gwent Wildlife Trust and Chris Hatch

## 2016 – 2019 Corporate Plan



www.entrust.org.uk



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Since its inception in 1996 the Landfill Communities Fund (LCF) has supported more than 53,000 community and environmental projects across the UK with funds totalling £1.4bn.

## Summary from the Chair and Chief Executive

This year's Corporate Plan reflects the reduction of the Landfill Communities Fund (LCF) to £39.3m as announced in the 2015 Autumn Statement, whilst allowing us to continue to provide high quality regulatory services.

We have carefully reviewed the level of core services we are able to offer and have reduced our budgeted costs from last year by 14 per cent. We recognise that this saving does not fully reflect the overall reduction in the fund, however we consider it is important to note that:

- since 2010, we have delivered a 30 per cent reduction in our funding; and
- we require a minimum level of funding to deliver our core functions, or we will be unable to provide assurance to HM Revenue and Customs (HMRC) that the LCF is regulated to an appropriate standard.

With this background our 2016 – 2019 Corporate Plan is focused on the following key strategic themes:

### Strategic changes – update and reform of the LCF

As a consequence of the Government's response to the reform consultation we will:

- review and update our guidance as discussed with EBs;
- work with HMRC and the sector to make the necessary changes to implement reform of the LCF; and
- support Environmental Bodies (EBs) as they implement the changes.

### Demonstrating Value for Money (VfM) of the LCF

It is important to demonstrate the value that the LCF delivers to local communities. We will continue to build on this key area by:

- reviewing the current project completion reporting; and
- encouraging an understanding of the LCF.

### Service improvement and delivery

We strive for excellence in our work and continually review our approach to delivering our regulatory duties. We will continue to secure EBs' compliance with the Landfill Tax Regulations 1996 (Regulations) by:

- publishing our updated guidance manual;
- upgrading our training package to improve its effectiveness; and
- reviewing and updating the services that we offer through e-delivery to help reduce the administrative burden on EBs.

### Scheme closure in Scotland and Wales

We will continue to manage the closure of the LCF in Scotland, ensuring that all lessons learnt are captured and incorporated in our planning process for the closure of the LCF in Wales. We will also work with the Welsh Government to develop a plan for this closure.

The next 12 months will be a challenging time for both ENTRUST and the sector, as we manage both the reduction in our funding, and at the same time ensure that the Government's plans to reform the LCF are implemented. We are confident that this plan enables us to deliver all of our objectives, despite a substantially reduced funding level.

Dr Ann G Limb CBE DL  
Chair, ENTRUST

Christopher Welford  
Chief Executive, ENTRUST



The Pantheon at Stourhead  
Photo courtesy of National Trust Images and SITA Trust



**Horden Welfare Park**  
Photo courtesy of County Durham Environmental Trust (CDENT)



**South Scarle Community Centre**  
Photo courtesy of Biffa Award



**Raw Music Media, Brixton**  
Photo courtesy of ENTRUST



## Key performance indicators for 2016/2017

### Target 1

**Achieve standards of service delivery and effectiveness acceptable to stakeholders of a modern regulator**

- Approve 98% of eligible applications to enrol as an EB within five working days.
- Approve 98% of eligible project applications within five working days.
- Undertake a customer satisfaction survey by 31 August 2016 and use the findings to improve EBs' level of satisfaction with our services with identified improvements included in an action plan developed by 31 December 2016.



### Target 2

**Enhance the accountability and transparency of the LCF by reporting and publishing information about its operation**

- Provide reports to HMRC against the agreed reporting schedule.



### Target 3

**Secure/increase the level of compliance with the Regulations**

- During the 2016/2017 year inspect EBs holding 90% of LCF funds at 31 March 2016.
- Maintain the proportion of Form 4s received by the due date of 28 April 2016 at the 2014/2015 baseline of 81%.



### Target 4

**Deliver value for money**

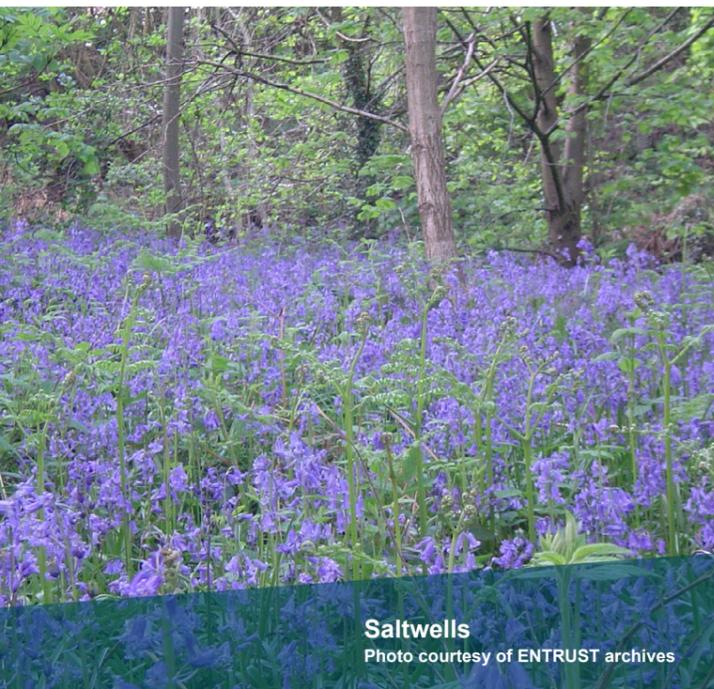


- Maintain the proportion of projects submitted online above the 2015/2016 baseline of 95%.
- Maintain the proportion of reporting forms (Forms 3, 4 and 7) submitted online above the 2015/2016 baseline of 89%.

### Target 5

**Report to HMRC by 31 July 2016 priority regulatory improvements to the Landfill Tax Regulations 1996. Implement agreed changes to guidance or regulation in accordance with agreed timescales**

- Conduct targeted compliance interventions and if necessary consultation exercises to identify issues and make recommendations supported with robust analysis and evidence.



**Saltwells**  
Photo courtesy of ENTRUST archives



**Birmingham City Park at Thinktank**  
Photo courtesy of The Veolia Environmental Trust



**Adonis Blue, Chalk Grassland Project**  
Photo courtesy of Sophie Lenham