



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 in England, Northern Ireland and Wales. For 2017/2018, HMRC have set the levy at 2.67 per cent which applies to all contributions received on or after 1 April 2017.

	2016/2017 Approved Budget £'000	2017/2018 Approved Budget £'000	Variation £'000
Resource Requirement	1,166	1,049	(117)

Front cover images (clockwise): Rosslyn Chapel Visitor Centre, Coventry Cathedral, both courtesy of Jim Varney; Butterfly, courtesy of Gareth Kraas; Kings Lynn Parkour, courtesy of Jim Varney; Back cover image: Middleton Lakes - Lifeline for Lapwings, Vinidor Credits Environmental Company, courtesy of RSPB

## 2017 – 2020 Corporate Plan



www.entrust.org.uk



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Since its inception in 1996 the Landfill Communities Fund (LCF) has supported more than 59,000 community and environmental projects across the UK with funds totalling over £1.5bn.

## Summary from the Chair and Chief Executive

This year's Corporate Plan has been developed against the background of the reduction in the size of the Landfill Communities Fund (LCF) and feedback from stakeholders regarding our work. Following a restructure in 2015/2016, which delivered savings in 2016/2017, we have further reviewed our business model for 2017/2018. Over the last two years our total resource requirement has therefore reduced by circa 25 per cent. Despite these changes, we believe we will be able to continue to provide high quality regulatory services to all of our stakeholders.

With this background our 2017-2020 Corporate Plan is focused on the following key strategic themes:

### Strategic change and service improvement

We will streamline our activity and aim to increase the transparency of our operations through the increased disclosure of our work, whilst continuing to seek to reduce the administration burden of our regulatory activities on Environmental Bodies (EBs).

We will:

- Focus on maintaining effective regulation of the LCF and increasing the transparency of our operation through further disclosure of our operational activities;
- Maintain our 'coaching to compliance' ethos by introducing a new enrolment module and continuing to provide training, information, advice and guidance to our stakeholders;
- Implement an updated approach to our compliance risk model and streamline our compliance activity;
- Reduce the administrative burden on EBs by moving to 100 per cent e-delivery and online reporting over a phased three year period; and
- Improve and deliver customer satisfaction.

### Delivering Value for Money (VfM)

We believe it remains important to demonstrate the value that the LCF delivers to local communities. To support this we will:

- Publish anonymised data against key scheme metrics to enable EBs to benchmark their own performance;
- Continue to publish scheme VfM data to encourage understanding of the LCF and demonstrate the value the LCF delivers to local communities;
- Further develop the data and information that we publish on non-compliance in order to inform all EBs of the common issues faced in the sector; and
- Consult with stakeholders about publishing case related information from our compliance and enforcement activity.

### Scheme closure in Scotland and Wales

As the transitional period for closure of the LCF in Scotland ends and we enter the year before the closure of the LCF in Wales we will capture the lessons learnt to help support the closure of the LCF in Wales and full closure of the scheme. We will also update our advice and guidance relating to the scheme closure in Wales and commence the Wales closure communications plan.

We are confident that this plan has been developed to support our regulatory duties and allow us to meet the KPIs agreed with HMRC, whilst managing a substantial reduction in our funding.

Dr Ann G Limb CBE DL  
Chair, ENTRUST

Christopher Welford  
Chief Executive, ENTRUST



Prema Arts Centre, Bethesda Chapel  
Photo courtesy of Rupert Russell of RSDR Photography



**Cholderton Village Hall**  
Photo courtesy of Community First



**Friends of Kennington Park**  
Photo courtesy of Biffa Award



**Otford Ground of Sevenoaks Vine CC**  
Photo courtesy of Angela Haymonds, Ibstock Cory Environmental Trust



## Key performance indicators for 2017/2018

### 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 2017 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 2017.



### 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 2017/2018 year inspect at least one third of active EBs to monitor compliant spend, focusing on previous non-compliance and areas of risk identified through the risk model.
- Maintain the proportion of Form 4s received by the due date of 28 April 2017 (2015/2016 baseline of 83 per cent).



### Target 4

**Deliver value for money**



- Maintain the proportion of projects submitted online above the 2015/2016 baseline of 95 per cent.
- Maintain the proportion of reporting forms (Forms 3, 4 and 7) submitted online above the 2016/2017 baseline of 90 per cent.

### Target 5

**Report to HMRC by 31 July 2017 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.



**Poolsbrook Country Park Improvements**  
Photo courtesy of Viridor Credits Environmental Company



**Prema Arts Centre, Bethesda Chapel**  
Photo courtesy of Rupert Russell of RSDR Photography



**Three Trees Community Centre**  
Photo courtesy of The Veolia Environmental Trust