

**CONFIRMED MINUTES OF THE 141ST BOARD MEETING
WEDNESDAY 15 MARCH 2023 AT HOLLY WALK, LEAMINGTON SPA**

Present:	Antony Townsend (AT) (Chair) Clive Lewis (CL) Gerry McCormack (GM) Julian Atkins (JA) Christopher Welford (Chief Executive (CEO))
In attendance:	Kate Shaw (Chief Operating Officer (KS)) Chris Hill (Policy and Regulations Manager (PRM)) James Dowler (Communications Manager (CoM))
Apologies:	Wing Edmundson (WE) (HMRC)
Board secretary:	Helen Maccallum (HM)

1. Introduction

1.1. The Chair welcomed everyone to the 141st Board meeting.

2. Apologies

2.1. Apologies were received from WE.

3. Declaration of Interests

3.1. The Chair reminded Board Members that if a topic was discussed during the meeting in which they had an interest, that this should be declared.

3.2. The Board Secretary had issued the six monthly Board Declaration of Interest form to the Board Members and these had all been completed and returned

4. Minutes of last meeting

4.1. The Board confirmed that the minutes of the 140th Board meeting were an accurate record and the minutes were signed.

5. Action points

5.1. The Board noted the work that had been completed to deliver the previous action points.

6. HMRC Update

6.1. **Addendum Item for Board**

7. 2023/2024 Communications Strategy

7.1. The Communications Manager (CoM) introduced this paper and informed the meeting that there are two elements to the Strategy, one is traditional communications – newsletters etc - and the second is social media. The CoM advised that our core work of providing information/engaging with Stakeholders would remain unchanged. In developing the social media element, we will be using three platforms LinkedIn, Twitter and Instagram, where he

will be posting content and articles to deliver content cultivation, dissemination and network expansion.

7.2. He also advised that the tender exercise for the website redevelopment is underway and he has sent out the document to several companies who have expressed an interest in bidding for the contract. He then outlined the development process and timeline, which the Board noted.

7.3. **Addendum Item for Board**

8. **Enrolment and Revocations**

8.1. The CEO introduced this paper covering the period 1 December 2022 to 28 February 2023 and noted that eight EBs were enrolled during this period. The Board noted the paper and ratified the list of voluntary revocations.

8.2. **Addendum Item for Board**

9. **2022/2023 Training Report and Forward Strategy for 2023/2024**

9.1. The Policy and Regulations (PRM) Manager introduced the paper. He confirmed that we have delivered this year's training plan for EBs. He then explained that the 2023/2024 plan was moving away from what we have done in the past. Some of this change involved changing our focus from PDF guides on the website to using bitesize videos and information where we have identified an EBs need for doing so. He believed this change would enable EBs to more quickly find information in a more manageable format. In developing this approach the key element was to engage with the EBs in order to identify their individual training needs.

9.2. The Board considered that this change was a sensible way forward and they also believed that it was also important to identify an EB's training needs

9.3. GM asked how this change impacted on the design of our new website and the PRM said that he would be involved in the development process to ensure it was included. The Board thanked him for his update and approved the 2023/2024 plan.

10. **2023/2024 Landfill Operator Engagement Strategy**

10.1. The CoM introduced the paper, which was based on the previous year's strategies, which had been deferred due to the Pandemic. He also believed through the development of the Economic Community Environmental Impact Model (ECEIM), that Operators would have a better understanding of the value added that the LCF delivers.

10.2. **Addendum Item for Board**

11. **2023/2024 Compliance Plan and Item 15 Compliance (discussed as one paper)**

11.1. The COO introduced the paper and informed the Board that the Compliance Manager (CM) was on annual leave. It was noted that the ongoing Project Site Visit (PSV) work had been discussed at the Audit Committee.

11.2. The overall plan for 2023/2024 was to fully complete 210 compliance reviews during the year. The allocation of work allows Staff in April to work on the Form 4 returns and complete

the 2022/2023 reports. This would then allow nine months to complete all of the review fieldwork and allow two months to issue reports.

- 11.3. The Board asked about the condensed timetable and whether if in August, we are unable to undertake any reviews, there is sufficient flexibility in the plan. The COO explained that they have built into the capacity to cover over-delivery, or slippage and during her weekly Operations Meetings with the CM and PRM they continually review all of our targets
- 11.4. The Board noted the areas for continuous improvement in the paper and were pleased to note the focus on further developing team cohesion and accountability.
- 11.5. The COO also advised the Board that the compliance inspection reports have been reviewed in relation to their tone and content and the team believed that they will have provided EB Boards with more clarity on the results of our assurance work.
- 11.6. The Board noted the new inspector standards, which were linked to individual's behaviors, and asked whether they were to apply across the organisation. The COO confirmed that it was the plan to roll them out across the organisation and in the interim there had been a step change to more collaborative cross-departmental working.
- 11.7. The Board endorsed this approach and approved the plan.

12. Non Executive Directors allocation to Environmental Bodies and Landfill Operators

- 12.1. The CEO introduced the paper, which was self explanatory and the Chair asked for any comments on the allocation, which the Board agreed was sensible.

13. Corporate Support

- 13.1. **Addendum Item for Board**

14. Compliance Update

- 14.1. Dealt with at 11 above.

15. Communications

- 15.1. The CoM updated the Board on his work since the last Board meeting. He drew the Board's attention to the Form 4 work. He is sending out reminders and is in the process of setting up the bespoke phone line directing EBs to the Compliance Team (CT).

- 15.2. **Addendum Item for Board**

16. Managing Breaches

- 16.1. The PRM introduced the paper which provided the Board with an update on the work over the last quarter.

16.2. Breach Management Process update

- 16.2.1. He explained that a review was underway to assess the current process and our guidance to ensure that it complies with best practice and it provides clarity to EBs.

16.3. Form 4

16.3.1. In relation to the Form 4 reporting cycle, we have received 85 more returns than this time last year. To manage the process, the PRM had commissioned a report to provide an online assessment of return rates.

16.4. Addendum Item for Board.**17. Regulations and Registrations**

17.1. The PRM introduced the paper setting out his team's work since December 2022.

17.2. Economic, Community and Environmental Impact Model (ECEIM) report

17.2.1. He advised that the model is developing as we receive feedback from EBs. Overall, the document has been well received by Stakeholders and the next stage in the process is to improve the quality of the data and the supporting metrics to ensure it demonstrates the added value the LCF delivers.

17.2.2. In this respect, the Board considered it would be useful to insert some assessment and comparative basis at the end of the document. The PRM explained that it may be difficult to compare EB to EB due to a number of reasons, for example, the investment in areas of higher deprivation.

17.2.3. JA asked whether the information on Page 12 in relation to the £2.70 of added value should in fact be £1.70. The PRM will check this calculation and report back to the Board.

17.2.4. **Action:** The PRM to go back to the Board to report whether the £2.70 added value is correct.

17.3. Guidance Manual

17.3.1. The PRM noted that we had received constructive comments on the changes to the Guidance Manual and the changes to the enrolment training pack.

18. Any other Business

18.1. No issues were raised

18.2. The information papers were noted.

19. Date of next meeting

19.1. The next Board meeting will be held on 14 June 2023 at 60 Holly Walk, Leamington Spa.

.....
CHAIR'S SIGNATURE

14 June 2023

.....
DATE: