

**CONFIRMED MINUTES OF THE 144<sup>TH</sup> BOARD MEETING  
WEDNESDAY 6 DECEMBER 2023 AT HOLLY WALK, LEAMINGTON SPA**

**Present:** Antony Townsend (AT) (Chair)  
Gerry McCormack (GM)  
Julian Atkins (JA)

**In attendance:** Kate Shaw (Chief Operating Officer (COO))  
Chris Hill (Policy and Regulations Manager (PRM))  
James Dowler (Communications Manager (CoM))  
Darren Greedy (DG) (HMRC)

**Observers:** Helen Venn (HV)  
Peter Bayliss (PB)

**Board secretary:** Helen Maccallum (HM)

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**1. Introduction**

1.1. The Chair started the 144<sup>th</sup> Board meeting by welcoming Darren Greedy (DG) from HMRC and the two new Board members, Helen Venn (HV) and Peter Bayliss (PB) whose official starting date is 1 January 2024.

**2. Apologies**

2.1. No apologies were received.

2.2. The Chair recorded for the minutes that the Chief Executive Officer is leaving the organisation on 8 December 2023 with the Chief Operating Officer taking on his duties.

**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, this should be declared.

**4. Minutes of last meeting**

4.1. The Board confirmed that the minutes of the 143<sup>rd</sup> Board meeting were an accurate record and the minutes were signed.

**5. Action points**

5.1. The Board asked if there were any points arising that had not been covered. The Chief Operations Officer (COO) confirmed that there were not.

5.2. Addendum Item for Board.

**6. HMRC Update**

6.1. DG provided the Board with an update. There was no reference to the Landfill Communities Fund (LCF) in the Autumn Statement. The value for the fund will be set at the Spring Budget in 2024. The Board had no questions and thanked DG for his update.

## 7. Feedback from visits to Environmental Bodies

- 7.1. Addendum Item for Board.

## 8. Change Programme Update

- 8.1. The report was taken as read and regarded the office move, digitalisation, and strategy. On the digitalisation the COO reported that the move on to Office 365 has been carried out with very little downtime. Tailored training has been carried out for all staff.
- 8.2. It was agreed that Board Members should have Entrust email accounts as they felt that it was appropriate when sending emails on Entrust business. The COO agreed that email accounts for all the Board would be set up.
- 8.3. **Action:** The COO to arrange for email accounts for the Board Members to be set up.
- 8.4. Office relocation – the COO reported that she has received the dilapidation list and the costs would be received by Christmas. The Board agreed that an external surveyor should be contracted to go through the list. Quotes have been received for relocating and clearing the office. We are trying where possible to recycle items to local charities within the area. It was noted that following the move we will need to reissue contracts to staff as the current contract states the address.
- 8.5. **Action:** The COO to arrange for a surveyor to review the dilapidations once received.

## 9. Strategic Direction

- 9.1. The Chair has been in post for a year and during this time has been reviewing our work. His observations are that there is too much duplication between us and the EBs, we have unclear Breach Management processes, and some compliance work is not sufficiently focussed.
- 9.2. At the Board meeting in September 2023 the Chair asked the Management Team to take a high level look at things and radically prune back where possible. A number of proposals are on the agenda for approval.

## 10. Rethinking Guidance

- 10.1. The COO and Policy and Regulations Manager (P&RM) are looking for the Board's approval of the proposed guidance. We have a clear process in our Quality Management System (QMS) for setting our guidance processes. The P&RM has worked with the Compliance Manager (CM) and other colleagues and is also having working groups with EBs.
- 10.2. The Board asked whether we have reviewed the guidance changes to ensure that we still meet our regulatory requirements. They were informed that we have been in touch with HMRC requesting clarification and they have acknowledged the changes are in the spirit of the rules and are transparent.
- 10.3. The P&RM has held working groups, one on Breach Management and one on possible changes to the Registrations process. He has also engaged on a one-to-one basis with some EBs to see how the changes would affect EBs and how long they would need. The Board asked whether this would help the administration costs go under 7.5%. We recognised that making the changes for EBs to do work differently will help them streamline; however, some

already work on a skeleton staff and as income drops we may see this percentage increase although actual value drops.

- 10.4. We are aware of LOs who have left the fund. These changes could encourage new EBs to join the fund. There are lots of opportunities to do different things.
- 10.5. A lengthy debate was held on the proposed changes in item 144.4 and all were approved. DG noted that if the changes reduced the regulatory burden while not increasing any risk then HMRC would be content with them.

## **11. Operational update**

- 11.1. The paper was taken as read. There were no new Breach Management cases and the paper gave details of cases that had been closed.
- 11.2. Addendum item for the Board.
- 11.3. The Compliance reviews are on track to meet the target. We compressed the number of visits for the year so they were completed, where possible, by the end of quarter three, enabling reports to be completed and planning for the new financial year to be carried out in quarter four. The work to automate the Compliance workbooks has been completed, and it was noted that the satisfaction surveys could no longer be submitted anonymously, enabling us to respond to EBs where appropriate to clarify and learn from their feedback.
- 11.4. DG informed the Board that the resource requirement for 2024/2025 has not yet been approved and should be in the spring.

## **12. Enrolment and Revocations**

- 12.1. The P&RM introduced this paper, which covered the period 1 September to 31 October 2023. There were no enrolments during this time, just a list of voluntary revocations.
- 12.2. He explained that the list of EBs wanting to revoke are mainly non funded.
- 12.3. A discussion was held about the reduction in income year on year. GM asked if we are running at a deficit, the COO confirmed that we will need to reforecast for 2023/24 and GM was happy to help with this. The Board ratified the list of revocations.

## **13. 2023/2024 Form 4 Strategy**

- 13.1. In line with the direction of travel to encourage inactive EBs to revoke, the strategy has been changed to encourage inactive EBs to voluntarily revoke.
- 13.2. The 2024/2025 strategy will therefore encourage EBs with no funding to revoke before 31 March 2024, so that we will not need a Form 4 from them.
- 13.3. For funded EBs who are having problems with the administration charge of 7.5%, we will be in touch with them earlier in the process.
- 13.4. The Board were informed that the unfunded EBs who had not submitted their Form 4 for 2023/2024 have been frozen.

**14. 2023/2024 Entrust Regulator Standards – six month self assessment**

14.1. The P&RM introduced this paper, which is a self assessment to ensure that we are meeting the Regulators Code. The update shows where we are updating our work and he feels confident that we are improving. There will be a full review in March 2024.

14.2. **Action:** A full review of the 2023/2024 ERS to be carried out in March 2024.

**15. 2022/2023 Stakeholder Satisfaction Survey**

15.1. The CoM introduced the paper which was noted, and the Board agreed we should be changing the methodology in the future.

**16. Breach Management Consultation**

16.1. The Board felt there had been good progress made on Breach Management, the paper was noted and an update will be presented to the next Board meeting on the consultation exercise.

**17. Any other Business**

17.1. HV and PB were thanked for their contributions to the meeting and the Chair thanked DG for attending.

**18. Date of next meeting**

18.1. The next Board meeting will be held on 13 March 2024 at Holly Walk, Leamington Spa.

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CHAIR'S SIGNATURE

13 March 2024  
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