

Executive Summary of the 152nd Entrust Board Meeting

Date: Wednesday, 10 December 2025

Location: Holly Walk, Leamington

Chair: Antony Townsend

Attendees

Board Members: Antony Townsend (Chair), Helen Venn, Julian Atkins, Kate Shaw (Chief Executive)

In Attendance: HMRC, Policy & Operations Manager, Compliance & Assurance Manager

Key Decisions and Updates

Governance

- Previous minutes approved; no declarations of interest were made.
- Committee and annual meeting schedules to be revised from April 2026 due to pressures caused by the current paper production cycle. A new meeting timetable will be circulated.

Committee Updates

- **HR & Remuneration Committee:** Update provided on office accommodation options; Staff training and development activities noted; NED appraisals to be completed by year-end; four-day week contractual arrangements clarified ahead of the pilot start.
- **Audit Committee:** Slight financial overspend reported; work continues on Sage replacement, finance policy and procedure updates. Compliance programme and Risk Register.

HMRC Update

- The value of the Fund announced in the Budget was lower than expected.
- TOA timing delays noted; HMRC propose extending the current Terms of Approval to March 2026.
- HMRC acknowledged sector pressures and committed to further discussions with HMT on future direction.

Strategic Engagement

- Update provided on EB meetings, including concerns raised at an EB regarding secondments and engagement.
- Schedule of future NED / EB visits to be refreshed for 2026.

Operations

- Breach management: No new live cases.
- Compliance: programme on track; all Compliance Inspectors passed their course.
- Communications & EB Engagement: Conference feedback positive, despite venue change.

- Corporate Support: Contributions ahead of forecast; further financial update to be presented in March 2026.
- IT: Gap analysis complete; training underway; ongoing work on new phone system.

Strategic Projects

- Four-Day Week Pilot: Staff feedback overwhelmingly positive, metrics being monitored weekly and monthly; Board and CE to meet on 25 March 2026 to review pilot outcomes.
- Corporate Plan & Budget 2026/27: Submission to HMRC moved to 30 January 2026, following Budget-related discussions.
- Call for Evidence – Admin Costs: EBs generally understood the framework but raised concerns regarding pressure from falling contributions.; Board agreed further consultation is required, with a second survey planned for Feb/March 2026.
- Annual Report: Near-final draft in progress; tone to be more positive and forward-looking.