

Executive Summary of the 153rd Entrust Board Meeting

Date: Wednesday, 11 March 2026

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

Governance

- Previous minutes approved; no declarations of interest were made.
- Monthly Board catch-up arrangements for 2026/27 were confirmed and will be reviewed after an initial trial period.
- The Board received an update on the review of the HMRC Terms of Approval and agreed that final approval could be completed outside a scheduled meeting once legal review was complete.
- The Board noted HMRC approval of the Corporate Plan and agreed publication before year end.

Committee Updates

- **HR & Remuneration Committee:** Relocation to reduced office space scheduled for March 2026; team restructure proposals were discussed and will continue to be developed; four-day week pilot progress reviewed ahead of a substantive Board discussion.
- **Audit Committee:** Corporate Plan and Resource Requirement submission to HMRC confirmed. Preparatory work commenced with Crowe for the annual external audit. Regular reviews of risk management, quality management systems, and compliance activities continued.

HMRC Update

- HMRC confirmed approval of Entrust's Corporate Plan and Resource Bid, recognising the significant efficiencies already delivered by the organisation. Updated Terms of Approval and Deed drafts were received and remain under legal review.

Strategic Engagement

- A new framework for NED engagement with EBs was endorsed, including clearer expectations regarding governance, communication and escalation procedures.
- Plans were agreed for regular one-to-one engagement between NEDs and EB Chairs during 2026/27.

Operations

- **Annual Returns:** New automated validation processes introduced to improve accuracy and reduce rework for EBs.
- **Registrations & Regulations:** Positive feedback received on newly implemented online tools, with a number of suggestions already actioned.
- **Corporate Support:** Contributions ahead of the previous year, supported by significant October receipts; cash reserves remain healthy.
- **IT & Infrastructure:** Office relocation preparations progressing well, supported by upgraded IT and telecommunications systems.

Strategic Projects

- **Four Day Week Pilot:** Independent evaluation by the University of Sussex demonstrated significant improvements in wellbeing, engagement and organisational effectiveness.
- **Feedback from staff and Environmental Bodies** was overwhelmingly positive, with no evidence of reduced productivity or service quality.
- **Board** concluded the pilot had been a clear success and approved the permanent adoption of the Four-Day Week, subject to continued monitoring and evaluation.