



Minutes (public version)

TRA Board Meeting

Date	26 February 2025	Time	09:45
Venue	TRA Office MS Teams		
Members	Nick Baird (Chair)	Chair	
	Oliver Griffiths (CE)	Chief Executive	
	Adam Marshall (AM)	Senior Independent Director	
	John Alty (JA)	Non-Executive Director	
	Guita Blake (GB)	Non-Executive Director	
	Clare Brodie (CB)	General Counsel	
	Patricia Gallan (PG)	Non-Executive Director	
	John Hughes (JH)	Non-Executive Director	
ExCo	Chief Economist	Trade Remedies Authority	
	Director of Communications & External Affairs	Trade Remedies Authority	
	Investigations Compliance Director	Trade Remedies Authority	
	Investigations Delivery Director	Trade Remedies Authority	
DBT	Director Trade Defence, DBT	Department for Business and Trade	
In Attendance	Private Secretary to Chief Executive	Trade Remedies Authority	
	Head of Governance & Business Services	Trade Remedies Authority	
	Board Governance and Secretariat Manager	Trade Remedies Authority	
Presenters			
Item 8	Head of Finance and Commercial	Trade Remedies Authority	
Item 4	Senior Lawyer	Trade Remedies Authority	
Item 9	Head of People	Trade Remedies Authority	
Item 11	Savanta, Executive		
	Savanta, Associate Director		
Apologies	Steve O'Donoghue (SO'D)	Director of Corporate Services	

Item Ref	Item	Action owner Due date
1.	Welcome, apologies and declaration of interest	
1.1	The Chair welcomed GB and JA to their first official Board meeting and welcomed PG back to the TRA, noting their appointments have successfully strengthened the Board in the identified areas.	
1.2	The opportunity was also taken to acknowledge this as the last Board meeting for the CE, with thanks from all for the huge part he has played in the organisation and how he has led with extraordinary strength and skill.	
1.3	Apologies were received from SO'D.	
1.4	AM declared a recent appointment as a non-executive director of CoEdu/Corndel which is a training and education company with no known connections to the TRA.	
2.	Minutes of last meeting and actions arising	
2.1	The minutes of the 4 November 2024 meeting were approved.	
2.2	The minutes of the 2 December 2024 meeting were approved with one additional line to be added: <ul style="list-style-type: none"> It was noted that the Senior Independent Director is available to support the Chair with governance during the interim and transition periods. 	
2.3	Action tracker The action tracker was reviewed with questions on closed actions relating to KPIs and strategic risks, and the spending review.	
3.	Chair's report	
3.1	The Chair updated the Board on the CEO recruitment process, noting final interviews will be taking place on 12 March 2025 and the final decision will require Secretary of State (SoS) approval.	
3.2	Should an interim CEO be required SO'D will take on this role, supported by CB and the Investigations Compliance Director. CB to lead on trade strategy and the Investigations Compliance Director to be responsible for final decisions on investigations.	
3.3	It was also noted that an introductory meeting with the SoS had been arranged for 11 March.	
4.	Political environment check-in	
4.1	Director Trade Defence, DBT, introduced this item thanking the CE for his contributions to the TRA.	
4.2	A general discussion on the current political environment including the steel and trade strategies took place.	
4.3	Director Trade Defence, DBT, suggested a trade strategy specialist from DBT could attend the next Board meeting to provide an update.	
4.4	Spending review Noting there is a separate Board session on spending review next week the Chair opened the floor for anything that needed raising in advance.	

4.5	Director Trade Defence thanked the TRA for the hard work that had gone into the spending review submissions and scenario planning.	
4.6	A discussion was had on the volatility of the budget line given the nature of TRA's business model with large over or under spends likely to occur.	
4.7	The Director of Communications & External Affairs explained the current working protocol between TRA and the DBT policy and communications teams.	
5.	Chief Executive's report	
5.1	The CE gave his reflections on his four years with the TRA.	
5.2	There was a discussion on how best to lead through change and bring the teams along with the cultural shifts ahead.	
5.3	A discussion was had on the future skills requirements in this changing environment.	
6.	Cases update	
6.1	The Investigations Delivery Director presented the case update and a discussion took place on upcoming cases.	
7.	ARAC Chair's report	
7.1	JH gave an update on membership changes within ARAC.	
7.2	Two members will be leaving in the summer at the end of their current terms and a new independent member with finance expertise is due to be onboarded in March 2025.	
7.3	JH summarised the last meeting in five topics: <ul style="list-style-type: none"> • Commercial Services • Forecasting • Risk agility • People • TRS 	
8.	Finance report	
8.1	The Head of Finance and Commercial joined the meeting to present this item.	
8.2	The Chair noted a separate meeting was being held to discuss the spending review next week.	
9.	How are our people	
9.1	The Head of People joined the meeting to present this item.	
9.2	The Chair thanked them for all the support on the successful interim and permanent Chief Executive recruitment campaigns.	
9.3	The results of the People Survey were discussed with the Board.	
9.4	The case strategy changes were discussed, and the Board were advised on conversations that had taken place on the new portfolio model change.	
9.5	The Board discussed recruitment plans.	
9.6	It was suggested a focus of the staff day in April should include the changing political environment and the future vision, which the new CEO would build on.	
10.	Performance and risk report	

10.1	The Head of Governance and Business Services presented the performance and risk items.	
10.2	Performance report They updated the new members of the Board on the decision made last year to continue with the 2024-27 Plan, rather than updating it for the next fiscal year, due to the change of government and upcoming trade strategy, and explained the differences between externally reported KPIs and internal PIs.	
10.3	Risk appetite approval The Head of Governance and Business Services asked the Board to approve the risk appetite which will be published in our annual report and accounts.	
10.10	The Head of Governance and Business Services agreed to work with Board on a target risk appetite and the Board approved the latest risk appetite.	Head of GBS Sep-25
11.	Stakeholder engagement	
11.1	Savanta joined the meeting for this item.	
11.2	They explained our stakeholders are polled each year and every two years in a qualitative deep dive.	
11.3	The details of the survey were discussed and all agreed the results were positive.	
11.4	There was a discussion of how best to capture the voices of those we don't already hear from, perhaps through retail and industrial consumer groups.	
12.	Scheme of delegation	
12.1	The Head of Governance and Business Services provided a summary of the background behind the proposed amendments to the scheme of delegation.	
12.2	The Board agreed the revisions to the Scheme of Delegation as presented, noting there may be further amendments around the interim chief executive arrangements which will be circulated for approval in due course.	Head of GBS Mar-25
13.	To note: Board forward workplan	
13.1	This item was noted.	
14.	Any other business	
14.1	It was noted the date and location for the next TRA Forum has been confirmed as 8 October at the Custard Factory in Birmingham.	
15.	Meeting close	
15.1	The meeting ended at 14:38.	

Date of next meeting: 30 April 2025

Location: TRA office, Reading