



Minutes (public version)

TRA Board Meeting

Date	25 June 2025	Time	12:30
Venue	TRA Office, Premier House, Reading RG1 7EB MS Teams		
Members	Nick Baird (Chair)	Chair	
	Jessica Blakely (JB)	Chief Executive	
	Carmen Suarez (CS)	Chief Executive	
	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	
	Adam Marshall (AM)	Senior Independent Director	
	Steve O'Donoghue (SO'D)	Director of Corporate Services	
ExCo	Chief Economist	Trade Remedies Authority	
	Director of Communications and External Affairs	Trade Remedies Authority	
	Investigations Delivery Director	Trade Remedies Authority	
DBT	Director Trade Defence	Department for Business and Trade	
In Attendance	Private Secretary to the Chief Executives	Trade Remedies Authority	
	Head of Governance and Business Services	Trade Remedies Authority	
	Board Governance and Secretariat Manager	Trade Remedies Authority	
Presenters			
Item 9	Head of Digital and Technology	Trade Remedies Authority	
Items 6, 10, 11	Head of Finance and Commercial	Trade Remedies Authority	
Item 6	Head of Operational Readiness	Trade Remedies Authority	
Item 6	Head of People	Trade Remedies Authority	
Item 6.1	Head of Data and Monitoring	Trade Remedies Authority	

Item Ref	Item	Action owner Due date
1.	Welcome, apologies and declaration of interest	
1.1	The Chair welcomed everyone to meeting, there were no apologies.	
1.2	The Chair noted he will be taking on a new role as a strategic advisor for Blurred, a strategic advisory organisation, and will manage any conflicts that may arise. There were no other declarations to note.	
2.	Minutes of last meeting and actions arising	
2.1	The minutes of the meeting held on 30 April 2025 were approved.	
2.2	Action tracker It was noted the outstanding items on TRS and financial planning will be covered later in the agenda.	
3.	Chair's report	
3.1	There was nothing to note at this time.	
4.	Chief Executive's report	
4.1	The Chair requested JB and CS share their first impressions of current issues.	
4.2	It was noted the Trade Strategy was due to be published tomorrow which would reinforce an independent TRA being more assertive and agile.	
5.	Political environment check-in	
5.1	Director Trade Defence (DBT) joined the meeting and talked through details of trade strategy, specifically around trade defence.	
6.	SoS priorities plan	
6.1	CS introduced this item explaining the focus had been on bringing the three work strands together, how they interact with other work going on and introducing KPIs.	
6.2	The Head of Organisational Readiness introduced herself and requested the Board's agreement on the KPIs, noting the comments already provided on the paper.	
6.3	There were discussions of the details around reducing the time to PAD to three months, noting this may not be possible for all case types.	
6.4	The Board suggested an ideation session on KPI's with NEDs might be helpful.	Secretariat July-2025
6.5	The Board also recommended agreeing an elevator pitch for the 3 priorities.	
6.6	The Chief Economist provided an update on the enhanced monitoring workstream. It was noted the EU have just released a similar tool.	
6.7	JB confirmed the update letter to SoS and Minister Alexander would be shared with Board later in the week.	
6.8	The work around the expansion of the pre-application office was discussed and it was suggested to rename this to Trade Remedies Advisory Services.	
6a	Planning assumptions	

6.9	The Head of Data and Monitoring joined the meeting and shared details on the planning assumptions for FTEs and case demand, talking through the options available during predicted spikes.	
6.10	SO'D explained the aim was to give assurances to the Board that a process was in place for re-evaluating the assumptions.	
6.11	It was noted the expected demand for expiry reviews had not yet materialised.	
6.12	The Board advised not underestimating the number of cases which may result from the enhanced PAO offer. The Head of Data and Monitoring explained leading indicators are being looked at, as the volume of conversations may increase but the conversion rate is likely to stay the same.	
6.13	The Head of Finance and Commercial noted corporate services roles are excluded from the planning assumptions data.	
6.14	The Board requested regular check-in points to review these assumptions as they feed into all strategic decisions.	Secretariat July-25
6b	Strategic partnerships	
6.15	SO'D introduced this item and reported that the strategic partnerships contract will come to the Board for approval in due course.	
6.16	The Chair summarised the Board's approval of the concept but need for further assurance.	JM Aug-2025
6c	Strategic communications priorities	
6.17	The Director of Communications and External Affairs presented this item noting focus is being placed on improving outreach and engagement with industry sectors.	
6.18	The Board agreed with this approach noting business is uncertain of trade remedies and find it difficult to engage.	
6.19	She noted feedback had indicated our information products are not as accessible as they could be as the guidance is very technical in nature and wasn't written to target applications.	
6.20	The Head of Governance and Business Services explained there will be a stakeholder consultation later in the year on strategy and strategic priorities for the upcoming revision of the TRA Plan.	
7.	Cases update	
7.1	The Board received a detailed update from the Investigations Delivery Director on a range of existing cases.	
8.	ARAC Chair's report	
8.1	JH provided an update on the last ARAC meeting, noting the ARAC is now fully staffed.	
8.2	Annual ARAC report The annual ARAC report to Board was noted.	
9.	Future TRS project - update	
9.1	An update was provided to Board on the future TRS project, noting a decision on this project would be brought to Board in an adhoc meeting on 7 July.	
10.	Finance report	

10.1	The Head of Finance and Commercial presented this item and noted the comments on forecasting provided before the meeting.	
10.2	JB noted their focus on financial management.	
11.	Annual report and accounts	
11.1	The Head of Governance and Business Services presented the annual report and accounts for approval by the Board, acknowledging thanks to ARAC for their review of the first draft which helped steer and shape it.	
11.2	There was a discussion on the use of productivity tools to help shape the report in future years and it was explained there has been a small amount of use this year but will take this forward to potentially use more fully next year.	LK Oct-2025
11.3	The Board approved the TRA's annual report and accounts for 2024-25, noting some text is still being worked through and delegated final sign off to the Chief Executives/Accounting Officers.	
12.	Performance and risk report	
12.1	This item was noted.	
13.	Report from the Chair of RemCo	
13.1	The Chair updated the Board on the recent RemCo meeting.	
14.	To note: Board forward workplan	
14.1	This item was noted.	
15.	Any other business	
16.	Meeting close	
16.1	The meeting ended at 16:44.	

Date of next meeting: 29 October 2025

Location: TRA office, Reading