



Minutes (public version)

TRA Board Meeting: Future TRS reset decision

Date	7 July 2025	Time	12:00
Venue	MS Teams		
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Members	Nick Baird (Chair)		Chair
	Jessica Blakely (JB)		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
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In attendance	Head of Digital and Technology		
	Head of Finance and Commercial		
	Board Governance and Secretariat Manager		
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Item Ref	Item	Action owner Due date
1.	Welcome, apologies and declaration of interest	
1.1	The Chair welcomed everyone to the meeting	
1.2	There were no declarations of interest to note.	
2.	Future TRS reset decision	
2.1	The Chair opened the only item for this meeting and it was agreed to focus on what the Board requires to reach a decision.	
2.2	The challenges the project encountered, and the lessons learned were discussed. This included relationships with suppliers, experience at the TRA, commercial arrangements, and support from external stakeholders.	
2.3	The Board made several suggestions to move the project forward including monthly updates to ARAC and the outcome of the lessons learnt exercise to be considered by the Board.	
2.4	The Board stressed the importance of keeping scope firmly under control .	
2.5	The Board approved the continuation of the future TRS project, commercial strategy and financials as outlined in the paper provided for this meeting, on condition of strong oversight by ARAC and Board as discussed in the meeting.	
2.6	The Board requested it be noted and recognised that they do not expect any more delays or additional costs for this project before go live.	
3.	Meeting close	
3.1	The meeting ended at 13:00.	

Date of next meeting: 29 October 2025

Location: TRA office, Reading