Trade Remedies Authority

TRA Board meeting minutes (public version)

Date: 15 December 2025

Time: 12:00

Venue: Carers UK Office; MS Teams

Members

Nick Baird – Chair

Jess Blakely, Carmen Suarez – Chief Executive

John Alty – Non-Executive Director

Guita Blake – Non-Executive Director

Clare Brodie – Legal and Compliance Director

Patricia Gallan – Non-Executive Director

John Hughes – Non-Executive Director

Adam Marshall – Senior Independent Director

Steve O'Donoghue – Director of Corporate Services

ExCo

Analysis and Verification Director – Trade Remedies Authority

Investigations Delivery Director – Trade Remedies Authority

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 4: Head of Reconsiderations and Compliance – Trade Remedies Authority

Item 5: Head of Finance and Commercial – Trade Remedies Authority

1. Welcome, apologies and declaration of interest

The Chair welcomed everyone to the meeting. There were no apologies from members or additional declarations of interest to note.

2. Chair's report

The Chair provided an overview of the upcoming agenda.

3. Chief Executive's report

The Board received an update on investigations and noted that the forecast pipeline of cases had materialised.

The Board discussed provisional measures, including their timeliness and use in recent cases.

The Board requested a fuller discussion on provisional affirmative determinations at the February meeting.

The Board noted that the outcome of the current risk sprint would be reported at the February meeting.

4. Procedural improvements and risk review

The Board discussed the proposed KPIs and suggested they should include more high-level measures.

The Board noted the importance of alignment with the developing risk appetite approach. Risk appetite and risk stratification would be considered at a future meeting.

The Chief Executive updated the Board on discussions with their international counterparts.

5. Spending review outcome and strategic steer – implications for TRA planning

The Head of Finance and Commercial joined the meeting.

The Board noted that current funding was sufficient to deliver the business plan, subject to a proportionate approach and a continued focus on efficiencies.

The Board discussed invest-to-save funding and noted that it was a one-off funding stream.

The Board noted that reduced funding in future years was linked to projected reductions in caseload as well as efficiencies.

The Board discussed digital efficiencies and noted that efficiencies would also need to be demonstrated in other areas.

The Board requested regular updates on the efficiencies project to be provided through ARAC.

6. Strategic refresh

The Board discussed the strategic refresh, including stakeholder considerations, proposed values and strategic goals.

The Board requested clearer articulation of how trade remedies excellence was reflected in the proposed values.

The Board agreed that, following engagement and Board discussion, the Chief Executive should be empowered to make a final decision.

The Board suggested that external stakeholder consultation should focus on whether the ways of working described in the Plan would support stakeholders.

The Board noted its general acceptance of the proposed language, subject to a contextual presentation on the links between the vision, values and strategy. It was agreed that this should return to the Board in February.

7. Any other business

There was no other business besides the board effectiveness review.

Board effectiveness review

The Board noted this item would return to the February Board meeting for further discussion.

The Board requested a simple list of the review's recommendations.

8. Meeting close

The meeting closed at 14:41.