Trade Remedies Authority

TRA Board meeting minutes (public version)

Date: 25 February 2026

Time: 12:40

Venue: TRA 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 & Verification Director, Trade Remedies Authority

Investigations Delivery Director, Trade Remedies Authority

Policy, Strategy and Engagement Director, Trade Remedies Authority

DBT

Director, Trade Defence, Department for Business & 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 3: Head of Reconsideration & Compliance, Trade Remedies Authority

Item 3: External Independent Reviewer

Items 7 & 8: Head of Finance and Commercial, Trade Remedies Authority

Item 9: Planning, Performance and Risk Lead, Trade Remedies Authority

Item 11: Programme Director, Org. Readiness, Trade Remedies Authority

Item 13: Nous Group

1. **Welcome, apologies and declaration of interest**

The Chair welcomed attendees to the meeting. There were no apologies and no additional declarations of interest.

2. **Minutes of last meeting and actions arising**

The Board approved the minutes of the previous two meetings.

The Board noted the action tracker and requested follow-up on actions with revised due dates.

3. **Procedural improvements**

The Board reviewed progress against the action plan arising from the external independent review and noted the positive progress made.

4. **Chair's report**

The Chair gave an update on the Remuneration Committee, including the implementation of organisational design plans and the appointment of Adam Marshall as Remuneration Committee Chair.

5. **Chief Executive's report**

The Chief Executive's report discussed organisational performance, people, DBT engagement, agility, financial management, efficiencies and caseload.

6. **Political environment check-in**

The Board received an update from DBT on the political environment and discussed the steel strategy, agility, funding constraints and case prioritisation.

7. **ARAC report**

The Board received the ARAC report and noted ARAC's focus on assurance mapping, Future TRS, finance and forecasting, internal audit actions, and efficiencies.

The Board noted ARAC's concern about the pace of efficiencies work and its steer to avoid additional governance layers.

8. **Finance report**

The Board discussed the limitations of arrangements supported only by memoranda of understanding.

9. **Risk appetite approval**

The Board considered the proposed risk appetites, which had been reviewed by ARAC.

It was noted risk appetites had been split into sub-categories to support a more nuanced approach and that communications and guidance would support understanding and embedding.

The Board approved the risk appetites as presented.

10. **Cases**

An update was given on new cases and the increase generated by the Advisory Service and the associated delivery challenge.

11. **Update on agility**

The Board considered the risk stratification sprint and its role in supporting the risk appetite work.

The Board agreed the approach and the plan for further sprints to enable cases to complete more quickly.

12. **TRA Plan**

The Board discussed progress on the TRA Plan and noted staff engagement across the strategic objective workshops.

The Board endorsed the vision and bridging statement.

The Board noted that digital transformation and process efficiency should be embedded across all strands of the plan.

13. Board effectiveness review – follow up actions

The Board considered follow-up actions from the Board effectiveness review.

The Board noted three areas for reflection: the changing risk context, strategic alignment, and stepping back from operations to preserve Board challenge.

14. Performance and risk report

The Board noted the performance and risk report. The Chair requested that performance return as a substantive item to enable detailed Board review of performance and KPIs.

15. Board forward workplan

The Board noted the forward workplan.

16. Any other business and meeting close

The meeting closed at 16:42.