Trade Remedies Authority

TRA Board Meeting – TRS approval – minutes (public version)

Date: 9 April 2026

Time: 10:00

Venue: TRA Office MS Teams

Members:

Nick Baird, Chair

Jessica Blakely, Chief Executive

John Alty, Non-executive Director

Guita Blake, Non-executive Director

Patricia Gallan, Non-executive Director

John Hughes, Non-executive Director

Adam Marshall, Senior Independent Director

Steve O'Donoghue, Director of Corporate Services

In attendance:

Head of Governance and Business Services

Board Governance and Secretariat Manager

Presenter:

Head of Digital.

Observer:

Independent member of ARAC.

Apologies:

Clare Brodie, Legal and Compliance Director.

1. Welcome, apologies and declaration of interest

The Chair welcomed attendees to the meeting and confirmed that its purpose was to consider the approach to future TRS.

The Board noted apologies and welcomed the attendance of the independent member of ARAC with finance expertise as an observer.

The Chair declared a new appointment and it was noted no conflicts were expected.

2. TRS approval

The Board considered the proposed delay to future TRS, noting that data and document migration had proved more complex than anticipated.

The Board noted that the programme was close to completion and that future TRS was expected to deliver efficiencies for investigators and an improved experience for external parties.

The Board requested that the benefits realisation register and revised efficiency targets be shared with the Board.

The Board agreed to proceed with a six-week extension, with an additional two weeks' contingency, on the understanding that this would allow for complete delivery and go-live of TRS.

The Board requested a formal post-implementation review and lessons-learned process on the TRS project.

3. Meeting close

The meeting closed at 10:33.