



Minutes of NSTA Board meeting on 8th July 2025

09.00-14.30

50 Broadway, London, SW1H 0DB

Directors	In attendance
Liz Ditchburn Chair	Radojka Miljevic (item 3) Partner, Campbell Tickell
Iain Lanaghan Non-executive Director	Hedvig Ljungerud (item 9) Director of Strategy
Stuart Payne Chief Executive	Kristina Dahlstrom (item 9) Head of Policy and Strategy
Nic Granger CFO and Director of Corporate	Ian Hill (item 9) Head of Policy Projects
Sara Vaughan Non-executive Director	Jane de Lozey, (items 10 and 11) - via Teams Director of Regulation
Sarah Deasley Non-executive Director	Marc Benton (item 10) - via Teams Head of Investor Finance
Vicky Dawe Shareholder Director	Alan Poole (item 10) Head of Onshore Exploration and Production
Malcolm Brown Non-executive Director	Pauline Innes (items 11 and 12) - via Teams Director of Supply Chain and Decommissioning
	Christopher Ashbourne (items 11 and 12) Senior Legal Advisor
	Leanne Oxley, (item 12) Head of Investigations and Enforcement
	Russell Richardson Company Secretary
	Fiona Gruber Head of Governance and Board Secretary

1. Welcome and introductions

Liz Ditchburn welcomed directors to the first board meeting in the new London office and welcomed Vicky Dawe to the full-time role of Shareholder Director. The board sent their thanks to Fiona Mettam for her collaborative contribution to the board and wished her well as Director of the Scotland Office.

2. Conflicts of interest

No conflict of interest with any agenda item, nor as a result of new appointments, was declared by any director. A matter was discussed but was not considered by the board to be a conflict.

3. Board performance review report

Campbell Tickell set out the findings of their board performance review report, which focused heavily on board dynamics and ways of working, including with the leadership team. The report described a strong, collaborative board, with strong mutual respect among directors and the leadership team and a very good relationship with the department. Campbell Tickell's recommendations focused on strengthening board and leadership team development; making more strategic use of the board's time; and building momentum on staff and stakeholder engagement. Campbell Tickell particularly underlined the importance of bringing in new non-executive directors soon to maintain the board's strength and ensure sufficient overlap with current directors before their tenure ends.

The board thanked Campbell Tickell for a very helpful review and report and discussed the findings in detail. They agreed a plan to make more of everyone's strengths and agreed pairings/groupings to focus on strategy, people and culture, industry engagement, succession planning, risk, and the conduct of board business. A Chair's report will be added to the standing board agenda.

4. Minutes and matters arising

The board discussed and approved the minutes of the 19th June meeting, subject to minor amendments being finalised by the Chair and Chief Executive. The board reviewed the action log and discussed the progress of outstanding actions. The Chair confirmed that Nurole had been appointed for the non-executive director recruitment campaign.

5. Safety and environment report

On Sunday 7th July the Chief Executive attended a memorial service in Hazelhead Park to mark the 37th anniversary of the Piper Alpha disaster and remember the 167 men who died and 61 survivors.

The Chief Executive was pleased to report that there had been no safety incidents during the fit out of the London office.

6. Chief Executive report

The Chief Executive briefed the board on any potential impacts of the PRAX group going into administration as well as ongoing action by NSTA teams.

The Chief Executive updated the board on the publication of new guidance from DESNZ regarding environmental assessments of future projects, and on the outcome of the recent Spending Review. The NSTA is working with DESNZ policy colleagues to consider potential opportunities to accelerate CCUS project activity. A small team has been established to begin considering what future resourcing pressures may exist for the NSTA depending on the outcome of government consultations.

The board thanked the Chief Executive for his update and looked forward to discussing these matters further at future meetings.

7. CIFO report

The CIFO set out the work her team is doing to assess which budget can be reallocated, or spend slowed down, to accommodate the increase in legal costs.

The board noted the work she is doing and supported additional work to horizon scan other legal costs.

8. Shareholder report

The Shareholder Director updated the board on departmental business and cautioned that Parliamentary time constraints will inevitably lead to trade-offs on the Energy Bill.

9. NSTA Principal Objective and powers

The executive presented its paper updating the board on the key developments of proposals for the NSTA's future Principal Objective and powers since the closure of the government's consultation. The Shareholder Director updated directors on the government's current thinking.

The board noted the high level principles/key criteria for the revised Principal Objective/s and the agreed prioritisation of powers and asks. The board further noted the early work the team has done to prepare to implement the outcome of the consultation and recognised the magnitude of the work

involved and the timing that would be required. The board asked to stay engaged with the implementation process at appropriate times.

The board concluded that it was important that the objectives match NSTA powers. The board would like to meet again when the discussions were further advanced to discuss how the intent of the Principal Objective/s had developed.

The board thanked the executive for a very comprehensive update and looked forward to discussing the subject further in the coming weeks.

10. Potential NSTA role as the deep geothermal regulator

The executive presented their proposal that the NSTA establish a small team to determine if there was a potential role for the organisation in regulating the use of geothermal heat, should the government decide to establish such a regulator.

The board agreed that, although this was not the most important matter right now, it had no objection to a project team being established to do a pre-feasibility study.

11. Sanctions cases

The Director of Regulation presented two sanction cases for the board's consideration.

Whether to give a Sanction Warning Notice for failures to comply with petroleum related requirements to . The board agreed to give a Sanction Warning Notice, to include a financial penalty, to for each failure to comply with a petroleum-related requirement; to require to comply with its petroleum-related requirements by a particular date; and to delegate to the Director of Regulation the drafting and issuing of the SWN.

Whether to give a Sanction Notice for a failure to comply with a petroleum related requirement to . The board discussed the company's representations in response to the Sanction Warning Notice, agreed the financial penalty and agreed to delegate to the Director of Regulation the drafting, issuing and publication of the Sanction Notice.

12. Transparency project - decommissioning information

The executive took the board through the options they had considered on the type and granularity of data to publish on decommissioning obligations and investigations and presented some considered publication formats.

The board thanked the executive for a very interesting presentation and discussed the publication formats, the sources of the data, and the choices the team had made. The board agreed that, given that the intention of publication is to drive decommissioning activity, the most important thing is that the data and the categories are as objective and simple as possible. The board asked the executive to check the reference in the presentation to the number of wells to be decommissioned.

13. Agenda planning

The board discussed the meetings planner and agreed that a finance report would in future be brought to the board quarterly rather than monthly.

There was no other business.



Liz Ditchburn
25th September 2025