

Public

Ref: FOI/25/157

National Energy System Operator
Faraday House
Gallows Hill
Warwick
CV34 6DA

InformationRights@neso.energy
www.neso.energy

25 November 2025

Dear requester

Request for Information

Thank you for your request for information which was received by NESO on 28 October 2025. Your request has been considered under the Freedom of Information Act 2000 (FOIA). The recorded information in scope of your request did not meet the definition of 'environmental information' as provided by Regulation 2(1) of the EIR.

Request

You asked us:

I am writing to request information under the Freedom of Information Act 2000 (FOIA) and, where applicable, under the Environmental Information Regulations 2004 (EIR).

Please provide the following information relating to meetings held during October 2025:

Meetings – Minutes and Calendars

- 1. Meeting calendar/schedule for the NESO Board and all executive or board committee.*
- 2. Minutes and decision records for those meetings, including:*
 - Formal minutes and/or summaries of discussions,*
 - Any recorded decisions, resolutions, or vote outcomes (if applicable).*

Our response

We confirm that we hold recorded information in scope of your request.

NESO has understood your request to be for information relating to meetings of the Board (and its committees) and ExCo, which met in October. ExCo, but not OpCo, is formally delegated by the Board.

Please find enclosed Records of Decisions and Actions for the Executive Committee meeting held on 1 October 2025 and the Minutes for the Board Meeting held on 21 October 2025.

This concludes our response to your request.

Next steps

If you are dissatisfied with our handling of your request, you can ask us to review our response. If you want us to carry out a review, please let us know within 40 working days and quote the reference number at the top of this letter. You can find our procedure here: [Freedom of Information and Environmental Information Regulations | National Energy System Operator](#). The ICO's website also provides guidance on the internal review process: [What to do if you are dissatisfied with the response | ICO](#).

If you are still dissatisfied after our internal review, you can complain to the Information Commissioner's Office (ICO). You should make complaints to the ICO within six weeks of receiving the outcome of an internal review. The easiest way to lodge a complaint is through their website: www.ico.org.uk/foicomplaints. Alternatively, they can be contacted at: Wycliffe House, Water Lane, Wilmslow, SK9 5AF.

Thank you for your interest in the work of the National Energy System Operator (NESO).

Regards,

The Information Rights Team, National Energy System Operator (NESO)

ExCo Decisions and Actions

Date: 01/10/2025

Location: EL3.12 Faraday House, Warwick

Start: 11:00

End: 16:00

| Agenda item | | Decisions and Actions |
|-------------|----------------------------------|---|
| 3 | Job architecture | <ul style="list-style-type: none"> The Executive Committee members were supportive of the work being undertaken on job architecture. As success profiles are further developed, we should be adhering to the principle that customisation should be used sparingly and only for consistency purposes. The proposed approach to re-labelling the managerial bands was approved. Further discussion is needed on 'Senior Leader' positions, including the sizing and principles associated with these roles. Andreia to bring this topic back to ExCo for discussion. |
| 4 | NESO public voice and brand plan | <ul style="list-style-type: none"> The Executive Committee members were supportive of the public voice and brand plan, including of allocating sufficient executive time to develop this further. It should be viewed as a collective deliverable (i.e., in the same way as the FSO programme), rather than belonging solely to the Corporate Affairs function. It was agreed that before recruitment for any stakeholder engagement/communications roles outside of the Corporate Affairs or Customer functions can take place, these roles must first be approved by Laura in her role as Director of Corporate Affairs. It was agreed that a twelve month temporary Senior Manager of Communications could be recruited, to support the plan's execution and implement new ways of working in the Corporate Affairs team. |
| 5 | Business planning | <ul style="list-style-type: none"> The proposed additional headcount and running cost identified by the Resilience and Emergency Management operating model work should be considered within the total cost and FTE envelope based on that contained within Business Plan 3. Further work is needed to ensure there is no duplication or overlap with existing roles within the Cyber Security team. Before being submitted to the Board, the relevant owners of each of the business plan sections should be asked to formally confirm their |

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| | | approval of the content. Based on our licence conditions, the role of the Board in approving the business plan should be clarified. |
| 6 | NESO culture | <ul style="list-style-type: none"> The Executive Committee members were supportive of the proposed culture anchor, 'performance focused'. The culture anchor should incorporate the theme of togetherness. Further work is now needed to define what is meant by performance focussed. Andreia to run an exercise with ExCo to define this. |
| 7 | PR08 – Digital and Data | <ul style="list-style-type: none"> It was agreed that: <ul style="list-style-type: none"> The likelihood of the overall principal risk should not change for now, but the accompanying narrative should explain that this is being kept under watch. The likelihood for the executive risk, Data and AI, should move to a 4 (not 5 as proposed). The impact should remain at 4. |
| 8 | Papers to note/approve | <ul style="list-style-type: none"> The 'Management Information pack P5' was noted. The Executive Committee members were supportive of the Investor Strategy. |
| 9 | Roundtable business update | <ul style="list-style-type: none"> Each of the Executive Committee members provided an update on key activities underway in their functions. |
| 10 | AOB and meeting review | <ul style="list-style-type: none"> There should be a discussion at a future Executive Committee meeting about how consultants are utilised across NESO. Charlie to sponsor and lead this discussion. The Executive Committee members approved the creation of a new temporary Senior Manager position, 'Head of Code Governance and Reform', in the Markets function. The Executive Committee members reviewed the meeting. |



Publicly Available

Registered Number: 11014226

NATIONAL ENERGY SYSTEM OPERATOR LIMITED

(the “Company”)

Summary of a Meeting of the Board of Directors of the Company
held at Faraday House, Warwick Technology Park, Gallows Hill, Warwick, CV34 6DA
on 21 October 2025 from 14:25

| | | |
|---------------------------------------|-----------------|--------------------------------|
| Board Directors in Attendance: | Paul Golby | Chair - Non-Executive Director |
| | Fintan Slye | Chief Executive Officer |
| | Hannah Nixon | Non-Executive Director |
| | Siobhan Duffy | Non-Executive Director |
| | John Linwood | Non-Executive Director |
| | Paul Plummer | Non-Executive Director |
| | Jayne Scott | Non-Executive Director |
| | John Crackett | Non-Executive Director |
| | Charlie Pate | Chief Financial Officer |
| | Kayte O'Neill | Chief Operating Officer |
| | | |
| Apologies: | Emma Fitzgerald | Non-Executive Director |

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| | Approvals |
| 1. | <p>The Board approved:</p> <ul style="list-style-type: none"> The appointment of BDO LLP as new auditors of the Company and determined the auditors remuneration for the 5-year contract period. |
| 2. | Discussion and Noting |
| | <p>The Board received and discussed:</p> <ul style="list-style-type: none"> The resignation of the current auditors, Deloitte, with effect from 24 September 2025. The Board noted the confirmation from Deloitte that there were no circumstances connected with their resignation that should be brought to the attention of the member or creditors of NESO. There were no non-audit fees relating to BDO to be considered. |
| | The next Board meeting is scheduled to take place on 19 November 2025. |