



Independent Stakeholder Group Meeting 8

June 2025



1. Introduction

The National Gas Transmission Independent Stakeholder Group (ISG) was set up in November 2023. In December 2024 a Report¹ was published to demonstrate the output of the group throughout the year. For 2025, a report will be published after each meeting to ensure ongoing transparency. A full year report will be published in December 2025. This is the second report of 2025 detailing the presentations and feedback from the June ISG. The meeting took place at Grain LNG and the ISG were taken on a tour of the site, hosted by ISG Member Simon Culkin (see figure 2).

Figure 1: ISG Members 2025



Figure 2: The ISG on a tour of Grain LNG – June 2025.



<https://www.nationalgas.com/sites/default/files/documents/ISG%20Report%20December%202024.pdf>



1. Transformation

1.1 Summary of Presentation

The Head of Transformation for National Gas talked through the changes that the company is currently undertaking as part of its Building for Growth (BfG) Programme. This has come about for a variety of reasons and seeks to address some challenges that have been faced in recent times. There are a number of strategic objectives that this change seeks to achieve, including stronger performance, enhanced delivery of workload in RIIO-GT3 and improvements for the workforce including utilising local workforce, whilst maintaining the safety and integrity of the workforce.

The ISG was provided with the timeline for implementation of the programme, with all roles expected to be in place by the end of 2025.

1.2 ISG Feedback

The ISG sought more information on key risks and how that had been identified and managed. The level of stakeholder engagement that had taken place was scrutinised by the group and National Gas informed them of the stakeholder engagement that had taken place and was planned to take place during the change. It was noted that Ofgem have been kept informed throughout the programme and that a HSE Impact Assessment had been carried out which had not identified any adverse impacts. A HSE Assurance process will take place in January 2026.

2. People

2.1 Summary of Presentation

National Gas' Chief People Officer presented an update on the current status of the workforce and presented some statistics to the group in terms of the current demographic. The group were informed of positive shifts in the average age of the workforce, and in gender and diversity percentages. There has been a significant amount of work on culture and engagement within the workforce and the ISG were presented with examples on how Learning and Development is a key priority for the business in looking after its workforce. There are numerous opportunities for the workforce to express their views and there are procedures in place to ensure that these views are listened to and action is taken.

Whilst there have been some significant positive outcomes and changes, there have been challenges, and National Gas informed the group on what some of these challenges have been and how they have been overcome. There are commitments in RIIO-GT3 to ensure that National Gas attracts a diverse range of people and continues to be a positive place to work for its employees.

A deep dive on Early Careers Attraction was presented to the group. The strategy for this is:

1. Raise the profile of Early Careers
2. Build trust with stakeholders and improve perception
3. Improve the quality of the selection process with a focus on EDI
4. Have an attraction strategy with informative, fun & engaging content



5. Human Centred approach

To achieve this strategy, there have been a number of campaigns including social media, careers fairs, strategic partnerships, reaching out to schools and changing the way in which the job application process is undertaken in order to attract a more diverse range of talent. The ISG were presented with some statistics and information on the recruitment process, from start to finish and how new initiatives have changed the way in which people are recruited and have a positive experience.

2.2 ISG Feedback

The ISG were appreciative of the information shared and the steps that have been taken in this area. The group felt that the efforts taken in recruitment were positive and were having good results, and that the improvements in some of the key statistics, particularly around diversity of its workforce, were encouraging. It was noted that making people feel valued and appreciated can have multiple benefits for the employees, as well as helping to drive a successful and effective business.

3. Performance

3.1 Summary of Presentation

An update was provided on performance for the period up to April 2025, which represents the full year performance. Both the previous scorecard and current scorecard was presented for comparison to show any movement between periods. This called out the end of the year position and explained any changes from the targets set.

The total Capex Delivery target was missed for the financial year at a group level, however, this related to underspend in the National Gas metering business with National Gas Transmission delivering on its target.

A full walkthrough of the metrics was given, with the following highlights for the 2024/25 financial year;

- National Gas had exceeded its environmental targets
- In terms of safety, exceeded Lost Time Injury Frequency performance, noting there is a culture of reporting issues so that the risks can be eliminated or mitigated
- In terms people and diversity, the overall target has been exceeded, however, it was recognised that there is a need to look at leadership mix.
- Making good progress on delivering Price Control Deliverables
- In terms of customer, the year ended with a CSAT score above target at 8.9 (8.5 target).

It was agreed at regular updates that National Gas focus on explaining where there is risk to the performance.



3.2 ISG Feedback

The ISG appreciated visibility of the data and the transparency around actuals and forecasts. The group noted that they are beginning to see the trend, with the previous scorecard including in the presentations for visibility.

4. RIIO-GT3

The ISG were provided an update on the latest RIIO-GT3 milestones, noting that Draft Determinations were due to be published at the end of June by Ofgem. An 8 week period then commences for responses to be compiled and shared with Ofgem on the determinations. Licence drafting working groups are ongoing and engagement with Ofgem at all levels continues to take place. Preparations for Final Determinations will ramp up in September to December, after which a review period will commence once the Final Determinations have been delivered by Ofgem.

The ISG were informed that they would be kept up to date with developments in this area through the ISG Technical Secretary and that there would be opportunity to provide feedback and comments where appropriate.

5. Appendices

ISG 2025 Agenda Items

