**Independent Stakeholder Group Meeting 13**

**September 2026**

# 1. Introduction

The National Gas Transmission Independent Stakeholder Group (ISG) was set up in November 2023. Every December a Report is published to demonstrate the output of the group throughout the year. Since the start of 2025, a report has been published on the ISG page of the National Gas website[1] after each meeting to ensure ongoing transparency, in addition to the annual report.

Figure 1: ISG Members September 2026


# 2. T3 Performance

## 2.1 Summary of Presentation

A new Executive Performance Scorecard has been developed for RIIO-GT3 to reflect the outcomes and commitments agreed as part of the RIIO-3 business plan assessment undertaken by Ofgem. The group were provided with some key information:

- Delivery of Energy Security: A key strategic priority for National Gas hence the number of metrics associated with it.
- Ambitious and inclusive culture: A renewed focus on Leadership Diversity recognising the good achievements over the last 5 years in terms of the workforce.
- Several measures are defined as 'monitor' to ensure continued challenge whilst recognising that they may remain unchanged in the short-term due to external factors.
- Quarterly reports are being set up to track the specific output commitments and will be reviewed by the Executive. A draft asset related scorecard has been developed and will evolve as specific volume targets are set across the five years of T3.

Some key metrics on the scorecard were highlighted to the group in addition to some of the Uncertainty Mechanisms on the asset scorecard.

[1] Independent Stakeholder Group (ISG) | National Gas

## 2.2 ISG Feedback

The group were positive about the metrics captured on the scorecard. They queried whether some of the targets were ambitious enough given that some appeared to have already been met. It was noted that some metrics are monthly measures and therefore could change from month to month depending on performance. Some examples of targets that had increased from the previous scorecard were provided to the group to demonstrate the continued ambition and challenge in all areas to drive performance.

# 3. T4 Early Planning

## 3.1 Summary of Presentation

A breakdown of the key milestones expected in RIIO-GT4 were provided to the group to demonstrate that preparations are underway to get the business ready for the next Price Control. It was acknowledged that these are estimates are based on previous data and that no official dates have been received by the regulator.

Work has started to shape the approach for T4 particularly in terms of gathering data and considering business improvements. Early in 2027, engagement with external stakeholders will begin in order to start shaping the Business Plan and ensure alignment across the company on how to deliver the plan. That same year and into 2028, the plan will start to be built with well-justified and evidenced submission material. Submission is expected to occur in 2029 with determinations likely received in 2030. Throughout these latter stages, the company will work on defending the plan and ensuring that Ofgem has all the information they require to make informed decisions on the plan, in readiness for it to be embedded in 2031 and beyond. Throughout the entirety of the period, extensive stakeholder engagement will take place across a broad range of stakeholders, including the ISG. Further detail on these early stages and how the ISG will be engaged will be tabled at the next ISG meeting in December.

## 3.2 ISG Feedback

The group were pleased with the planned approach and there was a discussion around whether the plan would likely be focused on methane as in T3. The group suggested that the "embed" element of the plan, currently forecast for early 2030, may need to start earlier particularly for elements that had certainty prior to final determinations. National Gas agreed with this suggestion.

# 4. Network Resilience

## 4.1 Summary of Presentation

The ISG were given a presentation on Network Resilience by the Asset Framework Manager, the Head of System Capability and Risk, and the Head of Asset Management at National Gas. The group were provided with material on a variety of topics within the subject, examples and scenarios.

The importance of resilience was discussed in relation to the gas network and the group were shown visualisations demonstrating capability across the network and various scenarios within this. Potential risks were presented to the ISG and information on how these risks are managed and the processes that are in place were discussed. This included cyber security and physical security.

The group were provided with information on resilience standard development based on 4 key areas of the NTS:

- Pipeline Supply Risk
- Pipeline Demand Risk
- Compressors
- Network Wide Resilience

The group were provided with several examples of projects that are ongoing to enhance resilience across the network and emerging risks relating to climate. A recent example of a wildfire close to an NTS asset was discussed as well as what mitigations are in place for flooding

The key stakeholders that had been, and continue to be engaged with, were listed and included DESNZ, Ofgem and NESO. The group were provided with a high-level overview of the topics that were covered as part of this engagement across a number of bilateral sessions. It was noted that due to the sensitive nature of certain topics, wider engagement is not always possible, but the engagement that had taken place had helped to shape National Gas's approaches and outputs in this area.

The presenters concluded by sharing the next steps in terms of T4 planning and the continued work across the whole business to ensure a resilient, safe and secure network.

## 4.2 ISG Feedback

The group felt thanked National Gas for a comprehensive presentation. They noted that the information on stakeholder engagement as depicted in the presentation seemed high-level and lacked detail on how the engagement had shaped the outcomes. The National Gas ISG representatives advised that the templates for presenters to follow in ISG updates would be reviewed to ensure that all relevant stakeholder engagement questions are clearly articulated particularly in the pre-read.

The ISG questioned how teams within the company work together to ensure collaboration, particularly in terms of responsibility for network resilience and climate resilience. The presenters advised that the Asset teams work closely with the environmental engineering team to understand the impacts and manage risk, and that they also use data from the Environmental Agency and consultants to inform their decisions.

The group expressed an interest to have more information more on the whole network approach to resilience at a future update, such as planning for adequate workforce, sufficient skills and potential supply risks.

## Appendices