



National Gas Customer and Stakeholder Engagement Strategy for RIIO-GT3 (2026-2031)

Published March 2025
Version 1.0

Version	Date Published	Summary of changes
1.0	March 2025	



Foreword



Mike Foster

Chair of National Gas'
Independent Stakeholder
Group (ISG)

[You can read more about
National Gas' ISG here](#)

Our Independent Stakeholder Group (ISG)

“In their RIIO-T2 Business Plan, National Gas committed to a stakeholder-led approach. This was in recognition of the value in engaging stakeholders which they identified as key to the successful and timely delivery of their commitments for a clean, fair and affordable energy future. The ISG have been integral in National Gas’ renewed approach for RIIO-GT3 to ensure that the company develops and delivers a truly stakeholder-led plan for the period 2026-2031. The targeted and strategic approach to engagement that has been evident in the RIIO-GT3 business planning process has been tested with the ISG and will be monitored throughout the period. We welcome National Gas’ renewed commitment to proactive, continuous engagement with stakeholders across the industry and the best possible value for customers, whilst at the same time driving the agenda for Net Zero in the UK. This Strategy demonstrates the commitment from National Gas to deliver on their priorities, and to do so in a fair and affordable way using customer and stakeholder insight.”



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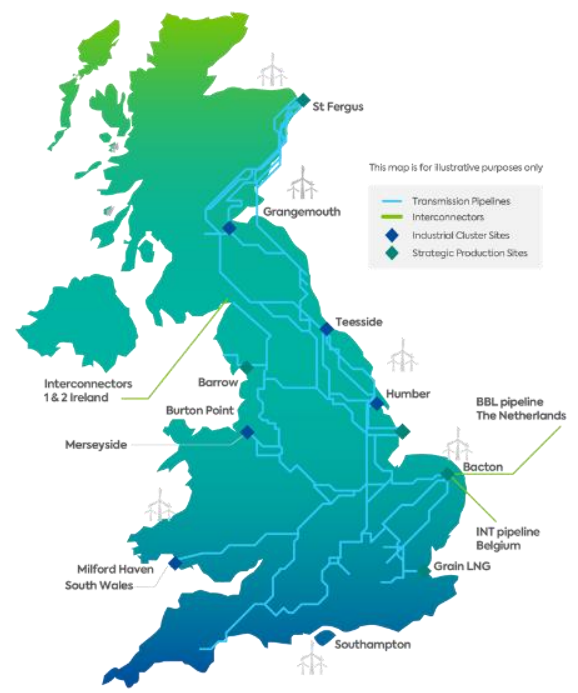
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Our customers, consumers and stakeholders

We are National Gas Transmission (NGT), and we are proud to own and operate the nation's high-pressure natural gas transmission system. We are responsible for transporting gas to more than half a million businesses, 23 million homes and more than 30 power stations across the country.

The National Transmission System (NTS)



Our customers, consumers and stakeholders



Our customers are directly connected to our infrastructure and play an integral role in distributing gas to consumers. Our customers include shippers, producers, importers and exporters, the gas distribution networks, transportation hubs, gas terminals, interconnectors, storage providers and heat providers. Our customers also include directly connected gas users, such as heavy industry and power generators.



Our consumers are domestic or industrial users of gas, who don't directly connect to our infrastructure but indirectly benefit from it. Our consumers include schools, homeowners and business owners.



Our stakeholders are those with a direct and vested interest in National Gas Transmission, for example the UK Government, devolved government, non-governmental organisations, regulators, charities, consumer bodies, trade associations and landowners.



Playback: Our engagement in RIIO-T2

In our journey since the start of RIIO-T2, we have operated a programme of continuous engagement, balancing topics most within our customers', consumers' and stakeholders' interests and where external inputs can have the greatest impact within our business. As a result, we have deepened our understanding of our customers, consumers and stakeholders.

Shaping the Future

Across RIIO-T2, we upheld our commitment to an **annual engagement programme** with our customers, consumers, and stakeholders. Each year, we reviewed stakeholder feedback and updated our Shaping the Future programme based on what stakeholders wanted to hear and discuss, where they expected to have a say, and which areas they wanted to gain insight on. Across our broad Shaping the Future series, we delivered **over 3,000 total attendee engagements**, across **over 40 interactive webinars**, with conversation topics including code and commercial changes, driving positive environmental and community impact, blending, the future of heat.

Our Independent Stakeholder Group

Since 2019, a regular cadence with our **Independent Stakeholder Group (ISG)** has also provided opportunity to **test, scrutinise and critique** our approach to engagement and our business plan submission in line with Ofgem's guidance. Within this remit, we have also debated with the group topics such as **net zero and innovation, network capability, methane emissions**, progress against our RIIO-T2 price control deliverables and charging reforms. More details are contained within our RIIO-GT3 Business Plan submission and on the ISG page on National Gas' website.



Operational Engagement

Our annual programmes were strengthened by **targeted engagement** on topics such as **transmission charging, demand-side response and exit constraints**, via regular newsletters and more than 20 additional webinars that reached hundreds of attendees. Throughout our RIIO-GT3 business planning process, we have addressed challenges raised by stakeholders, and balanced engagement needs with **avoiding stakeholder fatigue** through comprehensive stakeholder mapping, and by ensuring that stakeholders are sufficiently well-informed to engage in meaningful conversation.

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Playback: Our engagement in RIIO-T2

In our journey since the start of RIIO-T2, we have operated a programme of continuous engagement, balancing topics most within our customers', consumers' and stakeholders' interests and where external inputs can have the greatest impact within our business. As a result, we have deepened our understanding of our customers, consumers and stakeholders.

RIIO-T2 Engagement

200+

insights collected through Business Plan shaping and testing

2500

consumers surveyed in acceptability testing

3000+

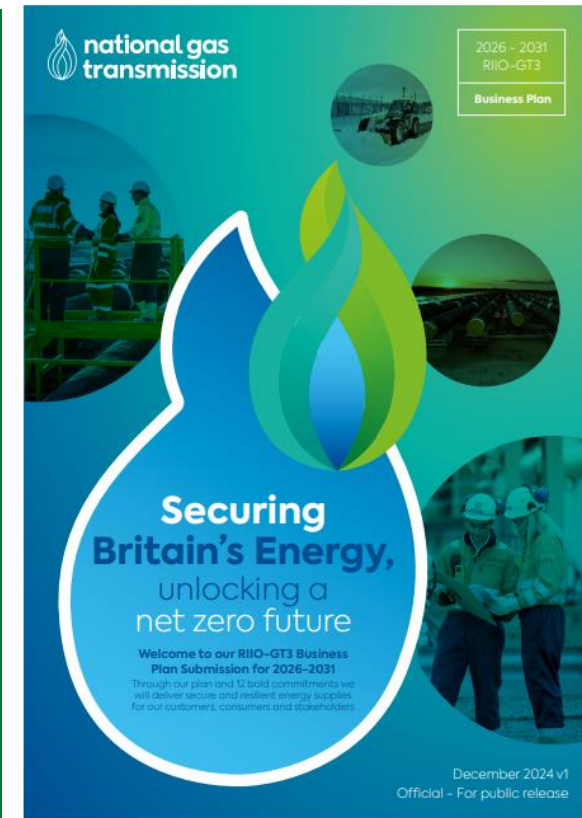
engaged through Shaping the Future

RIIO-GT3: Testing, Learning and Improving

Building on inputs from shaping and operational engagements, we designed an engagement programme to **align our ambitions** with our customers, consumers and stakeholder needs, and to identify areas of consumer interest and concern - such as the potential to repurpose our existing asset infrastructure to transport alternative gases, the associated impacts on gas quality and the ability of our workforce to deliver our ambitions.

This engagement programme kicked off with **deliberative focus group sessions**, through which end-consumers fed back broad acceptance (75%) of a proposed (*overestimate*) £2 gas bill increase. Above and beyond the requirements set out for National Gas, **we further tested the acceptability and affordability of our proposed business plan** with a representative sample of both domestic (74% acceptance, N=2000) and business (65% acceptance, N=500) gas customers. Across both sets of engagements, customers supported our proposals based on the minimal bill impact, and the need for investment in the future needs of the energy system.

To challenge our proposed investments with **greater granularity**, we designed a series of engagements to interrogate specific aspects of our RIIO-GT3 submission with customers and stakeholders, particularly those that were more challenging or new for this price control period - for example, our climate resilience strategy and our approach to asset risk management. We diversified our engagement methods, reaching more than 150 customers and stakeholders through **one-on-one interviews, workshops**, and the **establishment of coalitions**. We also **broadcast** the details of our proposed business plan to over 210 unique customers and stakeholders across the UK and Europe through a series of deep dive webinars.



[View our RIIO-GT3 plan in full](#)

Playback: Our engagement in RIIO-T2

In our journey since the start of RIIO-T2, we have operated a programme of continuous engagement, balancing topics most within our customers', consumers' and stakeholders' interests and where external inputs can have the greatest impact within our business. As a result, we have deepened our understanding of our customers, consumers and stakeholders.

We have championed feedback throughout National Gas, and driven the use of customer insight in our decision-making processes, shaping and iterating our plans, including:



Ensuring our strategies are specific, deliver value to consumers and meet industry expectations, e.g.,

- ⇒ Carrying out work to make our Environmental Action Plan **targets more quantifiable**, particularly those that are inherently more principles-based, including our circular economy commitments,
- ⇒ Updating our **Innovation Strategy Roadmaps** to incorporate emerging technologies in which our innovation partners saw potential - such as Artificial Intelligence and Quantum Computing,
- ⇒ Agreeing our **approach to resilience and energy security** through working sessions with DESNZ, NESO and Ofgem.



Streamlining and re-developing our **customer priorities** for RIIO-GT3,

- ⇒ Re-defining the needs for **safety and reliability as fundamental consumer expectations of the National Transmission System**, and,
- ⇒ Balancing natural gas operations with **readiness for low-carbon technologies** (such as biomethane, hydrogen and carbon capture).



Enhancing our IT Systems to give customers a better experience and user journey when interacting with National Gas, e.g.,

- ⇒ Planning to streamline and simplify our **procurement processes** for potential suppliers, by merging our tendering systems;
- ⇒ Amending our suite of proposed improvements to our **Connections Hub** to reflect customer feedback (*some changes are proposed to be funded through Uncertainty Mechanisms*).



Reflecting customer feedback in our **incentives proposals**, e.g.,

- ⇒ Re-assessing and updating our **demand forecasting methodology**, as well as **cap-and-collar targets and parameters** across our suite of proposed incentives,
- ⇒ Provision of **additional assurance** where requested by customers (including on complexities around our greenhouse gas emissions incentive and our capacity constraint management incentive).

While we value and consider all feedback that we receive, we acknowledge that the complexity of the energy system and the diversity of stakeholder views mean we cannot always act in a way that satisfies all our customers and stakeholders. Against each of the commitments in our business plan, in our Stakeholder Engagement and Decision Log annexe, we have summarised stakeholder support, challenges received, and our responses. We have highlighted instances where there is not a consensus among those that we have engaged with, and where our chosen direction of travel diverges from customer, consumer or stakeholder views.

Why do we engage?

Beyond the regulatory requirements set out by Ofgem, we actively engage with our customers, consumers and stakeholders to ensure that we can represent their needs, deliver sustainable value, and deliver a fair, equitable, and affordable transition to net zero.

Outcomes of National Gas' engagement

To continuously improve

We aim to learn from industry best practice, and from our consumers, customers and stakeholders, in order to drive continuous improvement. This requires involving our customers in all aspects of our business, from daily operations to shaping strategic priorities.

To deliver above and beyond

We're positioning ourselves to lead, not only facilitate, the net zero transition. This approach allows us to simultaneously achieve regulatory compliance and create value for future customers.

To adapt to our changing customer base

Understanding changes in our customer base during the energy transition is essential for shaping our strategies, our decision-making processes and our service delivery.



To build trust among industry

We aim to be a trusted advisor to industry partners and government, shaping the energy system transition to align with our consumers', customers' and stakeholders' interests, and acting transparently in everything we do.

To underpin the net zero transition

We will need to collaborate in order to deliver a net zero transition that is secure, timely, and equitable. Each of our stakeholders faces a unique journey to net zero, and so our engagement approach must be targeted and specific to the customers, consumers and stakeholders involved.

RIIO-GT3 engagement focus areas

While the core expectations for National Gas' transmission operations – safety, reliability, efficiency and affordability – remain unchanged, our customers, consumers and stakeholders are increasingly prioritising the drive towards net zero as a strategic driver. To this end, we have identified four main focus areas to guide our engagement in RIIO-GT3.



We have heard from our customers, consumers and stakeholders on their key priorities

“I want the drive to net zero to be at the core of all National Gas Transmission’s initiatives”

“I want the network to operate safely, reliably, and efficiently, as a foundational standard of service”

“I want an accurate and affordable energy bill”

This document is our first published engagement strategy as National Gas Transmission and so we have set out four key principles (“focus areas”) to guide our engagement with customers, consumers and stakeholders during RIIO-GT3 in a way that is meaningful, tangible and impactful.

We have developed these focus areas by reflecting on our engagement activities during RIIO-T2, using feedback from our ISG, and hearing from our customers, consumers and stakeholders about their own priorities.



Increase the breadth of our engagement



Build cross industry collaboration



Deliver proactive two-way engagement



Deliver outcome-driven engagement

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To transition to a net zero energy system in a way that is secure, timely, and equitable, we will need to foster greater cross industry collaboration, broaden the scope of our conversations, and implement proactive, informative and outcome-focused engagement.

Deep Dive: Increasing the breadth of our engagement

Our engagement strategy aims to reflect the diverse needs of the industry by broadening our perspectives beyond echo chambers and transmission-only views. This is crucial to ensure that we are working efficiently as an industry, and that no one is left behind in the transition to net zero. As we deliver on our RIIO-GT3 commitments, and as Project Union, and projects to deploy hydrogen blends and carbon capture and storage (CCS) develop, engagement will play a key role. We will rely on our stakeholders to be actively involved through:

- **Technical engagement:** We anticipate that our engagement on decarbonisation plans and potential for biofuels, hydrogen, and CCS will become increasingly technical in nature and more frequent as we progress with project deployment.
- **Strategic collaborations:** We will be building our relationships with new stakeholder groups, such as emitters within industrial clusters, potential biomethane customers, potential hydrogen producers, potential hydrogen customers and carbon dioxide customers (e.g., for application in sustainable aviation fuel production). In order to address specific pain points across the transition to net zero, we will also need to build on our existing relationships with environmental bodies, customer representatives and local governments to deliver large-scale infrastructure projects.
- **Knowledge-sharing and partnership expansion:** We will leverage insights from our existing cross-industry forums, forge our new relationship with the NESO, and benchmark against and adopt best practice from international transmission network operators. We will also participate in data and digitalisation working groups to tackle barriers to sharing information.
- **Inclusive engagement:** We will work to reach out to underrepresented groups, including those with limited capacity to engage, low awareness or knowledge of National Gas and the energy industry, and those with low interest in engagement.

Balancing national ambitions with regional sensitivity: As DESNZ, Ofgem and NESO develop Strategic Spatial Energy Plans, the geographical differences between stakeholder needs will intensify. The future energy system will likely feature a mosaic of low-carbon technologies, with greater regional gas quality variations, emphasising the importance of localised engagement. We will maintain our engagement efforts across Great Britain, acknowledging regional variations in experiences, and the diverse needs and challenges in different geographic areas. Meaningful engagement with our direct connections is essential.



How increasing our breadth of engagement delivers against our ambitions:

- **To adapt to our changing customer base** and be inclusive of future customers and stakeholders
- **To continuously improve** all aspects of our business by learning from industry best practice
- **To build trust** as an advisor to industry



RIIO-GT3 engagement focus areas

To transition to a net zero energy system in a way that is secure, timely, and equitable, we will need to foster greater cross industry collaboration, broaden the scope of our conversations, and implement proactive, informative and outcome-focused engagement.

Deep Dive: Building cross industry collaboration

While our RIIO-GT3 business plan has been designed to deliver value to our natural gas customers of today, our vision encompasses a broader energy landscape involving greater volumes of biomethane, new and repurposed hydrogen transport infrastructure, carbon capture and storage (CCS). Through this multifaceted approach, we are taking a leading role when driving the evolution of the energy sector, balancing current natural gas operations with emerging low-carbon technologies. By aligning our efforts with industry partners, we can create more efficient and effective engagement strategies, ultimately benefiting all stakeholders in the energy sector, from our interconnectors and terminals to our industrial, commercial and domestic end-users. Beyond the engagement needed to deliver our ambitious natural gas plan for RIIO-GT3, we are advancing collaborations and partnerships with our future customers to take them with us on the journey to Clean Power 2030:

- **Biomethane:** We are addressing barriers to entry, and scaling up the volumes of biomethane injection onto the NTS
- **Hydrogen:** We are exploring the possibilities for repurposed and new-build infrastructure to transport hydrogen
- **CCS:** We are building insights and partnerships to develop our CCS work around Britain’s industrial clusters.

A key enabler of these activities will be building stronger relationships and partnerships with other utilities, looking locally towards Britain’s electricity network operators and water companies, and internationally towards other gas transmission network operators, in order to capture new stakeholder concerns, opportunities, learnings and industry best practice.

These initiatives are being developed in parallel to RIIO-T2 and RIIO-GT3 delivery. We are taking this approach in order to enhance service quality for existing customers, consumers and stakeholders whilst building relationships with and growing our understanding of our future customer base. While our RIIO-GT3 business plan focuses on benefits to natural gas customers, we are proactively preparing to transition our energy system to net zero by considering hydrogen and blended hydrogen networks, CCS infrastructure, biomethane, electrification prospects and – where appropriate - decommissioning. We hope to meet the evolving needs of the industry while continuing to deliver a safe, reliable and flexible network to natural gas customers of today. Throughout our initiatives, we also endeavour to maximise the value gained from our Independent Stakeholder Group.



How building cross-industry collaboration delivers against our ambitions:

- To collaborate on challenges which will **underpin the net zero transition**
- To **continuously improve** all aspects of our business by learning from others
- To **deliver above and beyond**, exceeding expectations and best utilising our position in the industry



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Deep Dive: Delivering proactive, two-way, engagement

Throughout all of our engagement, we aim to gather inputs from our customers, consumers and stakeholders while educating on and enhancing their involvement with our activities as a business. To prevent stakeholder fatigue, we try to simplify communications by utilising existing engagement channels, and engaging with our customers and stakeholders on topics they are interested in and where their input can have the most impact on our activities as an organisation. For topics with limited potential stakeholder influence, such as around those activities where our direction of travel is set by legal requirements and license obligations, we aim to communicate this information clearly and directly to our customers.

We aim to foster educational, two-way conversations that benefit both National Gas and our stakeholders, giving our consumers, customers and stakeholders a voice at the heart of what we do. We are committed to increasing transparency in processing and responding to customer and stakeholder insights, providing regular updates on how we action the feedback we receive, and meticulously tracking our progress against actions raised.

Deep Dive: Delivering outcome-driven engagement

In order to deliver outcome-driven initiatives, we aim to:

- Act intentionally in all engagements – with defined charters for engagement, bearing in mind the “who, what and why”
- Amplify customer and stakeholder voices, building a culture within National Gas of customer centricity
- Represent the views of our customers when interacting with our most influential stakeholders, like Ofgem, DESNZ and NESO
- Serve as an industry platform for the energy transition – a leading industry voice, above obligations as a network operator
- Consider how to use feedback, insights and outputs from each engagement to shape our subsequent interactions.

Outcome-driven initiatives ensure that the efforts of our workforce directly align with customer needs, boosting morale, productivity, and a sense of social responsibility. These factors all contribute to a cultural transformation, helping us to overcome organisational inertia and remain responsive to evolving industry demands, positioning us for long-term success.

How proactive, two-way engagement delivers against our ambitions:

- To provide education and **to build trust**, in order to become a valued advisor to the energy industry



How delivering outcome-driven engagement delivers against our ambitions:

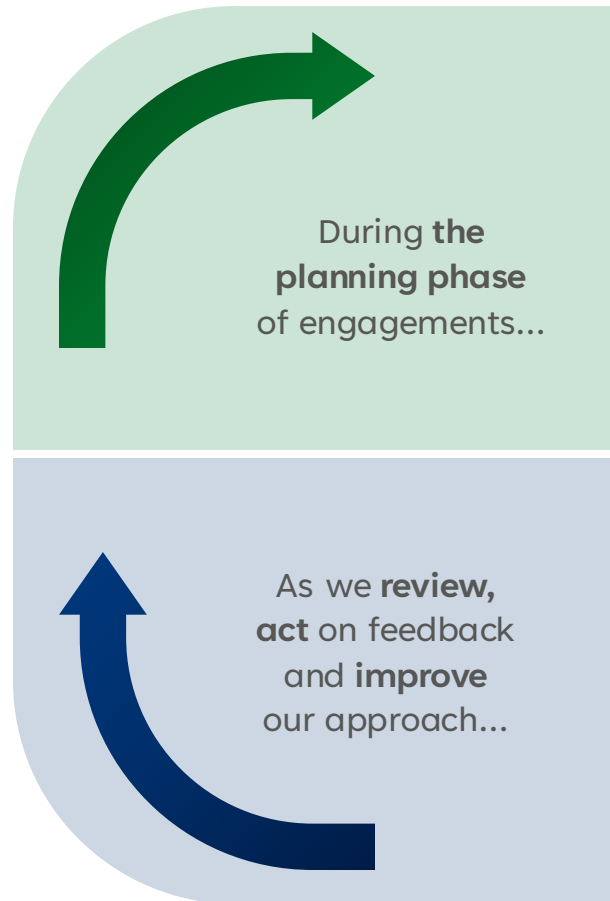
- To deliver **above and beyond**, exceeding expectations and best utilising our position in the industry



How will we engage?

At every stage of the process, as per the AA1000 Stakeholder Engagement Standard, we are committed to engaging in a way that is responsive to the diverse needs of our customers, consumers and stakeholders, that is inclusive of all customer, consumer and stakeholder groups, that is material to their interests and influence, and that is outcome-focused.

To deliver on our focus areas, we are committed to...



Being **responsive** to the evolving needs of our customers and stakeholders,



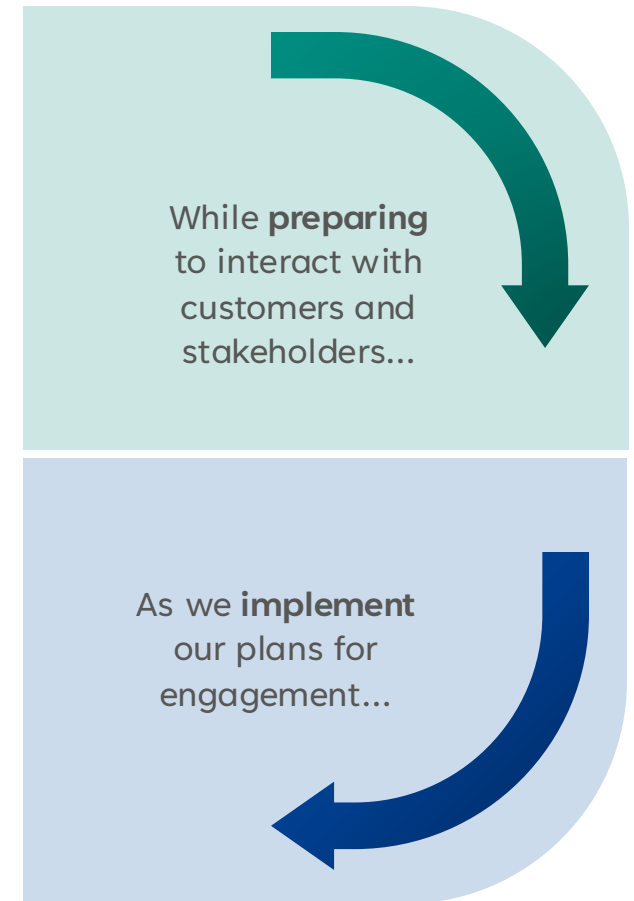
Being **inclusive** of all customer and stakeholder groups,



Engaging **materially** with customers and stakeholders, in a way that is meaningful to them,



And being **outcome focused**, acting with a strategic focus and clear intentionality.



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Stages of the process

PLANNING

PREPARATION

IMPLEMENTATION

REVIEWING, ACTING AND IMPROVING

We are committed to...



being **RESPONSIVE** to the evolving needs of our customers and stakeholders

- Set **targets for engagement** (e.g., clickthrough rates) on emails from our National Gas Engage mailbox and LinkedIn
- Continuously listen by **scheduling regular touchpoints**, with year-round activities and capacity to adapt to emerging issues
- Refine the SSAT and CSAT feedback system to balance survey frequency and **gather meaningful input without overwhelming stakeholders**
- **Track user experience** with our IT systems, including data portals, our connections hub and procurement processes

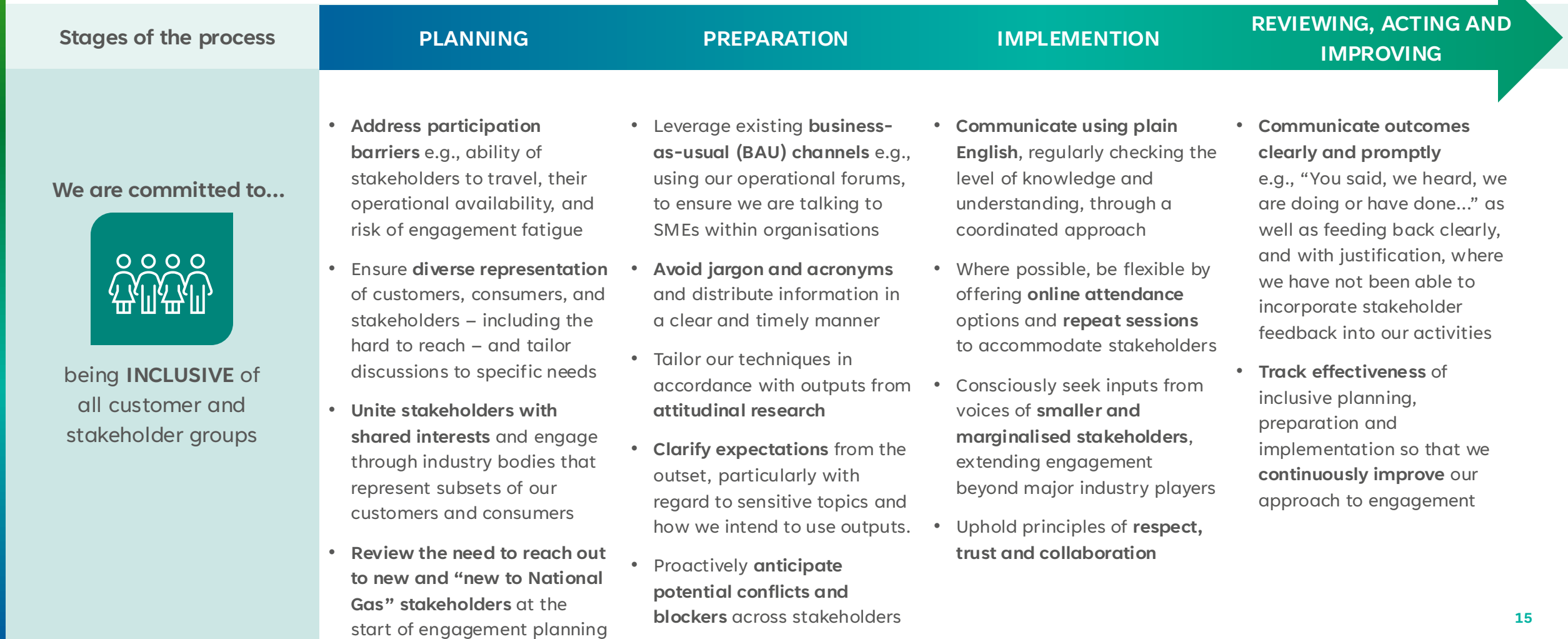
- Create a dashboard for **engagement KPIs** and report on user experiences by regularly reviewing records
- Gather external insights *via* our **Insights Centralisation Dashboard** and internal communication of energy market and industry updates
- Develop a **pre-engagement briefing process** to stay on top of stakeholder views and personalise our messaging
- Leverage **cross-team coordination** to avoid duplication of efforts and external communications

- Set up **internal reviews to assess engagement effectiveness** and regularly update KPIs for engagement based on their effectiveness
- Be prepared to be flexible by **developing sub-prompts** for each main topic and creating a **resource bank** of additional information for stakeholders
- Enable **stakeholder-led discussions**, by ensuring **facilitators are well-equipped** to actively listen and guide with knowledge of the subject matter and the wider business

- Create a **standardised post-engagement review process** which includes systematic insight entry and tracking
- Plan **post-engagement reviews and feedback to senior leadership** through internal steering committees, reports to our executive committee and insight dissemination across teams
- Develop a **clear action plan** to track and ensure that stakeholder **views are considered** by individual business functions as part of business as usual (BAU)

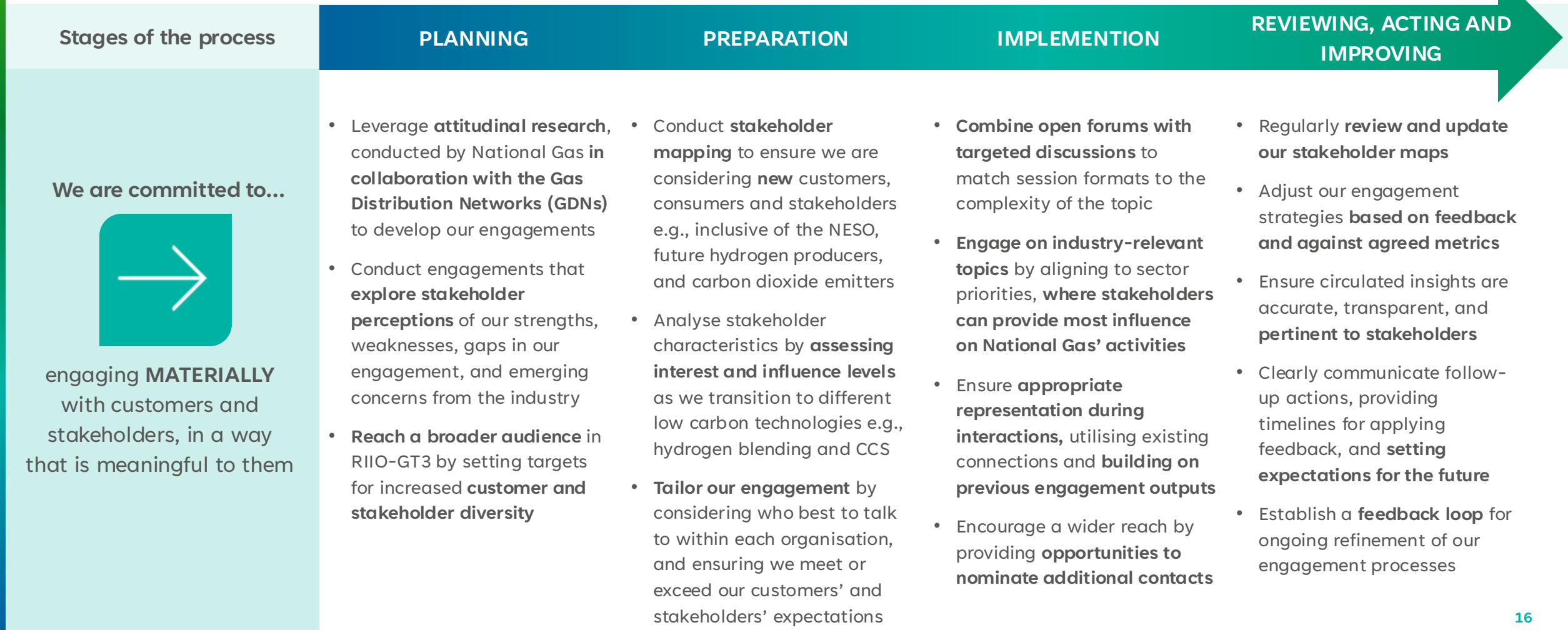
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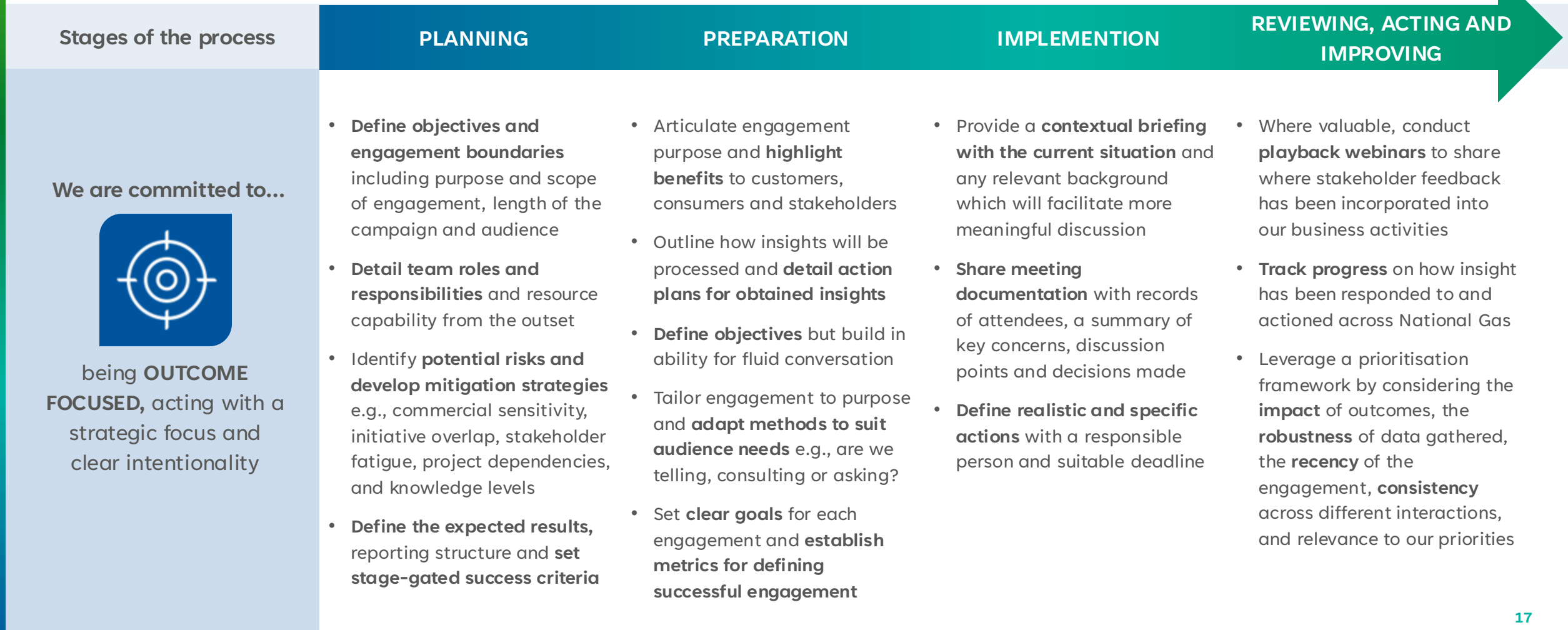
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How will we engage?

To drive our engagement strategy's success, we will leverage key enablers for effective implementation, adhere to internal governance protocols, and reinforce our commitment to ambitious goals through assurance processes.

We will ensure there are appropriate assurance systems in place to hold us to account



Enablers:

Systems, resources and capability that will help National Gas to deliver on our strategy

- 1 **Developing an improved customer relationship management system:** To build a comprehensive view of our interactions with the industry, ensure our engagements remain targeted and relevant, and achieve broad industry participation.
- 2 **Building team capabilities and skill sets:** To support this growth, we are aiming to build training and development programs that incorporate best practices into our operations.
- 3 **Designing a comprehensive framework:** To aim to integrate stakeholder insights and consultation feedback into our business decisions consistently in a structured and systematic way.



Governance:

Ensures that we have appropriate processes in place to deliver on our strategy

- 4 **AA1000SES framework:** Since 2016, we have been following the AA1000SES framework to standardise the way we engage across our business. We are guided by its principles and use the detail within it to ensure we are designing, delivering and acting on the results of engagement in a systematic, robust and coordinated manner.
- 5 **Initiating early engagement for future planning:** We will leverage RIIO-T2 risk registers and lessons learned to enhance our engagement approach ahead of business plan submission for future regulatory periods. Our plans should be shaped with input from customers, consumers, and stakeholders from the very beginning.



Assurance:

Collects evidence and holds us accountable for delivering against our defined focus areas

- 6 **Comprehensive audit and review process:** This includes thorough internal evaluations, such as steering committee and executive-level reviews.
- 7 **Ambitious and transparent performance targets:** We will aim to quantify the impact of our engagement, in a way that retains the integrity of our customers and stakeholders rather than reducing them to statistics, e.g., tracking the number of pieces of feedback and stakeholder groups commenting on a single topic. Our targets should be constantly refreshed based on their suitability to quantify our outcomes.
- 8 **Our Independent Stakeholder Group (ISG) will hold us accountable:** We will make use of this group to challenge our engagement activities and scrutinise future business planning. This group will also help us to establish rigorous metrics to measure the effectiveness of our stakeholder engagement.

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We continually seek to improve our engagement approach, and – in line with industry best practice – engage in a way that is proactive, proportionate, targeted, and utilises multiple engagement channels.

We will leverage a broad engagement toolkit throughout RIIO-GT3

1-1 Interviews

Engaging at a personal level with stakeholders through bilaterals to **enable the sharing and testing of early opinions or initiatives.**

Webinars

Inviting a **broad range** of stakeholders to listen and take part in relevant **discussions or debates** through live polling and online feedback activities.

Deliberative workshops

In-depth and conversational focus groups, typically **independently facilitated** by consumer engagement experts.

Roundtables

Inviting relevant customers, consumers and stakeholders to **exchange insights to build consensus on challenging topics** through more flexible, open-ended conversations.

Working Groups

Convening stakeholders that have similar challenges to work on a specific topic and **developing collaborative initiatives that require buy-in from several parties.**

Attitudinal Research

Exploring latent needs and testing (qualitative and quantitative) propositions that may not be revealed in a face-to-face environment with other stakeholders.

Surveys and Consultations

Inviting stakeholders to talk about the impacts of our actions (or inaction), as well as insight generated passively from feedback such as satisfaction surveys.

Written Broadcasts

Reaching and engaging a diverse audience through written online media, e.g., **newslettering, website updates and social media posts.**

Year-round communication

Using various communications channels **on a regular cadence** to talk about network developments and changes.



How to stay involved



You can email us about our engagement, or with feedback on our engagement strategy at engage@nationalgas.com



Follow us on LinkedIn
[National Gas Transmission](#)

Potential topics for engagement during RIIO-GT3

Emerging opportunities and stakeholder concerns

e.g., Clean Power 2030, climate resilience, innovation, standardising biomethane connections, preparing for future hydrogen connections, planning for and deployment of CCS infrastructure, decarbonisation of business activities, our future workforce, and supporting resilience across Europe.

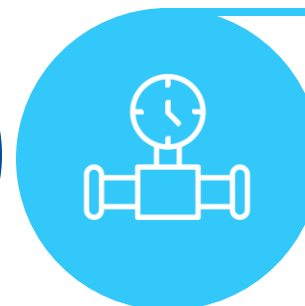


Refreshing our existing strategies

e.g., Updating our customer, consumer and stakeholder priorities, and feeding into revisions of our business strategies, including our Environmental Action Plan (EAP), Digitalisation Strategy Action Plan (DSAP) and Asset Management Plan (AMP).

Early planning for RIIO-GT4

e.g., What value means to our customers and stakeholders, the deliverability of our ambitions, organising playback webinars to report on our engagement activities and activities as a business.



Continued business-as-usual engagement

e.g., Ongoing operational engagements on network capability, system balancing, data provision, outage plans, entry and exit charges, and whole energy system interactions.



Glossary of terms

Term	Definition
Biomethane	Biomethane is a renewable gas source produced by upgrading biogas. Biomethane can be injected into the gas network and used in the same way as natural gas.
Blending	The process of mixing low-carbon hydrogen (typically we mean up to 20% hydrogen) with the natural gas already in the gas transmission system.
CCS	CCS – carbon capture and storage – involves the capture of carbon dioxide, generally from large point sources like power generation or heavy industry, that burn fossil fuels for energy. Sometimes this is referred to as CCUS – carbon capture, <i>utilisation</i> and storage.
CP30	The government’s vision for Clean Power by 2030 , wherein Britain’s power demand is met by clean sources, with unabated gas generation used just 5% of the time.
Consumers	Our consumers are domestic or industrial users of gas, who don’t directly connect to our infrastructure but indirectly benefit from it (e.g. homes, schools, hospitals).
Customers	Our customers are those directly connected to our infrastructure, including shippers, gas producers, importers and exporters, gas distribution networks, gas terminals, transportation hubs, interconnectors, storage providers, heat providers, and directly connected gas users, such as heavy industry and power generators.
DESNZ	The Department for Energy Security and Net Zero - formerly this formed part of BEIS, the Department for Business, Energy and Industrial Strategy.
GDNs	Britain’s Gas Distribution Networks , namely Cadent, Northern Gas Networks, SGN, and Wales and West Utilities.
Hydrogen	Hydrogen is a potential low-carbon alternative to natural gas, an energy carrier that can be moved, stored, and delivered in pipelines.
ISG	Our Independent Stakeholder Group (ISG) is a core element of the RIIO-GT3 framework, mandated to scrutinise and challenge our business plan development, monitor and review delivery of these plans to ensure they are high quality, and review and challenge our approach to stakeholder engagement.
NESO	NESO (formerly the ESO - Electricity System Operator) are the newly created National Energy System Operator . NESO moves power around Great Britain to keep homes and businesses supplied with the energy they need. Among other roles, NESO will increasingly take up responsibilities for Regional Energy System Planning.
Net Zero	Net Zero is the goal of reducing greenhouse gas emissions to a level where they are equal to or less than the amount removed from the atmosphere.
Ofgem	The Office of Gas and Electricity Markets , Ofgem, are the regulator for gas and electricity. They protect the interests of existing and future electricity and gas users.
Project Union	Project Union is our ambition to repurpose existing gas transmission pipelines and build new pipelines to create a hydrogen ‘backbone’ for the UK. It will enable a low-cost route to net zero, supporting the growth of the UK’s hydrogen economy and the decarbonisation of power generation and major industries.
RIIO-GT3	The price control that will operate for Gas Transmission April 2026 to April 2031, whereby our Revenues are made up of our Incentives, Innovation and Outputs .
RIIO-T2	The price control running April 2021 to April 2026. Revenues are made up of our Incentives, Innovation and Outputs (for Transmission network operators)
SSAT & CSAT	Stakeholder Satisfaction and Customer Satisfaction surveys, which we utilise to track and metricise our level of customer service.
Stakeholders	Those with direct, vested interest in National Gas Transmission, e.g., government, NGOs, regulators, charities, consumer bodies, trade associations and landowners.

