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Meeting minutes

Independent Stakeholder Group (ISG) – Meeting 3 Virtual

Date: 10/09/2025 **Location:** Virtual (MS Teams)

Start: 13:00 **End:** 15:30

Participants

Attendee	Attend/Regrets	Attendee	Attend/Regrets
Nina Skorupska (Chair)	Attend	Rosie McGlynn	Regrets
Zoe Morrissey – NESO	Attend	Andy Manning	Regrets
Rachel Smith – NESO	Attend	Stuart Cotten	Regrets
Carole Hook – NESO	Attend	Aileen Mcleod	Regrets
Amy Brook – NESO	Attend	Elizabeth Allkins	Regrets
Aaron Ludford – NESO	Attend	Sam Mackilligin	Attend
Natasha Antill – NESO	Regrets	Janet Wood	Attend
Tonderai Munetsi – NESO	Attend	Mark Fitch	Attend
Anna Carolina Tortora – NESO	Attend	Andy Wainwright	Attend
Sanjeet Sanghera – NESO	Attend	Janine Michael	Attend
Ben Young – NESO	Attend	Marko Grizelj	Attend
Andy Ford – NESO	Attend	Trevor Hutchings	Attend
Andy Dobbie – NESO	Attend	Amanda Webb	Attend
Jon Wisdom – NESO	Attend	Goran Strbac	Attend
Eric Jeanvoine – NESO	Attend	Nick Sillito	Attend
Cheng Chen – NESO	Attend	Gregory Edwards	Attend
Tony Green	Regrets	Rachel Fletcher	Attend
Ian Radley	Regrets	Michael Ferguson	Attend

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Agenda

#	Topics to be discussed	
1.	Welcome & Introductions	Nina
	Nina welcomed members and outlined the context of the session	
2.	Conflicts, Minutes & Actions	Nina / Aaron
	<ul style="list-style-type: none"> No conflicts were declared. Aaron raised the minutes from the previous meeting, and no objections with the minutes were highlighted. Aaron then walked through the actions from the previous meeting. 	
3.	Prioritisation of Major Deliverables	Carole
	<ul style="list-style-type: none"> Carole presented a view of NESO proposed approach for prioritising our key major deliverables, reflecting on feedback from Ofgem, industry, and stakeholders. A member commented that it is hard to give a full view without seeing the level of detail behind the key deliverables; Skip Rates, Connections and Balancing Mechanism are key, and they would like a view of delivery that this is incremental. Another flagged the importance of outcome-based deliverables for investor confidence. An ISG member asked if the key deliverables identified had been tested with customers and stakeholders to get their views? Carole confirmed they had not yet but that she welcomed views in this session and be tested in our planned future engagements. A further member agreed with the comments made; industry want NESO to be delivering outcomes not projects. Delays on delivery could have negative impact on industry confidence with NESO. They flagged the concern of constraint costs and emphasised the deliverables should seem strategic and not in project management speak. 	
4.	Business Plan Workshop & Feedback	Carole H

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Cross cutting feedback & themes

Outcomes

- Need to do more to highlight the outcomes and the “so what” of all the Performance Objectives (POs).

Success Measures

- Important for success measures to have a demonstrable method for evaluating performance for what “good” looks like.

Constraint Costs

- The actions NESO are taking on Constraint Costs, the goals and levels of influence were discussed at various times.

Building a Digitally Connected Energy System – Anna Carolina Totora

Carolina introduced the Building a Digitally Connected Energy System PO and described success measures and major deliverables. She emphasised the importance of NESO working with the whole industry to understand the importance of customer journey and bringing interfaces together for a more seamless digital experience.

- A member highlighted that, in their opinion, the measure of success and a measure on what good looks like, doesn't come through strongly enough across all the objectives. They suggested that there needs to be a way of articulating improvements/benefits – what is the target/baseline NESO are being measured against? What are we aiming for?
- Carolina agreed; we also need to articulate our new role as Data Sharing Infrastructure (DSI) Coordinator given to us by Ofgem. She emphasised that a focus on outcomes is required and that needs to come through more in the objective.
- An ISG colleague further emphasised this, and asked Carolina about Data Sources and the use / sharing of different forms. Carolina acknowledged the point and discussed the issues surrounding data ownership and voiced a frustration concerning “blockers” from other parties who own different sets of data and for when they should be published. She added that there must be a clear story concerning when each data set is published.
- A member highlighted issues on publishing data transmission loss factors, and the fee NESO charge generators, and potential errors in the data sets. They suggested these matters could be picked up in this measurement.

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- Zoe emphasised there will be a broader narrative to articulate more detail in the plan, but we will take away and make sure that it is meaningful.
- A member asked if cybersecurity of new users is included in this description or do we need to articulate that we mean by “secure” in this objective? Carolina commented that cyber needs to be brought into it and the team work collectively with the appropriate parties..

Enabling Smarter, Cleaner Markets – Jon Wisdom

Jon spoke through the Enabling Smarter, Cleaner Markets objective. He touched on flexibility, improving signals market access and that NESO want to drive change. Jon touched on the comments already shared on outcomes and constraints and confirmed that he understood those points. He also referenced the complexity of grid code specific references and was keen to ensure that as this business plan document is public facing, it is and accessible to a wide range of stakeholders.

- A member highlighted they feel that new market areas have delivered effectively and accessibly up to this point, with new balancing services interfacing well. They added that introducing even more balancing services would bring more benefits. He reiterated the importance of controlling constraint costs. He suggested if demand side aspects can be implemented, circumstances are such for potential success. Open access for all demand and generation size is key, though.
- A member flagged the importance of NESO articulating its role in controlling constraint costs. Believes the projects set out here appear correct but will need constant attention. NESO need to be willing to be adjust, and be dynamic and flexible to respond to change. This PO should provide a strategic view on balancing costs – NESO needs to provide evidence on the actions they are taking to turn the dial to lower costs.

Delivering a Decarbonised, Operable Grid - Cheng Chen

Cheng introduced himself and presented the proposed Delivering a Decarbonised, Operable Grid Performance Objective and touched on the different activities ongoing in the Connections space.

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- A member asked a point on grid code compliance; what are the KPI's for industry to look out for? Is this an ongoing process for new tech, new customers, etc? They highlighted that there were inconsistencies across the whole grid code.
- Cheng agreed on the points raised on concerning the need for grid code to be updated. He highlighted there had been two compliance seminars on grid code change, listening to key "pain" points. He elaborated that he would like to develop a concept on how much we can support the compliance.. He added he feels there is an element of collaboration needed on grid code matters and that it needs updating for new tech and new industry participants, particularly on how much can we support customers in the queue and unlock benefits – Cheng and the member agreed to discuss further outside of this meeting.
- A member suggested that in 6 months' time there may need to be changes reflected in this objective dependent on Connections Reform. They questioned if NESO are able to be agile and revisit this in 6 months? They believe we are missing point in relation to accelerating Connections. Can NESO work with industry to improve speed of connections, and shouldn't that be included as a Success Measure for the team?
- An ISG colleague supported the previous members point on the speed of Connections and of NESO taking ownership of it. There seems to be an accountability "sink" here because so many parties are involved in the scope of this area. They also asked where large demand connections fit in here? Future Energy Scenarios (FES) assumes large amount of demand, yet this seems eems very focussed on generation and storage but not demand customers.
- Cheng confirmed there will be a review the government policy framework so we can measure the volume of connections achieved against the demand target. Will seek to incorporate specific measures on demand connection.
- A member stated that transparency of the potential changes needs to be a measure in these specific objectives.

Driving Whole-System Resilience – Andy Ford

Andy spoke around the draft Driving Whole-System Resilience PO, the areas of delivery and the ongoing challenge of making our output as NESO visible when some deliverables are fed directly into government / working groups. It is important for us to find a balance on how we

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measure the quality of deliverables and still ensure we are a catalyst for change.

- A member flagged that this objective seems very electricity focussed and ask where gas is addressed?
- Andy acknowledged that there must be a whole system lens in this objective, particularly within the risk and stakeholders we engage with. We are still growing insight and analytical whole system capabilities. He will try to bring that out stronger in drafting.
- A member highlighted that learning from the Heathrow incident is a responsibility for on demand side to take part in resilience assessment and NESO needs to get a better understanding of near misses. They believed it was important for NESO to review near misses and understand what could have happened in these instances. It could present NESO as an opportunity to be proactive in reducing future incidents and show NESO visibly acting.
- Andy F thanked the member for their point. There is post incident work with government and use of different stakeholder groups and task groups to look into those areas. The challenge for us is how that it's lost to wider industry and to make sure those processes are articulated. Another colleague suggested that including something upfront regarding what our role in Resilience is and believes that would assure stakeholders.
- An ISG colleague highlighted the different categories of risks and risk typology that could impact our resilience or could impact resilience assessment. This could be drawn out in the objective and clearer.
- Andy agreed there was more we can do to bring that out and to articulate the scope for those risks and the different activities involved with them and how they manifest on whole energy system performance.

Energy Insights – Sanjeet Sanghera

Sanjeet introduced the Energy Insights Objective. He discussed the importance of deepening the analysis around assumptions. This area is not just publications or reports; it's analysis impacts outcomes.

- A member queried the FES metric on the average forecast error. It was their understanding that scenarios are set out in FES, not forecasts, could this impact reporting?

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- Sanjeet responded that we do provide forecasting in the data workbook which is used by industry – it wouldn't alter scenarios, just would make us try to be more accurate.
- A member highlighted stakeholder insight into trade-offs across the energy trilemma should be called out and that needs to be developed further in the PO. Sanjeet responded that he would reflect on this.
- A member asked whether all the modelling capability NESO will have; will it help regional scenarios development. How do we use it?
- Sanjeet responded that the Centre of Excellence on modelling will pollinate across the business; a single source of data that can generate simulations. This Data Analytics Platform would be cross cutting and utilised across NESO.
- A member flagged the importance of the insights and not just data. With lots of stakeholder engagement; NESO must make stakeholder input reflected in the FES process. Show a reflection of this and how it impacts RESP, and how it matures in this business plan period.
- A member asked if the modelling will include district and national and synergies between both?
- Sanjeet responded that the modelling is zonal that rolls up to give a national view; the power systems model. SSEP Model also developed to make it more granular but will not go down to a distribution level.

Planning a Clean Energy Future – Eric Jeanvoine

Eric described the activities in Strategic Planning, including the different programmes of work covering SSEP, RESP, CSNP, TSNP and the other various streams in this area. Eric spoke on the challenges of delivering methodology, build capabilities and deliver to schedule. He summarised the various objective areas and invited questions.

- A member asked if gas is included in SEP activities. Eric confirmed CSNP will be whole energy, gas, hydrogen, biomethane etc – the same for RESP.
- A member queried why there is no measure covering the final quality of RESP plans? Is there is a responsibility for quality of stakeholder engagements and deliverability and acceptance of plans? Eric acknowledged the point – discussions are ongoing

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currently. Level of endorsement is an effective measure of quality we'd like to implement.

- A member added that he feels the language used is not clear on the context of RESP; does it mean transitional or enduring RESP?. Eric confirmed this is enduring within context on this business plan.
- A member agreed and added a similar point on gas network. We need to articulate the role of network competition / early competition, as doesn't feature in the Major Deliverables.
- Zoe responded here, adding that there is a period of uncertainty on early competition focus and it needs to be clearer if this is a major deliverable, and if not, why not?

Delivering a Decarbonised, Operable Grid – Ben Young

Ben presented an overview of the draft Delivering a Decarbonised, Operable Grid. Ben flagged some of the themes we have heard on dispatch efficiency (Skip Rates), constraint costs and spoke on importance of Open Balancing Platform (OBP) for dispatch efficiency and driving down cost going forward.

- A member commended the carbon intensity and zero carbon measure and stated she likes that has been recorded. She added that we must be focussing on outcomes rather than outputs. For example, optimising balancing costs, how NESO are impacting constraint costs and Skip Rates? That should be a measure. Ben agreed that programmes looking into Skip Rates / dispatch will enable us to develop this measure and benchmark clearly before end of the financial year. This may need to evolve further in the coming year.
- A member highlighted that control room performance is the most visible so these must be the sharpest KPIs.
- A member flagged that in respect to constraint costs, what the control room can do is relatively low. The key is demonstrating NESO's role in helping to manage and where they add value, whatever metric that could be. Ben concurred with this point; he added that it is hard to measure additional value here. We are trying to provide influence where we can. System access reform is working with transmission operators and network owners to get most out of the system

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Balancing Security of Supply – Ben Young & Andy Dobbie

Ben & Andy Dobbie gave an overview of the two elements to the draft 'Balancing Security of Supply' Performance Objective and how they interact. No questions were asked in this particular section.

5. **AOB & Next Steps**

Aaron

- Next meeting is planned for 16 October 2025 at the IET in London. There is a virtual option for members to join if needed. The aim of the meeting will be to seek feedback on draft plan.

Meeting Actions

Action items: In progress and completed since last meeting

ID	Description	Owner	Due	Status	Date
30.0	You said, we did for the corporate strategy to be shared with members	Graham	August 25	Next Meeting	16/10/2025
33.0	Revisit discussion on Flexibility following the recent Flexibility Road Map publication and updates since 100725 ISG discussion.	Aaron	August 25	Status	Click or tap to enter a date.