

Public

ISG Meeting 4

Thursday 16 October

09:30–15:00

Agenda item	Lead	Time
Welcome & Introductions	Nina	09:30
Conflicts of interest, minutes review from previous meeting	Nina	09:35
Closed session (members only)	Nina	09:40
Q&A with Kayte O'Neill	Kayte O'Neill	10:00
Strategy to planning	Graham Morgan	10:30
Draft Business Plan Review: Feedback session Part 1		10:45
Enabling Smarter, Cleaner Markets	Jon Wisdom	10:50
Delivering a Decarbonised, Operable Grid	Cheng Chen	11:05
Break	All	11:20
Draft Business Plan: Feedback session Part 2		11:40
Planning a Clean Energy Future	Eric Jeanvoine	11:40
Operating an Intelligent, Real-Time Grid	Ben Young	11:55
Building a Digitally Connected Energy System	Anna Carolina Tortora	12:10
Driving Whole-System Resilience	Mike Marcus	12:25
Lunch	All	12:40
Crosscutting business plan feedback	Rachel Smith & Carole Hook	13:10
Value for Money discussion	Graham Morgan	13:30
Flexibility Revisit	Becky Hart & Nicole Watson	13:50
AOB & Next Steps	All	14:35
Closed session (members only)	Nina	14:40
Close	All	15:00

Agenda – structure/objectives of detailed sessions

Agenda item	Structure of/ objectives of session
Q&A with Kayte O'Neill	Opportunity for members to get Exec views on key issues surrounding NESO and the wider energy industry.
Strategy to planning	How our strategy has informed the development of the business plan
Draft Business Plan Review: Feedback session	Our Coalition Leads for each of the six business plan Performance Objectives will provide an overview of how stakeholder feedback helped shape the development of the objective. They will then take your feedback on the draft business plan that was shared for comment.
Crosscutting business plan feedback	Opportunity for members to submit wider views on the business plan itself and ask questions about any crosscutting points.
Value for Money discussion	Developing and applying an approach to Value for Money
Flexibility Revisit	A chance to revisit the previous Flexibility discussion, and discuss our plans evolving from the Government's Flexibility Road Map
AOB & Next Steps	A forward look at the ongoing timeline for plan publication and the next ISG meeting.

Conflicts of interest, minutes review from previous meeting

Actions from previous meeting 10.09.25

ID	Description	Owner	Due	Status
30.0	You said, we did for the corporate strategy to be shared with members	Graham	August 25	16 October Meeting
33.0	Revisit discussion on Flexibility following the recent Flexibility Road Map publication and updates since 100725 ISG discussion.	Aaron	August 25	16 October Meeting

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Q&A with Kayte O'Neill

Chief Operating Officer

Strategy to planning

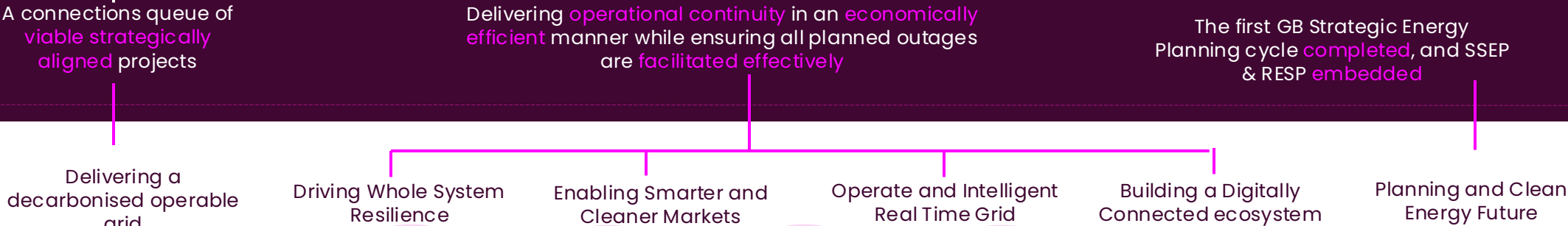
Graham Morgan

Forge the path to a sustainable future for everyone

A future where everyone has access to reliable, clean and affordable energy:
Our work will be a catalyst for change across the global community



A highly **engaged** and motivated workforce Great Britain's **Clean Power** Ambition is **on track** to deliver A high degree of customer **trust**



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Draft Business Plan Review: Feedback session

Enabling Smarter, Cleaner Markets

Jon Wisdom

Head of Market Change Delivery

Enabling Smarter, Cleaner Markets

How stakeholder feedback has shaped this Performance Objective

They said	We Did
Market Reform: Stakeholders strongly supported reforms to boost liquidity, transparency, and demand-side participation.	We responded by further bringing out our work across all our procurement and development functions such to better integrate flexibility and support Clean Power by 2030.
Consumer Value: Feedback emphasised the need to clearly articulate consumer value.	We addressed this by framing the objective around how delivering consumer value enables system reform and emphasized NESO's activity around constraints
Gas Visibility: Concerns about electricity bias led us to introduce gas-related deliverables	Including biomethane and hydrogen—to reflect whole-system decarbonisation, such as leading Gas Code modification and a clear focus on our Future Gas Markets plan.
Access: Stakeholders have said we need to do more to remove barriers for entry into markets and increase participants including flexibility participation and digital infrastructure.	We have committed to improving market entry for all participants, including smaller actors, to foster inclusivity.
Clarity of Outcomes: We heard feedback that we need to clearly articulate what are outcomes the delivery of this objective will achieve	We have sharpened our Success Measures to ensure reforms are trackable and outcome-driven.

Delivering a Decarbonised, Operable Grid

Cheng Chen

Head of Offline Modelling

Delivering a Decarbonised, Operable Grid

How stakeholder feedback has shaped this Performance Objective

They said	We Did
Strategic Fit: Stakeholders emphasised the need for alignment between Strategic Energy Planning and Connections.	We have embedded this linkage directly into the objective.
Benefits & Impacts: Requested clearer articulation of the benefits and impacts of our activities such as CO ₂ savings, constraint cost reductions, and innovation enablement.	We incorporated metrics on CO ₂ savings, constraint cost reductions, investment efficiency, and innovation into Success Measures.
Queue Reform: We heard lots of feedback on reform speed and process clarity—especially in relation to strategic planning.	This has helped shaped our delivery plan for timely, efficient network access.
Communication: We have heard a lot of requests for better coordination and updates regarding our Connections reform activities.	We introduced metrics to assess progress in building customer trust.

Planning a Clean Energy Future

Eric Jeanvoine

Strategic Energy Planning Programme
Director

Planning a Clean Energy Future

How stakeholder feedback has shaped this Performance Objective

They said	We Did
Delivery: Stakeholders flagged the importance of progressing the delivery of our submissions in strategic planning, and ensuring they are high quality for industry to use.	We committed to a high-quality submission of our various Strategic Energy Plans with clear strategic pathways and have included stakeholder endorsement of our plans as a Success Measure.
Effective Stakeholder Engagement: Importance of engaging a range of stakeholders including communities was highlighted as a key area of consideration.	Input from industry stakeholders will contribute to shape and influence the development of our plans. We've established a dynamic stakeholder and societal engagement framework to co-ordinate and align engagement across our plans.
Clarity: Stakeholders want to know our role in delivery of Strategic Planning activities.	Within the plan, we've defined our role and independence more clearly to support stakeholder understanding.
Transparency: Stakeholders have expressed the need for clarity of data inputs and transparency in the initial SSEP methodology and engagement approach.	We absolutely recognise the need for transparency in our plan. Our SSEP methodology (Strategic Spatial Energy Plan Methodology) also includes a number of commitments on transparency, in particular the provision of detail on trade-offs between pathways, a clear approach for stakeholders and industry experts to assess the deliverability of pathways, the publication of economic data inputs (or a list of datasets used).
Alignment: Stakeholders flagged the importance of alignment between strategic planning and Connections Reform.	Once the first SSEP is in place, it is expected to be used as the basis for offering connection agreements.

Operating an Intelligent, Real- Time Grid

Ben Young

Head of Power Systems

Operating an Intelligent, Real-Time Grid

How stakeholder feedback has shaped this Performance Objective

They said	We Did
Forecasting Accuracy: Stakeholder concerns on NESO role in reducing Skip Rates.	Feedback led us to improve AI-based forecasting, utilising BP3 skip rate benchmarks, and embed skip rate tracking as a Success Measure.
Value: The value NESO can have on reducing costs is highlighted as something stakeholders want to see more visible.	We have committed to reducing costs and clearly defining success metrics to demonstrate operational efficiency.
Constraint Costs: Feedback on our role in influencing constraint costs.	Targeted actions on this which are now reflected in the plan.
Control Room Modernisation: Stakeholders have urged us to modernise and improve our control systems	We highlighted new tools and technologies as Major Deliverables to modernise system operations.
Data Sharing: We received lots calls for clearer data sharing and trade-off visibility.	We accelerated development of the Digital Spine and Virtual Energy System to enable secure, interoperable data exchange across the sector. We also embedded real-time data quality support and expert access to resolve urgent operational issues.
System Access: Stakeholders called for more visibility of our actions to reform System Access	We have included system access reform (SAR) and other activities in support of system access within the major deliverables.

Building a Digitally Connected Energy System

Anna Carolina Tortora

Head of Innovation, Digitalisation & AI

Building a Digitally Connected Energy System

How stakeholder feedback has shaped this Performance Objective

They said	We Did
Collaboration: A number of stakeholders have highlighted the importance of open access to insightful data across multiple NESO interfaces.	We're enabling shared data and protocols to support coordinated low-carbon operations across the system.
Integration: Our stakeholders have highlighted the importance of aligning digital systems to the low carbon agenda.	We're aligning digital systems with strategic low-carbon goals to ensure cohesive delivery and system-wide impact.
Flexibility: Stakeholders have repeatedly highlighted the importance of unlocking flexibility.	We're enhancing tools to meet Clean Power 2030 flexibility targets and support dynamic system needs.

Driving Whole-System Resilience

Mike Harcus

Investigations Manager

Driving Whole-System Resilience

How stakeholder feedback has shaped this Performance Objective

They said	We Did
Security of Supply: Stakeholders questioned the separation of Security of Supply and Resilience.	We responded by combining them into a single, integrated objective.
Trade-offs: Stakeholders highlighted the need to assess and communicate trade-offs in securing supply, particularly when integrating new assets and technologies.	We embedded a focus on balancing short-term constraints with long-term system benefits through readiness-based planning and improved coordination across transmission and distribution networks.
Performance Targets: In response to calls for clearer benchmarking for performance tracking.	We introduced defined performance targets and output visibility.
Resilience Scope: Feedback highlighted the need to clarify whole-system resilience—including gas, cross-vector, and cyber.	We've now explicitly drawn this out in the plan.
Risk Planning: Clear stakeholder expectations set out on the level of risk planning we have undertaken.	We've strengthened our approach to modelling and scenario planning to better reflect these expectations.
Collaboration: Importance of how we collaborate with stakeholders.	We've committed to aligning resilience planning more closely with stakeholders to ensure shared understanding and coordinated action.

Crosscutting business plan feedback

Carole Hook & Rachel Smith

Stakeholder priorities

Our engagement has highlighted some clear priorities that our stakeholders would like to see reflected in our NESO1 business plan activity:

- **Flexibility and consideration of demand participants**
- **Whole System Focus**
- **NESO's role in tackling Constraint Costs**
- **Regional and Consumer Value**
- **Transparency & Accountability**
- **Prioritisation**
- **Clean Power 30 (CP30)**
- **System Access**

Value for Money discussion

Graham Morgan

Evidencing NESO's Impact and Value

A strategic, repeatable, traceable approach

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Flexibility Revisit

Becky Hart & Nicole Watson

GB's ambition is to have a clean power system by 2030

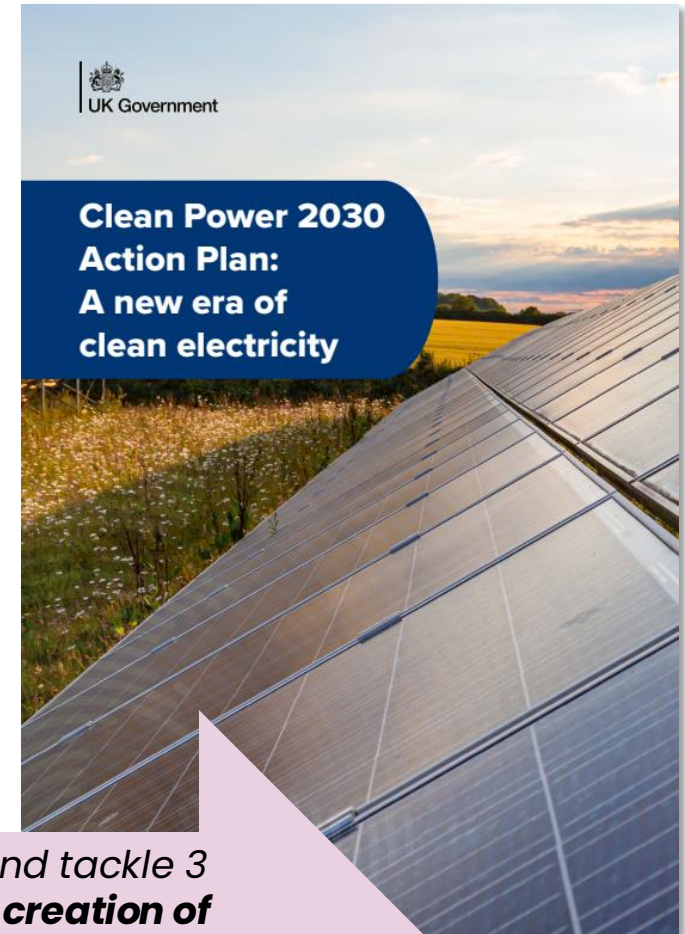
One of the new government's first actions was to ask NESO to provide [advice](#) about how to achieve a Clean Power System

Clean Power means in a typical weather year, the 2030 power system will see :

- clean sources produce at least as much power as Great Britain consumes in total over the whole year,
- and at least 95% of Great Britain's generation; reducing the carbon intensity of our generation to well below 50gCO_{2e}/kWh in 2030

This action plan covers: planning, networks, renewables, nuclear, markets, flexibility, supply chains and workforce.

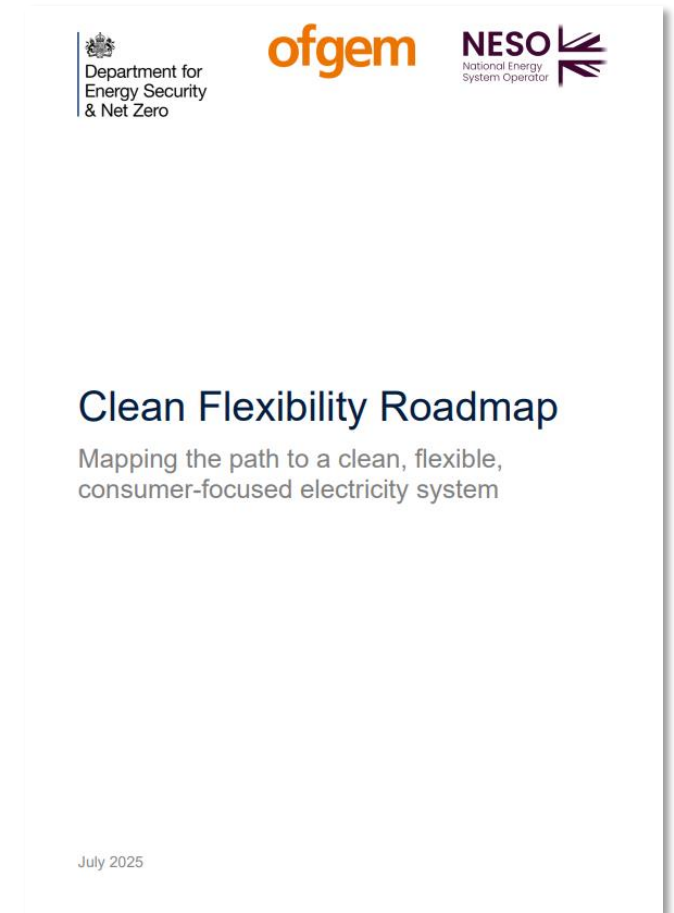
*Clean Power by 2030 will herald a new era of clean energy independence and tackle 3 major challenges: the need for a **secure and affordable energy supply**, the **creation of essential new energy industries**, supported by skilled workers in their thousands, the **need to reduce greenhouse gas emissions** and limit our contribution to the damaging effects of climate change.*



The Clean Flexibility Roadmap is intended to deliver the increase in flexibility needed for 2030

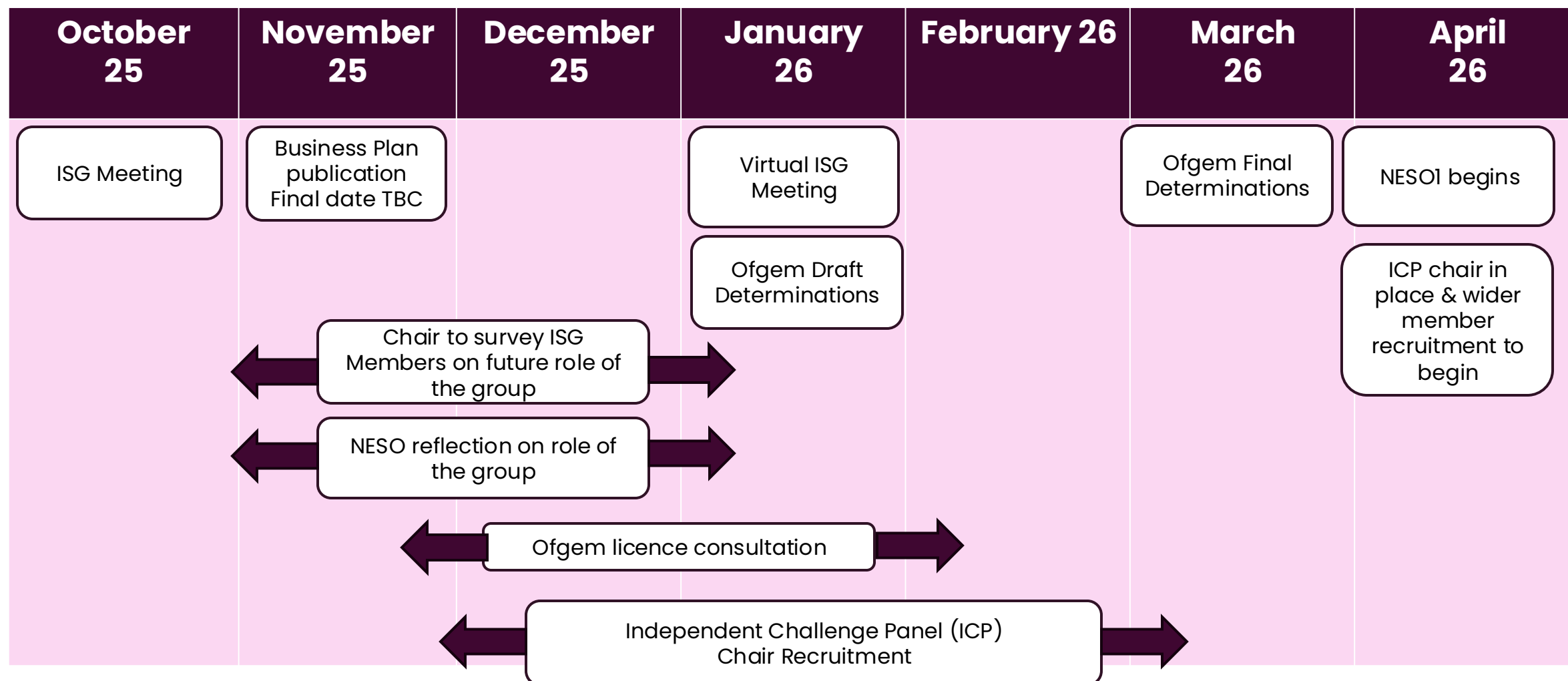
The [roadmap](#) contains actions for government, Ofgem and NESO

- Published in July 2025
- Developed by government, NESO and Ofgem
- Outlines a vision for a cleaner, more flexible electricity system, which maximises the use of energy infrastructure to minimise energy bills for consumers.
- Covers all kinds of flexibility from interconnectors, LDES, batteries and low carbon dispatchable power.
- Consumer-led flexibility, digitalisation, and markets are also key parts of the plan.



AOB & Next Steps

Upcoming timeline for regulatory development



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