

ISG Meeting – NGED-ISG08
Meeting Date: 03 July 2026
Location: The Clermont Hotel, London
Meeting Time: 09:30 – 16:00



Attendees:

Chair: Trisha McAuley
Vice Chair: Una Brosnan

ISG Members:

- Cheryl Hiles
- Duncan McCombie
- Rahoul Bhansali (online)
- Regina Finn
- Rob Gross
- Russell Greenslade (online)

National Grid Representatives:

- Cordi O'Hara, ED President
- Julie Taylor, ED Director of ED3
- Paul Branston, ED Director of Regulation
- Tim Polack, ED Director of Strategy & Transformation
- Emma Pamplin, ED Director of Customer Excellence
- Chiluba Musukuma, ED CFO Regulatory Finance
- Chris Hayton, ED Director of Corporate Affairs (online)
- Sarah Jeffery, ED Head of Engagement & Insights
- Marena Lesskiu, ED Stakeholder Engagement Officer

For Agenda Item:

Interruptions Strategy:

- Andy Benjamin, ED Director of Asset Management

Apologies for Absence:

ISG Members:

- Barbara Anderson

National Grid Representatives

- Guy van Nieuwenhove, ED Director of Asset Management Commercial
- Josh Cocker, ED Head of ED3 Commercial Strategy

Declarations of Interest:

None

Minutes:

Ahead of each of the themed discussions and at the end of the day, the ISG met in closed session, without NGED representatives.

Item One: Introductions, housekeeping, and Business Plan Guidance

NGED confirmed the current status of the action and challenge logs, which continue to be circulated with the minutes after each meeting and will be re-issued with updated responses in due course, prior to the next ISG meeting.

On the updated Business Plan Guidance, the discussion highlighted:

- The need for greater clarity from Ofgem regarding the "Call for Evidence" and the expected role of ISGs, and the potential resource implications associated with responding to such requests.
- A shift in Ofgem's position on the mandatory attendance of Citizens Advice/Consumer Scotland at ISG meetings, moving towards a more flexible approach, with discussions between Ofgem and ISG Chairs ongoing to confirm the final position.
- The requirement to develop an outputs plan for public domain documentation, including ISG governance materials, which remains ongoing.

Item Two: ED3 Contextual Update

NGED provided an update on the internal and external environment for ED3, including political change, increasing emphasis on regional decision-making and empowerment, and growing scrutiny of network costs. The wider debate on delivery models and expectations of networks was also noted, with NGED working collaboratively with the other DNOs on the build-and-flex methodology, the detail of which remains unclear.

The discussion emphasised the importance of demonstrating how network investment supports regional economic growth, noting the increasing complexity of balancing affordability, electrification and long-term benefits within the ED3 period, and the importance of understanding demand and consumer behaviour given the current difficulty in identifying who is connecting to the network and with which technologies.

Item Three: Totex 3

NGED presented an interim financial position for the ED3 plan, noting that further refinement would be undertaken ahead of the final submission. The plan is being developed iteratively, aligning with strategy, customer priorities and regulatory expectations.

NGED highlighted the need to balance affordability, deliverability and financeability, taking account of external drivers, ED2 performance and cost benchmarking, and confirmed that further work is ongoing to strengthen evidence, refine assumptions and improve linkage to customer outcomes.

ISG feedback centred on:

- Support for the iterative, strategy-aligned plan, alongside the need for a clear golden thread to customer priorities, strong benchmarking, and transparency on trade-offs.

Item Four: Stakeholder Engagement Update

NGED presented an update on the stakeholder engagement activity for ED3, including the output from regional events. Stakeholder priorities were noted to vary regionally, although resilience and reliability remained consistently high priorities, followed by affordability and sustainability. Stakeholders also showed strong support for earlier investment where needed and for NGED to err on the side of being proactive rather than reactive during ED3.

ISG feedback centred on:

- Encouragement at the breadth of engagement and proactive priorities, triangulation of insights and assurance.

Item Five: Customer Strategy Update

NGED presented an update on its Customer Strategy, setting out an approach in which business strategies, activities and investment decisions are driven by a clearer understanding of customer needs, segmentation and evolving expectations, and core needs are centred around reliability, reassurance, and value for money. NGED also noted business strategy alignment with the five customer outcomes that are continuously being tailored based on customer feedback. From the customer outcomes, NGED is developing its ED3 proposals, some of which were tested with stakeholders at the Regional Roundtables in July.

The discussion brought feedback from customer and stakeholder events, which highlighted:

- Stakeholders were broadly supportive of the proposed customer outcomes, whilst continuing to raise concern around delivery, particularly in relation to connections.
- The priority service should be framed around equity of outcomes rather than equal treatment for all customers.
- Customer expectations are changing, including increased use of electricity and higher expectations of service and interaction, noting that quality of outcome is valued above speed of response.
- Additional needs were identified for customers transitioning to low carbon technologies, including access to information, timely connections, and the ability to benefit from low carbon technologies.

ISG feedback centred around:

- Support for the customer-needs-led approach and five outcomes, tempered by the need for greater confidence in delivery, particularly connections, and clearer, measurable commitments.

Item Six: Vulnerability Strategy Update

NGED presented an update on its Vulnerability Strategy, adopting a segmented approach on different vulnerable customer needs (medically dependent, financial, communication challenges, situational), and recognising that vulnerability is dynamic and not always visible.

The discussion highlighted increasing pressures on vulnerable customers, including cost of living, health needs, digital exclusion and extreme weather impacts. The importance of tailored communication and support was emphasised. NGED highlighted the need to work with community organisations and partners, and to ensure that support is accessible beyond digital channels.

ISG feedback centred on:

- Support for the segmented, partnership-led approach, alongside the need for stronger data governance, better identification beyond the PSR, and vulnerability embedded across the business and supply chain.

Item Seven: Interruptions Strategy

NGED presented its emerging Interruptions Strategy, focused on improving network reliability and customer outcomes while recognising that some customers are disproportionately affected by interruptions. The discussion reinforced that resilience and reliability remain key customer priorities, with stakeholder feedback indicating support for proactive investment and a preference for planned outages over unplanned interruptions. It also highlighted the need to look beyond average performance measures and consider the lived experience of customers who are most impacted by interruptions.

ISG feedback centred on:

- Recognition that more frequent, severe weather will shift regional risk, raise the value of lost load, and expose vulnerable customers to new threats such as heat stress in homes, hospitals and schools.
- The need to plan now for 2050 conditions, given ED3 infrastructure's lifespan, and to evolve measures against a "moving target," with clear overlap between the Interruptions, Vulnerability and Climate Resilience strategies