

Northern Gas Networks Stakeholder Report

2026



About this document

Welcome to Northern Gas Networks' voluntary stakeholder report for the period 1st April 2025 to 31st March 2026.

This report demonstrates how stakeholders have helped NGN improve the services we provide, the way we work and the support we offer customers over the past 12 months. It also shows how listening to stakeholders has led directly to better services, better decisions and better outcomes.

We hope you find this year's report informative. Please get in touch if you'd like to find out more.

A word from Mark Horsley, our CEO

Every decision we make affects real people, from the families keeping the heating on to the communities depending on reliable energy and the young people who will inherit the energy system we build today.

Throughout last year, our stakeholder engagement has been deeper, more structured and more consequential than ever. Through our Citizens Panel, our Young Innovators Council, stakeholder forums and ongoing research and conversations, we have worked hard to ensure that the voices of our customers, communities and partners don't simply inform our thinking – they shape our actions.

What we heard this year was clear. Affordability matters, service quality and resilience matter, and the energy transition matters, especially to the next generation of billpayers. People want to see us take a lead on sustainability, to use technology ethically, to be a genuinely inclusive business, and to stand alongside customers when they need us most.

We have listened and acted, and this report is where we hold ourselves to account for what we said we would do. The pages that follow bring our commitment to life, showing how stakeholder insight has shaped some of our most important decisions this year – from helping us develop clear principles for the responsible use of artificial intelligence, to improving collaboration with local authorities and utility partners. In the case studies section, you'll see how young people's ideas are influencing the future skills our industry needs, how fresh perspectives are strengthening our approach to the journey to net zero, and how customers and community organisations are helping us provide better support for those in vulnerable circumstances.

Different conversations, different stakeholders and different challenges, but all with one thing in common: they have made us think differently and helped us deliver better outcomes for our valued customers.

I am proud of what our teams have delivered this year and energised by what our stakeholders continue to ask of us. The conversation between Northern Gas Networks and the people we serve is ongoing, and it makes us better and ensures we can deliver deeper, more meaningful and lasting value for communities throughout the North of England.



Mark Horsley
CEO



Highlights of our engagement

159,985

voices heard

10,399

stakeholders engaged
strategically

57

strategic engagement
events held

1,632

interactions with our
online engagement hub

9.2/10

average stakeholder
relationship
satisfaction score

1

award won recognising
social impact of our
engagement

From listening to action

Our approach to stakeholder engagement

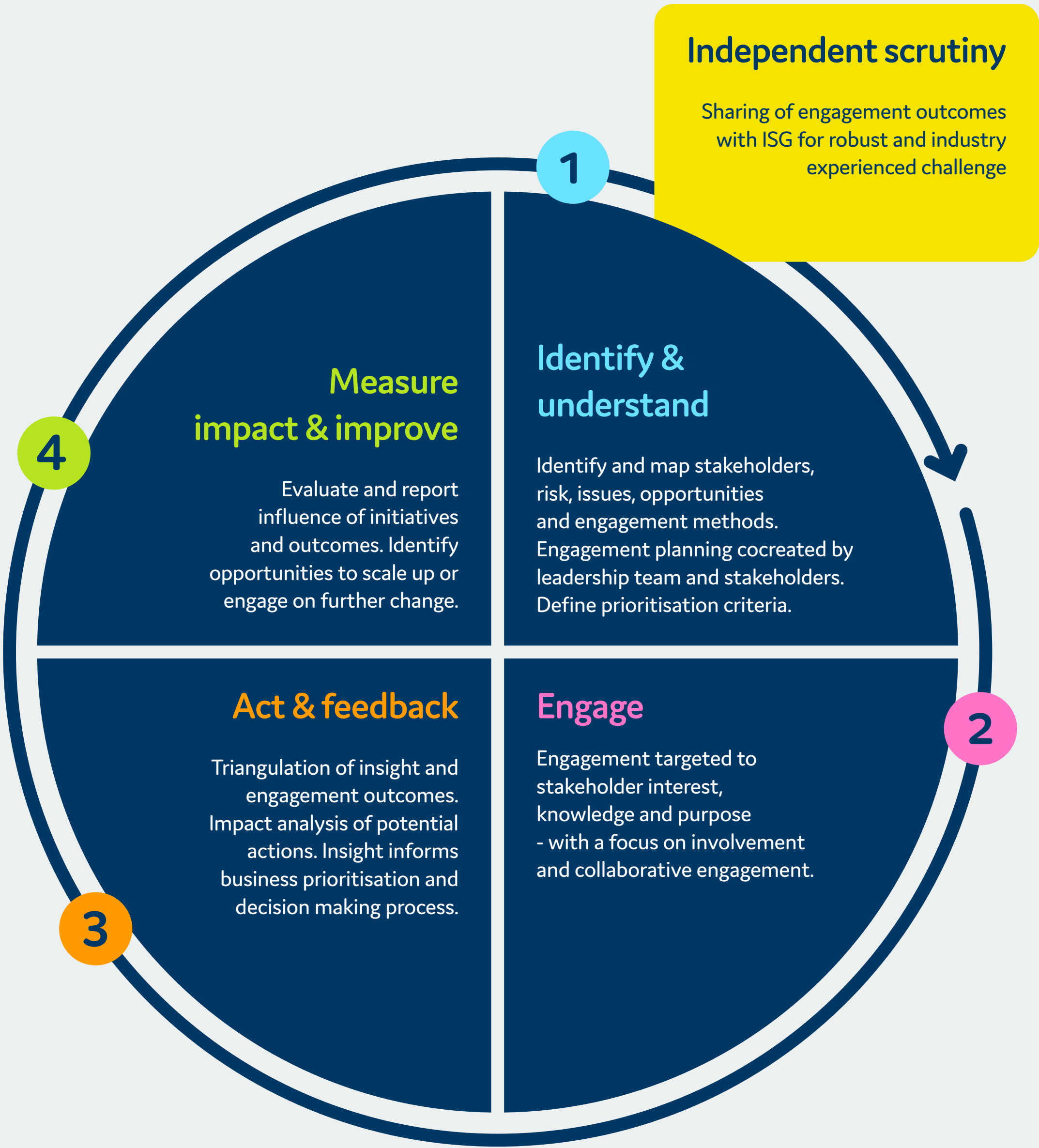
At NGN, stakeholder engagement is not a standalone activity. It is rooted across the organisation and informs how we make decisions, develop services and plan for the future.

Over the past year, we have continued to strengthen our approach by broadening the range of voices we hear from and improving how we capture, analyse and act on stakeholder feedback. We recognise that different audiences require different methods of engagement, so we tailor our activities to the topic, stakeholder group and desired outcomes. This helps us reach a more diverse range of customers, communities, partners and organisations, ensuring that our decisions are informed by a diverse range of perspectives.

Our approach is built around a structured programme of engagement activities that take place throughout the year.

Insights gathered through these activities are translated into evidence that helps shape business priorities, investment decisions and service improvements. We have also continued to enhance our tools, processes and evaluation methods so that we can better understand the impact of engagement and demonstrate how stakeholder views influence our actions.

Transparency and accountability are central to this process. We report annually on our engagement activity and the outcomes it has delivered, while independent challenge and scrutiny help ensure that our approach remains robust, credible and focused on delivering value for stakeholders.



How we listened this year

**We used 18
inclusive mechanisms
to engage over
10,300 stakeholders.**

**Independent
Stakeholder Group (ISG):**

Established in 2019, our ISG challenges decisions and ensures stakeholder and customer insights shape our actions.

**Hot topic workshops
and webinars:**

Targeted sessions with stakeholders on key topics and issues.

Evolved

**Young Innovators
Council:**

A youth panel of 45 young people, ensuring future bill payers are considered in every investment decision.

Evolved

Citizens Panel:

Over 50 customer representatives help shape our thinking and keep our actions relevant, supported by dedicated vulnerable customer and small business panels.

Stakeholder Conference:

Annual event to demonstrate impact stakeholders have had and to challenge and shape future plans.

**Customer
Perceptions Tracker:**

Annual survey of 1,500+ customers and small businesses, helping us track changing priorities and perceptions.

**Low Carbon
Technology Tracker:**

Six-monthly research with electricity networks, capturing the views of 1,800+ customers on low-carbon technology and future heating.

New

Cross Utility Forum:

Brings together utility leaders to tackle shared challenges and opportunities for customers and communities.

Transparency and accountability

We publish key insights and responses on our website, ensuring openness in everything we do.

Explore our stakeholder hub on the website

We use independent standards to validate our performance and ensure transparency. These include:

- The **ISO 14001 Accreditation** measures the effectiveness of our stakeholder-informed environmental strategy and initiatives.
- The **BSI Inclusive Service Kitemark** ensures inclusive services and response to customer vulnerability.
- The **AA1000 Stakeholder Engagement Standard** sets out best practice for inclusive, purposeful and accountable stakeholder engagement that informs better decisions and builds trust.
- We benchmark our performance to maintain high standards across sectors through the **Business In The Community's Responsible Business Tracker**.

NGN is the only Gas Distribution Network with a consistently active Independent Stakeholder Group (ISG), recognised by Ofgem and Citizens Advice as best practice. The ISG monitors how we listen and respond to customer and stakeholder insights and publishes an independent annual report on their key observations and how we are delivering on our commitments.



The four themes guiding our engagement

The priorities that guide our work with stakeholders align with the outcomes our regulator, Ofgem, measure us against, while also reflecting what customers and stakeholders consistently tell us matters most.

See our four core engagement themes across.

These themes shape our business planning, investment decisions and stakeholder engagement activity, helping us respond to today's challenges while preparing for the future.

1

Efficiency and value for money:
Improving efficiency and keeping costs low.

2

High quality of service:
Supporting customers, especially those in vulnerable situations.

3

Secure and resilient supplies:
Ensuring safe and reliable gas delivery.

4

A low-cost transition to net zero:
Enabling the transition to net zero and informed energy choices.

Stakeholder engagement in action

Throughout the past year, stakeholder insights have continued to play a crucial role in decisions we make - informing both strategic direction and day-to-day improvements at NGN. The following case studies bring this work to life, highlighting what stakeholders told us and the tangible changes, initiatives and outcomes that have resulted from their feedback.

Keeping bills as low as possible remains a key priority for customers and stakeholders. They expect us to deliver an efficient service that provides value for money while continuing to invest responsibly in safety, resilience and the future of the network.

Our stakeholder engagement helps us understand where we can create the greatest social, environmental and economic value through our activities.

Through informed decision making and continuous improvement, we aim to maximise the impact of every pound we invest while maintaining the high standards of service our stakeholders expect.

Shaping NGN's future use of Artificial Intelligence through stakeholder engagement

While many of our AI solutions are focused on improving internal efficiency and supporting colleagues, we recognised the importance of involving customers early in the conversation. We wanted to understand their attitudes towards AI, explore perceived risks and opportunities, and ultimately ensure our approach to AI is as ethical, responsible and sustainable as possible.



What we heard

We brought together around 50 customers through two workshops - an online session with members of our Young Innovators Council and an in-person workshop with our refreshed Citizens Panel. Together, they provided a broad cross-section of views on our proposed approach to AI and our Artificial Intelligence Impact Assessment (AIIA) tool.

Participants were highly engaged and informed about both the benefits and potential risks of AI. While there was broad support for NGN exploring AI to improve services and efficiency, two themes consistently emerged:

- The impact of AI on people, particularly concerns around jobs, skills and ensuring humans remain accountable for decisions.
- The environmental impact of AI.

What we did

Their voices have directly influenced the development of our AI governance approach.

- Feedback led us to simplify our Artificial Intelligence Impact Assessment tool, making it more accessible and easier to understand through the use of plain English.
- We strengthened sections of the assessment relating to data security and placed greater emphasis on AI ethics and governance.
- Customer views reinforced the importance of maintaining human oversight and accountability in AI-enabled processes.
- Engagement helped identify where customers felt AI could add value, such as improving operational efficiency and analysing data, while highlighting areas where human interaction should remain central.
- Stakeholders also highlighted the need for clear governance and robust training to make sure we're using AI in the best ways.

What happened as a result

The engagement provided valuable reassurance that many of the principles already being developed by NGN aligned with customer expectations. It also highlighted specific areas where our approach to AI could be strengthened.

Our future use of AI will be even more responsible, transparent and focused on delivering benefits for customers while protecting what matters most to them.

What's next?

As AI technology continues to evolve, we will keep an ongoing dialogue with customers through our Young Innovators Council and Citizens Panel alongside challenge and oversight from our Independent Stakeholder Group.

Future AI projects will be assessed against a range of measures, including efficiency, environmental impact and governance standards. Ongoing stakeholder feedback will help us continually test, challenge and refine our approach to AI as technologies develop.

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AI is a fast-moving and often emotive subject, which is why transparency and governance are so important. Engaging customers early has helped us stress-test our approach, strengthen our safeguards and ensure we continue using AI in ways that are responsible, ethical and aligned with customer expectations.

Tom Pollock
Head of Digitalisation

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Co-creating the Customer Support Fund

In 2025, we worked with 44 customers through our refreshed Citizens Panel and Inclusive Panel to understand how our £150,000 shareholder-funded Customer Support Fund (CSF) can deliver the greatest value for customers facing financial hardship.

Customers strongly supported continued investment in targeted assistance schemes and welcomed the fact that the fund is financed by shareholders rather than customer bills. Participants highlighted rising energy costs and cost-of-living pressures, with programmes such as Health Through Warmth viewed as examples of the long-term support NGN should prioritise.

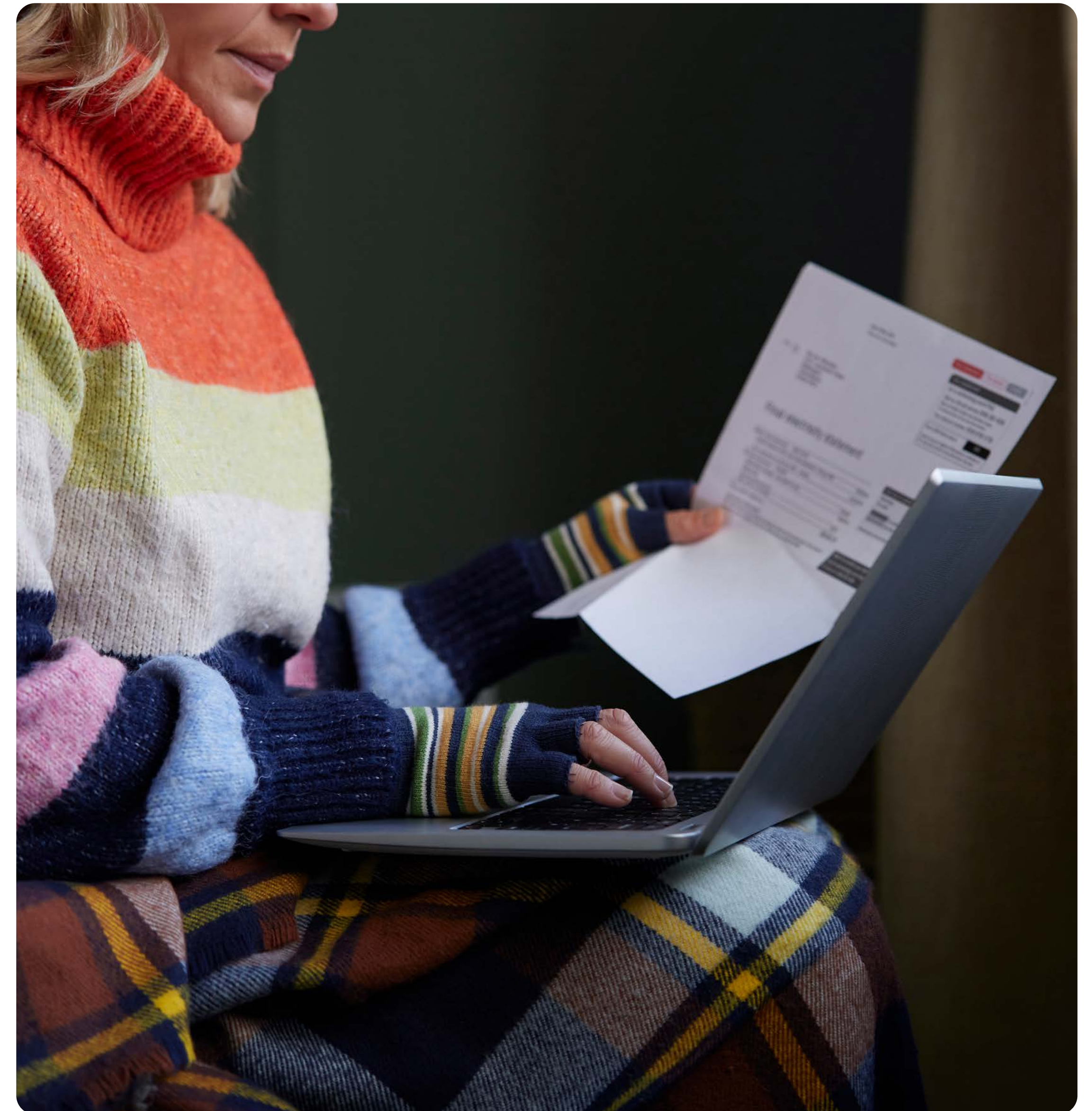
Using this feedback, we have redesigned the fund to better reflect customer priorities, helping us balance short and long-term support initiatives and focus investment where it can have the greatest social impact.

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Stakeholder insight plays a vital role in helping us ensure the Customer Support Fund delivers meaningful support to the customers who need it most.

Laura Ratcliffe
Head of Social Strategy

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Informed decisions for a sustainable future

Stakeholders want clear information, evidence-based decision making and investment that supports environmental ambitions while protecting customers from unnecessary costs.

We work closely with customers, local authorities, industry partners and community organisations to understand how energy needs are changing and to help people make informed decisions about their future energy choices. These conversations help us shape our long-term planning, ensuring our infrastructure remains fit for purpose while supporting regional and national climate change goals.

In numbers:

- 342,896 kWh of electricity generated from solar panels on our offices and depots
- 99.8% waste recycled or reused
- 5% decrease in controllable greenhouse gas emissions compared to 2024/25
- 62,000 homes powered by green gas (biomethane)
- 33% reduction in controllable annual gas leakage since 2018
- 27,457 young people educated on carbon reduction and net zero in 2025/26
- 6,000 trees planted in our region

The future of biomethane

As part of our explorations for how and where lower carbon biomethane can be used in the future, we asked stakeholders to consider our role in biomethane – from maintaining current activity, to taking a leading role in accelerating its growth.



What we heard

We engaged with 123 stakeholders at our Annual Stakeholder Conference to understand their views on the future of biomethane. The feedback was clear:

- There’s strong support for increasing biomethane production
- Stakeholders told us they want to see us take a more ambitious, proactive role and create clear targets and a tangible progress plan
- 59% of stakeholders wanted us to push for new biomethane connections, which was one of the most proactive of all the options presented

We also spoke to 1,800 customers as part of our Low Carbon technology six-monthly tracker and asked them what approach they felt we should take to biomethane.

- Around three-quarters were unaware their gas supply may already include biomethane, yet over half agreed it would be acceptable
- The preferred approach is targeted biomethane improvements, but customers highlighted the need to balance ambition with impact on bills

These insights provided a strong indication that stakeholders see biomethane as a key part of the UK’s low-carbon future and want us to play a significant role in increasing capacity.

What we did

We used the initial stakeholder feedback to further validate and refine our biomethane strategy and extended our engagement programme to include:

- Internal workshops with colleagues
- Industry events and presentations
- Stakeholder and colleague visits to biomethane plants
- Ongoing dialogue with producers and partners
- Engagement with Independent Stakeholder Group to challenge our draft strategy
- External engagement with the Green Gas Task Force and the Green Gas Technical Forum, to help shape future policy and technical direction

What happened as a result

As a result of this engagement:

- Our biomethane strategy has been strengthened and validated by stakeholders, providing us with a clearer mandate to pursue a more ambitious approach to introducing biomethane
- Internal alignment has improved, with teams beginning to translate strategy into delivery actions, and awareness and understanding of biomethane has increased through direct engagement and site visits
- Our role in influencing national policy has been reinforced through continued collaboration with industry bodies and the Government.
- This has allowed NGN to move confidently from planning into early delivery.

What’s next?

We are now moving into the final planning and early implementation phase of our biomethane strategy. Our next steps include:

- Further engagement with stakeholders so we can determine how to maximise existing biomethane sites and ensure they operate at their full potential
- Holding a workshop with operators, investors and producers to unlock additional capacity
- Undertaking heat-mapping and feedstock analysis to help producers identify the most suitable locations on the network for connection
- Hosting targeted events to engage with producers and showcase future opportunities
- Maintaining active involvement in industry groups to help shape supportive policy.

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This engagement has helped us refine our biomethane strategy to ensure it aligns with stakeholder and customer expectations, as well as delivering long-term value.

Ryan Prince
Energy Transition Manager

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Shaping the path to industrial decarbonisation

Many of the Humber and Teesside's largest industrial businesses see hydrogen as a potential route to reducing emissions, but stakeholders told us that organisations are at very different stages of their decarbonisation journeys. Any transition must be practical, affordable and supported by clear evidence.

To better understand these needs, we engaged with 101 large industrial gas users through meetings, workshops and one-to-one discussions. Bringing together industry, hydrogen producers, network operators and policymakers helped build a clearer picture of future demand and the support businesses will need to make the switch.

The insights gathered have directly influenced the development of more than 100 miles of potential hydrogen pipeline routes and strengthened the East Coast Hydrogen project's investment case. We have also secured early commitments from industry partners, helping to build momentum for a coordinated regional approach to decarbonisation.



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By understanding where businesses are on their decarbonisation journey, we've been able to develop proposals that reflect genuine demand and support a more coordinated transition to hydrogen.

David Lynch
Energy Futures Strategy Manager

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Introducing new environmental targets

Stakeholders told us they wanted greater visibility of progress towards our long-term environmental ambitions. While our strategy included milestones for 2026 and 2030, they felt there was a gap before our 2050 goals that made it harder to track progress and hold us accountable.

Working with our Young Innovators Council and Citizens Panel, we explored how future targets should be structured. Stakeholders consistently supported more frequent milestones that align with recognised planning cycles and provide clearer opportunities to measure progress.

In response, we introduced a new 2035 milestone and adopted a more structured framework of five-year checkpoints. This has strengthened transparency, improved accountability and given colleagues clearer interim goals to work towards. The updated approach will form part of our refreshed People and Planet Strategy, helping ensure our commitments remain ambitious, relevant and measurable through to 2050.

“Our stakeholders challenged us to make our long-term ambitions easier to measure, and they were right. By introducing more frequent milestones, we’re making our progress more transparent, more accountable and easier for everyone to track.”

Neil Whalley
Head of Environment and Sustainability



Stakeholder insights shaping regional energy planning

Stakeholders told us that planning for the future energy system needs to be more joined up. They highlighted the importance of reliable data and closer collaboration between organisations to ensure infrastructure investment reflects local needs and future demand.

In response, we worked closely with the National Energy System Operator, local authorities and electricity network operators, taking part in more than 20 workshops and consultations. We also strengthened our partnership with Northern Powergrid and improved the way we manage and share data internally.

This collaboration has improved understanding of how future energy needs may develop across our region. Supporting more informed decisions about the infrastructure needed to deliver a low-carbon future.

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The decisions being made today will shape how energy is delivered for decades to come. By working closely with partners across the sector, we’re helping to ensure future plans reflect the needs of the communities and businesses we serve.

Greg Moulds
Head of Policy and Engagement

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Using innovation to tackle gas leaks faster

Stakeholders challenged us to find faster and more proactive ways to reduce emissions from gas leaks. While our long-term pipe replacement programme continues to deliver improvements, they wanted to see innovation helping us identify and address leaks sooner.

Following successful trials of new leak detection technology, we worked with other gas networks, regulators and industry partners to develop a consistent approach to using the technology at scale. Together, we shared evidence, aligned operational processes and built the case for wider deployment.

As a result, Ofgem approved more than £50 million of funding across gas networks to support rollout. The technology will help identify underground leaks more quickly, supporting earlier intervention, reducing emissions and improving the efficiency of network maintenance activities.

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By identifying leaks earlier, we will be able to plan repairs more effectively, reduce costs, minimise disruption to customers and reduce our carbon emissions

Neil Whalley
Head of Environment and Sustainability

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Improving lives through better service

Delivering excellent service means understanding the diverse needs of the people and communities we serve. Through our relationships with local authorities, the NHS, voluntary and community organisations and other strategic partners, we gain valuable insight into the challenges facing different areas across our network.

Stakeholder feedback continues to shape how we support customers, particularly those in vulnerable situations who may face increasingly complex circumstances. Rising fuel stress, cost-of-living pressures and wider socio-economic challenges have reinforced the importance of targeted support and tailored services.

We use stakeholder and customer insight to improve customer experiences, develop initiatives that address hardship and ensure customers receive fair and inclusive support.

In numbers:

- Customer satisfaction score of 9.32
- 306,670 people reached through our Vulnerability and Carbon Monoxide Allowance projects
- 21,311 reached by CO awareness campaigns
- 77.85% complaints resolved within 60 minutes
- 15,835 customers referred onto the Priority Services Register
- 814 colleagues trained around customer vulnerability, neurodiversity and dementia
- 20 warm hubs supporting customers across the region

Embedding a customer-first culture

On average, most customers only interact with NGN once every 43 years. That reality shapes everything we do: every call, email, or visit is treated as a critical moment to get things right first time.



What we heard

Through active engagement and feedback, customers have consistently told us this year that:

- Consistency, clarity, and empathy are just as important as speed
- Communication during both emergency and planned works needs to be clear and reassuring
- Issues such as reinstatement (roads, driveways, land) can significantly shape overall satisfaction

At the same time, the business faced key challenges:

- Maintaining or improving already high customer satisfaction
- Keeping operational costs (and therefore customer bills) as low as possible
- Delivering safe, reliable services in an increasingly complex environment

The message was clear: success would come not from doing more, but from doing the right things consistently well.

What we did

We focused on embedding a customer-first approach driven by our people and informed by inclusive, actionable feedback.

We record customer satisfaction levels across three core areas - emergency response and repair, connections and network alterations, and planned works. This year, we have made improvements to the analysis of this data, enabling us to be more agile in spotting trends and root causes of customer enquiries.

Feedback is through multiple accessible channels, including phone surveys, post, and QR codes.

A simple 1–10 scoring system ensures consistency and ease of participation for all customers.

We have also empowered our colleagues to drive improvement:

- The Network Customer Group, an established colleague-led forum, has continued to review real customer feedback alongside operational insight.
- Teams collaboratively identify recurring issues and co-design practical improvements, sharing best practice and identifying targeted areas for improvements based on customer feedback. Peer-to-peer learning can make significant differences to the customer experience.
- We have focused on consistency over volume, prioritising getting interactions right first time, and built accountability on customer outcomes amongst our internal teams.

What happened as a result

This focus on consistency, clarity, and colleague-led improvement has delivered sustained high performance:

- Overall customer satisfaction score of 9.32 (April–February), an improvement on the previous year (9.31). Customers continue to recognise scores around 9.0 as a strong experience, indicating performance is exceeding expectations
- Emergency response scores remain particularly strong, regularly exceeding 9.6

A strong customer-first culture has been reinforced, with colleagues taking ownership of both problems and solutions.

What's next?

We will continue to build on this approach to sustain and enhance performance by:

- Maintaining high satisfaction levels while responding to rising regulatory expectations from both regulator and customers and stakeholders
- Reducing complaints and repeat issues through improved first-time resolution
- Strengthening consistency across all service areas
- Continuing to embed colleague-led improvement through forums like the Network Customer Group.

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With customer interactions so rare, every moment matters. By keeping customer needs and colleague ownership at the heart of our approach, NGN is focused on making every interaction count and delivering quality of service through our operational activities.

Kirsten Wood
Customer Care manager

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Using local voices to improve support for customers in vulnerable situations

Through ongoing engagement with partners, community organisations and stakeholders, we heard a clear call for more inclusive and accessible support for customers in vulnerable situations, particularly underserved groups such as renters, rural households and those experiencing digital exclusion.

Stakeholders also highlighted the importance of stronger collaboration between organisations, improved health outcomes and delivering support through trusted local channels. In response, we strengthened our engagement programme, embedded stakeholder insight into service design and planning, and introduced new approaches to identify emerging needs and opportunities for action.

This has helped us deliver more coordinated and inclusive support, improve collaboration across partner organisations and strengthen our focus on reaching customers who may otherwise be overlooked. Stakeholder insight has also played an important role in shaping our social strategy and future plans for supporting vulnerable customers.



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By keeping stakeholder voices at the heart of our approach, we are able to ensure our services continue to evolve in line with the needs of the communities we serve.

Laura Ratcliffe
Head of Social Strategy

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Making communications more inclusive

We know that digital communication isn't for everyone. Customers with limited internet access, language barriers or low digital confidence can find it harder to receive important information about emergencies, planned works and available support.

To better understand these challenges, we worked with community groups, specialist organisations and customers themselves. Through face-to-face discussions, workshops and research, we explored how different groups access information and what barriers they experience.

Using the insights, we co-developed new concepts as a response, including a Digital Buddy service, allowing trusted contacts to receive updates on a customer's behalf, and Message Beacon, a simple notification device for the home. These innovations are now moving into testing, helping us develop more inclusive ways to keep customers informed and supported.

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This project represents a first-of-its-kind approach to tackling digital exclusion in the energy sector. By working directly with partners and digitally excluded customers, we have been able to develop solutions that are not only innovative, but also practical and trusted.

Lewis Kirkwood
Vulnerability Innovations Lead

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Going beyond the meter

Stakeholders highlighted that many eligible customers were missing out on support available through our Services Beyond the Meter scheme because referral routes were limited and awareness was low.

Working with charities, community organisations and frontline colleagues, we strengthened referral pathways and made it easier for engineers to identify and support customers who may be eligible. We also introduced clearer guidance and a simpler digital referral process to help colleagues have more confident conversations about available assistance.

The results have been significant. During the year, 714 customers received support through the scheme, including appliance repairs, replacements, servicing and carbon monoxide safety checks. By expanding partnerships and improving awareness, more vulnerable households are now accessing practical help to stay safe and connected.

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Services Beyond the Meter support is consistently described as life-changing, delivering financial relief, restoring essential services, and providing significant peace of mind, and feedback from customers who received support emphasised that it has reduced stress and anxiety and had a positive impact on their mental health.

Jo Dixon
Services Beyond the Meter Project Lead

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Building a resilient network

Delivering excellent service means understanding the diverse needs of the people and communities we serve. Through our relationships with local authorities, the NHS, voluntary and community organisations and other strategic partners, we gain valuable insight into the challenges facing different areas across our network.

Delivering a safe and reliable service depends on both a resilient network and a resilient workforce. As the region faces ongoing uncertainty from economic pressures, climate change, cybersecurity threats and geopolitical tensions, while affordability remains a key concern for customers, maintaining resilience across our operations has never been more important.

Our engagement with customers, communities and partner organisations helps us understand the issues that matter most at a local level and where resilience can be strengthened. These insights support investment decisions and help us maintain a network that people can rely on.

Beyond operating a safe and reliable service, we are committed to being a positive force within the communities we serve, working collaboratively with stakeholders to improve preparedness, support vulnerable customers during disruptions and build long-term resilience across our region.

In numbers:

- 7117 carbon monoxide alarms provided to customers
- 99.95% and 100% retrospectively on 1-hour and 2-hour response times.
- 4.95hr against a 10-hour penalty target for unplanned supply interruptions.
- We replaced 432.01km of aging metal pipes, allowing us to provide a safe and reliable service.
- £120m invested into local businesses and supply chains
- 0 cyber incidents or weather-related supply losses

Co-designing our pipe replacement programme with local authorities

Over the past year, we have strengthened our engagement with local authorities to ensure our remaining gas mains pipe replacement programme is better aligned with regional priorities, reduces disruption and delivers long-term value for communities.



What we heard

Through a series of meetings, highways coordination forums and local authority engagement sessions, we worked closely with highways teams and strategic planners across our region.

Stakeholders consistently tell us that:

- Early visibility of planned works is essential to support forward planning and coordination with resurfacing programmes
- Better alignment between utility works and local authority highways activity is critical to minimise disruption and avoid rework
- There is strong appetite for greater cross-utility collaboration, but this requires clearer coordination and shared planning tools
- Local authorities want to move towards a more joined-up, long-term approach, linking network investment with local transport, growth and place-based priorities

We also heard that engagement should focus not just on what we plan to deliver, but how programmes are designed and sequenced in practice, ensuring local insight shapes delivery from the outset.

What we did

In response, we introduced a more collaborative and structured approach to local authority engagement:

1. Co-designing pipe replacement delivery with highways authorities

We began working directly with local highways teams to co-design aspects of our five-year programme, aligning our plans with local resurfacing schedules and constraints.

2. Improving information sharing and forward planning

We committed to sharing detailed forward plans, including pipelines of upcoming works, and worked with partners to explore shared platforms and data exchange to improve visibility and coordination.

3. Embedding ongoing coordination mechanisms

Regular coordination meetings with highways and streetworks teams have been strengthened to ensure continuous dialogue, enabling plans to be adapted where needed and conflicts resolved early.

4. Supporting collaborative streetworks and cross-utility working

We have set up a collaborative street works working group with Yorkshire Water and Northern Powergrid and are actively exploring opportunities to work with other utilities and partners to deliver more integrated streetworks, reducing overall disruption for customers and communities.

What happened as a result

This engagement-led approach is delivering tangible improvements:

- Better alignment between gas replacement works and local authority programmes, helping to reduce disruption and avoid repeat roadworks
- Stronger, more transparent relationships with local authority partners, supporting more effective long-term planning
- Increased opportunities for collaborative delivery across utilities, improving efficiency and value for money
- Greater local confidence that NGN is listening and adapting its plans in response to stakeholder feedback

What’s next?

As we move into our next five-year work programme we will continue to build on this collaborative approach by:

- Expanding co-design opportunities with local authorities and regional partners
- Improving how we share data and forward plans to enable earlier and more effective coordination
- Working with partners across the sector to support a more joined-up, place-based approach to infrastructure delivery

By embedding stakeholder insight into the design and delivery of our iron mains pipe replacement programme, we are ensuring our investment not only maintains a safe and reliable network but also delivers wider value for the communities we serve.

Creating career pathways into the industry

From our work with schools, we know that young people often lack visibility of career opportunities within the energy sector and that work experience opportunities can be inconsistent.

Working with our Young Innovators Council, we co-designed a new work experience programme for NGN, that combines practical learning, leadership engagement and collaborative problem-solving. The recent pilot gave students the opportunity to experience different aspects of the business while building confidence and workplace skills. Following its success, it is now being rolled out permanently.

Alongside this, we introduced coaching and listening initiatives to strengthen learning and knowledge sharing across our organisation. Together, these activities have created a scalable model for future workforce development, helping us build stronger links between education and industry while supporting a more diverse and resilient talent pipeline for the future.



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NGN is building a future-ready workforce that is inclusive, skilled, and equipped to meet the challenges ahead. Stakeholder insight and feedback is absolutely central to making this happen.

Roxanne Allen
Talent Development Manager

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Building an inclusive workforce through stakeholder engagement

Creating an inclusive workplace is about more than policies. Our staff, customers and external stakeholders highlight the importance of culture, leadership, wellbeing and ensuring colleagues feel safe, valued and able to contribute to our business.

This feedback has helped shape our new 'Belonging at NGN' strategy. Through workshops, colleague networks and ongoing engagement, stakeholders identified practical actions to strengthen inclusion and improve accountability at NGN.

As a result, we have introduced initiatives including an allyship pledge, enhanced flexible working options and stronger colleague networks. Engagement has also helped improve participation and create greater alignment around our inclusion goals. By placing stakeholder insight at the heart of the strategy, we have developed a more meaningful and practical approach to building a workplace where everyone feels they belong.

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We are committed to ensuring that stakeholder voice is not only heard but embedded as a continuous driver of inclusive workforce development.

Hannah Jewison
Business Sustainability Lead

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Helping suppliers improve sustainability

Stakeholders told us they wanted stronger sustainability performance across our supply chain, while recognising that smaller suppliers may need additional support to meet growing expectations.

In response, we partnered with the Supply Chain Sustainability School to provide free training covering topics such as carbon reduction, waste management and modern slavery. The programme was designed to build knowledge and capability without creating additional burdens for suppliers.

Take-up has been strong, with most targeted suppliers completing the training within agreed timescales. As a result, suppliers have a clearer understanding of sustainability expectations and greater confidence in how to respond to them. The programme has demonstrated the value of a collaborative approach, helping create a stronger and more sustainable supply chain while supporting suppliers on their own improvement journeys.

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By listening to our stakeholders and supporting our suppliers to build new skills, we're raising standards in a way that is practical, collaborative and delivers lasting value.

Neil Whalley
Head of Environment and Sustainability

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Stakeholders highlighted the need for greater

Consistency in how climate resilience is measured and reported across the energy sector. They also called for more structured collaboration to help networks respond more effectively to emerging risks and regulatory requirements.

In response, we helped establish a cross-industry climate resilience working group, bringing together gas networks to share learning, align approaches and develop common standards. We also worked closely with Ofgem to help shape future reporting requirements.

This collaboration has improved consistency across the sector and helped ensure proposed reporting frameworks are practical and meaningful. It has also strengthened our ability to anticipate and respond to climate-related challenges. By working together, networks are better placed to build resilience, share best practice and support a more coordinated approach to protecting customers and infrastructure in the years ahead.

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Building resilience to climate change is a challenge no organisation can solve alone. By bringing the sector together, we're helping create more consistent approaches that will better protect customers, communities and critical infrastructure.

Neil Whalley
Head of Environment and Sustainability

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Our priorities for GD3

Putting customers at the heart of every decision

In this rapidly changing energy landscape, people are looking for safe, reliable and affordable services, delivered fairly, transparently and in ways that reflect their needs and priorities.

As we move into GD3, we will combine customer values, operational data and stakeholder perspectives to support better outcomes for the people and places we serve, guided by a simple principle: meaningful conversations that lead to positive action.

We will continue to engage with a diverse range of voices, acting on what we hear and sharing how feedback has influenced our decisions.

Building on initiatives such as our award-winning Young Innovators Council, we will continue to create new opportunities for participation, including a new dedicated panel for non-domestic customers. We will also strengthen engagement with customers in vulnerable situations, future customers, local communities, policy makers and industry partners, ensuring a broader range of perspectives helps inform our plans.

We remain committed to being open about the issues stakeholders can influence and demonstrating how their views have shaped our priorities and decisions. Independent challenge and scrutiny will continue to play an important role in helping us strengthen our approach and maintain accountability.

While the future of energy continues to evolve, our commitment is clear: to listen carefully, act responsibly and embed stakeholder insight more deeply into decision-making, helping create a fair, resilient and sustainable future for the communities we serve.



Jenny Wilkinson
Head of Customer and
Stakeholder Strategy

Thank you for taking the time to read this year's stakeholder engagement report.

If you would like to find out more about anything you've just read, join one of our stakeholder groups, or attend our stakeholder events, please visit our dedicated website for further information and signposts.

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