

Hydrogen Delivery Council

Sixteenth Meeting – Summary

25 February 2026

Attendees**Co-Chairs:**

Minister Shanks, Minister of State for Energy

Jane Toogood, Council Industry Co-Chair.

Council members:

Organisation	Name	Role
Arcadia E-fuels	Prasanna Kannan (Deputising for Amy Hebert)	UK Business Development Manager
BOC Linde	Armando Botello	Business President, Region UK & Ireland
BP	Hannah Daniel (Deputising for Louise Kingham)	Business Development Director, Hydrogen UK
Future Energy Networks	James Earl	Head of Policy
Equinor	Cecilie Ingversen (Deputising for Alex Grant)	VP, Carbon Markets – Senior Advisor – Policy and Regulation
Hydrogen Energy Association (HEA)	Emma Guthrie	CEO of the HEA
Hydrogen UK (HUK)	Brett Ryan (Deputising for Clare Jackson)	CEO of Hydrogen UK
Imperial College London	Prof Nilay Shah	Director, Centre for Process Systems Engineering
Inovyn	Terry Healy	Business Director, Hydrogen
ITM Power	Dennis Schulz	CEO
Johnson Matthey	Eugene McKenna	Group Government Affairs Director
Macquarie	Nicholas Gole	Senior Vice President
Mitsubishi UFJ Financial Group	Andrew Doyle	Executive Director
National Energy Systems Operator	Rita Wadey (Deputising for Claire Dykta)	Director of Strategy and Policy
National Gas	Corinna Burger (Deputising for Jon Butterworth)	CEO
National Wealth Fund	James Dobbing (Deputising for Joshua Smith)	Director, Banking & Investments
Ofgem	Beatrice Filkin (Deputising for Akshay Kaul)	Director General, Infrastructure
Orsted	Vacant	
Progressive Energy	Chris Manson-Whitton	CEO
RWE	Nikolaus Valerius	CEO of RWE Generation SE

Ryze	Ben Madden (Deputising for Jo Bamford)	Chief Technical Officer
Shell	Suhail Kak	Europe Ventures Director
Siemens Energy	Darren Davidson	Vice President, UK and Ireland
SSE Thermal	Kelly deAzevedo Dent	Director of Development, SSE Thermal
Storegga	Vacant	
Trades Union Congress (TUC)	Sam Perry (Deputising for Kate Bell)	Assistant General Secretary

Observers:

Organisation	Name	Role
UCL Energy Institute	Paul Dodds	Industry Chair of Low Carbon Hydrogen Standard & Certification Working Group: Professor of Energy Systems
Ensus UK	Grant Pearson	Industry Chair of Offtaker Working Group: Chairman Ensus UK
Siemens Energy	Matthew Knight	Industry Chair of Production Working Group: Head of Market and Government Affairs
Equans	James Graham	Industry Chair of Jobs, Skills and Supply Chains Working Group: CEO, Digital & Energy Services
Department for Energy Security and Net Zero	Sophie Jones	Chair of Hydrogen Regulators Forum Head of Hydrogen Systems, Regulation and Markets
Waters Wye Associates Ltd	Nick Wye	Industry Chair of Transportation & Storage Working Group: Director

Also in attendance, officials from Department for Energy Security and Net Zero and Department for Transport.

NB: This is a summary of Council member comments made in an **advisory** capacity. The summary of member comments does not represent Government policy or views.

Item 1: Co-Chair and Council Introductions- Minister Shanks (MS), Minister of State for Energy (DESNZ) and Jane Toogood (JT), Industry Co-Chair

Jane Toogood (**JT**) welcomed everyone and noted that this was the first meeting for Minister Shanks (**MS**) with the Council, and she extended a warm welcome to him. She noted that the main purpose of the meeting was to provide an opportunity for open discussion and constructive feedback on the current state of delivery across the hydrogen sector, recognising the delays to the renewed UK Hydrogen Strategy. She reminded attendees to advocate on behalf of the sector rather than for individual projects or positions, or for business interests.

There were no outstanding actions from the previous meeting, so **JT** then passed over to **MS**, who provided some opening remarks to the Council.

MS introduced himself and thanked industry for their engagement to date.

MS acknowledged frustration in the hydrogen sector over delays to the Hydrogen Strategy publication and the wider policy package, stressing that the government remains committed to the hydrogen sector in the UK and sees it as a central pillar of a cleaner, more secure energy system. He shared that government is working to bring forward the renewed Strategy as soon as possible.

In his opening remarks, **MS** reflected on recent developments in the sector, outlining his vision for hydrogen and emphasising its importance within the government's agenda.

- He highlighted the importance of the hydrogen sector to the government, particularly in supporting job creation and economic growth. He noted its potential to create thousands of jobs and attract billions in investment, pointing to HAR1 as an example of the sector moving into delivery of real-world projects and demonstrating tangible progress.
- Additionally, **MS** acknowledged industry feedback on the need for greater pace, noting that while ambition is welcome, delivery must move further and faster to avoid prolonged uncertainty that could deter investment. He emphasised that the forthcoming strategy and wider policy package will aim to provide greater certainty and will be grounded in evidence.
- He emphasised the importance of delivery, noting that both government and industry must translate ambition into tangible progress. He referenced HAR2, acknowledging delays and noting that government is working to provide certainty and build confidence in the programme.
- Lastly, he emphasised that delivering the hydrogen economy will require close partnership between government and industry. With industry responsible for developing projects, investing in supply chains and building infrastructure, success will depend on continued collaboration to unlock jobs, investment and energy security.

MS asked that the Council share with him their frustrations but also provide constructive feedback on what more the government could be doing given current constraints.

MS concluded his update by letting the Council know that his door is always open for candid conversations and encouraged members to reach out to him. He thanked the Council for their participation.

MS passed back to **JT** who thanked **MS** for his update and passed onto Steph Murphy (**SM**) for a brief update on any substantial changes.

SM noted that the upcoming Hydrogen Strategy will set out the Government's vision and objectives for hydrogen, providing greater clarity on its role in the future economy. It will also explain how government will work with industry to turn ambition into action, positioning hydrogen not only as a tool for decarbonising power, industry and storage, but as a driver of regional renewal, investment and long-term growth.

Item 2: Views from the Council on Priorities – Minister Shanks (MS), Minister of State for Energy (DESNZ) and Stef Murphy (SM), Director of Hydrogen, DESNZ.

JT opened the floor to questions and comments before passing to **SM** to discuss the current delivery of projects.

Council members welcomed these remarks and raised points on topics including:

- The strong support for existing HAR1 and HAR2, with evidence of Final Investment Decisions coming through proving the hydrogen production business model is working.
- The importance of clear messaging and sticking to public delivery timelines to ensure confidence and certainty from industry.
- The value of publishing the refreshed Hydrogen Strategy in supporting investor confidence and giving company boards the clarity needed to continue considering and progressing investment decisions.
- The importance of hydrogen infrastructure; pipelines and storage at scale, cost reduction, industrial competitiveness and regional resilience, with clusters seen as key to safeguarding and creating jobs.
- The need for hydrogen policy to be more use-case focused, targeting strategic sectors such as industrial decarbonisation, power, aviation and defence-linked supply chains, rather than a purely production-led approach.
- The time-sensitive nature of the opportunity, with industry seeking clarity on HAR3, infrastructure rollout and future allocation rounds in order to maintain momentum and secure UK supply chain growth.

MS emphasised that he recognises the importance of acknowledging uncertainty. He noted that, while the Government cannot set out every element of its strategy at this stage, officials are working to provide as much clarity as possible on the direction of travel.

He also highlighted that, alongside delivering the energy transition, the Government remains strongly focused on reducing energy bills. This means careful consideration is being given to the potential costs that could be passed on to consumers as new energy technologies are deployed.

On HAR2, **MS** confirmed that the next stage of the process will be progressed as soon as possible, to help move projects forward, and industry will continue to be kept informed as developments occur. He acknowledged that timelines have been longer than originally hoped but stressed that this reflects the complexity of delivering first-of-a-kind projects in a developing sector, as well as the need to focus on areas where hydrogen can play the most effective role.

SM explained that government continues to work pragmatically with industry to progress the hydrogen programme, recognising the complexity of delivering first-of-a-kind projects in a developing sector. Encouragingly, multiple HAR1 projects have now taken FID, including HyMarnham (due to begin operating shortly) and High Rose Green Hydrogen 3, with further projects expected soon demonstrating tangible progress and a growing project pipeline. The refreshed Hydrogen Strategy will focus on the areas where hydrogen can deliver the greatest value in supporting the UK's energy transition.

The Minister thanked members for their continued engagement and contribution to the Council before leaving the meeting.

SM continued with a policy update, highlighting:

- The Minister had already outlined the current position on the Hydrogen Strategy; commitment remains unchanged, with HAR3 targeted for launch this year and HAR4 in 2028.
- Sequencing of HAR3 will be coordinated with the allocation round for the first regional hydrogen network, with further details to be confirmed upon publication of the renewed Strategy.
- Updates have been provided on HAR1 progress and Hydrogen to Power, including plans to issue a market engagement document followed by a commercial update.
- Business models across hydrogen deployment continue to develop, with more concrete plans to be shared once the strategy is published.

JT noted that pre-reading materials from Transform & Storage Group and the Production Working Group were of high-quality and encouraged the Council to provide written comments by the 18th March.

Item 3: Transport & Storage Presentation - Nick Wye (NW), Chair of Transport & Storage Infrastructure Working Group.

JT passed over to **NW**.

NW provided an update on the work for the phase three subgroup, which had examined the structure of an initial regional hydrogen pipeline network, identifying key participants across the value chain, including production, transportation, offtake, and potentially storage. The work focused on defining the roles and relationships between these parties and considering how a commercial framework could support the development and growth of early networks.

Two contrasting models for market operation were assessed to explore different approaches to structuring early hydrogen markets. Emphasis was placed on balancing arrangements, identified as a central challenge for hydrogen networks, including how responsibilities would be allocated and how participants would coordinate operationally.

The work was undertaken rapidly to inform DESNZ's consultation on hydrogen market frameworks. The report drew on extensive industry input and closely aligned with the themes explored in the government consultation.

Following **NW's** presentation, the Council emphasised the importance of progressing the development of a hydrogen network code to clarify roles, responsibilities and operational rules across early networks. Members highlighted the need for continued collaboration

between government and industry to ensure that frameworks are developed in a timely manner and provide sufficient clarity for companies considering investment decisions.

Item 4: HDC Membership & WG Review – Anna Ferns (AF), Head of Hydrogen Delivery Council Secretariat (DESNZ)

JT passed to Anna Ferns (**AF**).

AF provided a short update on the plans for a comprehensive review of both the Hydrogen Delivery Council Primary Membership and Working Groups.

- The purpose of the review is to ensure they remain fit for purpose and aligned with the Hydrogen Strategy and wider programme delivery priorities.
- The review has entered an internal scoping phase with DESNZ Working Group Secretariats, with an external phase to come after publication of the renewed Hydrogen Strategy.
- The expected outputs include refreshed Working Group objectives and structure, a clearer delivery-aligned framework, and a streamlined, strategically aligned Council membership and updated Workplan.

AF explained the review is focused on sharpening strategic alignment and ensuring structures effectively support delivery.

Item 5: Closing Remarks & AOB – Jane Toogood (JT) Industry Co-Chair.

JT thanked attendees for their participation. **JT** acknowledged questions from the industry regarding the timing of the Hydrogen Strategy publication, reiterating MS's comments on this. Officials are continuing to progress workstreams where possible in the meantime. **JT** encouraged continued engagement between industry and government to maintain momentum. The next meeting is expected to be scheduled for Summer 2026.