ENTSO-E Board meeting, 22-23 September 2026, Vienna

Date:	22-23 September 2026
Time:	22 September, 12:30-16:40 CEST
	23 September, 8:00-13:00 CEST
Place:	Vienna

MINUTES

1. Welcome, attendance, adoption of the draft agenda

The Chair of the Board welcomes the meeting participants.

Decision
The Board approves the agenda.

2.1. Approval of the minutes of 2-3 June Board meeting for publication

Decision
The Board approves the minutes of the 2-3 June 2026 Board meeting for publication.

3.1. ENTSO-E Strategy – Publication of Strategy brochure

Following its approval by the Assembly during its meeting on 30 June 2026, the Chair of the Board presents the public version of the new ENTSO-E strategy for recommendation for Assembly approval.

Decision

The Board recommends the public version of the strategy for approval by the Assembly via written process.

3.2. ENTSO-E Strategy - ENTSO-E Position and Vision for the governance of the Internal Electricity Market

The Chair of the Board presents the outcome of the Assembly discussion and explains the status. He highlights the need for a deeper discussion for finalising the ENTSO-E Vision paper. He then presents the approach for drafting a position paper. Board members share their views and provide guidance on the way forward.

Decision
The Board approves the approach presented for drafting a position paper and moving forward with an ENTSO-E vision for the governance of the Internal Electricity Market in line with the Board guidance received today.

4. Observer Membership - TEİAŞ: recent developments and next steps

The President and the Chair of the Board recall the latest developments concerning the Observer Member status of TEİAŞ'. They explain that no agreement could be reached at this stage. The Chair of the Board presents the implications and possible next steps. Board members share their views.

Decision
The Board notes and confirms the guidance discussed and agreed during the meeting.

5.1. Strategic prioritisation of activities and 2027 Annual Work Program

The Chair of the Board presents the outcome of the strategic prioritisation exercise and provides an update on the 2027 Annual Work Programme. He recalls the work done by the Committees on the five priority work areas and the steps taken during the summer. Board members share their views.

Decision
The Board:

- notes that the updated 2027 Annual Work Programme is in line with the budget recommendations; and
- approves the updated 2027 Annual Work Programme, for public consultation, subject to final remarks to be received at the 24 September 2026 Assembly webinar.

5.2. 2027 ENTSO-E Final Budget and 5-year plan

The Secretary-General presents the 2027 Final Budget and Resources Proposal, that has been prepared by the Committees, the Legal and Regulatory Group and the Policy and Communication Group with the support of the Secretariat. She explains that the proposal is based on the 2027 Annual Work Programme and the prioritisation exercise that was carried out during summer and follows the top-down budget approach approved by the Assembly in March 2026. The Secretary-General presents the revised assumptions of the 5-Year Plan that take into consideration the June 2026 Assembly feedback.

Decision

The Board:

- approves the 2027 Final Budget Proposal based on the 2027 Annual Work Programme and related 2027 Final Resources Proposal, as follows:
    - total operating expenditure of recommended 58,1 M€ for Membership fees activities, of which 56,3 M€ to be funded by Membership fees, 0,3 M€ to be funded by Observer fees, 1,0 M€ to be funded by Other TSO fees, 0,5 M€ to be funded by Other Revenues;
    - total operating expenditure of 24,5 M€ for non-Membership fees activities;
    - total capital expenditure of 4,5 M€;
- recommends to the Assembly to approve the Final Budget and Resources Proposal; and
- recommends to the Assembly to take note of the updated 5-Year Plan for the years 2027-2031.

6. ENTSO-E Communication Strategy

The Policy and Communication Group Vice-Convenor introduces the topic and recalls the ENTSO-E Strategy as approved by the Assembly. He explains that the objective is to get guidance from the Board on the next steps of implementing the strategy throughout ENTSO-E communications. He presents a proposal for a more focused and proactive communication approach in support of the Association's strategic objectives of Security, Competitiveness & Affordability, and Decarbonisation. Board Members share their views.

Decision

The Board approves the approach for a more focused and proactive ENTSO-E communication.

7.1. EU Grids Package long-term implications for the Association

The Chair of the System Development Committee (SDC) presents a state of play of the co-legislative process of the EU Grids Package. The SDC Chair presents the long-term implications for ENTSO-E's TYNDP work and national plans. The Chair of the Board presents the options and clarifies that the outcome of today's discussion will be used to frame an upcoming Assembly discussion.

Decision

The Board confirms the strategic questions and options to be considered for future TYNDPs, in preparation of an Assembly strategic discussion.

7.2. Grids Package – Lessons learnt for advocacy

The Chair of the Board and the Policy and Communications Group Convenor present the Policy and Communications Group perspective on the Grids Package advocacy lessons learnt, highlighting the complexity and political nature of the file and the main takeaways from ENTSO-E's advocacy activities. Board Members and Committee Chairs exchange views.

Decision
The Board agrees to organise an Assembly strategic discussion for guidance decision on the lessons learnt from ENTSO-E's TYDNP and the Grids Package.

7.3. TYNDP 2028 Key Policy Issues Paper

The Chair of the System Development Committee presents the key strategic directions of the upcoming TYNDP 2028. The Chair updates the Board on the approval of the Key Policy Issue Paper by the Committee, the options considered, their alignment with the directions of the Grids Package proposals and the final recommendation by the System Development Committee. The Chair confirms that all options considered are in line with the 2027 budget and that any impact on the resources is considered starting from 2028 onwards. The Board asks for a resource analysis of each option before giving guidance on a choice.

Decision
The Board recommends the TYNDP 2028 Key Policy Issue Paper to be submitted for Assembly approval, with the guidance provided during the meeting.

8. Security of Critical Infrastructure: Terms of Reference and organisation – status update

The System Operations Committee Chair and the Information and Communication Technologies Committee Chair provide a status update of the draft Terms of Reference of the new Security of Critical Infrastructure group. They present the mission and objectives of the group, its interactions inside and outside the Association and the resources needed and seek guidance from the Board.

Decision
The Board acknowledges the updates provided regarding the Terms of Reference and organisation of the new permanent security structure.

9. Board restricted session

10. Electrification Action Plan and Network Charges

The Chair of the Board and the Policy and Communications Group Convenor present an overview of upcoming legislative initiatives relevant to ENTSO-E and TSOs, together with key highlights from the State of the Union speech. They present a status update of the Regulation proposal on Future-

Proofing Electricity Bills (Network Charges Regulation) paper and related amendments, as well as the Electrification Action Plan paper. The Chair of the Board, the System Development Chair and the Market Committee Chair present the internal working structure on these matters.

Decision

The Board:

- takes note of the updated ENTSO-E positions on the Electrification Action Plan and the proposed Regulation on Future-proofing Electricity Bills; and
- agrees with the next steps as discussed and agreed during the meeting.

11. Offshore Board Group – Next steps for Board approval

The Offshore Board Group (OBG) Convenor presents the context, analysis and proposes the elements for the restructuring of the OBG to the Board.

Decision

The Board confirms to replace the Offshore Board Group with a leaner coordination set-up.

12.1. Institutional Developments - Status of ongoing EU negotiations with UK and Switzerland – for Board information

The Chair of the Board and the Referent Board Member for UK TSOs matters presents the state of play of the negotiations between the EU and, respectively, Switzerland and the UK in view of their re-integration into the EU Internal Electricity Market.

Decision

The Board takes note of the reporting on the status of ongoing EU negotiations with UK and Switzerland.

12.2. Institutional Developments – Approach to Swissgrid employees' participation to EU meetings

The Chair of the Board updates Board Members regarding recent limitations from EC on Swissgrid employees' participation to EU meetings in their quality of ENTSO-E representatives. The Chair of the Board explains the proposed approach. Board members exchange their views.

Decision

The Board:

- takes note of the reporting; and
- approves the approach to non-EU representatives of ENTSO-E in external meetings.

13. Iberian Blackout - Update on recent procedural developments

The Head of Legal Section present the recent procedural developments in relation to the Iberian Blackout. The Chair of the Board presents the expected next steps.

Decision
The Board acknowledges the latest update and endorses the approach on the recent procedural developments in relation to the Iberian Blackout.

14. Common IT Services MLA Target Operating Model (TOM)

The Information and Communication Technologies Committee Chair presents the Target Operating Model of the Common IT Services Multilateral Agreement (MLA). He explains that the Model aims for centralised and standardised framework for the provision and governance of Common IT Services. He outlines the key governance, roles, responsibilities, processes, funding principles and decision-making mechanisms that will be put in place to enable scalable and efficient application-neutral supporting IT services. He informs that following the approval of the Target Operating Model, the drafting of the MLA will start.

Decision
The Board approves the Target Operating Model of the Common IT Services MLA.

15. Data quality of the Transparency Platform: current status and improvement initiatives

The Market Committee Chair presents the current status and the improvement initiatives regarding the data quality on the Transparency Platform.

Decision
The Board takes note of the current status and improvement initiatives regarding data quality on the Transparency Platform.

16. 2026 ENTSO-E Member Satisfaction Survey results

The Chair of the Board introduces the representatives from IPSOS and welcomes them in the meeting to present the 2026 Member Satisfaction Survey results. The IPSOs representatives highlight overall high satisfaction and key areas for improvement.

Decision
The Board takes note of the Member Satisfaction Survey 2026 results.

17.1. Secretary-General updates

The Deputy Secretary-General provides an update on recent engagement activities, including recent meetings with the new Director-General of DG ENER and the new CEER President. He also informs the Board about the establishment and first meeting of the new External Advisory Group, provides an overview of the 2026 Member meetings, and presents the main results of the 2026 Staff Survey together with the related action plan.

Decision
The Board acknowledges the report of the Secretary-General.

17.2. Finance Advisory Group reporting

The co-Convenor of the Finance Advisory Group provides an update of the past meeting and explains the activities of the Group during the summer months and future engagements.

Decision
The Board takes note of the reporting from the Finance Advisory Group.

17.3 Committee updates

17.3.1 Incidents in Germany

The Chair of the System Operations Committee provides an update on the recent incidents in Germany.

17.3.2 CGM Action Plan: recent progress and planning for the go-live of CGMES-based regional services

The Chair of the System Operations Committee presents the evolution of the key performance indicators of the Common Grid Model action plan and the planning for go-live of CGMES-based regional services.

17.3.3 Impact of the drought on the power system operations during summer and preparations for the Winter Outlook

The Chair of the System Operations Committee reports of the impact of the heatwave and drought on the power system operations during summer. The Chair of the System Development Committee gives an update on the forthcoming Winter Outlook, and how attention is given to recent climatic extreme situations.

17.3.4 Simplification of regional governance project - status update

The Chairs of the System Operations and Market Committees recall the trigger for the Simplification of regional governance project, present the progress made throughout the summer and their first observations of the discussions. They inform that this topic will return to the Board later this year.

17.3.5 Update on the progress of the collaboration between TSOs in South-East Europe

The Chair of the System Operations Committee gives an update about the ongoing voluntary regional collaboration initiative in the South-East Europe region supported by SEleNeCC, with the goal of implementing the regional coordination processes. He also reports that work on a dedicated solution for the capacity calculation allocation for the KOSTT-EMS bidding-zone border is ongoing.

17.3.6 Forward Capacity Allocation (FCA) Guideline amendment: organisation of the work

The Chair of the Market Committee recalls the status of the amendment for the Forward Capacity Allocation Network code and asks the Board to confirm the appointment of the Market Committee as the lead Committee. The Board confirms this approach.

17.3.7 Data Centres: status of EU model for tripartite agreements

The Research, Development, and Innovation Committee Chair informs about the status of work under the Declaration of Intent on the sustainable integration of data centres into the EU energy system.

17.3.8 Enhanced use of existing infrastructure: technical report

The Research, Development, and Innovation Committee Chair informs about the project proposal on solutions for the enhanced use of existing infrastructure.

17.3.9 Status of network code amendments (RfG, CACM, FCA)

The Chair of the Board notes the topic is for information and refers to the documentation available in the session file.

Decision

The Board:

- takes note of the update on the recent incidents in Germany;
- takes note of the Year-to-date IGM and CGM KPIs;
- takes note on the report of the impact of the drought on the power system operations during summer and on the preparations for the Winter Outlook;
- takes note of the update on the simplification of regional governance project;
- appoints the Market Committee as lead Committee for the organisation and coordination of ENTSO-E work on the amendment of the FCA Guideline;
- takes note of the update on the progress of the collaboration between TSOs in South-East Europe;
- takes note of the reporting from Research, Development and Innovation Committee regarding the status of the EU model of Tripartite Agreements for data centres;
- takes note of the reporting from Research, Development and Innovation Committee regarding the new project proposal on enhanced use of existing infrastructure; and
- takes note of the status of network code amendments especially on RfG and on CACM and FCA.

18. Agenda of 22 October Assembly meeting

The President presents the draft agenda of the 22 October 2026 Assembly meeting.

Decision
The Board approves the 22 October 2026 Assembly meeting agenda, including the changes agreed at the meeting.

19. 2027 Governance Calendar: Board meeting dates

Decision
The Board approves the 2027 Board meeting dates.

20. Any other business

The Chair of the Board announces that a call for candidates for the position of Financial Expert to the Resources committee will be launched.

21. Approval of decisions

Decision

The Board approves the decisions of the 22-23 September 2026 Board meeting.

ENTSO-E Board Meeting of 22-23 September 2026

Date: 22-23 September 2026

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23 September, 8:00-13:00 CEST

Place: Vienna

LIST OF PARTICIPANTS

Chair of the Board

1.	CORTINAS Damian	RTE	France

Vice-Chair of the Board

1.	KAPETANOVIC Tahir	APG	Austria

Board Members

1.	BUDTZ Marie	Energinet	Denmark
2.	CARLINI Enrico Maria	TERNA	Italy
3.	DE LA TORRE RODRIGUEZ Miguel	REE	Spain
4.	FLOROU Alkisti	IPTO	Greece
5.	FONCK Pascale	Elia	Belgium
6.	HANSEN Frank-Peter	TenneT	Germany
7.	KELLY Michael	EirGrid	Ireland
8.	MUNTHE Kristin Lucie	Stattnet	Norway
9.	REIMANN Nell (Online)	Swissgrid	Switzerland
10.	WARZYWODA Remigiusz	PSE	Poland

President

1.	BOLDIŠ Zbyněk	ČEPS	Czech Republic

Vice-President

1.	BARROS DE ALMEIDA DE GRAAFF Susana	TenneT	Netherlands

Committees, LRG, PCG

1.	ARRIVÉ Olivier *Chair of the System Operations Committee*	RTE	France

2.	BOJAR Grzegorz *Chair of the Information and Communication Technologies Committee*	PSE	Poland
3.	SALOBIR Uroš *Chair of the Research Dev. & Innovation Committee*	ELES	Slovenia
4.	GALVEZ Manuel *Vice-Convenor Policy of the Policy and Communication Group*	Elia	Belgium
5.	JOHN Oliver *Chair of the Market Committee*	Amprion	Germany
6.	LABRA Patricia *Chair of the System Development Committee*	REE	Spain

Invited

1.	DARQUENNES Theo	RTE	France
2.	ELSKAMP Fokke	TenneT	Netherlands
3.	KUGLER Ondřej	ČEPS	Czech Republic
4.	WOLF Carla	APG	Austria
5.	KAISER Johanna	IPSOS	Germany
6.	SCHLEICHER Thomas	IPSOS	Germany
7.	STRANGFELD Oliver	TransnetBW	Germany

ENTSO-E Secretariat

1.	TWOHIG Sonya (Online)	ENTSO-E	Belgium
2.	BARMSNES Kjell	ENTSO-E	Belgium
3.	MELCHIOR Florence	ENTSO-E	Belgium
4.	COLIJN Rudi	ENTSO-E	Belgium
5.	DRIANE Evelyne	ENTSO-E	Belgium
6.	GOUVERNEUR Bruno (Online)	ENTSO-E	Belgium
7.	GYULAY Zoltan (Online)	ENTSO-E	Belgium
8.	HAESEN Edwin (Online)	ENTSO-E	Belgium
9.	LINHER Sigrid	ENTSO-E	Belgium
10.	MACABEO Bertrand (Online)	ENTSO-E	Belgium
11.	MCLAUGHLIN Cara	ENTSO-E	Belgium
12.	TALESKI Ivan	ENTSO-E	Belgium
13.	VENTURA Vera	ENTSO-E	Belgium
14.	ZEGERS Antony (Online)	ENTSO-E	Belgium