

Terms of Reference **Customer Challenge** **Group**

Version 2.2
July 2026



Version Control History

Version	Status	Date	Changes made by	Summary of Changes
1.0	Approved	June 2024	Kate Clarke	Created
2.0	Approved	June 2025	Claire McMurchy	Updated with new scope, format, and Cadent members. Included governance of Buddy Groups.
3.0	Approved	July 2026	Claire McMurchy	Updated Customer Challenge Group members and the merging of buddy groups into 2 new sub-groups.

Contents

Version Control History	2
1. Context	4
3. Scope of the CCG.....	4
4. Ways of working	4
5. Role of the Chair and CCG members	5
6. Cadent's role.....	6
7. Technical Secretary	6
8. Meetings and frequency.....	6
9. Standard CCG meeting agenda.....	7
10. How the CCG works alongside the Sustainability Challenge Group	7
11. Working Groups	8

1. Context

The Customer Challenge Group (CCG) was established as an independent panel to provide expert insight and challenge on how Cadent develops and delivers services that meet the needs of customers and stakeholders. In line with Ofgem's requirement for network companies to have Independent Stakeholder Groups, the CCG also plays a key role in reviewing, challenging and scrutinising Cadent's RIIO-3 business plan and monitoring delivery against those commitments.

2. Purpose of the Group

The CCG provides expert review and independent challenge to Cadent's thinking, plans, and ambitions across multiple topics aligned to Cadent's role within the industry. It is important to note that the Group does not replace stakeholder and customer engagement. Instead, the CCG provides valuable insights and advice to ensure that stakeholder and customer perspectives are integrated into the company's decision-making process.

Although the CCG does not possess decision-making authority, it advocates for the interests of consumers and stakeholders, holding the company accountable for fulfilling its RIIO-3 commitments.

On an annual basis, the Group creates a report of the work that they have done for publication on Cadent's website, except for the period when the group concentrates on the RIIO business plan development, as at that time the group focuses on providing evidence to Ofgem.

3. Scope of the CCG

The scope of the CCG is extensive and adapts in response to the company's challenges and the evolving regulatory and policy environment. It involves monitoring how consumers and stakeholders have been engaged, and assessing the impact of this engagement on the delivery of the company's RIIO-3 business plan and decision-making during the RIIO-3 period.

The Group leverages its expertise in the energy market, policy, regulatory environment, and from its understanding of consumer needs and challenges to offer informed advice on the company's plans. This includes addressing challenges such as the role of natural gas in the UK energy mix, the potential repurposing of networks for future energy systems and heat transition, and customer engagement in their future heating needs.

4. Ways of working

The CCG openly shares any concerns with Cadent, such as around performance or engagement issues, allowing the company ample time to address them.

The CCG provides constructive scrutiny and challenge, listens, and is open to feedback. It is ambitious for stakeholders, robust and challenging, yet always respectful. The Group understands that many documents may be in early stages and considers this in its approach and conclusions. Members also work collaboratively, listen, and are open to challenge, striving to reach a consensus.

Cadent is transparent and provides comprehensive information to enable the Group to perform its role, being open to challenge, scrutiny, and change. Cadent ensures the Group is well-informed through business insights, discussions, and information shared among Group members and the Cadent team about problems that they face and the changing environment in which they operate.

Cadent commits to demonstrating how challenge from the CCG has influenced decisions, priorities or delivery, including where alternative options were considered and why particular approaches were taken forward.

5. Role of the Chair and CCG members

The Chair oversees the Group and engages with the company beyond CCG meetings, including attending meetings with the Cadent Board, as needed. The CCG Chair also participates in meetings with Ofgem when necessary and collaborates with the Chairs of other network companies' Groups as required.

If the Chair is unavailable, they will designate someone to act on their behalf.

Group Members consist of individuals possessing the relevant skills and experience to understand and provide guidance to the company around its challenges. Each member contributes their expertise during meetings on policy, technical, and operational matters to ensure Cadent adopts a broader perspective.

The Group is comprised of:

Title	Name
Chair of the Customer Challenge Group	Angela Love
CEO of Vzir Consulting	Leanne Case
Chair of Sustainability Challenge Group	
Consumer Policy Consultant	Ashleye Gunn
Professor in Cyber Physical Systems	David Flynn
Director of Strategic Accounts at Energy & Utility Skills Group	Stephen Barrett
Chief People Officer at Elexon and Chair at First Choice	Geraldine Buckland
Purpose & Positive Action strategy consultant and volunteer STEM Ambassador	Liz Tinlin
Chief Executive of Citizens Advice Manchester	Andy Brown
Chief Executive at Fuel Bank	Matt Cole
Editor, New Power Report	Janet Wood

6. Cadent's role

Cadent facilitates the Group and provides secretarial support to arrange Group meetings and agendas, and to take meeting minutes. Furthermore, the company ensures Group members have a thorough understanding of Cadent's operations, including business plan commitments, risks, challenges, and key performance metrics. Cadent also arranges site visits, where appropriate.

Cadent shares information with Group members, where possible, one week in advance of the CCG meetings, which support agenda items and key discussion points.

Senior managers in the company are also made available to meet with Group members, so that discussions and deeper dive sessions can be held.

Cadent standing members:

Title	Name
Director of Regulatory Strategy	Richard Court
Head of Customer Insights	Catharine Skinner
CCG Technical Secretary	Claire McMurchy

7. Technical Secretary

Cadent appoints its Regulatory Reporting Business Partner as the Technical Secretary to the CCG. The Technical Secretary ensures that all materials are shared with CCG members in advance of meetings to enable timely review.

They are responsible for summarising key points from meetings, capturing challenges and key considerations, tracking agreed actions, and supporting their delivery outside of formal CCG sessions.

Ahead of each meeting, the Technical Secretary works with the Director of Regulatory Strategy to review the agenda and ensure it reflects the CCG's key priorities.

In addition, the Technical Secretary is responsible for overseeing the governance arrangements for the CCG Working Group meetings.

8. Meetings and frequency

The CCG meets quarterly for a full day, with an option for MS Teams by exception. The Director of Regulatory Strategy meets regularly with the CCG Chair to discuss future meeting agendas, progress against actions and challenges.

CCG members also meet quarterly for a closed session. Further virtual meetings may be arranged between the quarterly meetings if the need arises.

Any site visits will be organised via the main group with an extended invite for all members of all of the working groups.

9. Standard CCG meeting agenda

The standard CCG Agenda is split into the following parts, but this is a framework only and does not limit the matters that may be considered:

- RIIO-3 outcomes & reports
- Strategy
- Stakeholder & Insights
- Other key focus areas

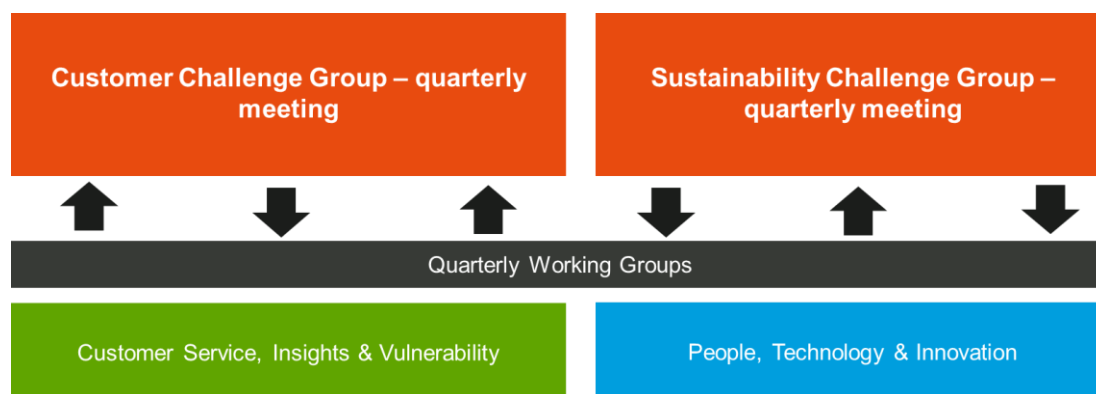
Forward agendas are developed and maintained across the CCG, the Sustainability Challenge Group (SCG) and supporting Working Groups to ensure priority areas are aligned, discussions are sequenced appropriately, and challenge is applied at the right level without duplication.

10. How the CCG works alongside the Sustainability Challenge Group

The CCG is Cadent's primary independent challenge and assurance body, providing oversight across customer outcomes, strategy and delivery.

The SCG sits within the wider CCG framework and provides deeper, specialist challenge on sustainability-related issues, including decarbonisation, environmental impact and the just transition

Together, they ensure Cadent receives joined-up, proportionate challenge across RIIO-3 performance, strategy and long-term outcomes — without duplication.



The SCG provides specialist challenge and insight on sustainability related topics. Where the SCG identifies issues with material implications for customer outcomes, RIIO 3 delivery, or Cadent's strategic direction, these are brought to the Customer Challenge Group for collective consideration and assurance.

The CCG remains the primary forum through which challenge is consolidated, prioritised and, where appropriate, fed into Cadent's senior governance and reporting to Ofgem.

To avoid duplication, forward agendas across the CCG, SCG and Working Groups are aligned around shared themes, with a single central action and challenge log maintained.

The Technical Secretary oversees coordination across groups, ensuring that sustainability-related topics are explored in depth through the SCG and Working Groups, and then considered in the round by the CCG.

11. Working Groups

To support both the CCG and SCG, we have introduced two focused Working Groups, allowing for more detailed challenges and conversations to strengthen synergies across priority areas.

The Working Groups act as the primary deep-dive forums, enabling more detailed challenge, evidence testing and exploration of specific issues before matters are brought back to the SCG or CCG as appropriate.

The Working Groups are made up of CCG members and representatives from Cadent.

Working Group	CCG Members	Cadent representatives
Customer Service, Insights & Vulnerability	Ashleye Gunn Liz Tinli Andy Brown Matt Cole Janet Wood	Head of Customer Insight Head of Customer Vulnerability Social Programme People Director
IT, Innovation, Workforce	Geraldine Buckland Stephen Barrett David Flynn	People Director Director of IT Head of Smart Network Head of Data & Analytics

Cadent members take the lead in planning and preparing for each session, ensuring structured agendas are in place. Working Groups meet virtually, and their actions and key discussion points are recorded and stored in a central hub. They can propose actions for escalation to CCG or SCG meetings.

The standard agendas for Working Groups mirror the structure of the CCG agenda but are adapted to reflect the Group's specific areas of focus. This agenda provides a framework only and does not limit the scope of issues that may be considered.

- RIIO-3 outcomes & reports
- Strategy
- Stakeholder & Insights
- Other key focus areas