

Members of the Oversight Committee for the Utility Regulator's investigation into NI Water's handling of the 2010-11 freeze/thaw

Colin Drummond, who was born and raised in Northern Ireland, is an Executive Director of Pennon Group PLC, owner of South West Water and is also Chief Executive of Viridor (a leading waste management, recycling and renewable energy company). Prior to joining the board of Pennon, he was Chief Executive of Coats Viyella Yarns Division (with significant interests in Northern Ireland), and has been an Executive Director of Renold PLC, a consultant with the Boston Consulting Group and an official with the Bank of England. He is Chairman of the UK Government's Living with Environmental Change Business Advisory Board, of the Environmental Sustainability Knowledge Transfer Network and of UKTI's Water and Environmental Sector Advisory Group. A Visiting Senior Research Fellow in Earth Sciences at Oxford University, he was Master of the Worshipful Company of Water Conservators for 2007-08. He has an MA from Oxford University and an MBA from Harvard University where he held a Harkness Fellowship. He recently featured in an episode of Channel 4 television series, Undercover Boss.

Clive Elphick is a former Managing Director of Asset Management and Regulation at United Utilities Group plc and has been a member of the Utility Regulator board since 2006. He was recently appointed as a member of the Competition Appeal Tribunal and is also a non-executive director of the Northwest Regional Development Agency. He is a former chairman of the CBI for the North West of England. Prior to joining United Utilities, he qualified as an accountant with ICI and then worked as a management consultant with Deloitte. He joined what was North West Water Group plc in 1991 and held positions including Economic Regulation Director, Group Strategic Planning Director and a Chief Operating Officer of the regulated business. He has also had secondments to the Cabinet Office and Ofwat, and for five years was a non-executive director of a Department of State. As well as holding an MA in natural sciences from Cambridge University, he has a PhD in operational research from Birmingham University.

Peter Gavan advises organisations on preparedness for, and the handling of, major incident communications. A former Director of issues and crisis management at international consultancy Burson-Marsteller, he has been Director of Corporate Affairs in three FTSE 100 companies - Invensys, National Grid Group and Severn Trent - as well as the UK arm of French oil company Total. He was also appointed Director of Corporate Affairs at the Viridian Group following the major power failures in Northern Ireland in 1998, which affected the network of that company's subsidiary, NI Electricity. A former political journalist, he has been involved in many high profile incidents including the loss of drinking water for a fortnight to approximately 340,000 Severn Trent customers in summer 2007. He has an MA Hons in Politics and Economics from Oxford University.

Billy Graham has over 35 years experience in the electricity industry. In that time he has worked for NI Electricity, and has been its Chief Operating Officer over the last 7 years. He has significant experience at a senior level in relation to crisis management. Specifically, he played a lead role in the development of NIE's contingency planning, emergency response and customer communications processes and systems following the Boxing Day storm in 1998 - that caused major damage to the electricity network in Northern Ireland. Since 1998 he has been the senior manager who has taken overall charge of NIE's response to all major storms. He has a BSc in Electrical and Electronic Engineering from Queens University, a BA in Business Studies from the University of Ulster and as also completed the General Manager programme at the Harvard Business School¹.

David King was an Executive Director in the Environment Agency for England and Wales and its predecessors from 1991 until his retirement in 2009. He had responsibility for the leadership and management of all of the Agency's water related responsibilities. This included the development and promotion of Flood Risk Management policies and strategies (such as flood incident management and response and public awareness). Prior to this he was an Area Manager with the National Rivers Authority. He has served on numerous Whitehall review and programme boards, including the DEFRA-led Water Savings Group promoting water efficiency across the water industry as well as the cross government programme on future flood and coastal erosion risk management. He is a Non-Executive Director of the UK's Energy Savings Trust. He has a Natural Sciences degree from the University College, Galway, an MSc in Marine Zoology from the University of Stellenbosch and a doctorate in Biological Sciences from Queens University, Belfast.

Bob Lloyd has since 1999 held General Manager and Director roles in Yorkshire Water. With over 35 years experience in the water industry - Operations, Asset Management, Strategic Investment and currently Economic Regulation - he was instrumental in creating Yorkshire Water's integrated water grid network which now delivers supply security to over 4.5 million customers. As a member and chair of the Capital Investment Board - with governance over a £1.9 billion programme - he has led the introduction of risk based asset management and governance, contributing to the company achieving top comparative efficiency performance assessment by Ofwat for over 10 years. Since 2007 he led the creation of the company's first 25 year Strategic Direction Statement and the 2009 regulatory price review. He has advised on a range of assignments around the world, including in the areas of asset management change programmes (in Australia), leakage reduction programmes (across the EU) and water resource management programmes (USA). He has also lectured on MSc programmes on Water Resources and risk management at Cranfield and Leeds Universities. He holds a BSc degree in Electrical, Mechanical

¹ It was agreed that Billy Graham's role on the Oversight committee would not extend to commenting on the "Governance, Leadership and Management" aspects of the investigation.

and Control engineering and is Chartered with the Institute of Water and Environmental Management.

Shane Lynch was appointed the Chief Executive of the Utility Regulator in January 2011, having previously been the Director of Electricity since 2009. As Director of Electricity he led a major investigation into business electricity tariffs and the review of generating unit agreements with power stations in Northern Ireland. Prior to 2009, he had 27 years experience of the electricity industry (11 years at board level). He worked for 17 years at AES, a global electricity company operating in 29 countries across 5 continents, where he was Managing Director of Kilroot Power Station and was latterly Development Director for Ireland. During his time at AES Kilroot he was responsible for managing all aspects of a power station business with a turnover of £130 million and was latterly responsible for the formulation and implementation of AES's strategy for the island of Ireland. He holds an MSc (with distinction) in Finance and Investment from the University of Ulster as (well as a Diploma in Fuel Technology and Electrical Power Systems from the same university). Additionally, he also holds a BSc from Queens University Belfast.

Jim Oatridge, the Chairman of the Oversight team, has been a member of the Utility Regulator board and chair of its Audit Committee since 2006. He has had a varied career having worked in the public and private sectors, with experience of local government, electricity supply and more than 25 years in the water industry. Until 2005 he was Group Services Director with Severn Trent water. He has had a long interest in international water issues through involvement with the World Business Council on Sustainable Development. He is a Fellow and Chairman of the Board of the Chartered Institution of Water and Environmental Management and was its President in 2002-03. He is Chairman of Wolverhampton City Primary Care Trust, and also holds non-executive director roles at Animal Health (a DEFRA agency), a private sector organisation and two not-for-profit organisations. He was awarded an OBE in the 2003 New Year honours list 'for services to the UK and Global Water Industries'. As well as holding an economics degree from Warwick University, he is a member of the Chartered Institute of Public Finance and Accountancy.