










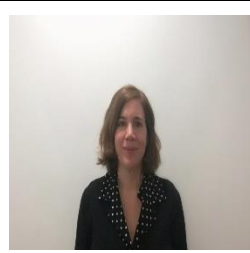


## RIIO-2 Challenge Group Members Biographies

	<p>Roger Witcomb was Panel Chair of the Competition and Markets Authority from 2014 to 2016, where he chaired the market investigation into Energy. From 2011 to 2014, he was Chairman of the Competition Commission (CC), having been a CC Member since 2009. He was a non-executive director of Anglian Water from 2002 to 2010 and Finance Director of National Power from 1996 to 2000, having previously been at BP and Cambridge University, where he taught economics. From 2006 to 2011 he was Chair of Governors of the University of Winchester. He is currently a non-executive director of Infraco Asia Investments (a developer of infrastructure projects in developing countries).</p>
	<p>Clare Potter has extensive experience of competition and regulation in the commercial and public sectors. Clare has been a member of the Competition Appeal Tribunal (CAT) since 2011 and from 2010 until 2015 she was a public member of Network Rail where she was responsible for holding the Board to account for their leadership and for the performance of National Rail.</p> <p>Clare was Chief Legal Adviser to the Competition Commission from 2004 until May 2010. Prior to joining the Commission she practised as a competition partner in a City firm where she specialised in energy and telecoms regulation.</p>
	<p>Bob Hull has extensive leadership experience in energy and utilities. He was a Managing Director with British energy regulator Ofgem, and held Director roles with FTSE 20 international utility National Grid, and global consultancy KPMG. He led policy design and delivery as a Managing Director at Ofgem, led international investment campaigns at National Grid, and advised energy and utility clients at KPMG</p> <p>He has over 25 years of UK and international experience in the energy, utility and infrastructure sectors, ranging from new business origination, to transactions, regulation, and asset management. He is a Chartered Engineer and MBA graduate, also with Non-Executive management experience.</p> <p>His achievements include leading successful UK public sector policy design and transactions for c.£8bn of infrastructure tenders, and setting revenues for £multi-billion regulated companies. In the private sector, he led investments in energy, utility and telecoms businesses for National Grid across six continents. For KPMG, he led strategic analysis and advisory engagements for many power and utility clients.</p>

	<p>Until recently Helen Parker was Deputy CEO of Which?, Europe's largest independent consumer organisation. She also held a number of other senior roles at Which? during her career there, including being its Director of Policy, Editorial Director and Editor of Which?.</p> <p>Her current non-executive experience includes being a Non-Executive Director of the Financial Services Compensation Scheme and a Committee Member of Healthwatch England, the independent consumer champion for users of health and social care. She also has previous non-executive experience as a Director of the Fundraising Standards Board, then the regulator of UK charity fundraising, and as a Council member of Consumers' International, the world federation of consumer rights groups with 200 member organisations in 100 countries.</p> <p>As well as experience in communications, consumer research and policy, Helen has played a key role in delivering digital content and solutions which meet people's needs.</p>
	<p>Rosamund Blomfield-Smith is an experienced non-executive, currently on the board of the Museum of London Archaeology and Osbit, a fast-growing engineering company. She also chairs an Independent Advisory Group at Ofcom.</p> <p>Recent non-executive roles include Thames Water, where she was a director for almost ten years; Moat Homes, a substantial housing association which she chaired for six years; British Empire Securities, a FTSE 250 quoted investment trust; the Wales Audit Office; Green Investment Bank Financial Services; the National Rivers Authority; WaterAid; Monmouth Citizen's Advice Bureau (which she chaired) and a wide variety of other non-executive roles.</p> <p>Prior to become non-executive, Rosamund spent almost thirty years in the City in both project and corporate finance. After Morgan Grenfell and sixteen years at Schroders, she served as joint head of Utilities Corporate Finance at N.M. Rothschild and Sons for 5 years and subsequently the same role at ING Barings. Her final role in the City was as head of Corporate Finance at Arbuthnot Latham.</p>
	<p>Jo-Jo Hubbard specialises in digital transformation and the distributed grid. She started her energy career in asset financing for renewable projects during the first inflection point of wind and solar, before transitioning into batteries, smart grid technology and Cleantech VC. Frustrated by the lack of route to market for new distributed technologies, she then joined McKinsey as a strategy consultant with a focus on digital transformation, and went on to co-found Electron. Jo-Jo is committed to enabling the next phase of the energy transition: the integration of renewables and smart assets; the creation of efficient, inclusive markets; and the creation of cheaper, cleaner, more resilient energy systems for everyone.</p>

	<p>Goran Strbac is a Professor of Energy Systems at Imperial College London, with extensive experience in advanced modelling and analysis of operation, planning, security and economics of energy infrastructures. He has led the development of novel approaches and methodologies for advanced whole-energy system analysis and market design that have been extensively used to inform industry, governments and regulatory bodies about the role and value of emerging new technologies and systems in supporting cost effective evolution to smart and secure low carbon future.</p> <p>He actively participated in a number of steering and advisory committees, academic panels and expert groups supporting EU and UK Government and Regulatory bodies and International Professional Associations. He is currently a member of the IPPC Working Group III, Panel of Technical Experts for EMR, Smart System Forum and participates in working groups of International Energy Agency and European Technology &amp; Innovation Platforms.</p>
	<p>Ulrich Kaltenbronn has more than 10 years' experience in economic regulation in the UK. He currently works for NHS Improvement (formerly Monitor) providing advice on how the National Payment System for the NHS can best support safe, high quality, compassionate care that is financially sustainable.</p> <p>From 2010-2013 he was a Financial and Business Advisor at the Competition Commission working mainly on regulatory appeal decisions, largely in the telecom's sector. Prior to that he was at the Office of Rail Regulation where he was responsible for maintaining and updating the Financial Model for Network Rail.</p> <p>Before working in economic regulation, he spent 7 years as an equity analyst at JP Morgan Asset management. Ulrich is a CFA® Charterholder.</p>
	<p>James Richardson has been Chief Economist at the National Infrastructure Commission since April 2016. The NIC is an independent body, providing expert advice to the Government on pressing infrastructure issues. James heads the NIC secretariat's economics team and leads on production of the UK's first ever National Infrastructure Assessment, an in-depth assessment of the UK's major infrastructure needs on a 30-year time horizon.</p> <p>Prior to this, James was Director, Fiscal and Deputy Chief Economic Adviser at HM Treasury. He was responsible for advising on the fiscal stance, fiscal risks and the fiscal framework. James was Director, Public Spending and Chief Microeconomist at HM Treasury from September 2008 to July 2012. He ran Spending Review 2010 and led on reforms to public service pensions, following Lord Hutton's independent report.</p> <p>James has a PhD in economics from the London School of Economics (LSE).</p>

	<p>Sharon Darcy is Director of think tank Sustainability First. She is a Council member of Which?, a board member of the Solicitors Regulation Authority, a member of the UK Regulators Network Expert Panel and a member of Ofgem's Consumer Progress Panel. Sharon was previously a member of Ofgem's Expert Panel to assess the network innovation competitions (LCNF and NIC), plus a member of the Ofgem Consumer Challenge Group for Distribution Price Control 5 and RIIO 1 and a member of Ofwat's Customer Advisory Panel for the 2014 water price review.</p> <p>A qualified accountant, she began her career working on value for money studies in the privatisation and regulation team at the National Audit Office. Until 2016, Sharon was a Trustee of workplace pension provider NEST where she chaired the Risk Committee, and until 2017, a lay member of the Standards Committee of the House of Commons. Sharon was formerly a long-standing board member of Consumer Futures and its predecessor bodies (Consumer Focus and energywatch) and chair of a Citizens' Advice Bureau.</p>
	<p>Alan Bryce is an independent Non-Executive Director and advisor in the energy sector where he formerly held senior executive positions at Scottish Power including, until 2009, Managing Director of SP Energy Networks. He now serves on the Boards of Northern Ireland Electricity Networks and Jersey Electricity plc. He is a member of Ofgem's Network Innovation Competition Electricity Advisory Panel, and chairs the wind farm developer Viking Energy Shetland LLP. Previously, he was a non-executive director of Scottish Water, Infinis Energy plc and at Iberdrola USA. Alan has a Masters degree in Electrical Power Engineering from the University of Strathclyde and is a Fellow of the Institution of Engineering and Technology.</p>
	<p>Gillian Cooper is the interim Head of Energy Policy at Citizens Advice, the leading advice provider in the country and the statutory energy consumer advocate.</p> <p>Gillian has been a consumer advocate in the energy sector for over 14 years, working in a number of watchdog organisations. Her previous role was head of energy retail markets at Citizens Advice. Before starting her advocacy career, she worked at a research agency specialising in industry and financial markets analysis.</p>



Martin Hurst is a highly experienced senior water industry, environment, housing, regulation and commercial specialist: a professional economist/econometrician (with a PhD in applied econometrics and over a decade as a senior government economist, mainly in the Treasury) and graduate of the Government's major project leadership academy. After 20 years as a senior civil servant he now has a portfolio of roles in utility, commercial, infrastructure, environment and housing sectors.

He has a diverse range of strategy, policy, regulation, environment and analytical experience within the utility sector, including as Defra's Flood's and Water Director (one of four European 'super water directors'), shadow CEO for Natural England and relevant aspects of his role as senior environment advisor in Number 10. He has worked in the water industry, advising on regulatory strategy and resilience, and has job shadowed utility CEOs and boards.

On infrastructure, as water director Martin was one of the four 'infrastructure directors; across Whitehall. He was closely involved in key stages of the Thames Tideway project (including as Government SRO). He has also advised the Swansea Bay tidal barrage company, and the institute for government on infrastructure and is a visiting infrastructure and appraisal fellow at UCL. Finally, he is chair of finance and treasury for two large housing associations.

A particular expertise is in business case development and assurance – Martin was a high- risk Gateway reviewer and instigated red team assurance for Defra's £9bn of major projects: his critical review of the green book has been accepted for forthcoming journal publication and he has been commissioned to write the new guide on 'demystifying cost benefit analysis'. He has published on economics and on sustainability in a number of HMT/government occasional papers.

Martin has wide expertise and experience in regulation – as regulator, in setting the governments strategic guidance to regulators, as Defra's regulation director and most recently as lead author of SF's recent paper on utilities regulation.

Martin has very wide environmental (and to a lesser extent consumer) credentials – including as senior environment advisor in Number 10 (a role which include climate change and low carbon) and advisor to the House of Commons Environmental Audit Committee (including on issues around low carbon technologies). He has been an associate at Sustainability First for 2 years, most notably on working on their Fairer futures project. He is also chair of the southern regional flood and coastal committee, an expert advisor to the climate change committee on the third climate change risk assessment, a member of a water company customer scrutiny group and trustee of his local rivers trust. He has most recently represented significant parts of the NGO movement in their discussions with OFWAT.





Stew Horne leads the Energy Networks and Systems team at Citizens Advice, representing consumers in energy networks issues such as RII02 price controls, electricity charging reform and half-hourly settlement. Stew is a member of the Balancing and Settlement Code panel, and represents BEUC (the European Consumers' organisation) on Entso-E's advisory council. Previously in his career he led policy on a several consumer centred issues at Ofgem, and worked on a number of high profile central government projects including restaurant food labelling and digital television switchover.



John Baldwin is a Chartered Gas and Mechanical Engineer who joined British Gas after an Engineering Degree at Oxford University. He worked for Transco and BGE&P for 20 years with roles including responsibility for the NTS Entry-Exit regime and the major 1990's NTS expansion programme for CCGTs, the Interconnector and new UKCS developments.

Since 2003, John's company CNG Services Ltd has led the development of biomethane injection in GB, winning the Queen's Award for Innovation in 2016. He is a Director of biomethane focused Barrow Shipping Ltd and of CNG Fuels Ltd which is developing a national network of Bio-CNG filling stations for trucks. He is also Chair of the REA Biogas Group.