

In the period leading up to the freeze and thaw, can you please explain in more detail how your Executive and, where appropriate, your Board:

1. Were involved in any planning or preparation, or approved any planning and preparation, for exceptional winter weather events. Please also detail when this occurred.

As detailed within Section B of our initial response, we operate winter and summer action plans across both of our operational regions. These meet weekly in the run up to, and during, the peaks of both summer and winter each year. This is a business as usual process for our business, and is facilitated by Operational department heads, with their respective teams. Our Executive Directors and our Board are aware of these groups, and the work they carry out through regular board reporting throughout the year. In terms of the winter 18 freeze/thaw event, our BAU winter action planning process had ceased for the winter due to the weather becoming significantly less wintery. On Monday 18th February, the decision was taken to reinstate the weekly Winter Action Plan meetings to manage all operational aspects of wintery weather, which includes Freeze/Thaw challenges. On Monday 26th January, our Director of Operations took the decision to move to daily winter action plan meetings, due to the weather observed and also the weather forecasts at the time. Daily meetings continued from until the establishment of the Event Team on Sunday 4th March. The Director of Operations briefed the Wholesale Exec Director daily on the weather forecast, the resource situation and the plans for event escalation.

2. Were notified of each applicable weather status update (amber alert, red alert) and the earliest point at which this occurred.

Met Office weather alerts are received by our Emergency Planning Team and distributed to operational managers when they arrive. Our Wholesale Executive Director is on the same email circulation.

3. Were involved in any planning or preparation in advance of the freeze and thaw event, following the amber or red alert notification. Please exclude any “business as usual” winter preparedness planning, unless the planning specifically considered the freeze and thaw event.

Our business as usual winter planning does include Freeze Thaw management, so is certainly relevant in this regard. Our Director of Operations briefed our Wholesale Exec Director daily following each of the Winter Action Plan Meetings in the run up to the weekend of 3rd/4th March 2018. Our Wholesale Exec Director briefed the rest of the Executive Directors on the Thursday (1st) and Friday (2nd) before the main freeze/thaw over the weekend of 3rd / 4th March 2018.

4. Had the freeze and thaw event escalated to them, such that they were aware of the full scale and severity of the event.

As detailed within section C1 of our response, our Wholesale Exec Director was responsible for updating the Executive Directors, and our Managing Director kept our Board and Board Level Stakeholders abreast of the unfolding event, as outlined below:

- On the morning of Sunday 4th March, Phil Newland (MD) agreed with Pete Aspley (Wholesale Director) that Phil would act as the Board interface to enable Pete to focus on the incident.
- Sunday 4th March, 12.46pm – Phil notified the Board that we had declared an incident in both of our operating regions because of the freeze/thaw event.
- Sunday 4th March, 5.22pm – Phil provided a situational update on the status of the events in both regions. During the course of the evening, Phil continued to correspond with two of the Boards INEDs about the situation and the actions we had taken.
- Monday 5th March, 11.39am – Phil provided a further update to the Board (having prepared worst case options). He reported that as a result of our actions and customers returning to vacant properties, we were seeing some improvement in our supply/demand balance.
- Monday 5th March, 7.02pm – Phil reported to the Board that there were no concerns in our Cambridge region, and that we were keeping pace with the supply/demand balance in our South Staffs region.
- Tuesday 6th March, 2.15pm – Phil reported to the Board that no customers were without water and that we had an improving situation in terms of network storage.
- Tuesday 6th March, 8.17pm – Phil reported that the situation in our South Staffs regions was under control.
- Wednesday 7th March, 8.00pm – Phil notified the Board that we were downgrading the 'Incident' to an 'Event'. He also notified the Board that compensation payments to customers were in hand, and that a full report of the incident would be provided in the next cycle of Board reporting, and that we were returning to business as usual mode where possible.

The Board received, and responded, to regular updates with suggestions and support.