



LONG TERM PLAN 2019-2022

Purpose of the Trust

- Hold shares on behalf of consumers
- Ensure NWL is operated as a successful business
- Recommend directors set a strategic direction for NWL
- Ensuring “benefits” of ownership are returned to consumers
- Careful appointment of directors as per the WPT Director Appointment policy
- Maintain a sound “partnership” with NWL Board catalysed by regular meetings between the respective chairs.

WPT Vision

Ensure sustainability of the Trust, through

- Greater understanding of business of Trust and role of Trustees, by consumers
- Being proactive in communicating strategic views to NWL
- Having a higher, more positive profile in the community
- Having a respectful relationship with NWL.

Trustees’ Objectives

- Protect consumer interests
- See NWL grow
- Have an understanding of the electricity industry
- Desire to see change in the way Trustees operate/perform
 - Relationship with NWL
 - Profile in community, local and national
 - Engagement NWL

Opportunities, Vulnerabilities and Critical Challenges

Opportunities	Vulnerabilities	Critical Challenges
Continue to improve relationship with NWL Board	Industry wide amalgamation	Appointment of directors
Positively promote the Trust	Takeover of Company	Appraisal of directors’ performance
Continue to improve communication with Directors	Challenge to trust model	Building relationships
		Ongoing input into NWL Strategic Plan.

LONG TERM PLAN OBJECTIVES

Long Term Plan Objectives identified:

- Internal communication
- Director reviews/performance
- Address Constitutional issues
- Promote consumer recognition of Trust/ Trustees
- Improve the profile of the trust, how the consumers views the trust
- Ongoing development of a Communication Strategy

1. Communication Strategy

Communication to be improved in relation to:

- a. Consumers
Improve understanding of the role of the Trust, communicate successes.
- b. Network Waitaki Limited
The Trust recognises the importance of its relationship with the NWL Board and this can be achieved by formal and informal communication opportunities.
- c. Profile of Trust
The future sustainability of the Trust is reliant on it improving and maintaining a high/strong profile, not only locally but nationally.
- d. Political influence locally, regionally and nationally
The trust needs to insert itself into the wider political debate, and either by direct participation and/ or through alliances, place itself in the best position possible to influence national policies which affect local consumers in both the short and long term.
- e. Formal and informal communication
A successful communication strategy will encompass not only formal communication channels but also informal communication opportunities by developing strong relationships with a number of different and diverse audiences.

2. Trustee/Director Appointment/Appraisal process

- a. Review Director Appointment Process
Review the Trust's director appointment process/ policy as per the policy timetable.
- b. Trustee Appraisal Process
Develop a trustee appraisal process. This would include input from a suitably qualified HR consultant to assist the Trustees in how best to conduct annual reviews of individual trustee performance.

3. Review of Trust Deed and Trust Policies

a. Trust Deed

Maintain a clear understanding of the Trust Deed at all times.

b. Trust Policies

- Put in place a timetable for regular review of existing policies
- Identify and develop new policies.

4. 2022 Trustee Elections

Put in place a plan to ensure there is a robust election process involving a strong pool of suitably qualified candidates, representative of NWL's consumer base, in gender, age and expertise for the 2022 Trustee elections.

KEY PERFORMANCE INDICATORS FOR THE TRUST

Key Performance Indicators for the trust identified as:

- Increase in numbers at the AGM with attendance by the wider community
- Number and quality of trustee nominations for the Trust
- Level of satisfaction relating to Trust/NWL meetings and general communication.

Development of KPIs

The Trust needs to develop KPIs to gauge the success of NWL's operation.

- Confirm KPIs
- Put in place a process to gather information for KPIs
- Determine how the KPIs will be communicated and to whom.

Goals/Key Projects 2019-2022

Description	When	Responsible
Communication Strategy: <ul style="list-style-type: none">• Development and implementation of strategy• Develop process for keeping website current	2020	All Website Sub-Committee
Directors Appointment Review Process	Early 2020	All
Directors Appraisal Process <ul style="list-style-type: none">• Discuss with NWL Chair how this might be achieved• Development and implementation of director appraisal process strategy	ASAP 2020	Chair All
Policies <ul style="list-style-type: none">• Communications Policy• Identification and development of new policies	Early 2020 Ongoing	All All
2022 Elections	2021/22	All