



'Working together, working smarter, to grow investment and to unlock the powerful possibilities of our Community, now and into the future.'

OUR VISION

'A FORWARD THINKING, VIBRANT, CONNECTED COMMUNITY.'

→ The Trust's Vision is to support "A forward thinking, vibrant, connected Community" and it does this by being diligent shareholders and investors, and by using its income as effectively as possible to benefit the Community.

OUR MISSION

→ Trustees have listened carefully to the community voice on what is important to the region in terms of regional values, as well as priority areas for action, and has adopted a bold new Mission to guide the Trust into the future.

'WORKING TOGETHER, WORKING SMARTER, TO GROW INVESTMENT AND TO UNLOCK THE POWERFUL POSSIBILITIES OF OUR COMMUNITY, NOW AND INTO THE FUTURE.'

To meet our responsibilities and resource our strategies and communities long term, an important focus of the Trust is that of investor and asset owner. This strategic plan reflects the Trust's intention to be an active and responsible asset owner, adopting investment strategies to sustain and grow its assets for people today and for future generations. It is clear that lasting change requires long term commitment and a well-researched, collaborative approach. As an organisation we remain focussed on our commitment to back the people who are leading positive change, and to proactively work with others to realise the powerful possibilities of the region.

OUR VALUES

- 1**

PURPOSE DRIVEN
Our actions deliver a clear, positive outcome.
- 2**

RESPECTFUL
We openly and fairly listen to and consider the opinions of each other and stakeholders.
- 3**

EMBRACE POSITIVE CHANGE AND SEEK CONSTANT IMPROVEMENT
We are willing to challenge the status quo and strive to achieve improved outcomes.
- 4**

INTEGRITY AND HONESTY
We act in good faith and are prepared to be held accountable.
- 5**

CLEAR, CONSTRUCTIVE COMMUNICATION
We create understanding through open and informative engagement.

GOVERN THE TRUST EFFECTIVELY AND EFFICIENTLY AND BE RESPONSIVE TO OUR COMMUNITY

1. We recognise the need to align our resources with our strategic intent, and to regularly monitor and review our investments and practices.
2. The Trust believes that retaining a controlling interest in WEL Networks is beneficial in ensuring the Company retains a strong sense of social responsibility, and in growing investment for our community.
3. We'll continue to review investments and business structures to ensure they are the best fit for purpose, including providing the level of liquidity the Trust requires to action its strategic intent.
4. Through a clear Statement of Intent, we'll strive to balance commercial outcomes and growth with the social and cultural aspirations of the Community. This will involve taking a holistic or 'multiple bottom line' approach to investment, with consideration of both profit-related and socially oriented goals.

MAXIMISE LONG TERM IMPACT BY BEING STRATEGIC AND TRANSFORMATIVE

1. We are a Community Trust with a regional focus and roles to play in terms of both regional leadership and the guardianship of community assets/value.
2. The Trust wishes to understand the social and cultural aspirations of the Community, and to work collaboratively to make a transformational difference in identified regional priority areas, including economic development.
3. The Trust focuses on making a long term sustainable difference by giving priority to initiatives and organisations that can demonstrate collaboration and that are impacting or enhancing:
 - Individuals' lives – providing high and/or broad impact
 - Organisations – capacity building and encouraging collaboration
 - The Community – preventing issues from occurring
 - People's views – delivering strong community pride
4. We will take a balanced view of intergenerational benefit which relates to investment in the Community in the present, over the life of the Trust, as well as the capital value of the Trust's assets at the termination of the Trust.
5. We aim to leverage grants through partnership and collaboration with community groups, other funders, business, and Local and Central Government to have a greater impact in the region.

EXPAND SUPPORT BEYOND GRANT MAKING

1. To assist communities in developing their full potential, and to find answers to complex issues and encourage better ways for working together, the Trust will look for new ways to support the economic, social and physical wellbeing of the community.
2. Our aspiration is to prevent problems from occurring in the first place, and to work together to back the people who are leading positive change, building on existing strengths to move the needle on identified regional priority areas.
3. We'll ensure the Trust contributes to the dialogue, vision and leadership in the Community, particularly as it relates to the Trust's strategic vision and wider regional priorities.