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## Dr Nicola (Nicki) Crauford

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| <b>Career Summary:</b> | <b>IPENZ</b>   | <b>2011 – present</b> |
|                        | <ul style="list-style-type: none"> <li>Deputy Chief Executive</li> </ul>   |                       |
|                        | <b>Genesis Power Ltd</b>   | <b>2005 – present</b> |
|                        | <ul style="list-style-type: none"> <li>Non-executive Director and Chairman Remuneration Committee</li> </ul>   |                       |
|                        | <b>Institute of Directors (IoD)</b>  | <b>2004 – 2010</b>    |
|                        | <ul style="list-style-type: none"> <li>Chief Executive Officer</li> </ul>  |                       |
|                        | <b>Transpower New Zealand Ltd</b>  | <b>1994 – 2003</b>    |
|                        | <ul style="list-style-type: none"> <li>General Manager Strategic Services</li> <li>Project Director of a number of strategically important initiatives</li> <li>Pricing Manager</li> <li>Account Manager for generators and major users</li> </ul> |                       |
|                        | <b>National Westminster Bank</b>   | <b>1986 – 1992</b>    |
|                        | <ul style="list-style-type: none"> <li>Global Payments Project Analyst</li> <li>Product Manager Visa Credit Cards</li> <li>Management Consultant</li> </ul>  |                       |

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**Education:** PhD in Engineering & Applied Science, University of Southampton, UK  
BSc (Hons) in Chemical Engineering, University of Newcastle-upon-Tyne, UK

**Professional Associations:** Fellow of the Institution of Professional Engineers in New Zealand  
Accredited Member of the Institute of Directors in New Zealand  
Fellow of the Australian Institute of Company Directors

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### Career History:

#### **INSTITUTION OF PROFESSIONAL ENGINEERS, Deputy Chief Executive** **2011 - present**

Working with IPENZ to shape and lead regulatory reforms in the engineering profession and determine the engineering profession's response to the recent earthquakes in Canterbury. This includes:

- Meeting with the Royal Commission and preparing material of interest to them
- Coordinating technical collaborating societies such as structural, geotechnical and earthquake engineers
- Development of a communications plan to the general public and IPENZ members on technical issues
- Involvement in reviewing emergency procedures such as building safety evaluation
- Working with Construction Industry Council and Department of Building and Housing on reform of the Building Act and regulatory framework

#### **GENESIS ENERGY, Director** **2005 – present**

One of New Zealand's largest state owned electricity retailers and generators with operating revenue of nearly \$1,834 million and total assets of around \$3,677 million. NXDZ listed.

Responsibilities:

- Non-executive director in third term (term expires April 2012)
  - Member of the Appointments Committee that undertook a search for a new CEO in 2008
  - Chairman of the Remuneration Committee
  - Member of Mixed Ownership Model Committee overseeing preparations for partial privatisation
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## Achievements:

- Worked with management to introduce a new more commercially focused strategy following the change of CEO. Recently completed overseeing a major restructure of the senior management team
- Worked with government and industry over recent electricity sector reforms including securing the purchase of Tekapo A and B hydro power stations from Meridian Energy
- Brought the Kupe oil and gas field through development and into production
- Brought retail contact centre in-house and rolling-out smart meters providing a significant competitive advantage
- Oversaw the development of a new, flexible asset management plan to optimise usage of ageing generation plant
- These initiatives have resulted in improvement of financial performance and customer service

**INSTITUTE OF DIRECTORS, Chief Executive Officer****2004 – 2010**

An organisation funded by its 5,000 members to promote best practice in corporate governance.

## Responsibilities:

- As CEO reporting to a board developed strategic direction and business plan and managed team to deliver to organisation's objectives
- Managed a team of around 50 staff and contractors to deliver a professional development programme, accreditation scheme, advisory services to boards including director appointments and performance evaluation, made representation to government, regulators and other bodies on issues that affect directors
- Oversaw the design, development and implementation of new products and services

## Achievements:

- Nearly tripled the operating revenue and accumulated funds
- Achieved 60% increase in total membership
- Introduced director accreditation following extensive consultation with members and wider stakeholders including the Stock Exchange and Securities Commission
- Worked with media to enhance the image, profile and reputation of the IoD whilst improving the standing of directors in NZ through articles and commentary on governance matters
- Expanded the director development programme and revised the syllabus to provide world class governance training
- Introduced a new membership management system using a cost effective local provider
- Redeveloped website, rebranded and relocated the national offices to enhance image and provide better member services
- Published a new Code of Practice for directors to considerable acclaim from members
- Redeveloped and restructured the Principle of Best Practice for NZ Directors
- Developed an online director evaluation tool which was unique and profitable

**TRANSPower NZ LTD****1994 – 2003**

Transpower is the owner and operator of the NZ national electricity grid and system operator.

**General Manager Strategic Services (2001 – 2003)**

## Responsibilities:

- Facilitated significant organisational change in response to increasing regulation and a broader strategic purpose aimed at achieving grid expansion as well as the traditional roles of asset ownership and system operation. This demanded greater transparency and improved efficiency
- Member of the executive team

## Achievements:

- Managed a multi-disciplined team of 50 consisting of Strategy Development Group, Business Planning function, Human Resources, Project Office (supporting strategically important change projects), and Environmental, Safety and Property Group with total turnover of \$50 million.

- Worked with the board to agree a new strategic direction which took into consideration the change in regulatory environment and the need for grid expansion
- Prepared the annual Strategic Issues Letter to shareholding Ministers and annual business plan
- Established long term planning capability including demand forecasting, generation scenario planning and systems modelling for input into network planning
- Developed a strategy to obtain property rights and achieve compliance with the Resource Management Act, whilst supporting grid enhancement in a timely and cost effective manner
- Established tools to improve reporting and monitoring of business performance such as activity based costing, balanced scorecard reporting and sustainability reporting
- Moved the company to new premises, a \$9 million project including overseeing significant building reconstruction and earthquake strengthening and the seamless transfer of 250 staff whilst maintaining critical online operations and establishment of a new system operator control centre in Wellington
- Introduced an environmental management system
- Introduced a people development strategy to enhance organisational capability and championed performance management

#### **Project Director – Market Participation Initiatives (2000 – 2001)**

Responsible for managed a team to implement a number of high profile strategic initiatives concerned with enhancing demand side participation in the wholesale electricity market.

- Project managed the design and implementation of financial transmission rights (FTRs), enabling market participants to hedge against price uncertainty caused by transmission losses and constraints. The \$6 million project was completed on time and within budget
- Project managed the introduction of five minute or 'real time' pricing into the wholesale market to enhance price signal for the demand side. Completed on time and within budget

#### **Pricing Manager (1997 – 2000)**

- Managed a team of analysts to develop and implement a pricing methodology to recover around \$500 million per annum from transmission services. The new pricing resulted in the company achieving its revenue for the first time in its history and an increase in customer satisfaction for transmission pricing from 28% to 44%.

#### **Account Manager (1994 – 1997)**

Primary point of contact for major customers including ECNZ, Contact Energy and Comalco. Responsible for all aspects of the relationship including securing revenue and identifying grid development opportunities.

- Successfully negotiated variation of the supply contract to the smelter with ECNZ and Comalco to provide for new investment at North Makarewa
- Successfully negotiated a lease at Tiwai Point which had been outstanding for 10 years
- Secured important resource consent conditions from Contact Energy regarding the Otahuhu Power Station
- Secured a contract to supply transmission services to Stratford Power Station

#### **ENERCO GAS**

**Jan – May 1994**

**Business Gas Analyst** responsible for the provision of analytical support to the business sales team and senior management for the owner and operator of the gas distribution network in Auckland.

#### **NATIONAL WESTMINSTER BANK, London**

**1986 - 1992**

**Global Payments Project (1991 - 1992):** Senior analyst examining the feasibility of developing an automated system for making and receiving payments worldwide.

**Product Manager, Visa Credit Cards (1989 – 1991):** Responsible for formulating strategies and achieving marketing objectives for one million NatWest Visa credit cards.

**Consultant, Operational Research Group (1986 –1989):** Internal management consultant undertaking a wide variety of projects covering different areas of the Bank, including preparation of the initial business case prior to the launch of NatWest’s first Visa credit card.

**SCHLUMBERGER CAMBRIDGE RESEARCH, Cambridge** **1985 – 1986**

**Project Leader** of an experimental research programme aimed at developing new products and services for drilling and production of oil wells.

**UNIVERSITY OF SOUTHAMPTON,** **1980 – 1985**

**Research Scientist** in the Department of Aeronautics and Astronautics and worked towards a PhD followed by one year post-doctoral research. Published and presented several papers at international conferences including ENSMA, Poitiers, France, July 1983 and the First International Symposium on Fire Safety, Gaithersburg, Maryland, USA, October 1985.

**ESSO CHEMICALS LTD, Hampshire** **1978 – 1979**

**Process Engineer** at Fawley Oil Refinery responsible for the day-to-day management of methyl-ethyl-ketone plant and involved in initiatives to improve efficiency in the plant.

**Other Directorships:**

- **WELLINGTON CABLE CAR LTD, Director** **2011 – present**  
The WCCL is a company wholly owned by Wellington City Council which operates the cable car and overhead trolley bus network in Wellington.
- **CAENZ, Director** **2001 – present**  
Non-executive director of the Centre for Advanced Engineering, a trust formed by the University of Canterbury to contribute to the economic, social and environmental prosperity of New Zealand through the application of engineering and technological knowledge and thinking.

**Sporting highlights:**

Represented England, Great Britain and New Zealand at fencing including World Cup events in Europe and at the Commonwealth Fencing Championships in Kuala Lumpur. New Zealand national foil champion in 1995 and 2005. Narrowly missed Olympic selection for 1992 games.