



# **STATEMENT OF INTENT**

## **2016 - 2019**

Tāmaki is a strong and welcoming community, where people thrive and prosper, celebrated for its distinct history and vibrant future



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# PURPOSE OF STATEMENT OF INTENT

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In accordance with the Public Finance Act 1989 and the Crown Entities Act 2004, this annual Statement of Intent (SOI) publicly states the activities and intentions of Tāmaki Redevelopment Company and its subsidiaries for the next four years, and the objectives that those activities will contribute to. This draft SOI has had shareholder input and includes performance measures and targets as the basis of organisational accountability.

# STATEMENT OF RESPONSIBILITY

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The Board is responsible for the statements contained in TRC's Statement of Intent and for the appropriateness of the assumptions as well as the relevant disclosures made in them.

The Board of TRC has the responsibility for establishing and maintaining a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial and non-financial reporting.

Signed on behalf of the Board:

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Brian Donnelly  
Chair

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30 June 2016  
Date

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Dr. Susan Macken  
Deputy Chair

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30 June 2016  
Date

# ABOUT TĀMAKI REDEVELOPMENT COMPANY

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Tāmaki is located southeast of Auckland’s CBD. It consists of the suburbs of Glen Innes, Point England and Panmure. The area is characterised by an outstanding natural environment, culturally diverse community (47% Pacific, 23% Maori, 10% Asian), a young population (29% under the age of 15), close proximity to the CBD, and strong community networks. There are also significant challenges within the area, including a large number of people seeking work and a high number of residents receiving support from the Government.

Tāmaki Redevelopment Company (TRC) has been mandated by its shareholders, New Zealand Government and Auckland Council, to lead on urban regeneration activity in Tāmaki to achieve four equally important objectives - social transformation, economic development, placemaking and housing resources.

Under this programme, on 31 March 2016 all the Housing New Zealand (HNZ) properties in Tāmaki were transferred to TRC. From this date, TRC are responsible for both managing the 2,800 existing social houses and for leading on all social housing redevelopment in Tāmaki.

Through its shareholders, TRC has been mandated to replace 2,500 social houses with a minimum of 7,500 mixed tenure houses over a period of 10-15 years. TRC will achieve this by:

- Engaging with a consortium comprising of a large scale development partner and a long term owner of the redeveloped social housing; and
- Maintaining momentum of catalyst projects over the next three to five years to deliver approximately 800 new homes. These developments will be an opportunity to test, refine and benchmark the outcomes expected of large scale development.

Engagement of large scale development and investment partners is a critical move to meeting the following additional objectives:

- Efficiencies in the redevelopment process to improve affordability outcomes, enable the Crown to maximise value capture, and speed up the redevelopment
- Attraction of developers that could bring innovative approaches and unlock new supply chains and technologies that could reduce costs across the construction sector in New Zealand

Opportunities for private sector involvement in the long-term finance and ownership of social houses.

In undertaking our redevelopment programme our shareholders also expect TRC to:

- meet the government commitment that those who are impacted by the redevelopment and are still in need of social housing will have the opportunity to remain within the community;
- address housing affordability so that residents can pathway from the need for social housing to more independent living; and
- transfer the ownership of newly developed social houses in Tāmaki to third parties by 31 March 2018

It is important to acknowledge that this approach would not be the same as if development was undertaken by a private company who would seek to maximise the financial return. It is recognised that to maximise the economic and social returns likely requires trading off some financial return for TRC.

To enable it to perform its responsibilities from 1 April, the TRC has established the “Tāmaki Housing Association” (THA), which will be a Community Housing Provider (CHP) and provide tenancy and property management services for social tenants.

The transfer of social houses from HNZ to TRC is part of the Government’s Social Housing Reform Programme, which was established to encourage the social housing sector to diversify and be more responsive to tenants’

needs. A specific aim of this programme is to grow the participation of CHPs within the market. To support this aim, TRC will engage with CHP partners in the delivery of services.

TRC will work constructively with a range of entities across Crown, Council, community and the private sector to develop a range of social and economic regeneration initiatives to advance the social and economic outcomes for Tāmaki residents.

## OUR STRATEGIC FRAMEWORK

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### Our Strategic Objectives

TRC's Company Purpose is to pursue the following four regeneration objects, which are outlined in the company's Constitution:

**SOCIAL TRANSFORMATION:** Supporting Tāmaki residents and families to gain the skills, knowledge and employment opportunities to progress their lives;

**ECONOMIC DEVELOPMENT:** Strengthening the local economy and unlocking the potential of the Tāmaki area to enable a prosperous community and deliver better value for money to the Crown (with a focus on increasing the return on investment and realising the potential value from state and council-owned housing);

**PLACE MAKING:** Creating safe and connected neighbourhoods that support the social and economic development of Tāmaki and its community; and

**HOUSING RESOURCES:** Optimising the use of land and existing housing stock to effectively support and deliver social and economic results, including progressing private housing development and better public housing options for Tāmaki.

These four equally important objectives contribute to Crown and Council's wider strategic goals and the wider social and economic objectives for the region, all described below.

### Contribution to the social housing reform programme

- Ensure that people who need housing support can access it and receive social services that meet their needs.
- Ensure that social housing is of the right size and configuration, and in the right areas, for those households that need it.
- Help social housing tenants to independence, as appropriate.
- Encourage and develop a more diverse ownership of social housing, with more innovation and responsiveness to tenants and communities.
- Help increase the supply of affordable housing, especially in Auckland.

### Contribution to Auckland Council's vision of "The World's most liveable city" and in particular the following transformational shifts

- Strongly commit to environmental action and green growth.
- Move to outstanding public transport within one network.
- Radically improve the quality of urban living.
- Substantially raise the living standards and focus on those most in need.

## Contribution to wider regeneration objectives

The Tāmaki Redevelopment Company will work alongside community, Council and social sector agencies to develop the Tāmaki Outcomes Framework and align services to better meet the wider social and economic objectives in the Tāmaki region. The Framework will draw on and measure regeneration against goals found in the following strategic documents:

- Better Public Services
- The Auckland Plan
- Maungakiekie-Tāmaki Local Board Plan
- Orakei Local Board Plan
- Auckland Māori Plan
- Government's Māori Economic Development Strategy
- Auckland Economic Development Strategy
- Social Housing Reform Programme
- Housing Affordability Programme
- Housing Strategic Action Plan
- Agenda for Children

## LONG TERM OBJECTIVE – SOCIAL TRANSFORMATION

### Tāmaki residents and families have the skills, knowledge and employment opportunities to progress their lives

Strategic Framework	Link																									
<p><b>Contributes to</b> Social Housing Reform Programme and Auckland Council's Transformational Shifts</p>	<ul style="list-style-type: none"> <li>• Ensure that people who need housing support can access it and receive social services that meet their needs</li> <li>• Help social housing tenants to independence, as appropriate</li> <li>• Substantially raise the living standards and focus on those most in need</li> </ul>																									
<p><b>Our objectives</b> What we are aiming to deliver by 2019</p>	<ul style="list-style-type: none"> <li>• Provide opportunities for education and employment</li> <li>• Tāmaki residents understand and support the regeneration programme as it affects them</li> <li>• Families are linked to appropriate and better services which enable them to be more independent</li> <li>• Tenants impacted by redevelopment have the option to remain in Tāmaki</li> </ul>																									
<p><b>Desired trends</b> How will we know we're making progress</p>	<table border="1"> <thead> <tr> <th>Measure</th> <th>2015/16</th> <th>2016/17</th> <th>2017/18</th> <th>2018/19</th> </tr> </thead> <tbody> <tr> <td>Number of Tāmaki residents employed through TRC partners (cumulative)</td> <td>N/A</td> <td>10</td> <td>25</td> <td>40</td> </tr> <tr> <td>Percentage of Tāmaki residents who understand and support the regeneration programme as it affects them</td> <td>N/A</td> <td>75%</td> <td>85%</td> <td>90%</td> </tr> <tr> <td>Percentage of Tāmaki residents affected by the redevelopment that have a rehousing plan</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>Percentage of social housing tenants provided with an opportunity to stay in Tāmaki</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> </tr> </tbody> </table>	Measure	2015/16	2016/17	2017/18	2018/19	Number of Tāmaki residents employed through TRC partners (cumulative)	N/A	10	25	40	Percentage of Tāmaki residents who understand and support the regeneration programme as it affects them	N/A	75%	85%	90%	Percentage of Tāmaki residents affected by the redevelopment that have a rehousing plan	100%	100%	100%	100%	Percentage of social housing tenants provided with an opportunity to stay in Tāmaki	100%	100%	100%	100%
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<p><b>Enabling projects</b> What we need to do to support this goal</p>	<ul style="list-style-type: none"> <li>• Procurement of Intensive Support Services</li> <li>• Tāmaki Outcomes and Evaluation Framework and Plan</li> <li>• Service Alignment</li> <li>• Skills Pathways to Employment</li> </ul>																									

## LONG TERM OBJECTIVE – ECONOMIC DEVELOPMENT

### Strengthening the local economy and unlocking the potential of the Tāmaki area to enable a prosperous community and deliver better value for money to the Crown

Strategic Framework	Link															
<p><b>Contributes to</b> Social Housing Reform Programme and Auckland Council's Transformational Shifts</p>	<ul style="list-style-type: none"> <li>• Help social housing tenants to independence, as appropriate</li> <li>• Encourage and develop a more diverse ownership of social housing, with more innovation and responsiveness to tenants and communities</li> <li>• Help increase the supply of affordable housing, especially in Auckland</li> <li>• Substantially raise the living standards for all Aucklanders and focus on those most in need</li> </ul>															
<p><b>Our objectives</b> What we are aiming to deliver by 2019</p>	<ul style="list-style-type: none"> <li>• Address housing affordability so that residents can pathway from the need for social housing to more independent living</li> <li>• Leverage opportunities for social enterprise, economic development and employment opportunities</li> <li>• Improve town centres</li> <li>• Maximise return to the Crown</li> </ul>															
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<p><b>Enabling projects</b> What we need to do to support this goal</p>	<ul style="list-style-type: none"> <li>• Affordable Housing</li> <li>• Economic Development Plan</li> <li>• Skills Pathways to Employment</li> <li>• Pathways to Housing Independence</li> <li>• Social Enterprise</li> <li>• Glen Innes Town Centre reference plan</li> </ul>															

## LONG TERM OBJECTIVE - PLACEMAKING

### Creating safe and connected neighbourhoods that support the social and economic development of Tāmaki and its community

Strategic Framework	Link										
<p><b>Contributes to</b> Social Housing Reform Programme and Auckland Council's Transformational Shifts</p>	<ul style="list-style-type: none"> <li>Encourage and develop a more diverse ownership of social housing, with more innovation and responsiveness to tenants and communities</li> <li>Strongly commit to environmental action and green growth</li> <li>Move to outstanding public transport within one network</li> <li>Radically improve the quality of urban living</li> </ul>										
<p><b>Our objectives</b> What we are aiming to deliver by 2019</p>	<ul style="list-style-type: none"> <li>Develop quality neighbourhoods through urban design to support cohesion, safety and connected transport</li> <li>Deliver local facilities and amenities identified and supported via neighbourhood engagement</li> </ul>										
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<p><b>Enabling projects</b> What we need to do to support this goal</p>	<ul style="list-style-type: none"> <li>Social Infrastructure Plan</li> <li>Early Childhood Education Strategy and delivery plan</li> </ul>										

## LONG TERM OBJECTIVE – HOUSING RESOURCES

Optimising the use of land and existing housing stock to effectively support and deliver social and economic results, including progressing private housing development and better public housing options for Tāmaki.

Strategic Framework	Link																									
<p><b>Contributes to</b> Social Housing Reform Programme and Auckland Council’s Transformational Shifts</p>	<ul style="list-style-type: none"> <li>• Ensure that social housing is of the right size and configuration, and in the right areas, for those households that need it</li> <li>• Encourage and develop a more diverse ownership of social housing, with more innovation and responsiveness to tenants and communities</li> <li>• Help increase the supply of affordable housing, especially in Auckland</li> <li>• Strongly commit to environmental action and green growth</li> <li>• Radically improve the quality of urban living</li> </ul>																									
<p><b>Our objectives</b> What we are aiming to deliver by 2019</p>	<ul style="list-style-type: none"> <li>• Provide new houses to agreed topography and mix</li> <li>• Catalyse private sector development and investment in Tāmaki</li> <li>• Continue with Catalyst projects over the next three to five years to deliver approximately 800 new homes</li> <li>• Successfully manage 2800 social tenancies</li> <li>• Maintain rental income by ensuring houses are occupied, vacancy rates minimised and rental income debt minimised</li> <li>• Houses are maintained to a defined minimum standard</li> <li>• Engage CHP partners in the delivery of tenancy management / property management and support services</li> <li>• Establish long term partnership with private sector through procurement of development and investment partners for the redevelopment and ownership of social housing</li> </ul>																									
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	Annual provision of new houses to agreed topography and mix <i>(Note: See Capital Work Programme)</i>	34	86	418	326
<b>Enabling projects</b> What we need to do to support this goal	<ul style="list-style-type: none"> <li>• Procurement of tenancy and property management services</li> <li>• Procurement for Large Scale Development</li> <li>• Infrastructure funding agreement</li> <li>• Investment model for Income Related Rent Subsidy</li> <li>• Strategic Land Procurement (Refer to the Development Projects section)</li> </ul>				

# WORK PROGRAMME TO DELIVER ON STRATEGIC OBJECTIVES

The following key enabling projects will support the delivery of our strategic objectives:

Project/Initiative	Description	Delivered By
Procurement of Intensive Support Services	Engage with partners to deliver support services for hard to reach families identified through the re-housing process.	December 2016
Tāmaki Outcomes and Evaluation Framework	Support the work of Treasury and Superu in the development of an evaluation framework and plan to assess the success of the Regeneration Programme over time.	December 2016
Service Alignment	<p>Work with relevant agencies and the community to align services to meet the need of Tāmaki residents.</p> <p>Work with relevant agencies, to make sure the learning about collective impact, social investment, and urban regeneration programmes is transferrable to other areas.</p> <p>Build community capacity and continue to seek community engagement.</p>	On-going
Skills Pathways to Employment	Work with relevant agencies to develop training pathways to employment for Tāmaki residents, support this via social procurement within the redevelopment programme.	On-going
Affordable Housing	<p>Developing definition and principles for Affordable Housing.</p> <p>Agreeing Crown's investment in Affordable Housing.</p>	<p>April 2016</p> <p>June 2016</p>
Economic Development Plan	Encourage business investment and growth within Tāmaki as well as advancing the skills, knowledge and employment opportunities for Tāmaki residents (see skills pathways to employment.)	On-going
Pathways to Housing Independence	Support local Tāmaki residents to progress along the housing continuum, support this via the supply of affordable homes in Tāmaki.	On-going
Social Enterprise	Support local Tāmaki residents to start up and operate their own businesses in a sustainable manner. Support this via social procurement within the redevelopment programme and Tāmaki Housing.	On-going
Social Infrastructure Reference Plan	Develop a Social Infrastructure Reference Plan to align amenities and services to the housing development.	December 2016
Early Childhood Education Strategy and Delivery Plan	Continue implementation of Early Childhood Centre strategy.	On-going

Procurement of Tenancy and Property management services	Engage CHP Partners in the delivery of Tenancy Management/ Property Management & Support Services.	Procurement completed by Nov 2017
Procurement for Large Scale Development	Procurement of consortium comprising of a large scale development partner and investors.	Precinct 1 by Nov 2017 Precinct 2 by September 2019
Infrastructure Funding Agreement	Infrastructure Funding Agreement with Council approved by July 2016.	July 2016
Investment model for Income Related Rent Subsidy	Investment model for Income Related Rent Subsidy approved by July 2016.	July 2016
Strategic Land Procurement	Procurement of strategic land holdings needed to enable development.	Ongoing

# DEVELOPMENT PROJECTS

The following development projects will support the delivery of our Housing objective:

Development project will support:				
	15/16	16/17	17/18	18/19
Total social housing	34	26	127	95
Total private housing	0	60	291	231
<b>Total</b>	<b>34</b>	<b>86</b>	<b>418</b>	<b>326</b>
<b>Total social housing by precinct</b>				
Northern Glen Innes	2	10	12	16
Fenchurch	32	16	57	35
Overlea			42	
Derna Tobruk			3	20
Armein				10
Hinaki				
Ngati Whatua				
Quickstart			13	14
Large scale development				
<b>Total</b>	<b>34</b>	<b>26</b>	<b>127</b>	<b>95</b>
<b>Total private housing by precinct</b>				
Northern Glen Innes		20	28	36
Fenchurch		40	132	96
Overlea			94	
Derna Tobruk			7	45
Armein				20
Hinaki				
Ngati Whatua				
Quickstart			30	34
Large scale development				
<b>Total</b>	<b>0</b>	<b>60</b>	<b>291</b>	<b>231</b>
<b>Total Housing by precinct</b>				
Northern Glen Innes	2	30	40	52
Fenchurch	32	56	189	131
Overlea			136	
Derna Tobruk			10	65
Armein				30
Hinaki				
Ngati Whatua				
Quickstart			43	48
Large scale development				
<b>Total</b>	<b>34</b>	<b>86</b>	<b>418</b>	<b>326</b>

# FINANCIAL SUMMARY

The following summary of financials supports delivery of the strategic objectives and performance targets

Operating Expenditure	2015/16 \$000	2016/17 \$000	2017/18 \$000	2018/19 \$000
Social Housing expenses	4,783	20,291	20,942	21,766
Other expenses incl Personal	5,936	22,385	18,891	17,380
<b>Total Operating expenditure</b>	<b>10,718</b>	<b>42,676</b>	<b>39,833</b>	<b>39,146</b>

*Operating expenditure is funded by:*

Rental income	14,561	59,725	61,245	59,958
Crown appropriation income	3,370	3,190	-	-
Crown debt funding	4,500	-	-	-
<b>Total</b>	<b>22,431</b>	<b>62,915</b>	<b>61,245</b>	<b>59,958</b>
<b>Net surplus/(loss)</b>	<b>7,213</b>	<b>23,609</b>	<b>24,783</b>	<b>24,182</b>

Development related Expenditure	2015/16 \$000	2016/17 \$000	2017/18 \$000	2018/19 \$000
Capital development	6,312	20,486	57,455	1,325
Cost of assets sold	20,347	65,054	30,246	105,243
Depreciation	16,780	62,277	53,959	42,093
Asset write downs	635	1,535	35,207	37,072
Strategic Acquisitions	12,500	18,000	10,000	9,500
Social housing buy-backs	12,300	82,575	81,597	40,024
<b>Total Operating expenditure</b>	<b>68,874</b>	<b>249,926</b>	<b>268,464</b>	<b>161,114</b>
<b>Total Cash Operating expenditure</b>	<b>31,112</b>	<b>121,061</b>	<b>149,052</b>	<b>50,849</b>

*Development expenditure is funded by:*

Crown debt funding	12,500	74,000	60,000	-
Land sales for development	22,024	31,645	53,183	109,809
Operating funds	7,213	23,609	24,783	24,182
Social Housing sales to long term investment partner	-	-	127,273	-
<b>Total</b>	<b>41,737</b>	<b>129,254</b>	<b>265,239</b>	<b>133,991</b>

# FUNCTIONS AND OPERATIONS

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## Operating Principles

In delivering against our strategic objectives TRC will follow the following principles:

- **Tāmaki Commitment:** Social tenants affected by redevelopment will be provided with the opportunity to remain in Tāmaki
- **Economic returns focus:** The programme will be configured to provide the greatest economic returns to shareholders (vs. short term financial returns)
- **Neighbourhood-by-neighbourhood approach:** Housing-led regeneration will be undertaken in a phased manner across neighbourhoods within the three suburbs of Tāmaki
- **Tāmaki community engaged:** The Tāmaki community is informed and engaged
- **Transfer of control to the community:** TRC will exist for a finite time; the Tāmaki community will be here forever. TRC will transfer control of the programme to the community over time (approx. 15 years)
- **Catalysing the growth of Community Housing Providers and the private sector:** CHPs and the private sector will be willing participants in the delivery of the regeneration programme
- **Tāmaki is an affordable place to live in Auckland:** We will address housing affordability so that residents can pathway from the need for social housing to more independent living; and
- **Collective delivery:** Delivery is via a collective set of participants who buy into the programme in order to achieve the targeted set of regeneration outcomes
- **Procurement of physical redevelopment at scale:** The transformation of the physical environment via the regeneration programme will be delivered by a small set of developers delivering at scale

TRC has a broad range of responsibilities and functions including but not limited to the following:

### 1.1 Finance

The finance functions maintain the commercial and financial risk management functions of the business ensuring integrity and control. The finance function also supports commercial decision making and long term financial planning.

### 1.2 Procurement

Tāmaki Redevelopment Company Ltd (TRC) is subject to and adheres to the government rules of sourcing as per TRC procurement policy. TRC follows a fit for purpose procurement framework that underpins planning for great results, being fair to all suppliers, getting the right supplier, achieving the best deal for everyone, best value for money, fairness and transparency of process.

### 1.3 Human Resources

The Company operates a human resources framework that adopts the Good Employer requirements of the Crown Entities Act and aspires further to best practice.

## 1.4 Governance

TRC is governed pursuant to the terms of its constitution and the Shareholder's Agreement entered into between the shareholders, and Strategic Framework (August 2013).

Tāmaki Redevelopment Company Limited's (TRC) shares are owned as to 41% by Auckland Council and 29.50% each by the Minister of Finance (currently Hon Bill English) and the Minister of Building and Housing (currently Hon Dr Nick Smith). As a majority-Crown-owned entity, TRC is listed under Schedule 4A of the Public Finance Act 1989 (PFA), and Part 2 of Schedule 1 of the Ombudsmen Act 1975 (OA). TRC has obligations under all Acts and regulations that apply to TRC:

- by explicit reference to TRC; or
- by reference to companies listed under Schedule 4A of the PFA; or
- by reference to organisations listed under Part 2 of Schedule 1 of the OA.

TRC is not a Council-Controlled Organisation (as defined in section 6 of the Local Government Act 2002.)

The business and affairs of the Company are managed by, or under the direction or supervision of, the Board. The role of a Director is to assist the Company to meet its Company Purpose and any other requirements in the Statement of Intent. The Board may exercise all the powers of the Company which are not required, either the Companies Act 1993 or its Constitution, to be exercised by the Shareholders. The Board may delegate to a committee of Directors, a Director, an employee of the Company, or to any other person, any one or more of its powers, other than a power set out in the second schedule to the Companies Act 1993. The Board remains responsible at all times for any delegated powers.

## 1.5 Engagement

Urban regeneration is more than bricks and mortar. It is taking an integrated whole of community and resource approach by delivering long-lasting improvements in the economic, physical, social and environmental conditions.

TRC's delivery of its projects (housing, social, economic development and spatial) is based on collaboration and partnership. There are projects in which the company will lead, however with most initiatives TRC will act as an enabler, facilitator, connector and implementer. TRC is physically located in the community, staffed by members connected to the community and the private sector, and will be measured by its success in delivering on the regeneration promise as outlined in the Tāmaki Strategic Framework and the 5 year Business Implementation Plan (BIP).

To leverage the current goodwill and commitment of the community for change, it is critical that significant progress is made on all regeneration objectives within the next four years. The SOI has identified priority neighbourhood redevelopment projects; important supporting social, spatial and economic projects; and a planned and phased approach is taken.

TRC is leveraging its role with other key stakeholder groups such as the private sector, Crown departments, Council entities, iwi, local board and local community groups. Shareholders require an entity that can provide simple and yet long lasting solutions and ensure that all relevant stakeholders are committed to delivering on one action plan for the area.

There are a number of ways and mechanisms with which TRC engages with various groups from surveys, meetings, newsletters, information sessions, social media, and face to face. TRC is a member of most community groups in Tāmaki so engages with the community via those avenues.

With the establishment of TRC, the Government and Auckland Council have recognised that whilst collaboration will be important, having a single entity to drive the vision and regeneration outcomes is critical. The people of Tāmaki have endorsed the need for an enabling and place shaping entity to ensure that resources in the area are targeted to the most in need and actually make a real difference on the ground.

## 1.13 Iwi Engagement

In respect of engagement with Iwi TRC will:

- Engage with iwi (settled and yet to settle) so that they are kept up to date on your public plans and are aware of any opportunities to formally participate in any procurement process,
- Have regard to the customary interests of iwi in land during processes involving sale or disposal, including giving iwi with strong customary interest appropriate opportunities to participate in that process; and
- Alert responsible shareholding Ministers and relevant oversight agencies to any issues regarding iwi or Māori interests in land arising from proposed sales or disposal of land.

Broadly, TRC recognises that mana whenua and iwi organisations do not represent all Maori in the Tāmaki area. It is important therefore that TRC engages with the whole Maori community including with Ruapotaka Marae through the successful implementation of its Maori Engagement Strategy.

## 1.14 Social Responsibility

The Tāmaki Way of Working will continue to underpin the way that the Company operates. In support of this, TRC will conduct business through sound operating principles that include:

- Exhibiting a sense of social and environmental responsibility;
- Exhibiting sound business practice, including responsible and transparent financial management, procurement integrity, sound regeneration principles and practice, and a “no surprises” communication policy.

# RISK MANAGEMENT

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## 2.1 Overview

Effective risk management supports TRC in achieving its strategic and business objectives. It creates a robust control environment and supports informed risk-taking that promotes business growth. It does this by maximising opportunities, reducing the likelihood of business loss and reputation and effectively managing exposure to risks.

TRC has implanted a robust Risk Management framework that is overseen by the Chief Financial Officer (CFO). The Risk Management Framework is comprised of a Risk Policy, a Risk Organisational Structure, the Risk Management Lifecycle and Risk Assurance.