

Introduction

The RiverLink Project Board will have overall accountability to ensure the project is and remains aligned to strategic objectives of GW, HCC and Waka Kotahi. It will work collaboratively to govern the RiverLink project to deliver on the agreed project objectives, within the budget allocated by the three partner organisations, and in accordance with the Project Partner Agreement.

Governance

1. Each member of the Project Board agrees that they will ensure their organisations are informed of progress and key decisions made.
2. Each member will ensure they attend the Board meetings, or if they are unable to do so, to send an alternate in their place who is authorised to participate in the decisions being made.

Project Objectives

The overall RiverLink project objective is for the Integration of flood protection, transport and urban regeneration works between Ewen Bridge and Kennedy Good Bridge, including:

1. Enhanced flood protection for Lower Hutt's city centre and adjacent residential areas
2. Enhanced connections on SH2 at Melling and linkages to local transport connections
3. Enhanced amenity and connections so that Te Awa Kairangi becomes the centre piece of the city.
4. The identity of Te Awa Kairangi and mana whenua within the project area is enhanced through design and the practice of kaitiakitanga.

The project objectives for Greater Wellington Regional Council are to increase the level of flood protection to a level of 2,800 cumecs above Ewen Bridge and to Kennedy Good Bridge:

- a) Providing a wider river corridor
- b) Increased stopbank height
- c) Improved channel and stopbank resilience.

The project objectives for Waka Kotahi are enhanced connections on SH2 at Melling and local transport connections through:

- a) Enhanced modal accessibility at Melling, and with local transport connections
- b) Enhanced safety and resilience at Melling, and with local transport connections
- c) Improved travel time reliability and connections along SH2 and from SH2 to the Hutt city centre and the Western Hills.

The project objectives for Hutt City Council is that Te Awa Kairangi between [Ewen Bridge and Kennedy Good Bridge] becomes the centre piece of the city by:

- a) Enhancing walking and cycling connections to and within the river corridor and between the Hutt city centre and the relocated Melling train station
- b) Providing a promenade atop new eastern stopbanks.

- c) Enabling future mixed use development and public space that connects with the promenade and re-orientates the Hutt city centre to the river corridor.

Culture and Decision making

3. The Project Board agrees that it will work collaboratively and transparently to achieve the strategic objectives. The objectives can be reviewed and revised by agreement at any stage as the project progresses.
4. The Chair will create an environment in which all members feel confident to express their views and that discussion and decisions are not dominated by any individual or interests.
5. The Project Board will:
 - a. make decisions unanimously. Where this is not possible, the Chair may seek further information from the Project Director.
 - b. adopt a best for project approach to all decision making
6. The Board members agree that any conflict of interest will be raised with the Chair, and where necessary, disclosed to the wider group for consideration.

Assurance

7. The role of the Project Board is to work with the Program Director to interrogate and test the project program, ensuring that it will deliver on agreed objectives, hold the Project Director to account, and work together to ensure success of the Project Director.
8. The Project Board will review the risks identified by the Program Director, and will actively appraise themselves of any additional risks to delivering on project objectives.
9. Oversight will be provided to ensure robust programme management practices are being applied including the monthly review of:
 - a. Spend vs. budget and forecast to complete
 - b. Progress versus the approved baseline programme
 - c. Key risks and issues
 - d. Achievement of success factors
10. The Project Board will ensure that the programme has sufficient financial and human resources and that those involved are suitably skilled and have an awareness and understanding of the cultural significance of Te Awa Kairangi to Mana Whenua.

Management

11. The Board will meet monthly to ensure regular decision making and to hold the Program Director to account for progress. The Board will satisfy itself that the right resources, stakeholder relationship and other support is in place to deliver the program.
12. Each organisation will provide relevant information to the Program Director as it becomes available or is requested to facilitate shared understanding of the project. Information that is confidential or commercially sensitive will be identified as such.

13. Minutes will be taken and record kept of key action items and decisions

Planning

14. The Board will confirm the overall program plan, and ensure the right resources are available for the Project Director either in terms of budget or staff from within stakeholder organisations.

Improvement

15. The Board will look to steadily build performance of the team, including by continuously assessing their own performance that of the team delivering the program, and seeking to develop lessons learnt from each stage so that the final project objectives are successfully delivered.

Chairperson

16. The Project Board will have a Chairperson, who will be appointed on a rotational basis. Each Partner is responsible for nominating a representative, and the Chairperson shall stand for a period of three months.
17. If the Chairperson is absent from a meeting, the Board shall appoint a vice Chairperson for the meeting, at the beginning of the meeting.
18. The Chairperson shall be the presiding member when the Board is meeting to approve:
 - the Project decisions including Change Requests
 - the interpretation of the project contract
 - changes to the PPM, or
 - Providing recommendation to corporate governance

Unless otherwise approvals may be undertaken by the Project Director, where delegations permit as set out within the PPM.

Quorum

19. One representative from each agency signed to the RiverLink PPA.
20. If there is no quorum, then all decisions and minutes are provisional until approved by a quorum of members (for example by subsequent ratification of the minutes of a meeting).

Voting Entitlement

21. Members of the Project Board have full speaking rights and voting entitlements except for the following:
 - a. Taranaki Whānui and Ngāti Toa voting rights are limited to decisions associated with the direction and steering of the project
 - b. Taranaki Whānui and Ngāti Toa do not have voting rights associated with project delivery financial decisions
22. RiverLink Board shall adopt unanimous decision making outcomes.

Membership

23. Each agency is required to provide at least one General Manager (or equivalent Delegate Financial Authority) as a representative.
24. A pre-approved alternate may represent a given agency.

25. One Mana Whenua representative from Taranaki Whānui and Ngāti Toa Rangatira, each appointed by Project Board, to assist the work of the Project Board and including their knowledge of the rohe of the relevant iwi to which they belong.

Special terms of reference

26. Taranaki Whānui and Ngāti Toa have a strong and enduring relationship with Te Awa Kairangi and because of the significance of this connection, their role and the knowledge they bring to this project is crucially beneficial.
27. It is not intended that the participation of Taranaki Whānui and Ngāti Toa representatives on the Project Board be a substitute for any consultation with iwi authorities required under the First Schedule of the Resource Management Act 1991.
28. The participation of Taranaki Whānui and Ngāti Toa on the Project Board is to provide for participation in decision-making associated with the steering and direction setting for the project.
29. Taranaki Whānui and Ngāti Toa representatives will be remunerated for their time to participate on the Project Board paid equally by the other members of the Project Board.

Delegated Authority

30. The Project Board has no special authority. Decisions must be made within the existing Delegated Financial Authorities of the specifically noted member identified prior to the approval. E.g. Change Requests that have a financial impact can be approved by the Project Board so long as the financial impact is within the Delegated Financial Authority (DFA) of the specially noted member who would be the General Manager from the agency principal to the affected contract. If outside DFA, then they must be referred upwards.