CONCOVE BOARD MEETING MINUTES – 17 NOVEMBER 2021
NEXT MEETING: WEDNESDAY 15 DECEMBER 2021, TIME / DATE TBC

WELCOME AND ADMIN	
ATTENDEES:	
Co-Chairs	Phil Hokianga, Graham Burke
Board Members	Heather MacKay, Amos Kamo, Honor Columbus, Martin Carroll, David Fabish, Pamela Bell
General Manager	Bharti Raniga
In Attendance	▮▮▮▮▮▮▮▮ (ConCOVE Executive Assistant)
Apologies	Honor Columbus left the meeting at approximately 10am. Craig West, Nick Clayton

AGENDA:	
Whakatau and Karakia	Given by Phil.
Administration	
Register of Interests	No new interests.
Minutes of last meeting	Confirmed by David Fabish, seconded by Heather MacKay.
Correspondence	Nil
Actions Table	
Risk Register	Taken as read in Board pack. No comments / additions.
Board-Only Time	Occurred
Closing Karakia	Given by Phil

1. Board Only Time
Held 9.00am – 10.00am.

2. General Manager's Monthly Report

a.	Finances	included in report
b.	Activity	included in report
c.	Recruitment	included in report
d.	Projects	included in report

- October was challenging with extended lockdown. Well-being related issues for staff. Support was provided. Managed to retain productivity.
- Annual plan submitted 1 September. TEC have had a debrief session with Bharti. ▮▮.
- Financials – tracking very well, actual spend $849k vs budget of $2m. Minimal event related expenditure and staff salaries.
- Latest funding instalment received October 8.
- Ethics approval process for projects is underway with MIT.
- Staff resourcing very difficult. ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮
- Bharti discussed interviews that have been held so far, and plan A/B/C for other options. Plan C would be temporary / short term solution only. Consultation with the team taken place.
- Salary expectations in industry have increased in last 12 months. There is budget for this.
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- It was noted that Bharti has resigned –ConCOVE will be recruiting for a new Director.

3. General Business

Quality Management Plan –
- Purpose - for our staff to identify improvement opportunities.
- Taken as read in Board pack.
- Need more understanding of expectations for team, how are we setting standards for them to deliver to,
- Understand quality from point of protocols around research, missing quality around how we deliver to the purpose of ConCOVE.
- How is it that we are succinct, balancing academia and industry, applicable to intended audience, balancing practicality with research content, how delivering into our purpose and end goal of connecting to WDC goals.
- Piece in middle missing from this document. This is an academic / research focused Quality Management Plan – is this covered in the stakeholder engagement plan? What is our focus, lens, to make this document really useful? Not a bigger, broader document, more focused, succinct, lens of its intended usefulness at the beginning.
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- Advisory Group's focus not in this – becoming sources of research. Need multiple sources of lenses to look at work, not just academic.
- Interested in more detail around panel, industry, academic – important that what we are coming up with feedback from Advisory Group's, as well as lens of 'is this meeting the purposes ConCOVE is set up for'.
- At beginning of document – it says this is a detailed strategy, would be good to add in the above concepts in the abstract at the start to focus the staff on what we are trying to achieve. The go to document rather than having a strategy somewhere else. Few bullet points.
- Martin and Pam to email points.
- Bharti to send redrafted document out.

Stakeholder Engagement Plan –
- Written with team and their feedback.
- Taken as read in Board pack.
- Starting to take shape.
- Ecosystem is still not hitting the mark. Need to be clear about data in / research findings out. Context diagram for RoVE is critical.
- Stakeholder engagement should be front and centre on website. Could do more to make ecosystem clear, check flow of arrows, add descriptions. Pam to send email with questions.
- Page 16 – a lot of monthly meetings, look at priorities. More of a deep dive with subgroup identified. Who is critical or not critical, how we will keep them informed / alive / onboard.
- Appendix - What is most efficient method of stakeholder engagement – CRM? More coordinated, efficient, digitally enabled way of being transparent.
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- Career framework produced by BRANZ a few years ago should be mentioned. Nothing in here that maps those careers / scope. Organisation chart to map organisations across the sector, all industry associations, PTE's, Polytecs in sector etc – all missing.
- Advisory Group's included in people we are looking to for research – in conflict to their purpose.
- Stakeholder identification and assessment – mistakes, people with just first names, misclassified, wrong organisations. Quite a bit of tidying up needs to be done. RoVE map – arrows have been interchanged with data and outputs – needs improvement.
- Stakeholder assessment map – good, but need to see other industry organisations so we can see the gaps of who we are missing.
- SWOT analysis brief – extensive risk register that we could populate SWOT analysis with to inform why we are engagement, where, mitigate risks.
- Missing cohesive approach to engagement / plan. What is the purpose of engagement, how going to stop revolving door, an assault of brand awareness, sustainability, gender, upskilling etc – how does it join and position our engagement in a way that we are respectful of our industry partners. Elements are there.
- It's not ConCOVE as a whole that engages with stakeholders, it's the projects. Different people need to talk to different people at different times.

- Overall brand of ConCOVE is also attended to in a structured way. There are two layers to this – project – most of actual mahi engagement takes place, then high level brand things, linked together.
- All Project Leads are sitting together and coordinating meetings, designing communication in a way so it is coordinated.
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- Feedback received via email –
  - On page 7, it notes that I'm doing a PhD on teaching sustainability for engineers in construction. This isn't the subject area of my study - could this please be removed.
  - Page 13 - 'Central Govt' and 'Academic Institutes': Would it be possible to have the govt institution/academic institute in brackets beside peoples names ? Would be good to get an understanding of where these contacts are from. For the academic institutes it looks like they are all from the North Island.
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Research Methodology Paper -
- Put together by ConCOVE team.
- Taken as read in Board pack.
- Martin will send thoughts via email.
- Timelines, 2.1 says would be completed by Feb 2022. Achievable? Yes. Draft.
- Support use of Board champions in this area.
- Through client / customer lens – what is the problem this piece of work is trying to solve?
- To create clarity amongst projects, when thinking of way to do interview, surveys, how are they going to support themselves in recommendation reports, best practices etc.
- Sound strategies behind these with Martin. Standardise thinking.
- Before we go to our clients, we know we are doing it the right way. This document is missing the translation of what is the problem we are solving, specific approach, how it will be focused.
- Martin hasn't met with all project teams yet, but with teams he has met with, usual desire to leap ahead, pleased to see they are looking to use a mix method approach so won't leap at a problem from one angle only. Still a way to go. Explained to team do upfront work first before doing surveys, understand it first. Better than a few months ago.
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- Entry – find it hard to see how Entry will have a report of all problems by May.
- Concern Advisory Groups are being used as main source of research.
- Concern rushing in, do we have a map of entry level programmes in the market? How do we know which ones are providing good return on investment, students staying on etc. Don't see how will achieve it through individual interviews, concerned industry won't take report seriously.
- Unsure why have to come up with conclusion so soon, we have four years, get meaningful data.
- Missing group – SME's.
- Stakeholder engagement plan mapping into this, associations mentioned through documents don't appear in stakeholder engagement plan.
- Anything coming out next year can't be recommendations, should be a draft, tested with industry partners.
- No analytical framework sitting behind – once we get data, how do we synthesise this, want to see this area beefed up.
- Feedback via email -
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General –

- Bharti to take feedback on Stakeholder Engagement Plan, Quality Management Plan and Research Methodologies paper to the team and come back to Board. (Action Register #151).
- Financials – columns / rows / headers didn't make sense? Relook at formatting issue. Reformatting financial report at the moment, will be ready for December meeting. (Action Register #149).
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Recognition of Bharti's resignation and contribution.

Phil – Bharti, on behalf of board, thank you for all your efforts, everything you have contributed, feel for everyone in Auckland and the situation they are in.

- Martin – tautoku this as well. Noted receipt of resignation. Martin and Bharti to work through detail, will then let people know. Note that the Board is aware of the concerns and issues that Bharti wanted the Board to be aware of, the conversations have taken place. Will talk in coming days about where to from here.
- Bharti thanked the Board for this opportunity, and wished ConCOVE very well in the future.

ConCOVE Board Action Register

	Item	Person Responsible	Due Date	Status (In progress or Closed)	
76	Offer roles for Project Leads. ███████ ███████ ███ ███████ ██████	Bharti	Ongoing	In progress	*< click on th*
77	Offer roles for Researchers. ██████ ██ ██████ ███	Bharti	Ongoing	In progress	
88	Marketing person to work on grassroots level engagement. **Update** - stakeholder engagement plan draft has been reviewed with Board Members. Bharti working on Version 2 now.	███	30-Nov-21	In progress	
103	Map out when we feed back into WDC's so we can communicate how we plan to translate research into action (feedback loop / flow chart). Stakeholder engagement piece - how and when. ██████ ██████ ███████ ██████ ██████ ██████ ██ ███████ ██████ ██████ ██████ ████	Bharti	Ongoing	In progress	
109	Share research methodology with the Board. **Update** - Each project will have its own method. Share good common practices, but method needs to be fit for objectives of the project. Be good to understand balance between industry / academic and have consistency. **Update** - Research methodology has been reviewed with Martin, and will be shared with Board in November Board pack.	Researchers	10-Nov-21	In progress	
112	██████ ██████ ████	Bharti	15-Dec-21	In progress	
115	Arrange for ConCOVE representation to be at upcoming Trade Shows (touch base 3 - 4 months before they run)	███	Ongoing	In progress	

121	███████████████████████ ████████████████████ ███████████████████████ ███████████████████████ ████████████████████ ████████████████████ ██████████████████ ████████████████ █████████████████	████████████ ███	15-Dec-21	In progress
122	Project leads to get closer with Board Member project champions regarding strategies and objectives with projects. **Update** - broaden now, invite the Board to have a debrief on focus areas. Bharti to come back and present the flow of how we intend to do this going forward. **Update** - Documents sent to Board October 2021. Bharti to present at next Board meeting.	Project Leads	17-Nov-21	In progress
127	Create a criteria for decision making for ConCOVE Members. Bharti to contact other organisations about their criteria as a benchmark.	Bharti	15-Nov-21	In progress
135	ConCOVE email address to external people? Bring up at next meeting. Dom to give feedback. Get something from MIT IT. ████████████████████ ████████████	█████████	Ongoing	In progress
138	████████████████████████ ████████████ ███████████████████████ ████.	Bharti, Phil, Graham	15-Dec-21	In progress
142	Bharti to provide Board with QA Paper . **Update** - QA plan shared with Board Co-Chairs, document will be shared with Board at November meeting.	Bharti	15-Nov-21	In progress
148	Offer Cultural Competency Training to Board Members and Advisory Groups, if they wish to attend	Bharti	Ongoing	In progress
149	Bharti to provide new financial reporting format. Graham and other Board Members to assist with creating new format. **Update** - new format being worked on by finance, will be presented prior to next Board Meeting.	Bharti, Graham, Phil	10-Nov-21	In progress
150	██████████████████████	███████	17-Dec-21	In progress
151	Bharti to take feedback on Stakeholder Engagement Plan, Quality Management Plan and Research Methodologies paper to the team and come back to Board.	Bharti	15-Dec-21	In progress

ConCOVE Board Decision Register			
25	Charter document approved and passed	9-Apr-21	Board group email
26	Women's Advisory Group - 12 members selected, group formed	16-Apr-21	Board group email
27	ConCOVE Member accepted - ███████████	16-Apr-21	Board group email
28	ConCOVE Member accepted ████████	29-Apr-21	Board group email
29	ConCOVE Members accepted ████████████████ ████████████	5-May-21	Board group email
30	Maori Advisory Group - 10 members selected, group formed	5-May-21	Board group email
31	Proverb agreed on - "The role of the skilled (pūkenga) wayfinder is to know the start, envision the destination and chart the journey."	5-May-21	Board group email
32	ConCOVE Members accepted ███████████████ █████████████████████	12-May-21	Board meeting
33	Pasifika Advisory Group ████████████████ ██████	████████████	
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35	ConCOVE Members accepted ███████████████ ████████████████████ ████	27-May-21	Board group email
36	Change to diversity project description - "Identify and understand the barriers for the diverse range of people entering …"	1-Jun-21	Board group email
37	ConCOVE Members accepted █████████████████ █████████████████ ████████████████ ████████████████ ███████████████ ███████████ ████████████████ ███████████████ ████████████████ ████████	16-Jun-21	Board group email
38	Change Disruption project title to 'Disruptive Technology' - vote occurred, no change. To remain as 'Disruption'.	16-Jun-21	Board meeting
39	'Tuhura: Concove - The next generation of construction education.' - Maori name for ConCOVE approved by the Board.	21-Jul-21	Board group email
40	ConCOVE Members accepted ███████████████ ████████████████████ ████████████████████ ████	31-Aug-21	Board group email
41	Option B for ConCOVE Tuhura Logo voted in.	15-Sep-21	Board meeting
42	Final ConCOVE Tuhura logo approved.	13-Oct-21	Board meeting
43	Acceped resignation from Bharti Raniga, General Manager	17-Nov-21	Board meeting
44	ConCOVE Members accepted █████████████████ ███	17-Nov-21	Board meeting

Name of C	ConCOVE
Name of L	MIT
Report:	ConCOVE Risk Register
Date:	17.11.21

No.	Description of risk ["Risk of ... resulting in ...... "]	Risk Type	Potential cause(s) of the risk [What could cause the risk to occur?]	Consequences (Currently)	Likelihood (Currently)	Level of Risk acceptable to Board	Level of Risk (Currently)	Risk Management Approach [What is being done to manage the risk?]	Level of Risk (post Risk Management action)	Timeframe	Person Responsible	Risk Status	Comments from Board Meeting
6	Risk of inadequate Project Lead resource to undertake required work in March/April 2021	Operational Capability	Delay in recruitment process	Moderate	Possible	Medium	High	Roles going out on seek, reaching out to industry contacts and recruitment team. Interim - tony doing entry. Board and Advisory Group to assist recommending people.	Medium	28-Feb-21	General Manager	Open	▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮
8	Risk of stakeholders not being engaged, resulting in poor participation in ConCOVE projects and poor support of ConCOVE in general	Reputational	Poor awareness of ConCOVE in construction and education sectors Low interest in ConCOVE's mandate	Major	Likely	Low	High	Reduce - a) Task Board Members to engage with stakeholders, b) implement the Stkhldr Engmt/Comms Plan. Need descriptions of projects, FAQ's, talking points, how we fit in with WDC etc urgently. After scope reset with Martin, Bharti will advise plan to the Board.	Medium	Open	Board Co-chairs, Board Members, General Manager	Open	13/10 - While still recruiting and projects learning – converting interest into action in projects. Leave at high until people are firmly engaged. Bharti - should be resolved in 3 months. Roles going out on seek, reaching out to industry contacts and recruitment team. Interim - Tony doing entry. Board and Advisory Group to assist recommending people. 13/10 update - engagement with South Island, need to start adapting, great to have plans in place about how we will engage should the North continue to be disconnected. Alternative engagement approaches needed. Pivot to digital. Stakeholder reporting - each month, who has Bharti been engaging with. Overview. Doesn't just sit with Bharti - engagement around projects we have stood up, wider network that needs to be engaged rather than just Advisory Groups. Ensure those connections into projects are being fostered by Bharti or actively sought by Project Leads. Need a decent stakeholder engagement plan / map. Need overarching plan, and each project plan. ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮

#	Risk	Category	Cause	Consequence	Likelihood	Risk Rating		Treatment / Mitigation	Residual Risk	Timeframe	Owner	Status	Notes
9	Risk of another COVID-19 lockdown, resulting in difficulties for the General Managerate and Board to work together in-person, and with the stakeholders.	Operational Capability	Community transmission	Minor	Almost Certain	Low	High	Accept - remote working, central database. Everyone working really well transitioning in and out of office, working from home. Board Meetings online. We haven't been doing national consultations to date – this will test the way we work, and this risk.	Low	Ongoing	General Manager Board Co-Chairs	Open	13/10 - Need to up game on online engagement. Avoid being on radars for extension of timeframe due to Covid. Develop an action plan for how we are going to work through this. Impacts on design of projects themselves, particularly diversity project - industries need to learn how to live / work under restrictions, will have an impact on priority groups. Disruption project - should we be looking at urgently investigating how VE can pivot to meet needs of industry in Covid environment? TEC purpose for CoVES - second point is 'how education is delivered' - perfect opportunity to do prototyping in this space? As much as it relates to training, can't think of why this isn't in our scope. Find a value adding niche. Redesign projects to factor Covid in. A lot of engagements cancelled because people are too busy, training could be paused for some time. A lot of work about digitial online learning - could leverage off this. If we can analyse whole ecosystem in NZ for online learning capability, look at collab at what was a silo'd industry into best practice. Join the dots and make recommendations to industry ASAP, if acceptable to TEC and funding. Covid is not going to go away. On job learning may suffer due to businesses needing to do what they have to, to stay viable. Focus 5 - 10 years out changing before our eyes. Response to Covid - accelerate and challenge what we consider to be priorities, what is important for business at this time in the workstream. Engagement piece will guide us. Where are they hurting, what is it we can participate in? What is industry telling us they are going to do about this, how does ConCOVE partner and function as leaders in this disrupted space? ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮ ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮ Current outcomes still relevant. Instead of a redeployment, make sure context and lens of Covid is brought into the project - visibly address it. Relevance of Covid be present in all projects. Building resilience into projects to deal with a changing environment. All projects still have validity, align with view we should talk to clients about whether Covid itself creates a new and immediate project to be helpful in this space. Already groups doing this - ConCOVE could help? Strategically position ourselves as a resource for the sector that can pivot at short notice as needs require. ▮▮▮▮▮▮ ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮ ▮▮▮▮▮▮
16	Risk that scope of ConCOVE's mandate creeps, resulting in un-focussed work and compromised outcomes	Operational Capability	Board not being clear on scope General Managerate not being clear on scope Project Managers not being clear on scope Advisory Groups not being clear on scope	Major	Likely	Medium	Medium	Reduce - Board, General Managerate, PM's and Advisory Groups being provided very clear verbal and written information on the scope of ConCOVE's mandate and each of the projects Schedule updates with these groups to remind them of the original scope to. Minimise / correct deviation. Plan forward to do a six monthly scope check. Service vs project lead – mitigate with being transparent with Board. Work with Martin to rescope it working well.	Low	Ongoing	Co-Chairs, General Manager, MIT Host	Open	Concern that we focus too closely on thing and miss bigger context. Will take time to have confidence in. Will be here for a year. What is mandate creep? As we have been defining and redefining projects, trying to capture what we need to. Actually being effective, need to deliver tangible products at end.

#	Risk	Category	Cause	Consequence	Likelihood			Mitigation		Date	Owner	Status	
17	Risk that ConCOVE is seen as being 'academic' rather than 'industry' focussed, making industry engagement more difficult	Reputational	Industry having a pre-conceived idea that this will be an academic exercise	Major	Possible	Low	Medium	Reduce - Ensure Comms activity reinforces the organisation's mandate and emphasises Board and staff industry credentials/ experience Our point of difference is our projects are industry lead.	Low	1-Jan-23	General Manager	Open	
18	Risk that ConCOVE is perceived as being Auckland or Wellington-centric, resulting in difficulty securing nationwide industry engagement	Reputational	ConCOVE's office being physically based in Auckland ConCOVE General Managerate staff being Auckland-based Alternate Board meetings based in Auckland	Minor	Possible	Low	Medium	Reduce - Ensure Comms activity reinforces the organisation's nationwide mandate and schedule industry activity across the country. Project leads being advertised across New Zealand. Bharti and Project Leads moving into South Island with engagement.	Low	1-Jan-23	General Manager	Open	
19	Risk of not being able to clearly identify potential Learners, making it difficult to include them in our Stakeholder engagement	Operational Capability	No existing database available	Moderate	Possible	Low	Medium	Reduce - seek active input from industry, schools, MBIE, MSD	Low	1-Jul-21	General Manager	Open	

#	Risk	Category	Cause	Impact	Likelihood			Mitigation		Date	Owner	Status	
20	Risk of data security being compromised and information given on the condition of anonymity is released	Reputational	Poor security protocols in place Poor training of staff working with data	Major	Possible	Low	Low	Reduce - Work with MIT's data security policy and protocols Deliver strong training for all ConCOVE staff who will be working with data. Privacy laws updated, need a policy / systems / protocols in place (items from MIT automatically). Add password to database file.	Low	Ongoing	General Manager	Open	
21	Risk of ConCOVE being seen as MIT-centric	Reputational	ConCOVE's office being physically based on an MIT campus; Bid led by MIT, MIT email addresses, MIT systems & resources	Minor	Possible	Low	Medium	Reduce - Ensure Comms activity reinforces the organisation's mandate and independence. MIT hosting us is an opportunity - risk still exists until ConCOVE is more visible.	Low	1-Jan-23	Board Co-Chairs, Board Members, General Manager	Open	
22	Risk that ConCOVE doesn't deliver the outcomes	Reputational	Project milestones are missed Stakeholder comms are not kept current	Moderate	Possible	Low	Medium	Reduce - Strong project management and strong SE comms	Low	Ongoing	General Manager	Open	
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24	Risk that ConCOVE Members don't feel they get 'value' out of belonging	Reputational	Poor SE comms leading to low engagement	Moderate	Possible	Low	Medium	Reduce - plan and deliver regular comms to Members and provide opps for input. Need a plan keeping members engaged from industry perspective.	Low	Ongoing	General Manager	Open	
25	Risk that the Advisory Groups are unclear on their mandate	Operational Capability	Poor understanding and/or poor communication of the roles of the groups by the General Manager or Board	Moderate	Possible	Low	Medium		Low	1-Jun-21	General Manager	Open	

27	Risk that we may not be seen as diverse with all male Project Leads to date.	Reputational	Lack of female applicants	Moderate	Possible	Low	Medium	Have Teresa as a project lead now.	Low	1-Jun-21	General Manager	Open	Pam advised to leave this
28	Reputational risk exists for all ConCOVE Staff, Board Members, Members and Advisory Group Members in their behaviour	Reputational	Poor behaviour and actions causing disrepute.	Moderate	Possible	Low	Low	Continually highlight at risk behaviours to the Board	Low	Ongoing	Board Co-Chairs / General Manager	Open	