CONCO>E
CONSTRUCTION & INFRASTRUCTURE

WELCOME AND ADMIN	
ATTENDEES:	
Co-Chairs	Phil Hokianga, Graham Burke
Board Members	Heather MacKay, Nick Clayton, Amos Kamo, Honor Columbus, Martin Carroll, David Fabish, Pamela Bell, Craig West
General Manager	Bharti Raniga
In Attendance	▬▬▬▬▬▬ (ConCOVE Executive Assistant)
Apologies	Bharti joined the meeting approx. 10.30
	Heather MacKay left the meeting at 11.00

AGENDA:	
Whakatau and Karakia	Given by Phil.
Administration	
Introductions	All
Updates	Given by everyone.
Register of Interests	No new interests.
Minutes of last meeting	Confirmed by David Fabish, seconded by Craig West.
Correspondence	Nil.
Actions Table	Updated. Action - update due dates, focus on them. Phil, Graham and Bharti to edit and update before next meeting. (Action Register #136).
Risk Register	Revised high risks only.
Board-Only Time	Occurred
Closing Karakia	Given by Phil

1. **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

GM Report –
- Covid challenges throughout the team. 100% first vaccination for staff, nearing 100% for double vaccinated, staff have made their own choices.

Highs and lows with staff in isolation, daily meetings.
- Rescoped projects with Martin – going back to original TEC deliverables. Understanding expectations and requirements.
- Performance meeting with TEC was positive with TEC accepting contractual performance is being met. – TEC expressed interest in the new focus areas in report.
- Development of an MoU ▬▬▬▬▬▬▬▬▬▬▬▬▬ is underway.
- Cultural competency training for staff is planned, delayed due to Covid.
- Ethics approval underway.
- Financial forecast – delays in appointing staff have led to variances in budgeted expenditure.

Finances –
- Expenditure is tracking well with an excess of $1.6m available at the moment. Unused funds have been transferred to next year's budget and is available should we need it in 2021.
- Annual report has been reforecast, based on change in salaries, different structure with less researchers, investment in data collection. Costs of QA review panel have been added.
- Revised budget for the TEC Annual Report has been shared with the Board.

Projects –
- Update on projects given. Deliverables and timings added.
- Board wants a stakeholder engagement plan established for each project.
- Currently Project Leads report every engagement to Bharti and an engagement register is being built.

- Summary to be added to Board papers. (Action Register #139).
- How will surveys be implemented? For example, what are the plans for retirees and how to contact them?
  The team is working on research methodology and questions at the moment, plan is to launch in December. Will share with Board when we have it. (Action Register #139)
- Diversity – Bharti heading it with ████████ as a Researcher.
  Advertisement for Diversity Project Lead is in progress. ████████████████████████████████ ████████████████████████████████████ ██ ████████.
- Discussion about unpacking pastoral care as a final action. Being discussed with all Advisory Groups. Wants information from Diversity included in other other projects as appropriate.
- Bharti to share job descriptions for Project Lead vacancies with Board as soon as they are available, so that Board members can assist in sharing through their networks. (Action Register #141).
- Discussion regarding whether we are able to continue with all projects per original plan, when we only have 3 project leads? Short of Entry or Career Progression, Diversity, Career Framework.
- Concern that we are spreading too thin. ██ ████████████████████████████.
- ██████ background as a professor has been on diversity. They are managing writing up research questions and taking on stakeholder engagement, however, when getting results and data, doing analytics, it will become testing – this is why we need these positions filled.
- Approvals are in system; Martin hadn't approved them as he had a direction that we would focus on the three projects before going into other ones. He will be guided by Board on this.
- Might be wise to show we can do 3 projects well, see some wins before we expand, or do we have confidence we can do all 5, realising they are interconnected. Doing 3 only would be a significant restructuring of timeline.
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- Bharti has a draft paper on QA panel, one paper that explains what the system will look like, names of people who are happy to participate, panel of 2 or 3 people, what they will do. Experts from academic and industry, contracted in on monthly basis.
- Bharti to send paper on Quality Management System to Board by end of week. (Action Register #142).

Staff recruitment –
- Recruiting takes up to 10 weeks by the time everything is done taking us to the end of the year.
- General discussion on whether to get adverts out now, or embed what we have and get the structures in place first
- It was agreed to advertise vacancies as soon as possible (Action Register #143).

Challenges –
- Other organisations are researching same topics, with similar deliverables. Bharti has asked TEC for list of other programmes but has not had a response.
- ConCOVE is navigating this space by collaborating, quite a lot of duplication.
- It would be useful for ConCOVE to do a map of all projects currently underway – would be useful for industry as well as ConCOVE.
- Should have been picked up in environment scans for each project. The earlier this can be done, the better. Need to see what everyone is doing, who they are, so we can understand ConCOVE restraints.
- The Board subcommittee assisting with an engagement plan may help scope it up.
- Our role is to identify the work that has been done, and then look for gaps. Will find small items that will be significant in pulling it all together and making big step changes moving forward. Collecting this information is critical. (Action Register #144).
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- Bharti to work with the sub committee from the Board to ensure the ConCOVE engagement plan is completed satisfactorily.
- Quality Management plan – Bharti to send to Board by Friday 15 October. People to comment ASAP, approval by next week.
- Discussion regarding whether we are going to continue with all projects while we don't have Project Leads for them or concentrate on those we have Project Leads for?
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- It was agreed to concentrate on the four projects but keep research for diversity afloat like we are now. Until we are fully staffed we need to get the core parts of the business that are going to make it tick in the future, engagement plan is key to this, aligned to it is the QA system.
- Bharti – engagement plan needs to be framed up, quality processes behind it, underpins all work. Keeping the momentum going in diversity space is important. (Action Register #145).
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2. Risk Register

- General discussion about ongoing lack of credible engagement plan and reporting of engagement activity to the Board (Action Register #137). Subcommittee from Board to work with Bharti to establish satisfactory engagement plan and monthly reporting: Honor, Nick, Pam, Craig.
- Discussion about possible ConCOVE presentation to NZCIC
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- Opportunity to work with Te Pukenga and WDC and other parts of RoVE, how can ConCOVE add value to Vocational Education to react to Covid environment?
- If we take on something else, how do we fund it, or take funding out of existing projects, or look at external projects.
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- Discussion regarding whether current Covid crisis demands our attention to pivot, possibly in Disruption project.
- What is the best way of delivering Vocational Education through digital training during lockdowns? Businesses going back to work, solely focusing on staying viable. Training is down quite a lot on their priorities.
- Classroom learning will struggle when we can't have people in classrooms. Part of disruption project, or new project?
- Disruption project is about forecasting trends and gaps. Changing to look at COVID disruption could require a new project or pausing current project..
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7. General Business

Cultural Competency Training –
- A Māori Advisory Group member has requested to join Cultural Competency training being delivered to ConCOVE staff by MIT.
- General discussion about the need for cultural competence training for Advisory Group and Board members.
- Bharti to provide cost of cultural competency training per person to the Board. (Action Register #147).
- Outcome – ConCOVE will offer cultural competence training to Advisory Group members and Board Members, at their discretion if they want to attend. (Action Register #148).

Martin – Simplifying Vocational Qualifications Memo
- WDC's officially became regulatory authorities on Monday of last week, (except for 1)

- WDCs will be approving new qualifications from February 2022.
- Outcome of review of qualification framework is it is up to each WDC to decide on a case by case basis whether each qualification will be achieved by a national curriculum, or whether there can be multiple programmes that lead to that qualification. This will have an impact on how we shape our guidance, for programmes or national curriculum.
- Unit standards are disappearing as we know them. Will be replaced by Skills Standards, like a Unit Standards, but bigger.   WDC's will approve skills standards relevant to their qualification, where qualification is comprised of skills standards, providers will be obliged to use those skills standards.
- Will take years to fully populate, but takes affect more or less, as of now.   Martin can send more info if interested.
- Micro credentials are staying, they can be a qualification in their own right, or can contribute to attainment of qualification. Public info is what is included in the reading material in the Board Papers.

Tech Park award –
- The Board congratulated MIT on Tech Park winning an Australasian Design Award Best Technical Training facility. Paul Hollings, original MIT rep on the Board had a lot to do with the project. Hats off to the team for a fantastic achievement.

Board Risk Committee –
- There are problems with lack of detail in financials reported to the Board. Options for improvement:
  - Bharti to provide added detail in a slimmed down version of the board report added in the Annual Plan.
  - Establish a risk committee that spends time with Bharti before each board meeting and reports back to board.

Following discussion, it was decided the financials would be provided with added detail based on the template used for the Annual Report.

Bharti to work with Graham and Nick to develop financial reporting template. (Action Register #149).

Logo –
- The updated logo shared in the Board Papers was Approved. (Decision Register #42).

New ConCOVE Members –
- ███████ to email ConCOVE Members for approval. (Completed).

Future online Board Meetings –
- Future online Board Meetings will be scheduled for three hours from 9.00-12.00

Invoicing –
- ███████ thanked the Board for their efforts with invoicing Board fees this month. Went smoothly and appreciate the efforts.

	Item	Person Responsible	Due Date	Status (In progress or Closed)	
76	Offer roles for Project Leads. **Update** – ███████████████████ ██████████████████ ████████.	Bharti	30-Apr-21	In progress	
77	Offer roles for Researchers. **Update** – ██████████████████ ██████.	Bharti	12-May-21	In progress	
88	Marketing person to work on grassroots level engagement	███	21-Jun-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. Update - will follow after Phil and Graham meet. Update 13/10 - have met. Don't see need to have WDC on our Board. 3 tiered understanding – Bharti doing a MoU. Will need to run past TEC (funding condition was to have a WDC person on our Board). Had meeting with DCE from Te Pukenga about how to engage – very positive. Making progress.	███	30-Jun-21	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.	Researchers	30-Jun-21	In progress	
111	███████████████████ ████████	Bharti / HR	30-Jul-21	In progress	
112	███████████████████ ██████████	Bharti	30-Jul-21	In progress	
115	Arrange for ConCOVE representation to be at upcoming Trade Shows (touch base 3 - 4 months before they run)	███	30-Jul-21	In progress	
121	███████████████████ ██████████████████ ███████████████████ ███████████████████ ██████████████████ ██████████████████ ███████████████████.	Amos	30-Jul-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.	Project Leads	30-Jul-21	In progress	

123	If Board has ideas on how to connect with Project Leads, send to Graham and Phil, who will pass onto Bharti to give to Project Leads where appropriate.	Board	30-Jul-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	13-Oct-21	In progress
128	██████████████████████████████████	████████	████████████████	
129	ConCOVE presents each Board Meeting about contacts – scope creep. List of gaps in industry to be presented to the Board. Can work with Board to potentially meet other gaps – seek Board feedback.	Project Leads	Ongoing	In progress
130	Ongoing review process of understanding the landscape on a quarterly basis and providing that feedback.	Project Leads	Ongoing	In progress
131	███.	Bharti	Ongoing	In progress
135	ConCOVE email address to external people? Bring up at next meeting. Dom to give feedback. Get something from MIT IT.	████████████	5-Oct-21	In progress
136	Update action due dates, focus on them. Phil, Graham and Bharti to weed out and update before next meeting.	Phil, Graham, Bharti	15-Nov-21	In progress
137	Require a stakeholder engagement report at every Board Meeting. Honor, Nick, Craig, Pam to assist with reporting format.	Phil, Graham, Bharti, Honor, Nick, Craig, Pam	15-Nov-21	In progress
138	████████████████████████████████ ████████████	████████████ ████████	22-Oct-21	In progress
139	Provide up to date stakeholder engagement summaries to the Board at end of Board Papers.	████	15-Nov-21	In progress
140	Provide Board with detail of implementation of surveys - methodology, questions etc.	Bharti	15-Nov-21	In progress
141	Share JD's of available positions with the Board	Bharti	31-Oct-21	In progress
142	Bharti to provide Board with QA Paper	Bharti	15-Oct-21	In progress
143	Get available positions on Seek ASAP	Bharti	21-Oct-21	In progress
144	Create map of work that all organisations are doing currently. Honor, Nick, Craig, Pam to assist with scoping.	Phil, Graham, Bharti, Honor, Nick, Craig, Pam	15-Nov-21	In progress
145	Stakeholder Engagement plan needs to be framed up, quality processes behind it.	Bharti, Dom	31-Oct-21	In progress
146	████████████████████████████ ████████████████████ ████████████████████████ ████████████████	████████████████ ████	31-Oct-21	In progress
147	Bharti to provide Board with per person cost for Cultural Competency Training	Bharti	31-Oct-21	In progress
148	Offer Cultural Competency Training to Board Members and Advisory Groups, if they wish to attend	Bharti	15-Nov-21	In progress
149	Bharti to provide new financial reporting format. Graham and other Board Members to assist with creating new format.	Bharti, Graham, Phil	31-Oct-21	In progress

ConCOVE Board Decision Register

	Item	Date	Made Via
1	Agreement that the Board needs to be very clear on the organisation's mandate before engaging Advisory Groups	10-Dec-20	Board meeting
2	Annual and Financial Plan - Board confirmed approval of sections 1, 2b, 2c, 4 and 5, subject to the changes discussed being added before submission.	10-Dec-20	Board meeting
3	Agreement to use the title 'Project Lead' vs 'Project Manager' going forward	10-Feb-21	Board meeting
4	Board Members to receive fixed payment per annum, rather than payment for services	11-Mar-21	Board meeting
5	Mission Statement and Vision to be bi-lingual	11-Mar-21	Board meeting
6	Risk Regiser - remove risks that are part of ConCOVE Operational cycle and just leave Board risks in there.	11-Mar-21	Board meeting
7	Replace title - 'Director' now 'General Manager'	11-Mar-21	Board meeting
8	Will trial Teams for Board use, as long as Teams can be kept secure from operations	11-Mar-21	Board meeting
9	Six researchers is fine for now, to be reviewed in middle of 2021	11-Mar-21	Board meeting
10	Group vs individual applicants for Project Leads - keep an open mind about all applications	11-Mar-21	Board meeting
11	Women's Advisory Group - to include people who identify as Women, or non-binary	11-Mar-21	Board meeting
12	Board Members can attend Advisory Group meetings as an advocate or ambassador, but do not need to be at every meeting	11-Mar-21	Board meeting
13	Create Action list and Board Decision Registers	8-Apr-21	Board meeting
14	Advisory Groups will have 12 members.	8-Apr-21	Board meeting
15	Advisory Groups - members limited to one group per person.	8-Apr-21	Board meeting
16	Advisory Groups - members must represent the demographic of the group they are in	8-Apr-21	Board meeting
17	Advisory Group member criteria - Maori and Pasifika - must be range of ages, mix of gender, have geographical spread, different industries and a cross	8-Apr-21	Board meeting
18	Advisory Group member criteria - Women - a range of ages and ethnicities, geographical spread, different industries, cross section of experience.	8-Apr-21	Board meeting
19	"Disruption" project title passed	8-Apr-21	Board meeting
20	"Entry" project title passed	8-Apr-21	Board meeting
21	"Productivity" project title rejected. Vote to change to "Career Progression" passed.	8-Apr-21	Board meeting
22	"Diversity" project title passed	8-Apr-21	Board meeting
23	"Sustainability" project title passed	8-Apr-21	Board meeting
24	"Sustainability" benefits passed	8-Apr-21	Board meeting

	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 ██████████████████████ ████████████.	12-May-21	Board meeting
34	██████████████████████████████	████████████████████	
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
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	Name of C	ConCOVE
	Name of L	MIT
	Report:	ConCOVE Risk Register
	Date:	13.10.21

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												
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.

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 Man	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 Man	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 Man	Open

#	Risk		Description					Mitigation					
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 Man	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 by the dates that it said it	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	
▮	▮	▮	▮	▮	▮	Low	▮	▮	▮	▮	▮	▮	▮
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 Man	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 | ██████ ████████ ████████ ██████ █████████ ████████ ██████ ████████ | ████████ | █████████ | ████████ | | ██ | ██ | | ████████ | ████████ | ██████ | ██ | |

ConCOVE Board Members – Conflict of Interest Register

Updated 13.10.21

Conflict Number	Date Conflict Noted	Board Member	Conflict of Interest	Details
3.	17.5.21	Phil Hokianga	Toitu Tairahiti Housing Limited	Toitu Tairahiti Housing Limited Project. ████ ███████████████████████████████ ███████████████████████████████ ███████████████████.