

# CONCO>E TŪHURA

| ANNUAL REPORT FOR TEC 2022





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## BACKGROUND / PAPA HANGA-Ō-MURI

**The Construction & Infrastructure Centre of Vocational Excellence (ConCOVE Tūhura) was established in 2020 as part of the Government's Reform of Vocational Education (RoVE).**

ConCOVE is hosted by the Manukau Institute of Technology (MIT), part of Te Pūkenga, the New Zealand Institute of Skills and Technology.

Together, we're using education, research, and innovation to help build a more productive, sustainable, and resilient national sector for both industry and employees.

### Our mission / Te whakapuakanga

ConCOVE connects and aligns industry, learners, and vocational education to re-imagine clear, equitable, and supported career pathways within the construction and infrastructure sectors.

Ka tūhonohonotia e ConCOVE ngā rāngai ahumahi, ngā ākongā, me ngā pūkenga mahi ā rehe ki te whakatū mahi i runga i te huarahi tika, e ngākau tapatahi ana, e tautokotia ana e te rāngai waihanga.

### Our vision / Te whakakitenga

We have inclusive, sustainable, and productive construction and infrastructure sectors with clear career pathways supported by a future focussed vocational education system, honouring Te Tiriti o Waitangi.

Kua kotahi, kua toitū, kua angitū te rāngai waihanga, ki te whakatū mahi e hāngai ana ki ngā pūkenga mātauranga ō anamata, i raro katoa i te mana o Te Tiriti o Waitangi.



## CO-CHAIRS' REPORT / TE PŪRONGO A TE KAIWHAKAHAERE PĀHEKOHEKO

### Tēnā koutou katoa.

On behalf of the Board, we are pleased to present this Annual Report for ConCOVE Tūhura for the 2022 Financial Year.

### A changing environment

Established almost two years ago as a national centre supporting the construction and infrastructure sectors, ConCOVE has evolved to meet the needs of a constantly changing, and challenging, landscape.

In 2022, we have seen a significant shift in the system we're operating in, and we have made changes to our model to reflect this.

Our focus in 2022 was to cement the position of ConCOVE in the Government's wider RoVE, as outcomes of the reform were realised, and related organisations were established and reframed. This required a strategic realignment of ConCOVE's original plan and delivery model, which was successfully completed in the latter half of the year.

This, along with enduring partnerships with key Workforce Development Councils — Waihanga Ara Rau and Hanga-Aro-Rau —, building close connections with our COVE counterpart in Food and Fibre, and wider sector engagement with the Construction Sector Accord, Regional Skills Leadership Groups (RSLGs), Ako Aotearoa, and BRANZ, bodes well for the future of ConCOVE and its industries.

The appointment of Executive Director, Katherine Hall, and Deputy Director, George Makapatama will also ensure ConCOVE has the continued strong guidance it needs to realise its mission and vision.

### Acknowledgments

While change has occurred around us, we are grateful for the continued support of the ConCOVE Board, whose membership has remained unchanged over the past year. We are privileged to have a depth of experience from the construction, infrastructure, and education sectors around our Board table.

Equity is a critical part of who we are – for Māori, for Pasifika, and for women. Our Māori, Pasifika and Women's Advisory Groups have been refreshed in the latter part of 2022 and will continue to be an integral part of our future. Investing in improving outcomes for Māori, Pasifika, and women in the industry is central to our kaupapa, and we are grateful for the guidance our Advisory Groups provide in this space.

We have a strong Portfolio Management Office, and on behalf of the Board, we thank them for their commitment towards implementing ConCOVE's strategic plan and rolling out our delivery model.

We also thank our host, Manukau Institute of Technology, for its support throughout.

“Vocational education has a role to play in supporting a strong Māori construction ecosystem and ensuring equity and inclusion for our people.

He whakatuakī – Ko te mahi o te pūkenga kaiwhakaatu, kia mōhio ai te tīmatanga, kia kite ai te whainga, kia mahere mai te haerenga. The role of the skilled wayfinder, is to know the start, envision the destination and chart the journey. We are committed to this transformational change.”

– Phil Hokianga.

### Looking ahead

In 2023, we will see continued focus on establishing the future vocational education wants and needs of our industries, while staying close to our strategic themes — Entry; Diversity, Equity and Inclusion; Innovation and Disruptive Technology; Career Progression and Environmental Sustainability — and our key priority groups.

The Board will continue to encourage strong connections with those in the current system to support developing needs as they occur.

We recognise 2023 will likely bring a different set of challenges for us, the construction and infrastructure sectors, and vocational education, to navigate. However, we are confident ConCOVE's impact on reimagining vocational education across the sector, for industry, and for learners, will ultimately be positive, and sustainable.

Nāku iti nei, na

Graham Burke

Co-Chair (Industry)

Phil Hokianga,

No Rongowhakaata oku Iwi

Co-Chair (Māori)



## DIRECTORS' INTRODUCTION / WHAKATAKINGA A TE KAITOHU

Tēnā koutou, tālofa lava, mālō e lelei, ni sa bula vinaka, kia orana, fakalofa lahi atu, hello.

It is a privilege to be a part of ConCOVE Tūhura as we work to rethink Aotearoa New Zealand's approach to vocational education for the construction and infrastructure sectors.

At ConCOVE, we have a real opportunity to connect and align industry and education, and support the development of real pathways, career opportunities, and futures for the people within construction and infrastructure, now and into the future.

We've had a busy 2022, despite the ongoing challenges posed by the COVID-19 pandemic. Below are some key milestones and highlights for the year.

### **A new approach**

We established a Portfolio Management Office (PMO) in mid-2022 to deliver ConCOVE's broader programme of work, vision, and mission. We also launched the ConCOVE Project Fund on 17 October 2022. This is a contestable fund to enable the wider sectors to submit concepts and ideas for research projects that can help deliver ConCOVE's vision and mission statement. In addition to the ConCOVE-delivered projects, adopting a contestable funding model allows us to assess potential external projects. You can read more about this on page 15.

We have a dedicated team of Portfolio Managers who, by the end of 2022, had reviewed more than 30 project ideas submitted via the Project Fund from across industry, and Aotearoa New Zealand, and overseeing selected projects.

### **Creating connections and partnerships**

We recruited 14 new members to our Māori, Pasifika, and Women's Advisory Groups. We look to these groups for advice on issues, trends, and solutions and how it will support the objectives of ConCOVE.

A key partnership is with the other Centre of Vocational Excellence — the Food and Fibre CoVE. We're closely connected, with a focus on driving progress and innovation across both sectors, resulting in a larger pan-sector system shift.

On 10 February 2022, we signed a Memorandum of Understanding (MoU) with Waihangā Ara Rau Construction and Infrastructure Workforce Development Council. Together, we look

forward to educating industry and the wider sector about emerging trends and insights, shared engagement activities, sharing data and insights, and partnering on mutually beneficial projects, as we work to support a thriving construction and infrastructure workforce.

In May 2022, we welcomed the news of the Construction Sector Accord's funding to support the delivery of the Construction Sector Transformation Plan 2022-2025, reflecting continued investment in improving this important sector for Aotearoa New Zealand, and a renewed construction sector transformation plan that is aligned to the key projects of ConCOVE. We're looking forward to working more closely with the Accord to deliver to vocational outcomes that support a thriving sector.

We held a wānanga on 1 June 2022 with Hanga-Aro-Rau Workforce Development Council and Waihanga Ara Rau, at MIT's Ngā Kete Wānanga Marae. We enjoyed collaborative discussions on projects and research currently underway across the sector, the opportunities, and challenges. You can read more about this on page 9. Our MOU with Hanga-Aro-Rau was signed on 15 August 2022.

Together with Food and Fibre CoVE, we've also fostered a productive relationship with Ako Aotearoa, with a schedule of activity for 2023 currently being discussed.

### **Acknowledgments**

As we look back on 2022, we thank our past advisory group members for their valuable contributions since the establishment of ConCOVE. To our current Advisory Group members, we look forward to continuing to work with you in 2023.

We thank the Board for their continued guidance as we navigate this new path before us, and the opportunities and challenges that come with it.

Last, but certainly not least, we thank our entire team of people who work to give structure to ConCOVE's vision and mission.

### **2023 and beyond**

We have a lot planned for 2023, and some lofty goals to meet. We look forward to connecting with our stakeholders through key events, including roadshows, conferences, and virtual workgroups.

While we work to reinforce our reason for being within the ongoing RoVE, we are focused on delivering solutions to the challenges faced by the current vocational education system for the construction and infrastructure sectors.

Importantly, to build the best sector we can, we must build the best futures we can for employees. The first step to developing the talent pipeline we need is developing and retaining those currently in the industry. If we can improve skills and provide clear career pathways in the industries, employers will have a highly skilled and productive workforce; employees will have greater job security, improved earnings and opportunities for training and career development; potential employees will see the industries as attractive; and NZ Inc. will be stronger economically.

It's about establishing a system that harnesses the sustainability of some exceptional programmes and people, sharing scaling them, for all.



**Katherine Hall**  
Executive Director



**George Makapatama**  
Deputy Director



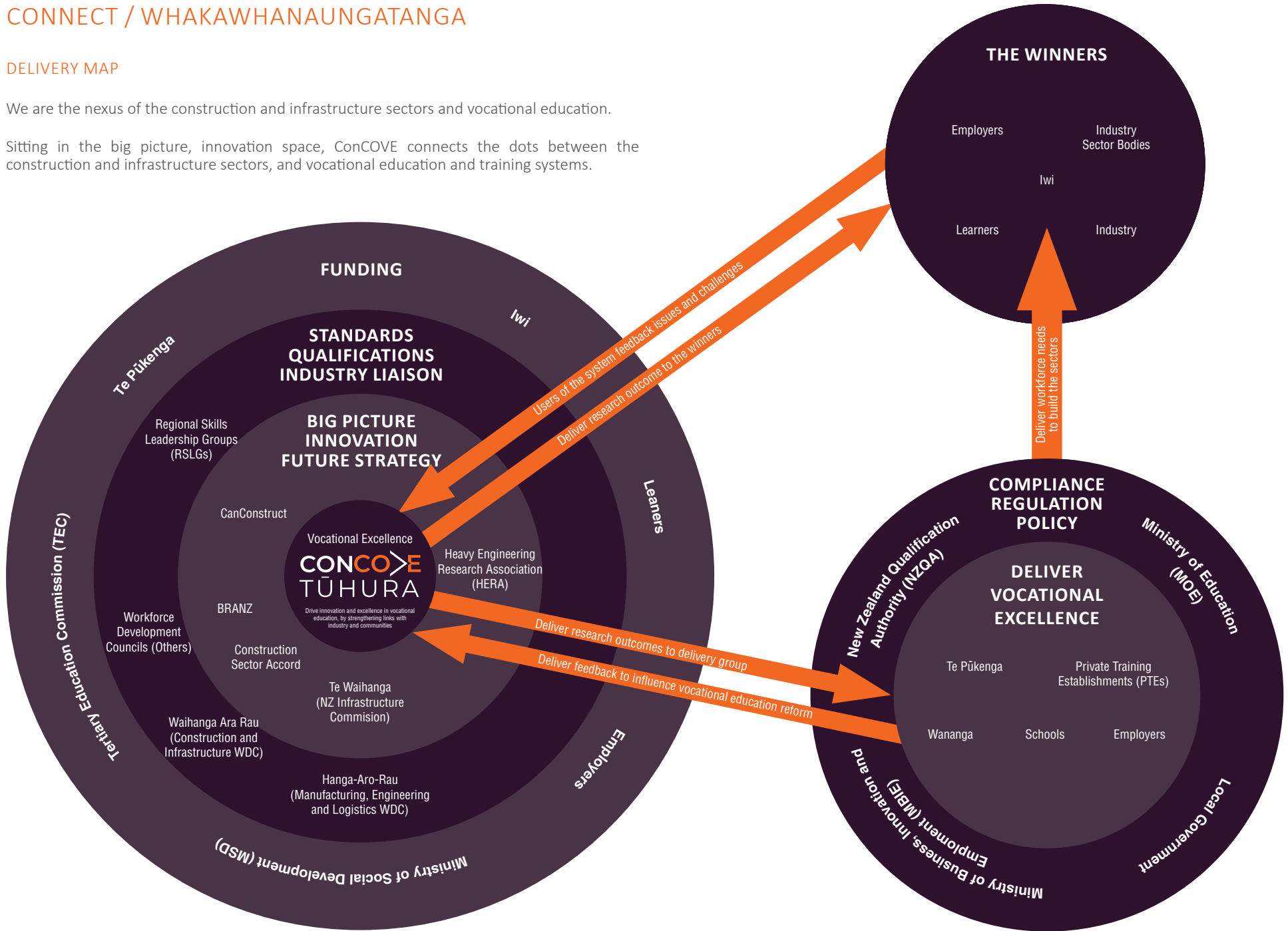
# CONNECT / WHAKAWHANANGATANGA

# CONNECT / WHAKAWHANAUNGATANGA

## DELIVERY MAP

We are the nexus of the construction and infrastructure sectors and vocational education.

Sitting in the big picture, innovation space, ConCOVE connects the dots between the construction and infrastructure sectors, and vocational education and training systems.





## OUR STRUCTURE AND ROLES

ConCOVE is a consortium supported by six integral partners:

### MIT – Te Pūkenga

ConCOVE is a directorate of Te Pūkenga, trading as Manukau Institute of Technology Limited.

However, ConCOVE has its own Director and Board, and operates independently from MIT, within MIT policy guidelines.

### Our Board

Our Board comprises ten members, based around Aotearoa New Zealand, with extensive experience from a range of industries within the construction and infrastructure sectors.

Our Board is led by two co-chairs, one of whom must represent Māori.

### Board members

- Graham Burke, Co-Chair
- Phil Hokianga, Co-Chair
- Amos Kamo, Board Member
- Craig West, Board Member
- David Fabish, Board Member
- Heather MacKay, Board Member
- Honor Eimi Columbus, Board Member
- Pamela Bell, Board Member
- Nick Clayton, Board Member
- Professor Martin Carroll, Host Representative



### Advisory Groups

Three Advisory Groups have been established to advise on ConCOVE projects from the perspective of the three priority groups: Māori, Pasifika, and women.

The main role of our Māori, Pasifika and Women's Advisory Groups are to advise on projects from their community viewpoint.

### Directors

Our Executive Director, Katherine Hall joined ConCOVE in May 2022, and is responsible for leading the organisation's strategic direction and operation.

Our Deputy Director, George Makapatama was appointed in November 2022, and oversees the broader programme of work.

### Portfolio Management Office

Our PMO team oversees all ConCOVE projects and works with external parties to initially assess and curate projects as they are presented to ConCOVE.

The ConCOVE PMO also supports the development of ConCOVE projects. The team is made up of three Portfolio Managers — Mani Saini, Nina Herriman, Eve Price — and a Special Projects Manager, Kylie Taffard, who is responsible for projects that fall outside of the Portfolio Managers' remit.

### Operations

ConCOVE's day-to-day operations is supported by our Executive Assistant — Melanie Kerr — and a Marketing and Communication Manager, Candice Hsu, who also oversees ConCOVE's membership application process.



### 2022 Wānanga

On 1 June 2022, ConCOVE, together with Hanga-Aro-Rau Workforce Development Council and Waihanga Ara Rau, hosted a wānanga at Manukau Institute of Technology's Ngā Kete Wānanga Marae.

The aim of the day was to understand the positive work already underway in each organisation and identify how we can work collaboratively.

We connected by sharing our research and project outcomes and processes. This was a key step toward us being successful and meeting our end goals of fostering a better experience for learners and the industry, and achieving the outcomes of the RoVE.

Food and Fibre CoVE, the Construction Sector Accord, Regional Skills Leadership Groups, Ministry of Education of New Zealand, Ministry of Business, Innovation and Employment, Independent Tertiary Education NZ (ITENZ), ETCO, Te Pūkenga, Kāinga Ora – Homes and Communities, Muka Tangata WDC, and key providers, also participated.

An aerial photograph of a large-scale construction project. The site is divided into several distinct areas. In the upper left, there is a large, dark, circular excavation pit. The central and right portions of the image show a wide, sandy area where two yellow excavators are actively working. A white van and a silver car are parked nearby. A blue truck is seen in the lower left, carrying a load of earth. To the right, a multi-story building is under construction, with its concrete frame and red steel reinforcement visible. The foreground is dominated by a large area of reddish-brown soil. The text 'ALIGN / WHAKAHANGAI' is overlaid in white, sans-serif font across the center of the image.

# ALIGN / WHAKAHANGAI



## ALIGN / WHAKAHĀNGAI

**ConCOVE's vision and mission statement support innovation and excellence in vocational education and training within the construction and infrastructure sectors. Innovation and excellence require an understanding of best practices through a variety of forms.**

Uncovering best practice might include applied research, collaborative design approaches, and understanding and strengthening links between education providers and industries within the sector.

To this end, ConCOVE is tasked with delivering projects that are aligned with our key drivers and strategic themes, that consider our priority groups, and that pass our Strategic Alignment Test (SAT). These interconnecting elements are central to our project evaluation framework.

Supported by a dedicated Project Fund, we can invest in broader opportunities to support key concepts of reimagining, connecting, and aligning through practical research projects that both assess the long-term needs of the industry, and how to address these with quality vocational education and training.

### KEY DRIVERS

#### **Productivity**

Projects that seek to improve the effectiveness of the productive effort by the construction and infrastructure workforce through vocational education and training.

Improving productivity can focus on how people learn, what is taught, or a combination of both.

#### **Culture**

Projects that seek to improve the workplace culture within the construction and infrastructure sectors.

These projects will consider how people within the sectors treat each other.

## STRATEGIC THEMES

Projects are grouped under five strategic themes:

### 1. Entry

*Projects that investigate and identify barriers and opportunities for entry.*

This identification allows for applied research to focus on increasing the workforce available to the construction and infrastructure sectors.

### 2. Career progression

*Projects that develop a sustainable and productive workforce within the construction and infrastructure sectors.*

These projects will improve retention and progression across all stages of a career through upskilling and reskilling.

### 3. Innovation and disruptive technologies

*Projects that identify, inform, develop, and/or implement innovation and disruptive technologies within the construction and infrastructure sectors.*

These projects may also develop appropriate vocational education strategies to support the sectors to adapt and adopt project outcomes.

### 4. Diversity, equity, and inclusion

*Projects that develop strategies to address the barriers and opportunities for a diverse workforce to be supported to enter, progress, and thrive in the construction and infrastructure sectors.*

### 5. Environmental sustainability

*Projects that develop training strategies within the construction and infrastructure sectors to support the transition to a thriving, climate-resilient Aotearoa New Zealand.*

These strategies could include mātauranga Māori principles, Sustainable Development Goals (SDGs), or government regulations.

## PRIORITY GROUPS

To align with other government agencies, we use the definitions from Stats NZ and Te Kete Ipurangi (TKI).

### Māori

A person is of Māori descent if they are the descendent of a person who has Māori descent or ancestry (Stats NZ).

### Pasifika

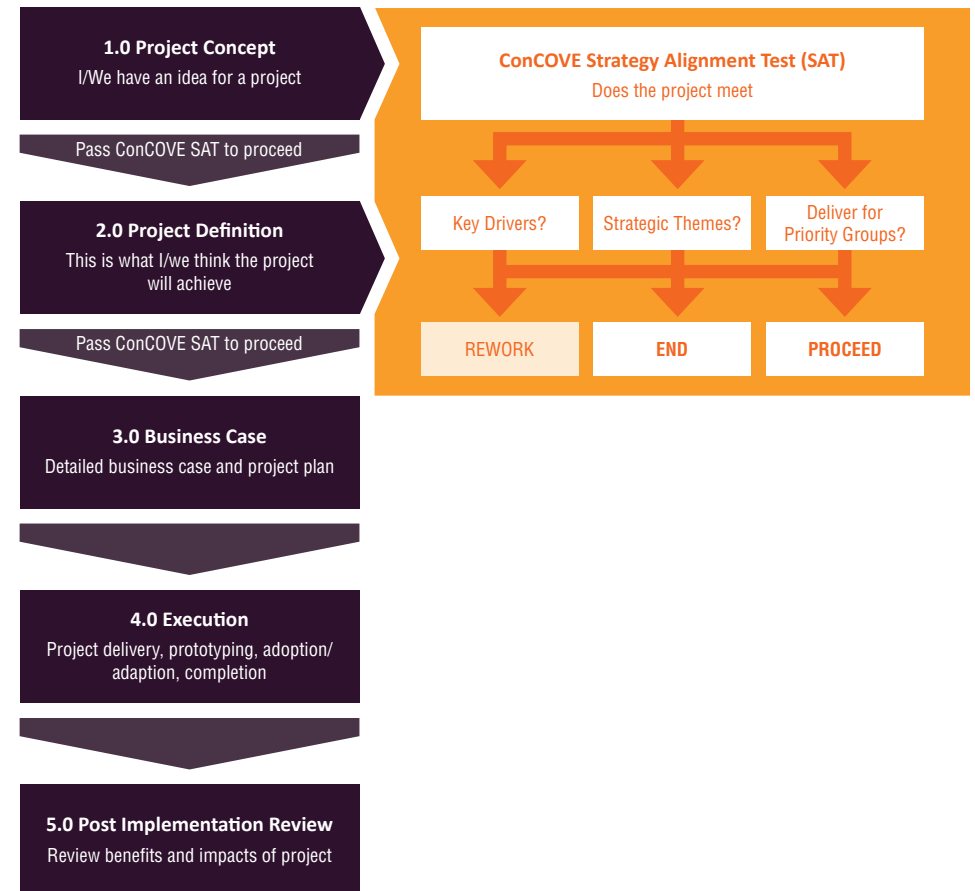
Pasifika describe the group of people living in Aotearoa New Zealand who migrated from the Pacific islands or who identify with the Pacific islands because of ancestry or heritage. The Pacific Islands is the umbrella term used to categorise islands in the Pacific Ocean, including the islands of Melanesia, Micronesia, and Polynesia (TKI).

### Women

Gender refers to someone's social and personal identity as male, female, or another gender or genders that may be non-binary (Stats NZ). For the purposes of this research, the term 'woman' encompasses any person who identifies as a woman.

## STRATEGIC ALIGNMENT TEST (SAT)

To be successful, a project needs to meet ConCOVE's strategic alignment test.



# REIMAGINE / HOKINGA MAHARA





Image by Manukau Institute of Technology - TechPark

## REIMAGINE / HOKINGA MAHARA

### RESEARCH PROJECTS CURRENTLY UNDERWAY

At ConCOVE, we're interested in practical research projects that benefit learners, employers, and industry. Here are some projects currently underway.

#### 1. The Workforce Journey Indicators

*Focusing on the way that people navigate into, through, and out of, the workforce.*

#### 2. Where is the front door?

*An investigation into the workforce entry points within the construction and infrastructure sectors.*

#### 3. From skilled industry practitioner to teacher

*Developing teaching and learning capabilities of qualified and skilled industry persons to improve workforce capacity*

#### 4. Disruption information service

*Predicting vocational education and training needs to improve workforce capacity to innovate.*

## CONCOVE PROJECT FUND

ConCOVE launched its project fund in October 2022. The Project Fund is aimed at industry, vocational education and training (VET) providers, industry associations, and anyone with an issue or project they want to investigate, to suggest additional projects and opportunities for ConCOVE to fund, co-fund, or lead.

While projects are managed by ConCOVE, we work through Requests for Proposals (RFPs) or our Project Fund to support other organisations to do the research and identify problem statements and solutions, while keeping a strategic and holistic oversight of the VET and industry network.

In 2022, ConCOVE reviewed more than 30 project ideas.



## MEASURING OUR IMPACT / TĀTAINGIA TŌ TĀAU AHO MATUA

### STAKEHOLDER SURVEY RESULTS

Our first ConCOVE Stakeholder Survey in September 2022 provided us with a baseline engagement score and a set of indicators for future activities. The survey results will help ConCOVE prioritise future projects in meeting demands of the sectors.

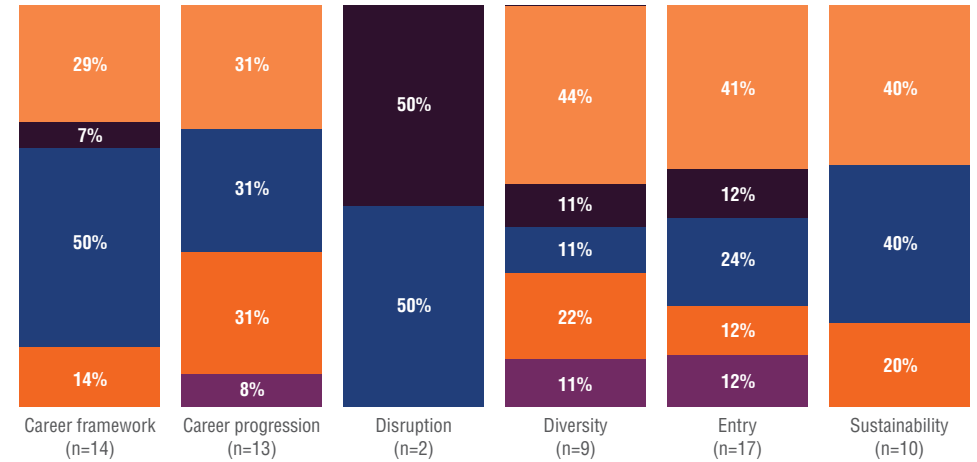
Results from the survey show some early indicators that ConCOVE's activities have positively influenced stakeholders in the construction and infrastructure sectors. However, we know there is more work to be done to achieve our mission and vision.

#### Key findings

- **16 per cent** of stakeholders have seen the activities they most connected with either led to changes or prompted discussions within their organisations.
- **21 per cent** suggested the activity prompted them to think about how the activity relates to their organisation.
- **60 per cent** of stakeholders viewed futureproofing of the industry with disruptive technology upskilling/innovation as areas to strengthen — a strong validation of our focus on disruptive technology.
- **Two-thirds** of stakeholders viewed training to progress employees as a priority area for ConCOVE, and an area that should be strengthened.

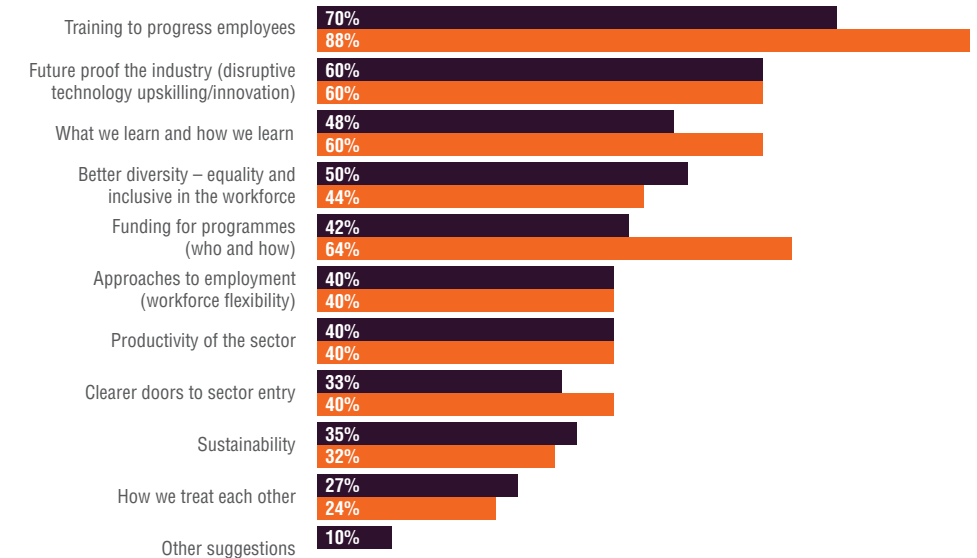
## INFLUENCE OF THE ACTIVITY ON STAKEHOLDER AND THEIR ORGANIZATION

- The activity has led to changes
- Have begun to think about how it is relevant
- Aware of the activity but no action taken
- The activity has prompted discussions
- The activity is not relevant



### STAKEHOLDER RESPONSIBILITY AND AREAS IN WHICH THEY THINK SHOULD BE STRENGTHENED

#### Hire/manage staff or deliver/organise training



## WHERE TO FROM HERE? / HE AHA TE ARONGA TŌMUA?

**Looking back on the year that's been, we can reflect on the many challenges the construction and infrastructure sectors have encountered at national, and global levels — from pandemic restrictions, labour shortages, to inefficiencies and duplications, and insufficient resource flow.**

In 2022, we were able to gather, kanohi ki te kanohi, with representatives from across the wider education sector. We declared our shared understandings, aspirations, and brainstormed ideas on how best to meet challenges head-on. We look forward to doing the same with the industry in the year ahead.

### **Asking the right questions**

We are faced with systems-based challenges and urgently need a systems-based response.

Let's ask powerful questions that will catalyze systems change and open up new possibilities, and seek answers — together.

As we identify and analyse the issues impacting the construction and infrastructure sectors, and vocational education, we must take urgent action and avoid getting stuck in a cycle.

Technical solutions alone are not enough, we need solutions that are sustainable for the industry. We want to understand root causes and implement solutions that are effective, not only driven by time constraints and current funding levers.

These challenges cannot be solved by working in isolation and together - using a collective, holistic, leadership approach we will create the impact we seek.

Across the wider sector, we are acutely aware of the need to create a stronger, more resilient, and more diverse construction and infrastructure landscape. This requires new ways of working and frameworks.

What we need right now is a significant paradigm shift that will get us there — and get us there faster.

### **2023 and beyond**

The problems facing our industry require a prompt systems change approach that will unashamedly challenge our mental models and the way we work in order to successfully reimagine the construction and infrastructure sectors, and enable them to thrive.

In 2023, we will continue engaging with our members across Aotearoa, to listen, discuss issues, and discover opportunities.

At the same time, we're working with calculated speed to deliver transformative projects that drive the necessary system shift to improve our sectors, vocational education, its delivery, and outcomes, for all.

At ConCOVE, we're lifting our head above the parapet, to reimagine a long-term, sustainable future for the construction and infrastructure sectors, **right now.**

Join us on this journey.





## FINANCIAL SUMMARY OF PERFORMANCE FOR 2022

Centre of Vocational Excellence Construction and Infrastructure Income & Expenditure Statement

Period Ending 31 December 2022

All in \$000s

	Note	Full Year Actual	Full Year Budget
<b>Income</b>			
TEC Funding	1	1,404	2,500
<b>Total Income</b>		<b>1,404</b>	<b>2,500</b>
<b>Expenditure</b>			
Staff Related Costs	2	961	1,741
Support Services Costs		250	144
Other Direct Costs:			
Contracted Services	3	86	211
Other Direct Costs	4	107	404
<b>Total Expenditure</b>		<b>1,404</b>	<b>2,500</b>
<b>Income Less Expenditure</b>		<b>0</b>	<b>0</b>

### Notes:

1. TEC funding released to cover the costs incurred during the period, any unspent funds are held as a liability (revenue in advance) in the balance sheet in accordance with the funding terms and conditions of the ConCOVE funding agreement. Any unspent funding at the end of the funding period (31 December 2025) is required to be repaid by 31 March 2026.
2. Includes recruitment, governance
3. Includes Consultants/Professional Services
4. Includes travel and other operating expenditure

**Other:**

The ConCoVE started operations from 1 September 2020. Its financial year end is 31 December as is Manukau Institute of Technology (host organisation) is part of Te Pūkenga- New Zealand Institute of Skills and Technology.

5. Accounting policies adopted by Te Pūkenga are applied to the ConCOVE. Please refer to the 2022 MIT's financial statements for 12 months ended 31 December 2022.
6. ConCOVE utilises MIT's systems and subject to its operational policies regarding procurement etc.

## CENTRE OF VOCATIONAL EXCELLENCE CONSTRUCTION AND INFRASTRUCTURE BALANCE SHEET

As At 31 December 2022	As At 31 December 2022
<b>Assets</b>	
Cash and Cash Equivalent	3,031
Trade and Other Receivables	0
<b>Total Assets</b>	<b>3,031</b>
<b>Total Liabilities</b>	
Trade and Other Payables	32
Revenue In Advance	2,999
<b>Total Liabilities</b>	<b>3,031</b>
<b>Net Assets</b>	<b>0</b>
<b>Equity</b>	
Retained Earnings	0
Current Year Surplus/(Deficit)	0
<b>Closing Equity</b>	<b>0</b>

**Notes**

1. The ConCOVE started operations on 1 September 2020. Its financial year end is 31 December.
2. The ConCOVE host organisation is Manukau Institute of Technology (MIT), Manukau Institute of Technology is part of Te Pūkenga- New Zealand Institute of Skills and Technology. As such the ConCOVE is integrated into the Financial Statements produced by MIT which are audited by Audit New Zealand.
3. Therefore, the disclosures in these statements represent the performance of the ConCOVE but are not audited separately. The Audit Opinion is issued to MIT.
4. Management reporting is carried out as part of MIT's monthly business as usual and integrated results are reported to Te Pūkenga.