

TASMANIAN UNIVERSITY STUDENT ASSOCIATION
Board of Management
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For the meeting of the TUSA Board of Management to be held on
February 13th 2023, at 6:00pm
at the TUSA Building Boardroom, Sandy Bay TAS [with zoom access].

Chair: D Sutton

Purpose: To address matters of management, strategy and direction of the Association, and of property, income and funding.

Meeting opened: 6:34pm

#	ITEM LISTING	APPENDIX	TIMING
1.	INTRODUCTORY ITEMS		5 mins
	1.1 In-Camera Session (as needed) <ul style="list-style-type: none"> In-Camera Session was held. 		
	1.2 Acknowledgement of Country S Crothers <ul style="list-style-type: none"> Acknowledged Gadigal people, the custodians of the land around Sydney CBD. In Sydney-based (usually corporate) Acknowledgments of Country, you'll often hear that the Gadigal are one clan in the "Eora Nation" - the collective name for the 29 clans around Sydney. But I have learned that "Eora" is actually not the original name for the group of people who lived in the Sydney region before colonisation. "Eora" is a Dharug word, thought to mean "from this place", or other translations made by the First Fleet are "men" or "people". Eora became how officers of the First Fleet began to refer to the Aboriginal people they met along the coast of Sydney surrounds. For a long time it was only the colonisers who referred to Aboriginal people this way, but in the 70's it became more common for Aboriginal people to use it too. My understanding is that "Eora nation" is now accepted as identity by some Aboriginal people in Sydney, but there are others who reject it's use as a misappropriation of the Dharug language. I don't have the answer about if one is right or wrong. But thought it was a good note for us to reflect on - that identity is subjective and should be respected, and in 		

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	<p>particular it is really important for us to educate ourselves about whose Country we're on when we travel around Australia - learn more than just reading the local Council's acknowledgement on their website!</p> <ul style="list-style-type: none"> Sometimes the answer is more complex than just one title! 		
	<p>1.3 Welcome</p> <ul style="list-style-type: none"> Chair D Sutton provided welcome to the Board. 		
	<p>1.4 Present D Sutton, R Mawad, L McLaren, J Newman</p> <p>Via Zoom: M Warrington, S Crothers</p>		
	<p>1.5 Apologies T Wienker, R Meredith, B Williams</p>		
	<p>1.6 Absent N/A</p>		
	<p>1.7 Staff, guests & observers TUSA Staff: SL Ward, T Sidoryn, E Knuckey</p>		
	<p>1.8 Conflicts of interest</p> <ul style="list-style-type: none"> The Board of Management did not declare any conflicts of interest (COI)s. Discussion was raised to emphasise the importance of monitoring COI within the Board, and explanation of likely COIs provided to student representatives to inform conversation. It was agreed that the COI register would be linked each month to the Board agenda for review and update prior to each session of Board. 		
2.	MINUTES AND MATTERS ARISING		
	<p>2.1 Amendments to previous minutes</p> <ul style="list-style-type: none"> N/A 		2 min

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<p>TUSA in developing their risk management framework in 2021, and noted the price difference between quotes.</p> <p>Motion: That the TUSA Board of Management approve the delivery of a facilitated Risk Assessment Refresh Workshop by Optimum Standard Australia.</p> <p>Moved: S Crothers, Seconded: J Newman Passed with no abstentions.</p> <p>ACTION ITEM: SL Ward to contact Optimum Standard Australia and progress the delivery of a facilitated risk register review.</p>		
<p>4.2 Motion to Amend Policy to Align with Governance SL Ward</p> <ul style="list-style-type: none"> • Pending outcome of In-Camera Session <p>Motion: That the Board approves that all Governance Instrument Documents are updated to replace delegations assigned to the Chief Executive Officer to the role of General Manager.</p> <p>MOVED: L McLaren SECONDED: S Crothers</p>	VERBAL ONLY	5 mins
<p>4.3 Board Evaluation & Governance S Gorringe</p> <ul style="list-style-type: none"> • Board Evaluation 2023 • Board Evaluation – Decision Table <p>The TUSA Board of Management accepted the two documents presented to Board, and thanked S Gorringe for her work in the development of these items.</p> <p><u>Board Evaluation Feedback</u></p> <ul style="list-style-type: none"> • S Gorringe discussed the specific constraints of the feedback and gathered data. She highlighted the strength of positive feedback gathered, and perception of Board members that the TUSA was in good standing when 	APPENDIX D1 APPENDIX D2	10 mins

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considering the non-for-profit status and budgetary constraints managed by the organisation.

Board Evaluation Decision Table

- As a result of the Board Evaluation data, S Gorringe developed a range of recommendations to be considered by Board and assessed on the basis of priority as determined by Board.
- S Gorringe asked Board to consider the impact of a reduced TUSA executive team when considering capacity to implement recommendations, and further consideration of the capacity of Board itself.
- S Gorringe suggested that the focus of Board governance in 2024 should be to consolidate the work created in 2023, and involve Board in the development of the document as to truly own the body of work. She also suggested that the Board keep in mind potential future Board members in this process, with an aim to mature these systems for incoming Board.
- The recommendations were presented to Board with an aim for continuous improvement.
- S Gorringe suggested that the Governance Subcommittee review the Decision Table to determine priorities within the recommendations, and identify accountable and responsible Board members and staff for each task.

Items identified as higher priorities by S Gorringe included:

- The need to progress TUSA/UTAS partnership discussions, was highlighted as a top priority.
- Board charter review with focus on delineation of Board roles and responsibilities, was noted as important for Board recruitment processes.
- Review of Board composition (and consideration of further student membership structures), was discussed. It was highlighted that a balance of student voice, alongside members with specific skills in business and governance, and capacity, was important to achieve.
- Review of UTAS and independent Board member tenure

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<ul style="list-style-type: none"> • Board recruitment process for development and incorporation into Board Charter or Constitution • Develop Board Training Plan • Governance Committee to establish a plan to address immediate gaps in Board members, as well as consider succession planning for future Board membership), all deemed important priorities. • S Gorringer suggested that consideration be given to the frequency and depth of risk review within the Board calendar, and determine the utility of current review frequency of these items. • S Gorringer advised the Board to set expectations with incoming Board members early on in the recruitment piece, for example a Board for a non-for-profit may be involved in more detail-oriented work than a large business. • S Gorringer advised Board to continue policy approval cycles. • Student representatives on Board of Management to report back to TUSA State Council (occurring as of 2024 through the development of State Council workplan). • Creation of a register of legislation. • Increased opportunities for TUSA Board to participate in TUSA activities. • Communications piece on the distinction between Student-Led and Student-Governed. • S Gorringer advised that items relating to Board membership roles and recruitment were of high urgency. • S Gorringer encouraged the TUSA Board of Management to reach out if they had any further questions. • S Gorringer left the meeting of Board. <p><u>Further discussion of Board members</u></p> <ul style="list-style-type: none"> • J Newman raised intent to consider the synergies between Board recruitment processes and student representative onboarding process, and where these processes can be connected to improve consistency. • J Newman also suggested the Governance subcommittee work to clarify Board membership and roles. 		
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<ul style="list-style-type: none"> S Crothers expressed that student representation and student voice should be considered in conjunction with discussions of Board composition and skills. 		
<p>4.4 TUSA Board Charter</p> <p>J Newman</p> <ul style="list-style-type: none"> J Newman discussed Board Charter development. She expressed intent to review charter at the next meeting of Governance subcommittee (Feb 27th 2024) with consideration of State Council synergies. She also expressed intent to condense or simplify the document, with reference to the goals and audience for whom it is intended for use. Board agreed for J Newman to proceed on that basis. 	<p>VERBAL UPDATE</p>	<p>5 mins</p>
<p>4.5 TUSA Audit – Related Party and KMP Disclosures</p> <p>SL Ward</p> <ul style="list-style-type: none"> SL Ward provided an overview of changes to the requirements of TUSA advised by the Tasmanian Audit Office (TAO). In previous years, the TUSA provided special purpose financial statements for audit processes. As TUSA is considered to be a controlled entity of the University of Tasmania, TUSA financials are consolidated under the financial statements of the University of Tasmania, and are required to convert to general purpose financial statements for the 2023 audit. As a result of this change, Key Management Personnel staff (CEO and COO) and Board of Management engaged by the TUSA in 2023 are required to complete a Related Party and KMP Disclosures form. The form relates to any transactions staff or Board, or their immediate family, have had with the TUSA. D Sutton noted that the completion of these governance compliance forms is considered good practice, and is also reflective of S Gorringer’s proposed recommendations discussed above. 	<p>APPENDIX E1</p> <p>E1. TUSA Audit - Related Party and KMP Disclosures.docx</p> <p>APPENDIX E2</p> <p>E2. University of Tasmania - Tasmania University Union - Special Purpose Financial Statements.docx</p> <p>APPENDIX E3</p> <p>E3. TAO Email Correspondence Related Party and KMP disclosures - TUSA.docx</p>	

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	<p>ACTION ITEM: SL Ward to circulate Related Party and KMP Disclosure document after the February meeting of Board, for completion before Sunday 18th February.</p>		
<p>5. MATTERS FOR NOTING</p>			
	<p>5.1 Key Messaging Update L McLaren</p> <ul style="list-style-type: none"> • Board accepted the key messaging document presented by L McLaren. • L McLaren advised Invasion Day messaging released with support from the University of Tasmania Riawunna team. <p>5.1.1 Media Release for Approval</p> <ul style="list-style-type: none"> • L McLaren presented the TUSA State Council Palestine Statement for approval of publication by the TUSA Board of Management. • The extensive research and consultation process informing the statement was discussed, including legal consultation processes. It was also highlighted that the statement received unanimous support from the TUSA State Council. • It was raised that the State Council might benefit from preparation of expected responses to concerns and complaints made in relation to the statement. • The Board thanked L McLaren and the State Council for this well-written and balanced statement. It was informally suggested that there be reference made to the extensive consultation process within the statement. <p><u>Motion</u> That the Board of Management permits the release of the attached statement, <i>The Tasmanian University Student Association on the Israeli-Palestinian Conflict</i></p> <p>Moved: L McLaren, Seconded: M Warrington Passed with no abstentions.</p>	<p>APPENDIX F1 F1. SC- KeyMessaging- Jan-24.docx</p> <p>APPENDIX F2 – Media Statement - The Tasmanian University Student Association statement on the Israeli - Palestinian Conflict.docx</p>	<p>5 mins</p>

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<p>5.2 2023 Operational Report</p> <p>SL Ward</p> <ul style="list-style-type: none"> The Board accepted the operational report. <p>Given detail provided within the SSAF report distributed below, non-SSAF funded highlights included:</p> <ul style="list-style-type: none"> Exceptional numbers of students accessing food hub, 3085 unique students have accessed the service since opening in July. 387 Risk Assessments reviewed and approved by the TUSA team in 2023, showing a high level of compliance and oversight of events servicing students. As mentioned in the State Council Annual Report, SL Ward highlighted the significant number of meetings the TUSA State Council representatives attended. 455 TUSA meetings, 271 University meetings and 88 committee meetings attended. SL Ward also highlighted the exceptional increase in social media reach TUSA achieved in 2023. <p>Other highlights for reporting period included:</p> <ul style="list-style-type: none"> Significant increase in Student Legal Service demand, prompting the roll-out of a migration law clinic that has been well-received by students. Planning phase for the SLS clinical education unit TUSA run in collaboration with the School of Law. Significant planning underway in the student experience and activation space for Clubs & Societies Days, Student Life Expo, and TUSA orientation involvement. The TUSA secured several thousands of dollars in partnership opportunities recently. <p>Board thanked SL Ward and the TUSA team for the development of the Operational Report.</p>	<p>APPENDIX G</p> <p>G. TUSA Operational Report Nov-Dec 2023.docx</p>	<p>2 mins</p>
<p>5.3 2023 Strategic Report</p> <p>T Sidoryn</p> <ul style="list-style-type: none"> T Sidoryn presented the 2023 Strategic Report to the Board. 	<p>APPENDIX H</p> <p>H. TUSA Strategy & Scorecard as at</p>	<p>1 min</p>

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<ul style="list-style-type: none"> • T Sidoryn discussed that there would be benefit to earlier review and planning of the strategic scorecard, with regular review of measurables across 2024. • The Board thanked T Sidoryn for the development of this piece of work. • It was suggested that a visual addition be considered to indicate measurable outcomes against strategic targets to quickly visualise successful areas and areas for Board focus. • It was also suggested that the Executive consider a publication strategy to inform students and stakeholders of information present in reports such as those presented at the meeting of Board. <p>ACTION ITEM: Develop comms strategy or suggested website structure for presentation of Operations & Strategic data.</p> <p>ACTION ITEM: Create addition of visual aide to strategy scorecard to indicate progress on targets for each item.</p>	Dec 2023 - Audit.pptx	
<p>5.4 Monthly Finance and Investment Report (P&L/Balance Sheet/Cashflow Estimates; Investment Reports) SL Ward</p> <ul style="list-style-type: none"> • Report accepted by Board as read. • SL Ward discussed items of note: • The report is from December, and resulting reflects End of Year financial position. • As a result of the TUSA bringing in more income and pulling back expenditure in 2023, there is a reduced overall loss than in previous years. • SL Ward noted that the cashflow estimate was inaccurate, as the University had not yet finalised the agreed upon funding within the 2024 SSAF agreement, despite forecast and usual timelines. 	<p>APPENDIX I I. Spotlight Report for Tasmania University Union - 31 Dec 2023 updated 07022024.docx</p>	<p>5 mins</p>
<p>5.5 TUSA Transformation Case Study 2023 Prepared by S Gorringe</p> <ul style="list-style-type: none"> • For additional context to support the 2023 Strategic Report and overarching TUSA strategy in 2024 	<p>APPENDIX J J. TUSA Transformation</p>	<p>5 mins</p>

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<ul style="list-style-type: none"> The Board of Management accept the report as read, and highlighted the strength of the document as a summary of the strategic focus of the organisation. 	Case Study Oct 2023.pptx	
<p>5.6 Student Demographic Update</p> <p>SL Ward</p> <ul style="list-style-type: none"> SL Ward presented student demographic information to the Board, developed for presentation to TUSA State Council and at the TUSA Team Retreat. The Board noted the importance of understanding the student demographics at the University. Of note, University of Tasmania students are more likely than many mainland universities to be Distance students, and study part-time. The high enrolment within the College of Health and Medicine was noted. The University has a majority of Domestic students at present. 19% of students are of low socioeconomic status. The Board requested that the previous years' demographic data be circulated for comparison. M Warrington was encouraged to discuss specific data requests with SL Ward. <p>ACTION ITEM: SL Ward to circulate 2022-23 student demographic data to Board.</p> <p>ACTION ITEM: SL Ward and M Warrington to touch base about specific student demographic data for Equity President advocacy work.</p>	APPENDIX K K. 231026 What We Know 2023.pptx	2 mins
<p>5.7 TUSA End of Year SSAF Report</p> <p>SL Ward</p> <ul style="list-style-type: none"> SL Ward presented the TUSA End of Year SSAF Report, completed ahead of SSAF-reported schedule for auditing purposes. <p>Highlights included:</p> <ul style="list-style-type: none"> Exceptional participation numbers and student touchpoints at TUSA and Clubs & Societies events. 	APPENDIX L L. 2023 TUSA End-Of-Year SSAF Report.docx	5 mins

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<ul style="list-style-type: none"> • 49% of our SSAF allocation is salary based, consistent with our SSAF-funded services such as student advocacy being heavily front-facing roles. • The TUSA fully expended SSAF allocation in 2023, with TUSA absorbing the excess cost. • SSAF data informed increasing service provision at the TUSA. A 26% increase in Student Advocacy cases saw the appointment of a fourth student advocate based in West Park, Burnie. • Though the Food Security Program is not SSAF funded, the TUSA's emergency food vouchers are. 2023 saw a 105% increase in emergency food vouchers provided to students, highlighting cost of living pressures and food insecurity. • Student experience and activation – 7500 society members, 104 affiliated Clubs & Societies, and expansion of some Clubs & Societies into the North. 		
<p>5.8 TUSA Culture Survey E Knuckey</p> <ul style="list-style-type: none"> • Board accepted the report as read. • E Knuckey discussed recommendations for a review of feedback with consideration of adjustments to improve staff culture, and consideration of further refinement of survey to ensure validity and reach. She also highlighted the positive trends seen in the data. • It was noted that R de Villeneuve is working on a staff onboarding package which may address some of the feedback presented in the culture survey report. <p>ACTION ITEM: SL Ward to review feedback and recommendations for consideration of followup and ongoing survey structure and frequency.</p>	<p>APPENDIX M M. TUSA Culture Survey Report.docx</p>	<p>2 mins</p>
<p>5.9 Thank you to R Mawad & R Meredith D Sutton, SL Ward</p> <ul style="list-style-type: none"> • The Board of Management provided thanks to the work undertaken by R Mawad and R Meredith both for their 	<p>VERBAL ONLY</p>	<p>5 mins</p>

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	time at Board and as Presidents of the TUSA, and wish them well in their future endeavours.		
	<p>5.10 Other business: University Council Presentation</p> <p>L McLaren</p> <ul style="list-style-type: none"> L McLaren requested input from Board on the timing of the next TUSA presentation to University Council. SL Ward and L McLaren have been invited to present to UC on the first of March. Board advised that the two attend the session. J Newman suggested presenting the student demographic data and TUSA strategy within the meeting pack to inform University Council about the student cohort and objectives of the TUSA. 	VERBAL ONLY	2 mins
	<p>5.10 Meeting Feedback</p> <p>D Sutton</p> <ul style="list-style-type: none"> None provided. 	VERBAL ONLY	2 mins

Meeting Closed: 8.07pm

Next Meeting: March 26th 2024