AMOSSHE Virtual 2 day meeting

5 and 6 August 2021, Zoom

Agenda

Aims of the 2-day meeting:

- Meet / get to know one another a bit better
- Induct new members
- Understand our role on exec and how we are going to work together
- Agree our priorities for the year
    - Strategy
    - CPD
    - Conference
    - Representation / regions and nations development
- How do we add new priorities in / add value

Some key questions to consider throughout:

1) What have we learned from the past year/18 months and how should that influence our future work?
2) How can we most effectively add value to our members?
3) What do we need to prioritise and achieve this year?
4) How can we effectively resource the activities and outcomes we want to achieve?
5) How can we best support each other to make the greatest impact?

Thursday 5 August

Reserved Business: 10:15 – 10:30

This will be a discussion with executive committee members only.

Introductions: 10:45 – 11:15

Executive get a chance to meet each other in small breakout groups.

Your role: Executive Committee members: 11:15 – 11:45

This will feature some information on the role itself, what it entails and ways of working including responsibilities for CPD, National Conference and Strategy workstreams. We will also run a refresher on where information can be found as an executive member and how to work with the National Office.

CPD topic brainstorm: 11:45 – 11:55

A quick opportunity for executive members to list and ideas for CPD topics for the year ahead in preparation for tomorrow's session.

Comfort break: 11:55 – 12:00

A very quick break while we set up the next session with our external consultant.

Working collectively as an executive committee 12:00 – 13:00

We have invited an external trainer (Chris Andreou from Inner Summit) in to help us run this session on thinking about the importance of working as a collective team.

Lunch: 13:00 – 14:00

Reflections on the past year: 14:00 – 16:00

3 parts to this session:

1) Stats and information from the past year to date: 14:00 – 14:30 (Paper reference: 21-22-01)
   A very quick summary of information from the year.
2) Strategy summary: 14:30 – 15:00 (Paper reference: 21-22-(02,03,04,05)
   Overview of the strategy to date including updates from strategic workstream leads.
3) Reflections of the impact of COVID: 15:00 – 16:00
   A session to reflect on the positives and challenges of the past year on the work of AMOSSHE members and the AMOSSHE executive.

Reflect on the first day 16:00 – 16:15

This is an opportunity to ask any final questions for the day, highlight some key aspects and make any final points.

Break: 16:15 – 17:00

Social activity: 17:00 – 19:00

This will be an online social activity run by an external provider. Details will be confirmed at the start of the 2 day meeting.

Friday 6 August

Introduction / summary from day 1

A short social activity along with a reminder of what happened on day 1 and how we are going to utilise the learning from day 1 to inform the work of day 2.

Year ahead

This is the main perspective of the rest of the meeting, split into several areas and utilising conversations and discussions from the previous day to determine future direction.

Strategy discussion: 09:30 – 11:00 – Paper reference: 21-22-(02,03,04,05,06)

Here we will discuss the structure and priorities for the year ahead for the Strategy. We will also incorporate discussions about new initiatives that we may want to incorporate and the paused programmes of work:

- Professionalisation project
- Insight projects (and replacement for Insight)
- AMOSSHE awards

Ways of working: 11:00 -11:30

We will look at how we want to work moving forward, primarily focussing on the structure of executive meetings and the structure and content suggestions for regional and national meetings (for leads and non-lead members)

Break: 11:30 – 12:00

CPD programme and National Conference: 12:00 – 13:00 (Paper reference: 21-22-(07,08)

This is a more practical session focussing on areas we deliver for CPD and some further thoughts on National Conference. As part of this session we need to agree topics and leads for each area.

Lunch: 13:00 – 14:00

Final actions list and review: 14:00 – 14:45

A chance to go through the actions and major priorities we have accumulated during the day, ensure we are all happy and in agreement with the direction of work and answer any final questions.

Final social activity: 14:45– 16:00

Details to be confirmed at the start of the 2 day meeting.

Thanks and End: 16:00

AMOSSHE 2021-22 Residential meeting

5 to 6 August 2021 | Zoom online

Minutes

Attendees:

- Anya Knight (AK), Operations Manager, AMOSSHE National Office
- Benjamin Parsons (BP), Head of Engagement, AMOSSHE National Office
- Chris Warrington (CW), Executive Member
- Claire Slater (CS), Executive Member
- Craig Best (CB), Executive Member
- Emma Bales (EB), Executive Member
- Helen McNeely (HM), Vice Chair (Operations)
- Hiba tul Habib (HH), Admin and Comms Officer, AMOSSHE National Office
- John Bloomfield (JB), Executive Director, AMOSSHE National Office
- Jill Stevenson (JS), Chair
- Kelsey Coward (KC), Executive Member
- Nic Streatfield (NS), Vice Chair (Professional Development)
- Sammy Li (SLi), Executive Member
- Simon Lee (SL), Vice Chair
- Sarah Cavendish (SC), Executive Member
- Sarah Sweeney (SS), Executive Member

Apologies:

None.

Papers

https://amosshe275.sharepoint.com/:b:/g/EeDmDn1T_29LoGKWuo1FcoABFHjYyxFIqB-RBEp59YAqaQ?e=XbCMbQ

Thursday 5 August

Reserved business: 10:15 – 10:30

None recorded

Introductions: 10:45-11:15

JS and JB opened the residential meeting by running through the main aims of the 2-day virtual meeting: introductions to AMOSSHE, inductions for new Executive members of the team, how the AMOSSHE Executive works, agreeing AMOSSHE's priorities for the year and adding further value to the membership (see papers for full details).

HM led the Executive and National Office teams to initial introductions.

Your role: Executive Committee members: 11:15 –11:45

SL gave the Executive Committee some information on the role itself, what it entails and ways of working, including: responsibilities for CPD (continuing professional development), National Conference and strategy workstreams. JB then ran a refresher for all on where information can be found as an Executive Member and how to work with the National Office.

CPD brainstorm: 11:45 – 12:00

JB gave the Executive team a brief opportunity to think about potential CPD topics to host throughout the next academic year. The Executive suggested the following topics:

- (HM) How to pull back from the generosity that services staff provided over the last year; providing normal support for assessment / disrupted assessments
- (SS) Managing blended / hybrid delivery of services moving forward
- (SC) Mental health and suicide prevention
- (CS) Student Services: What is our role? Where are the boundaries? Impact of secondary mental health pressures on our students and staff
    - CW and JS agreed with this suggestion
- (CW) Resetting what Student Services is (similar to CS's suggestion above)
- (JS) Managing the expectations of students and their supporters
    - Building cultural competency in Student Services
- (KC) Education in devolved nations: what are the differences?
    - Wellbeing of senior managers
    - Recruiting and retaining a diverse workforce
- (SLi) How to manage online delivery and maintain engagement with students
- (EB) How the sector engages students in the development of Student Services delivery

JB concluded this section of the meeting and reiterated that the team can revert to these suggestions in the second session hosted on Friday to discuss CPD topics and leads.

Working collectively as an Executive Committee: 12:00 – 13:00

Chris Andreou, Founder of Innersummit Ltd led the Executive and National Office teams in a session about working collectively as a team: how to get the best out of a new team, often working remotely, how to build connections and achieve impactful collaboration, and working effectively across 5 Executive meetings a year in a voluntary Executive Committee member position.

During this session the Executive were split into teams to think about AMOSSHE's Executive Committee as a collective and what our 'end goal' is. The final agree vision for the executive moving forward is:

We collaborate, and are ambitious to ensure AMOSSHE makes a difference and creates meaningful impact to members, the sector, and the student experience.

The Executive Committee found this session useful and thought provoking, JS gave thanks to Chris for leading the session and JB for organising.

Reflections on the past year: statistics and information from the National Office 14:00 – 14:30

JB introduced the session and the National Office team presented statistics and information from the last year to date.

Please see paper on stats for all the details from this session: Stats paper on AMOSSHE 2021 activity

Reflections on the past year: Strategy summary 14:30 – 15:00

JS gave an overview and re-introduction to the AMOSSHE 2019-2024 five-year strategy, including current progress of the workstreams from previous leads.

Resources workstream leads: Claire Slater and Jill Stevenson

- Research is underway to gather qualitative and quantitative data about member engagement.
- Analysis of the recent member survey feedback still needs to be done, alongside drawing conclusions, and deciphering next steps. We need to look at the feedback we have from different members and are there types of members who aren't currently represented in the feedback.
- We need to identify gaps in what AMOSSHE provides, what we do well and need to continue with, and what to do less with

External Development workstream leads: Simon Lee and Chris Warrington

- Workstream looks at establishing the networks we already have, and where we need to build new networks. What does it mean to have an impactful and meaningful relationship with the wider sector, and how can we measure success?
- A stakeholder mapping exercise is complete, the next steps are to prioritise and understand relationships, reach out to organisations to develop the relationship and identify mutual gains.

Resources workstream leads: None due to leaving the executive (presented by Benjamin Parsons)

- Work has begun on Outcome 1 (AMOSSHE has an online platform comprising resources including research, data and knowledge exchange materials that can be accessed by 100% of the membership and provides a base for continuous learning and collaborative work between members.
- A working group of Executive Members and member volunteers was sourced and created, one meeting held, and terms of reference agreed
- The next step was part of Objective 2, to assess the current resources offering. The action to devise a template of questions that the working group can use to review the current website, for the group to review and contribute to, is still outstanding.

Reflections on the past year: impacts of COVID 15:00 – 16:00

In groups the Executive discussed and answered the following questions within groups: https://amosshe275.sharepoint.com/:w:/g/Eafyifg2mXhCnF4BXhRWzlMB2t97EN7qa811iF_FpR_hcQ?e=O2tbzI

Please see the above document for outcomes.

ACTION: NO and Chairs to discuss 'Reflections from COVID' feedback on the first Chairs call of the 21-22 academic year

Reflect on the first day 16:00 – 16:15

JS presented the last brief session, this offered the Executive a chance to reflect and digest information shared across the day and gave opportunity for any final questions.

Friday 6 August

Introduction / Summary from Day 1 09:00 – 09:30

JS to gave a quick recap of day 1 and opened out to the group to share key reflections. The team shared the following thoughts:

- JB: Balancing work going ahead
- KC: Taking our learning from COVID forward
- CW: Felt like a proper residential, good connections, good thinking on strategy, ideas for how we might do events
- BP: Identifying where we are on the S curve – courage and then regroup
- CS: Reflecting on where we are as an organisation, how we take courage, jump and regroup
- CB: Feeling enabled to make a difference, contribute and get involved
- SS: Inspiring session, a friendly, enthusiastic, welcoming group, energised and excited about getting started
- AK: Reflecting on where the organisation is was very helpful, keeping track of the S curve
- SL: Feedback from the National Office on CPD, sponsorship and representation – this was useful, inspiring, and challenging. Also, the team building is going well.
- SC: Felt a part of a team where enthusiasm and passion will be welcomed, also reflecting on why we're doing what we're doing was really helpful and reassuring
- HM: Felt like a good new start, a refresher, but also refreshing and a reminder of what we're aiming for
- SLi: Seeing people enjoy themselves on top of work commitment, also identifying why and how we need to change and grow
- NS: Feels new and invigorating, there's a lot to do; the question of "why" was really striking and useful

BP reminded the Executive of the original acronym for AMOSSHE: Association of Managers of Student Services in Higher Education. This was changed to AMOSSHE The Student Services Organisation as it was felt this was too narrow to cover the entire membership, not all are managers.

Strategy discussion: 09:30 – 11:00

JS opened this discussion drawing on the feedback and discussion from yesterday. This was an opportunity to discuss and further develop the strategy moving forward, including resetting the timelines and priority areas to work on and consider for each area. We'll also discuss paused programmes of work and new initiatives that we may wish to deploy as part of this work. JS

reminded the team that we also need to identify workstream members/leads as part of this discussion.

Paper reference: 21-22-(02,03,04,05,06). The group discussed the structure and priorities for the year ahead for the Strategy, and also incorporated discussions about new initiatives that we may want to incorporate and the paused programmes of work:

- Professionalisation project
- Insight projects (and replacement for Insight)
- AMOSSHE awards

Resources

Prioritisation of objectives:

1. Resources for members (objectives 1, 2 and 3 - creating the platform) should take priority over the professionalisation project.
2. Objective 11 / 12: Research and disseminate data - this would require a resource (policy person) to design and execute this.
3. Objective 4: Professionalisation project - this would require a third party to design and build.

Member engagement

Starting to look at the data around leads and non-leads, but also how do we continue to evaluate impact long term, and finding out why some members don't engage. Also comparisons with other membership associations. Discussion of leads / non-leads / non-members who engage with events – how do we get them involved across the board.

External development

The existing prioritised objectives (completing the stakeholder mapping and developing international / external relationships - reaching out to peer organisations) are still really key. Also, what is the purpose of AMOSSHE now? Should we be lobbying to influence policy in government? Become more visible and vocal in the way we try to shape the sector? AMOSSHE does a lot of things but doesn't talk about it in ways that members can use to empower their own work.

The Executive then discussed the paused programmes of work.

Professionalisation project

Should we re-prioritise this project?

YES: SC, BP, CW, SS, SLi, EB, HM (7)
NO: CS, CB, NS, KC, SL, JB (6)
Not voted: AK, JS

The Executive agreed that the professionalisation project is an important piece of work for AMOSSHE to complete, however a short delay to the professionalisation project would be best due to recovery from the pandemic. We won't push back by a whole academic year, we will continue to look at this across the next year.

People across the sector are looking for this piece of work but we need to have more research. The drive to postpone for a year is to do with what members need right now, the priorities to provide resources are more urgent now. The project also needs to be finished to a high standard, so research

such as the member engagement workstream needs to be prioritised.

ACTION: JB to add professionalisation project to future Executive agendas for team to discuss progress and next steps.

Insight projects

The Executive agreed to go ahead with this project as an opportunity for sector research, if not in its previous form then something else research-based. Many of the Executive team suggested to prioritise Insight over awards. This isn't a re-set to traditional Insight, but a way to look at research, and/or project work for the good of the membership.

ACTION: HH to organise meetings for the new Insight group to begin the project

Awards

All agreed this is valuable, but it is difficult to put together a hierarchy when everyone works so hard across the year. The Executive agreed to delay this project slightly to prioritise research work this academic year.

Ways of working: 11:00 -11:30

SL introduced the discussion about structural ways of working moving ahead, focussing on three key areas:

- Future Executive meetings structure
- Regional and national meetings (leads and non-leads)
- Balance between online and face to face activity

SL posed to colleagues: what would they feel comfortable with in terms of structure for the Executive meetings moving forward this next year? Many were cautious over the first term.

The Executive discussed different perspectives of meeting in person, meeting in a hybrid capacity, either online or in person over the last year. Many were in favour of meeting in person. Hybrid sessions also work well.

The majority of colleagues are comfortable and willing to travel in October. SL proposed a hybrid meeting in October and continuing this model in January. Then the Executive will reflect on this model moving forward across the year, with a view to meet in person in April and June.

The Executive agreed to this model, the October meeting will be hybrid. Those who want to travel to London will, the others will attend virtually.

ACTION: AK to organise hybrid Executive meeting in October 2021
ACTION: ALL EXECUTIVE to let AK and HH know about physical or virtual attendance in October 2021 meeting by COP **28th August 2021**
ACTION: Develop COVID safety protocols for in-person meetings
ACTION: JB to look into a residential meeting before the end of the academic year

Regional and national meetings

ACTION: BP and HH to devise agenda items for each regional and national group for them to review how they work going forward, and how they are going to engage non-lead members if they don't currently

Break: 11:30 – 12:00

CPD programme and National Conference: 12:00 – 13:00

(Paper reference:21-22-(07,08) NS presented a practical session focussing on areas we deliver for CPD and some further thoughts on National Conference. As part of this session the Executive needed to agree topics and leads for each area.

NS gave an overview of the last academic year of CPD and topic suggestions from the last Executive meeting in June 2021.

The executive discussed topics and priority with the final confirmed list or topics and leads below:

- Development group – NS, SC
- October – managing expectations: CS, HM
- November – suicide prevention: NS, SS, SC
- December – sponsor showcase: SC, SL
- January – devolved nations: CW, KC
- February – winter conference healthy lifestyles: CW, EB
- April – cultural competency: SLi, SL
- May – managing specialist services: SS, EB
- National Conference: CS, CB – SC (succession lead)

ACTION: SLi to send through details of service delivery provider of on-screen delivery to AK to help with accessibility for our online CPD activity.

Lunch: 13:00 – 14:00

Final actions list and review: 14:00 – 14:45

HM / JB to presented the last run through of actions and major priorities that accumulated during the day, to ensure that all are happy and in agreement with the direction of work and answer any final questions.

- The professionalisation project and awards paused until later in the academic year
- Insight / research leads are CW, SL
- Strategy groups:
    - Resources – SS, KC
    - Member engagement – CB, CS
    - External development – CW, SL
- CPD:
    - Development group – NS, SC
    - October – managing expectations: CS, HM
    - November – suicide prevention: NS, SS, SC
    - December – sponsor showcase: SC, SL
    - January – devolved nations: CW, KC
    - February – winter conference healthy lifestyles: CW, EB
    - April – cultural competency: SLi, SL

    - May – managing specialist services: SS, EB
- National Conference: CS, CB – SC (succession lead)
- International exchanges: SL, CB
- Business ethics: HM, NS

Thanks and End: 16:00

JS gave thanks to all in attendance, with a special mention to the National Office staff for all their contributions ahead of the 2-day meeting.

Directors Finance
Summary
June 2021

Code		Year to date Actual	Year to date Budget	Year to date Variance	Budget Full Year	% of full year budget achieved TD*	Notes
	Income						
200	Conference	£5,700.00	£25,100.00	(£19,400.00)	£25,100.00	23	There is a lot of money coming through in July for last minute bookings, estimated that we will still be slightly down on budget
300	CPD	£28,331.35	£25,830.00	£2,501.35	£25,830.00	110	Exceeded due to more non-members coming to events than members
	Sponsorship	£46,114.50	£26,054.25	£20,060.25	£26,054.25	177	Budget was kept low due to expectations but significant take up for annual and CPD sponsorship in particular
	Membership	£129,345.89	£97,975.57	£31,370.32	£97,975.57	132	Year end VAT % based on the prevous year has been factored in - this figure, includes £19,438.11 of VAT) - futher adjustments will reduce this most likely
	Other income	£1,768.46	£0.00	£1,768.46	£0.00	100	Money for attendance at StudentMinds governance group (£1750) and bank interest (£13.39)
	TOTAL income	£211,260.20	£174,959.82	£36,300.38	£174,959.82	121	
	Expenditure						
10	Central	£105,404.20	£104,391.00	(£1,013.20)	£110,437.21	95	Zoom and vimeo costs will be reallocated during year end
200	Conference	£40,745.79	£60,195.00	£19,449.21	£64,350.31	63	
300	CPD	£34,907.55	£35,778.00	£870.45	£42,003.09	83	Costs for Zoom software to be moved to here at the end of the year
20	Executive	£971.85	£869.57	(£102.28)	£869.57	112	Cost for external consultant and goodie boxes for residential, ext activity
400	Futures	£0.00	£0.00	£0.00	£0.00	0	
500	Insight	£0.00	£0.00	£0.00	£0.00	0	
100	Membership	£90.00	£0.00	(£90.00)	£0.00	0	
	TOTAL expenditure	£182,119.39	£201,233.57	£19,114.18	£217,660.18	84	
	TOTAL Surplus / Deficit	**£29,140.81**	**(£26,273.75)**	**£55,414.56**	**(£42,700.36)**		

TOTAL Cash position	Main account	£27,325.53	
30/06/2021	Savings account	£200,986.39	
	TOTAL	**£228,311.92**	

Notes on reading the management report

1 * The full year budget percentage relates to how much income / expenditure has been raised and spent against our budgeted expectations for the year to date

2 The year to date figure only is shown as the monthy figures can vary against budget

3 Area specific expenditure is shown against those areas that are of interest to the executive

4 Figures in red are negative figures

5 Any additional information is supplied on the corresponding executive paper

Strategy priorities agreed at the Executive 2 day meeting in 2020/21 and Strategy Summary

Summary of the Strategy

In order to turn the Strategic plan into a practical document the AMOSSHE executive developed a series of 3 workstreams. This was partly due to the fact that some of the agreed aims and objectives crossed over the 3 priorities within the main plan of enabling members, collaborating and influencing and establishing a movement.

The workstreams were developed to enable members and executive members that have particular expertise to use their knowledge for specific project areas. Each workstream has at least 2 leads who are responsible for reporting back progress to the wider executive committee at each meeting. The documents show the main strategy, vision and values and the workstreams documents demonstrate how the aims are objectives are aligned to each of the 3 workstreams of resources, member engagement and external development.

Strategic priorities agreement

In light of the ongoing pandemic the executive committee agreed to continue work on the strategy as best as we could and agreed priority areas to work on. A summary of the main points from that discussion are below for consideration at 2 day executive meeting.

Minutes from the Strategy discussion in August 2020

The Board split into smaller discussion groups to discuss the following question: *In light of the discussions so far, and particularly thinking about the major changes in the external environment in recent months (including Covid19 and increased expectations of major organisations to tackle racism, social injustice and promote EDI) are our 8 strategic outcomes 2020-24 still the right ones?*

After lengthy discussions, The Executive came back to agree that the outcomes previously agreed are still right as the strategy had been developed at a high level to account for current circumstances over the next 5 years. The Board are committed to the outcomes being delivered by 2024.

The group split into two smaller discussion groups to assess the 20 objectives that are due for completion in April 2021. The group discussed which objectives are not feasible, what would be required to make them feasible, and any objectives that are missing: *Consider the 21 objectives for 2019-21. Are these still appropriate, realistic, and feasible?*

- *If not, highlight which ones are not*
- *If the issue is feasibility, note what would be required to make them feasible (e.g. extending deadline beyond April 2021? Additional targeted resources needed?)*
- *If there are objectives missing in light of discussion point 1, suggest what they might be*

Workstream 1

All objectives were still relevant apart from the professionalisation project which we have already agreed to postpone. The most relevant objectives were the learning platform elements 1-4 with the scoping phase of the learning platform feasible to be completed by April 2021.

Workstream 2

Articulating common narratives would take longer than April and objectives 16,17 could be put back further. The priority ones are 5,6, 15,18 which could be achieved in a shorter period of time. Objective 11 (from workstream 1) could be completed at the same time as 5,6.

Workstream 3

It was agreed that all objectives in this workstream are still able to be completed however stakeholder mapping is a higher priority than the other objectives.

The Executive agreed all workstreams should be kept under regular review, keeping this as a standing item on the Executive agenda.

Given that some objectives would take a lot of time and resources the executive were asked to vote on the top 5 objectives they deemed as a priority for the organisation if we were unable to resource all required. The top objectives voted for were:

Objective 1: Create a working group to look into the specifics of the project (specifically size and scope of the project)

Objective 15: Understand how our members are currently engaging with AMOSSHE, including the number of members doing so and how often

Objective 19: Identify a priority group of global partners to build reciprocal partnerships with

Objective 10: Complete stakeholder mapping exercise to include individuals as well as organisations who may be able to help AMOSSHE to positively impact the student experience agenda

Objective 3: Collate member feedback on the composition of the platform and ensure that the platform includes our current resources, the resilience project, insight reports, CPD and other event information and future potential work (such as webinars, external content)

Objective 9: Create a statement of what we mean by impactful contributions within the sector to enable us to measure success

AMOSSHE

The Student Services Organisation

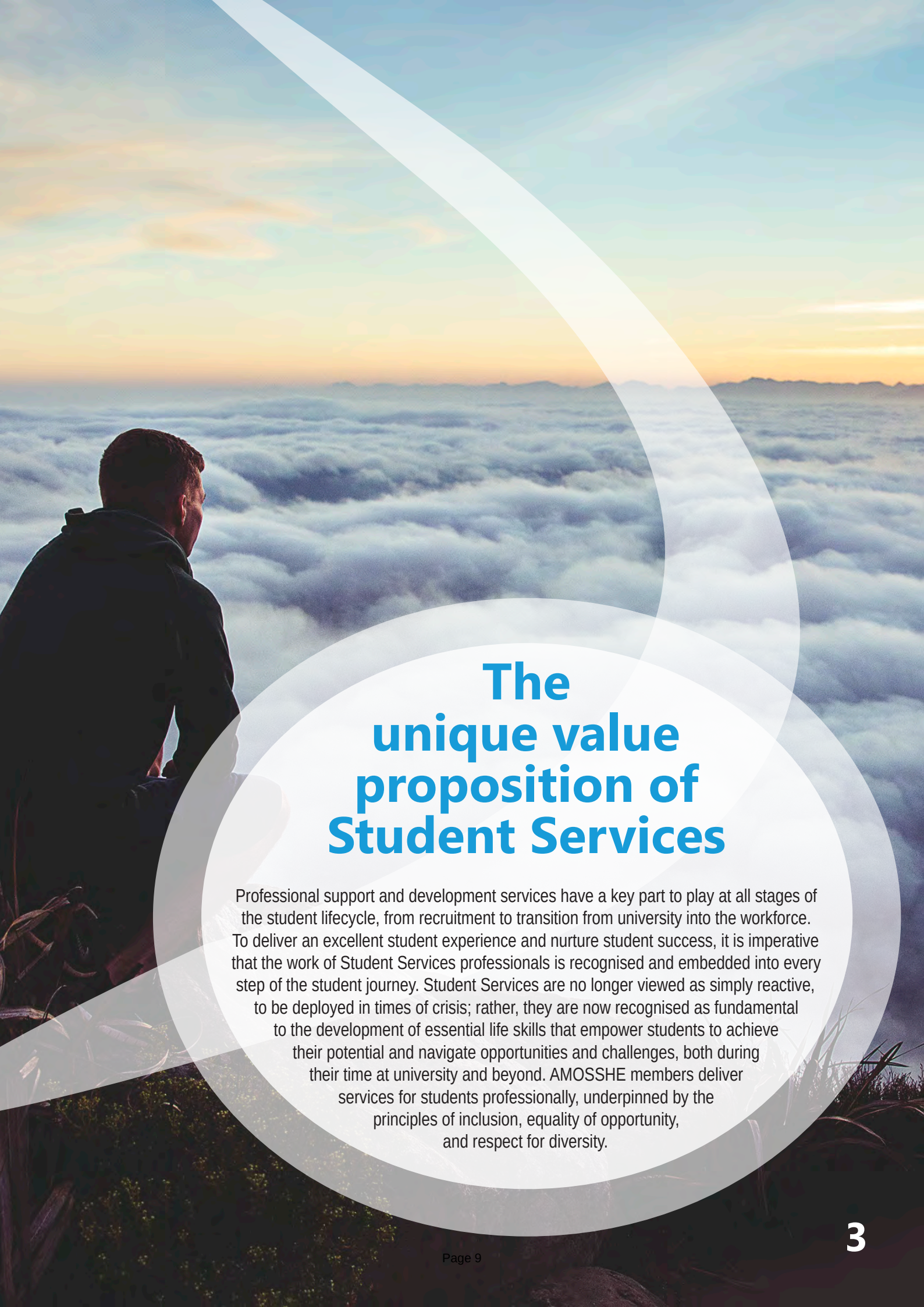
AMOSSHE strategy 2019 to 2024

AMOSSHE and our members

AMOSSHE, The Student Services Organisation is a membership association representing, largely, Directors of Student Services in higher education, plus professional colleagues with a remit for and interest in establishing sector-leading standards for the delivery of an excellent student experience and student success.

AMOSSHE, through the elected Executive Committee and National Office, informs, supports and upskills its members, and represents, advocates for and promotes the enhancement of a positive student experience globally. Our members support students to fulfil their academic potential and enjoy a fulfilling and empowering student experience through all phases of the student lifecycle, while developing lifelong skills and attributes that make them some of the most employable, resilient, skilled and adaptable graduates in the world. They do this through collaboration with students, academic and professional services, and external stakeholders, ensuring that students, regardless of gender, age, origin, discipline, mode of study or residential status are sufficiently prepared, connected, supported and developed before, during and after their time at university.

Many of our members' services are targeted to ensure that the most vulnerable or challenged students (such as those who are care-experienced, disabled, estranged from their families or who have experienced social deprivation) are able to access and experience university life without barriers and on a level playing field. Those designing and delivering Student Services are committed to adding value for students in a way that enables their academic ability – irrespective of background or personal characteristics – through a culture of recognition, respect, nurturing talent and championing achievement.



The unique value proposition of Student Services

Professional support and development services have a key part to play at all stages of the student lifecycle, from recruitment to transition from university into the workforce. To deliver an excellent student experience and nurture student success, it is imperative that the work of Student Services professionals is recognised and embedded into every step of the student journey. Student Services are no longer viewed as simply reactive, to be deployed in times of crisis; rather, they are now recognised as fundamental to the development of essential life skills that empower students to achieve their potential and navigate opportunities and challenges, both during their time at university and beyond. AMOSSHE members deliver services for students professionally, underpinned by the principles of inclusion, equality of opportunity, and respect for diversity.

AMOSSHE vision

what we seek to achieve by 2024

UK Student Services are some of the best in the world, and are universally recognised as being fundamental to the achievement of:

- Student success
- A globally regarded world class student experience
- The strategic goals of UK universities

AMOSSHE mission

what we will do to achieve our vision

AMOSSHE will nurture a collaborative, skilled, passionate and empowered movement of leaders and partners who deliver innovative, impactful, world class services that are proven to enhance the holistic experience and enable student and institutional success.

By "movement" we mean a committed community of professionals with aligned aims and values. We will advocate on behalf of that movement to influence key stakeholders in the pursuit of our vision, by articulating the value of professional Student Services that transform the student experience and promote student success.

We recognise that the global and national political, economic, social and legislative environment will continually evolve during the period of this strategy. Together, the vision, mission, values and strategic goals create a holistic framework that we believe will be sustainable over the five year time period. Regardless of the changing environment, we have identified seven **values-based guiding principles** that underpin the implementation of our strategy and will enable us to remain focused, as a movement, on the achievement of our vision.

A sustainable five year strategy founded on values-based guiding principles

Supportive
Consider the wellbeing of our members: nurture a strong and supportive community of Student Services leaders and practitioners, including facilitating opportunities for sharing good practice and joint solutions to be generated

Diverse
Recognise the diverse needs of students and AMOSSHE members across the UK and take steps to ensure that our policies, practices and programme of work are reflective of this

Collaborative
Work together as a movement to build strong, influential partnerships with key external agencies and stakeholders, and also with our peers and institutional colleagues, to influence positive change

Innovative
Be bold and continually seek innovative and improved ways to achieve our vision, including funding evidence-based research that informs new practices

Evidence-based
Invest in and utilise data and evidence-based research to inform our decisions and evaluate the impact of our work

Developmental
Invest in the continuing professional development of our members and their teams, equipping them with the professional skills, knowledge, experience, opportunities and networks to influence change and enhance student success

Proactive
Continually scan the horizon to identify developments likely to impact on our sphere of work, and take proactive action to mitigate against risks and influence policy and investment decisions that will impact on student success

AMOSSHE strategic priorities 2019 to 2024

Over the period of this strategy, the focus of the AMOSSHE Executive Committee and National Office will be to facilitate the cultures, behaviours and infrastructure necessary to make significant progress towards the achievement of our vision. To do this, over the next five years we will:

Enable members

Provide our members with the cutting edge tools, skills, knowledge, opportunities and networks to successfully deliver innovative and impactful Student Services programmes

Collaborate and influence

Collaborate with and influence university leaders, policy makers, funders, government (local and national), students, advocates, and other key stakeholders – in the UK and globally – to ensure that the impact of Student Services is clearly recognised during conversations about the enhancement of the student experience

Establish a movement

Nurture a dynamic and integrated movement of Student Services leaders – in the UK and internationally – focused on facilitating and promoting student success; a collaborative consortium of partners speaking a common language and dedicated to the achievement of the highest quality outcomes for our students

Vision
Student success
Globally recognised world class student experience
Achievement of institutional goals
Priorities
Enable members
Collaborate and influence
Establish a dynamic and integrated movement
Mission
Collective, skilled, empowered movement focused on strategic vision
Delivery of and continued investment in world class, innovative, impactful Student Services
Collaborative
Diverse
Evidence-based
Values-based guiding principles
Supportive
Proactive
Innovative
Developmental
Student Services leaders (AMOSSHE members)
AMOSSHE Executive and National Office
Partners and sector stakeholders

Enable members

Provide our members with the cutting edge tools, skills, knowledge, opportunities and networks to successfully deliver innovative and impactful Student Services programmes

Collaborate and influence

Collaborate with and influence university leaders, policy makers, funders, government (local and national), students, advocates, and other key stakeholders – in the UK and globally – to ensure that the impact of Student Services is clearly recognised during conversations about the enhancement of the student experience

Establish a movement

Nurture a dynamic and integrated movement of Student Services leaders – in the UK and internationally – focused on facilitating and promoting student success; a collaborative consortium of partners speaking a common language and dedicated to the achievement of the highest quality outcomes for our students

Outcome 3

AMOSSHE members have increased opportunities to network and be represented throughout the sector and beyond.

- 7) Create a skills guide to help members understand what they would need to do to effectively present on behalf of AMOSSHE

Outcome 1

AMOSSHE has an online platform comprising resources including research, data and knowledge exchange materials that can be accessed by 100% of the membership and provides a base for continuous learning and collaborative work between members. The data from this platform will demonstrate the impact of AMOSSHE work within institutions in a variety of ways.

- 1) Create a working group to look into the specifics of the project (specifically size and scope of the project).
- 2) Agree how we measure the impact of the platform, including the data from this platform can be utilised to measure success/impact of AMOSSHE work within institutions
- 3) Collate member feedback on the composition of the platform and ensure that the platform includes our current resources, the resilience project, insight reports, CPD and other event information and future potential work (such as webinars, external content)

Outcome 2

The AMOSSHE professional behaviours framework is utilised by members and integrates with the AMOSSHE CPD framework. It provides a recognised evidence base and framework to drive personal development within professional student services.

- 4) Finalise phase 2 of the professionalisation project through an external consultant with the support of an AMOSSHE steering group to ensure aims are met

Outcome 5

AMOSSHE has, through the commissioning, analysis and dissemination of research and data, enabled members to effectively influence internal and external stakeholders.

- 11) Identify which data is currently available and that which our members need, including gaps in current knowledge and understanding
- 12) Design an approach to gathering and analysing research and data (our own or others') and disseminating that through an AMOSSHE lens for the benefit of our members.
- 13) Identify how we will measure the impact of this approach, and agree plans to keep it under review.

Outcome 4

We have developed and nurtured strong, mutually beneficial collaborations with key influencers [including academics, sector bodies, policy makers, funders and government], based on our understanding of the key challenges and opportunities facing students and student services, to deliver impact on behalf of our members.

- 9) Create a statement of what we mean by impactful contributions within the sector to enable us to measure success
- 10) Complete stakeholder mapping exercise to include individuals as well as organisations who may be able to help AMOSSHE to positively impact the student experience agenda
- 20) Identify mutual benefits of partnership
- 8) Working group to look at stakeholder mapping and establish which networks and relationships we currently have, and which do we wish to pursue.
- 19) Identify a priority group of global partners to build reciprocal partnerships with

Outcome 8

AMOSSHE mutually influences and learns from a global network of student services leaders, for the benefit of our students.

Outcome 7

The AMOSSHE Executive, through the support of the National Office, has consolidated and enhanced engagement with members to influence the direction and impact of AMOSSHE work.

- 5) Establish a baseline of current activity (such as member attendance at meetings, events and conferences)
- 6) Create measurable targets of increasing member opportunities and what these look like
- 18) Identify a % of engagement with members once we understand how members are currently engaging and how we would like them to engage with us
- 15) Understand how our members are currently engaging with AMOSSHE, including the number of members doing so and how often

Outcome 6

Our members can articulate a common narrative about the impact of student services on student and institutional success.

- 16) Agree what impactful (relevant) engagement looks like and how this feels as an AMOSSHE member and a member of the executive
- 17) Develop a narrative of how this feeds into the wider success of the AMOSSHE strategy and promote this to members
- 14) Define and promote our definition of a common narrative to help members understand and be able to articulate the context in which this is meant

KEY

Strategic priority

Outcome

Objective

Workstream: resources (1)

Workstream: member engagement (2)

Workstream: external development (3)

Strategic Priorities, Outcomes and Objectives Chart

Strategic Priority 1: Enable our members

Outcome 1:

AMOSSHE has an **online platform** comprising resources including research, data and knowledge exchange materials that can be accessed by 100% of the membership and provides a base for continuous learning and collaborative work between members. The data from this platform will demonstrate the impact of AMOSSHE work within institutions in a variety of ways.

Objectives

1	Create a working group to look into the specifics of the project (specifically size and scope of the project).
2	Agree how we measure the impact of the platform, including the data from this platform can be utilised to measure success/impact of AMOSSHE work within institutions
3	Collate member feedback on the composition of the platform and ensure that the platform includes our current resources, the resilience project, insight reports, CPD and other event information and future potential work (such as webinars, external content)

Outcome 2:

The **AMOSSHE professional behaviours framework** is utilised by members and integrates with the AMOSSHE CPD framework. It provides a recognised evidence base and framework to drive personal development within professional student services.

Objectives

4	Finalise phase 2 of the professionalisation project through an external consultant with the support of an AMOSSHE steering group to ensure aims are met

Outcome 3:

AMOSSHE members have increased **opportunities to network** and be represented throughout the sector and beyond.

Objectives

7	Create a skills guide to help members understand what they would need to do to effectively present on behalf of AMOSSHE
5	Establish a baseline of current activity (such as member attendance at meetings, events and conferences)
6	Create measurable targets of increasing member opportunities and what these look like
18	Identify a % of engagement with members once we understand how members are currently engaging and how we would like them to engage with us
9	Create a statement of what we mean by impactful contributions within the sector to enable us to measure success

Strategic Priority 2: Collaborate and Influence

Outcome 4:

We have developed and nurtured strong, mutually beneficial collaborations with key influencers [including academics, sector bodies, policy makers, funders and government], based on our understanding of the key challenges and opportunities facing students and student services, to deliver impact on behalf of our members

Objectives

8	Working group to look at stakeholder mapping and establish which networks and relationships we currently have, and which do we wish to pursue.
9	Create a statement of what we mean by impactful contributions within the sector to enable us to measure success
10	Complete stakeholder mapping exercise to include individuals as well as organisations who may be able to help AMOSSHE to positively impact the student experience agenda
20	Identify mutual benefits of partnership

Outcome 5:

AMOSSHE has, through the commissioning, analysis and dissemination of research and data, **enabled members to effectively influence** internal and external stakeholders.

Objectives

11	Identify which data is currently available and that which our members need, including gaps in current knowledge and understanding.
12	Design an approach to gathering and analysing research and data (our own or others') and disseminating that through an AMOSSHE lens for the benefit of our members.
13	Identify how we will measure the impact of this approach, and agree plans to keep it under review.

Strategic Priority 3: Establish a movement

Outcome 6:

Our members can articulate a **common narrative** about the impact of student services on student and institutional success

Objectives

14	Define and promote our definition of a common narrative to help members understand and be able to articulate the context in which this is meant

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Outcome 7:

The AMOSSHE Executive, through the support of the National Office, has consolidated and **enhanced engagement with members** to influence the direction and impact of AMOSSHE work

Objectives

5	Establish a baseline of current activity (such as member attendance at meetings, events and conferences)
6	Create measurable targets of increasing member opportunities and what these look like
14	Define and promote our definition of a common narrative to help members understand and be able to articulate the context in which this is meant
15	Understand how our members are currently engaging with AMOSSHE, including the number of members doing so and how often

16	Agree what impactful (relevant) engagement looks like and how this feels as an AMOSSHE member and a member of the executive
17	Develop a narrative of how this feeds into the wider success of the AMOSSHE strategy and promote this to members
18	Identify a % of engagement with members once we understand how members are currently engaging and how we would like them to engage with us

Outcome 8:

AMOSSHE mutually influences and learns from a **global network of student services leaders**, for the benefit of our students.

Objectives

8	Working group to look at stakeholder mapping and establish which networks and relationships we currently have, and which do we wish to pursue.
19	Identify a priority group of global partners to build reciprocal partnerships with
20	Identify mutual benefits of partnership

		Objective	Outcomes							
			1	2	3	4	5	6	7	8
			SP1			SP2		SP3		
Resources	1	Create a working group to look into the specifics of the project (specifically size and scope of the project).								
	2	Agree how we measure the impact of the platform, including the data from this platform can be utilised to measure success/impact of AMOSSHE work within institutions								
	3	Collate member feedback on the composition of the platform and ensure that the platform includes our current resources, the resilience project, insight reports, CPD and other event information and future potential work (such as webinars, external content)								
	4	Finalise phase 2 of the professionalisation project through an external consultant with the support of an AMOSSHE steering group to ensure aims are met								
	7	Create a skills guide to help members understand what they would need to do to effectively present on behalf of AMOSSHE								
	11	Identify which data is currently available and that which our members need, including gaps in current knowledge and understanding.								
	12	Design an approach to gathering and analysing research and data (our own or others') and disseminating that through an AMOSSHE lens for the benefit of our members.								
	13	Identify how we will measure the impact of this approach, and agree plans to keep it under review.								
Member Engagement	5	Establish a baseline of current activity (such as member attendance at meetings, events and conferences)								
	6	Create measurable targets of increasing member opportunities and what these look like								
	14	Define and promote our definition of a common narrative to help members understand and be able to articulate the context in which this is meant								
	15	Understand how our members are currently engaging with AMOSSHE, including the number of members doing so and how often								
	16	Agree what impactful (relevant) engagement looks like and how this feels as an AMOSSHE member and a member of the executive								
	17	Develop a narrative of how this feeds into the wider success of the AMOSSHE strategy and promote this to members								
	18	Identify a % of engagement with members once we understand how members are currently engaging and how we would like them to engage with us								
External Development	8	Working group to look at stakeholder mapping and establish which networks and relationships we currently have, and which do we wish to pursue.								
	9	Create a statement of what we mean by impactful contributions within the sector to enable us to measure success								
	10	Complete stakeholder mapping exercise to include individuals as well as organisations who may be able to help AMOSSHE to positively impact the student experience agenda								
	19	Identify a priority group of global partners to build reciprocal partnerships with								
	20	Identify mutual benefits of partnership								

SP1	**Strategic Priority 1** Enable our members	SP2	**Strategic Priority 2** Collaborate & Influence	SP3	**Strategic Priority 3** Establish a movement

AMOSSHE Paused programmes of work

Due to the COVID-19 pandemic, AMOSSHE made the decision in 2019 to pause some of our more in-depth and resource intensive projects to ensure we were financially stable and also have staff and executive time to focus on ensuring that we prioritised appropriately for members.

We are now in a situation which enables us to consider our position with this work. Below is a summary of the 3 major projects that we paused during the pandemic.

Professionalisation Project

This project was initially scoped in 2019 with an initial phase by AUA consulting to look at the feasibility of creating a framework for Student Services professionals. The initial phase provided a series of recommendations that were agreed by the AMOSSHE membership at the AGM in July 2019. Part of these recommendations was to create a steering group to develop a scoping document for phase 2 of the project, which was to develop a leadership behavioural framework for our members. The full phase 1 document and recommendations can be viewed here.

The steering group were on the verge of agreeing the scoping document to put out to tender at the time the project was paused due to the pandemic.

Insight projects

Insight projects ran on a yearly basis for very specific projects, developed by members who were awarded grants by AMOSSHE to complete their work. The grant money started at £2500 but we usually awarded projects of around £5000 (the total grant per year to award was £10,000). These projects were agreed by a panel of executive members and national office staff who looked at a specific criteria in agreeing which ones to fund. Each project signed up to an agreement on what they were to produce including timelines and costs. In the 2019/2020 academic year we had decided to pause the projects due to a number of factors in relation to past projects which included delays to agreed timelines, changes to project criteria mid-project, reduced validity of results due to low numbers participating in the research etc.

At the point of pausing the projects AMOSSHE had created a sub group of executive who were looking at the feasibility of how best to use these funds to benefit members in future. This included looking at producing research journals, developing awards schemes and funding AMOSSHE led research on behalf of members. The group paused this work at the time of the pandemic.

AMOSSHE Awards scheme

An awards scheme for student services was discussed as part of the utilisation of the money from Insight projects and was agreed that we should consider running an awards scheme for the 2021-22 academic year. All details would need to be confirmed, at this years National Conference we produced a celebration online wall where members could post their thanks to colleagues which will be sent out to members recognising their value and effort.

2021 - 2022 draft budget projections

	2021 Estimated final	Budget - 2022	Notes
Income			
Conference	£ 21,000.00	£93,880.00	Based on minimum numbers for a physical conference in 2022 in Newcastle
CPD	£ 28,300.00	£30,000.00	Increase in income based on running 1 x physical event CPD event other than the conference
Sponsorship	£ 46,000.00	£47,000.00	Increased due to running a physical National Conference
Membership	£ 125,000.00	£125,000.00	Kept the same and final figures are estimated dependant on VAT calculations at the end of the year
Other income	£ 1,768.00	£0.00	This was from attendance at Student Space meetings, this is not envisaged to happen this coming year
TOTAL income	£ 222,068.00	£295,880.00	
Expenditure			
Central	£ 124,434.30	£118,000.00	Kept the same as we are likey to be able to save on some areas whilst continue spending on others. Save on solicitor costs from Rules and Articles work and temporary staff.
Conference	£ 73,602.00	£148,000.00	Increased due to running a physical conference this year
CPD	£ 25,000.00	£33,000.00	Increased due to running a physical event this year
Executive	£ 971.00	£2,800.00	Increased as it is likely that we will run at least 1 physical executive meeting during the year
Futures	£ -	£0.00	
Insight	£ -	£0.00	
Membership	£ 90.00	£0.00	
TOTAL expenditure	£ 224,097.30	£301,800.00	
TOTAL Surplus / Deficit	**(£2,029.30)**	**(£5,920.00)**	

Main account	£	26,936.84	30 July 2021
Savings account	£	200,988.04	30 July 2021
	£	**227,924.88**	

Notes on reading the management report

Area specific expenditure is shown against those areas that are of interest to the executive

Figures in red are negative figures

AMOSSHE CPD programme 2021-22

At the previous executive meeting we agreed in principle with the structure outlined in this document and also agreed that we would look to run the following before Christmas:

- August: Office for Students webinar (currently being delivered)
- October: Cultural Competency event
- November: Allyship and unconscious bias

We have not been able to move any further with this conversation. The 2 day executive meeting is an ideal opportunity to reflect on these decisions and agree the structure, topics and leads.

Definition of CPD for 2021-22

CPD includes all professional development events, whether they are online or in person including the National Conference.

This essentially means that CPD might be 30mins long as a webinar or 2/3 days long as part of a Winter Conference or National Conference. We will refer to them all under the umbrella of CPD.

Different types of recommended CPD events for 2021 – 22

- 1 hour online webinar from a trusted partner / recommended to us. This would be 30mins of presentation and 30mins breakout/discussion groups to enable members to discuss and digest the topic. These would generally be free events.
- 1.5 hour long online event with 2 thought provoking presentations on a very specific topic and some time for questions at the end of it. Each presentation would be 30mins long including Q & A with 30mins at the end for discussion in breakout groups to help members digest the content and share thoughts and ideas.
- Half day online event (generally 3 or 4 hours long) which is a mixture of workshop and presentations as part of it with questions throughout. Could include additional time for further discussion at the end for members.
- 1 day online conference event. This would have a mixture of workshops, presentations and networking / breakout rooms as part of it with the ability to ask questions throughout the day and at the end of the event.
- 1 day physical event. This would be based around our current understanding of a physical one day event. Based in either London, Manchester or Birmingham for this year current year. Content would include workshops, presentations and networking time (within breaks mainly).
- 3 day physical National Conference event. This would be based on our current understanding of the national conference over the course of 3 days in July 2022.
- 1 day sponsor showcase online event. This would be a free event for members to come along and hear from a series of corporate companies on their products and services all on one day. There are a number of ways we could run this such as theming streams around areas of interest for members such as residence life, mental health and wellbeing, counselling/case management etc. This way you would hear from companies that are selling services and products for your area of work. Corporate companies would pay for a slot on the day to pay for the event with additional revenue raised used to offset increasing the number of CPD events we would need to have.

Proposed CPD structure for 2021 – 2022 membership year

Month	Event	Notes
August	1 hour online webinar event	Free - OfS
September		
October	Half day online event	Paid – Cultural Competency
November	1.5 hour online event	Paid – Allyship/Unconscious bias
December	Sponsor showcase online 1 day event	Free – No to sort out
January	1 hour online webinar event	Free
February	1 day online winter conference event	Paid
March		
April	1 day physical event (or half day online event)	Paid
May	1.5 hour online event Half day online event	Paid Paid
June		
July	3 day physical National Conference	Paid

Proposed changes to the management of CPD

Given the structure of the events we would suggest changes to the management of the different types of event to maximise efficiency and time for both Executive members and the National Office staff team.

- 1 hour online webinar event – 2 Executive members to lead on all 1 hour webinar events given that they will not take too much organising. Manly just to ensure the topics and content are correct. NO staff can run these on the day if necessary.
- 1.5 hour online event – 2 Executive members to lead on all 1.5 hour CPD events given that they will not take too much organising.
- Half day online events – 2 Executive members to lead on each event.
- 1 day online event – 2 Executive members to lead on each event.
- 3 day physical National Conference – 2 Executive leads and an Executive succession lead
- Sponsor showcase online event – 2 Executive members to lead on this to help structure the day and ensure the right types of sponsors are involved to meet the needs of members.

Hybrid / Blended events

The NO staff team are currently looking at the possibility of how we can manage blended / hybrid events this coming year based on the learning we have accumulated throughout the year. This is especially something we would want to consider for National Conference but would also consider for other events throughout the year. The NO staff will continue to look into this and will work with the leads for each event where an opportunity may arise to try this out.

CPD topic feedback

At each of our events this year we have asked members to suggest other topics that we should consider going forward. Attached in Appendix 1 is a list of the feedback from each event. You will see when browsing through this that there are some themes through. There is merit however in looking at the feedback in relation to the topic is has been suggested on as it might provide some

insight to members as to what might be more impactful for members. Ideally we would want to agree the topics for events up to the end of December 2021 to enable the NO team to start planning. Based on the proposed structure in this document we would need to agree 1 webinar, 1 1.5hour event and 1 half day event topic.

The Executive Committee are invited to discuss this proposal.

Appendix 1

CPD suggestions from event feedback 2020/21

Ideas from National Conference proposals

- Risk in Student Services
- Violence against minority groups (Gender-based, Racial-based, Honour-based, Religion-based, Domestic-based)
- Proposal from UKCISA about the graduate route

Suggestions from 'Student mental health: minding the gaps'

- Applying for the Student Minds charter.
- More on understanding the legal implications of our student support work, including policy guidelines.
- Cultural competence of student support services.
- Genuinely practical on-the-ground advice.
- Managing a counselling service as a non-clinician.
- Cover in more detail the embedding of wellbeing into teaching - practical examples from MH professionals in HEIs and teaching staff.
- Inclusion, LGBTQ+, financial support programs for students.
- Whole university approach to wellbeing - how to onboard academic staff.
- Topics on (mental) health and wellbeing, including maintaining focus amidst competing demands.
- Student engagement in policy and strategy.
- Leading the institution to take a more inclusive approach to teaching and learning.
- More about mental health and inclusivity. Would be great to hearing from universities that have developed interventions for students that face extra barriers (structural, personal, cultural etc.).

Suggestions from 'More with less'

- Universal Design for Learning.
- Co-design and co-production, student voices.
- Pandemic support related events.
- Response to Black Lives Matter.
- Working with the NHS to support student mental health.
- Always useful to look at current challenges and opportunities, especially as over the years Student Services has become so much more important to core HEI functions and has strategic importance - including to the OfS / devolved governments.
- Managing a Counselling Service well.

Suggestions from 'Intersectionality and Student Services'

- More on intersectionality, hate crime, and emerging cohorts.
- Move forward the momentum of inclusion, and also to look at the experience of off campus / commuter students.

Suggestions from 'Digital poverty in the context of Student Services'

- Mental health post Covid.
- Revisit how Student Services can do more with less money.
- Clinical v practical wellbeing support - where does the balance lie for universities?

- Discussing the strategic importance of Student Services would be good. Maybe something with a Students' Union / NUS / CUC / UUK/GuildHE.
- Intersectional and Widening Participation.
- Transition from FE into HE, and HE into graduate employment.

Suggestions from 'Rethinking disability services for a post-pandemic world'

- Opportunity to share good practice / challenges.
- Embedding accessibility in learning teaching and assessment.
- Challenges of designing inclusive curriculum.
- More discussion around DSA, what is happening with the various consultations that were proposed.
- Case studies from universities - what we've done well and how we did it.
- Influencing change with academic staff. Inclusive pedagogical practice - how to speak academic language.
- Practical service redesign in the disability support landscape.
- Digital accessibility.
- Inclusivity practice for academics and module designers.
- Measuring effectiveness of Student Support.
- More practical sessions around how to improve and change our Disability Services.

Suggestions from 'Creating an anti-racist culture'

- Engaging students and collaborating with the Students' Union.
- Ideas for events for a range of students - on-campus, off-campus, international students, blended / online / in-person and how to help students make the most of their time at university outside their studies.
- Revisit to today's event and updating of what delegates implemented in view of the conference discussions and talks delivered today. Similar topics around creating anti-racist cultures within HE Student Services should be on-going and commitment to find best ways forward by HE establishments.
- More on anti-discriminatory practices - show casing good examples? Problematising and sharing / exploring challenges.
- Substance abuse.
- More on anti-racism.
- Catalyzing culture change.
- Students' mental health.
- Sexual violence and misconduct.
- The impacts of technology (distance learning, social media etc) on student education and wellbeing.
- Supporting staff to support students.
- Mentoring students / student internship projects.
- Measuring services - methodologies and standards.
- Developing a student-focused culture.
- Parents are increasingly becoming a prominent topic / issue within Student Services and there are a number of areas that could be covered - so parents and disclosure of mental health crisis, managing parent enquiries, are parents stakeholders? We know that parents are often the first point of call for students seeking help so what can we do to ensure parents provide accurate information and signposting of support.

- Navigating the complexity of intersectionality. I would love more information on the Ally training that some universities have been developing.
- Consider the possibility of cross-sector conferences, AMOSSHE co-hosting with an organisation representing academics or senior staff groups on particular topics. Discussing these agendas with others who approach with a different lens would be interesting.

Suggestions from 'Self-care in Student Services: looking after yourself and your teams'

- Looking at good practice examples of Student Wellbeing services during and post pandemic.
- Resilience within our working environments.
- More topics that we can relate to our own team (e.g. how to look after wellbeing, how to start conversations about wellbeing, tools of how to manage change).
- Best practice or different ways of doing things e.g. improving academic engagement, expediting extenuating circumstances, decreasing academic misconduct.
- Further meetings on blended modes of delivery (online and on campus).