

## AMOSSHE Executive meeting

6 to 7 August 2020 | Zoom video conference

### Minutes

#### Attendees:

Anji Gardiner (AG)	Anya Knight (AK)	Benjamin Parsons (BP)	Claire Slater (CS)
Chris Warrington (CW)	Fay Sherrington (FS)	Helen McNeely (HM)	Jayne Aldridge (JA)
John Bloomfield (JB)	Jill Stevenson (JS)	Kelsey Coward (KC)	Lesley O'Keeffe (LO)
Rotimi Akinsete (RA)	Simon Lee (SL)		

#### Apologies:

Hiba tul Habib (HH), Nic Streatfield (NS)

Item no.	Title	Timing:	Presented by	Paper
1	Standing item: Reserved business		Jayne Aldridge	

Item no.	Title	Timing:	Presented by	Paper
2	Governance		Nick Smith	

Nick Smith Consulting came in to give the Executive Committee governance training. This was based on providing thought provoking practical examples that members might come across in real life.

Scenario 1 looked at conflicts of interest. Key points for the Executive to consider:

- Ensure that we are confident on our procedures for dealing with conflicts and for these to be brought to the attention of the Executive Committee in advance where possible but certainly promptly when they arise as well (and recorded at the time).
- Ensure an understanding for Executive members that it is up to the Executive Committee to decide what is a conflict of interest and therefore committee members should be declaring interests they have rather than any perceived conflicts.
- There needs to be a shared understanding of the committee's position on integrity and openness (as part of the Nolan principles) as this might change dependent on the organisation and individuals.
- As a principle it's always better to seek permission than forgiveness.
- Ensure that AMOSSHE procedures and policies are up to date and understood by Executive members.

Scenario 2 looked further at conflicts of interest and the different responsibilities committee members play within AMOSSHE in how the committee should consider working. Key points for the Executive to consider:

- Understanding the role members play within meetings and the delegated responsibilities to members within working groups etc.
- Ensure that all working groups have effective terms of reference to ensure that any diligence that should be escalated to the Executive Committee is clear.
- Ensuring that due diligence has taken place before contracts for work are awarded will ensure that there are no concerns for the Executive when presented with information from working groups. Even if there are conflicts these can then be discussed and decided upon quickly.
- The committee need to consider how they would want to approach AOB (any other business) within meetings. This has traditionally been done at the end but sometimes the topic lends itself for a longer discussion. AOB needs to be raised in advance or at least at the beginning of the meeting for note.
- Sometimes a conversation is not always based on conflict of interest but coincidence of interests, this is something the committee needs to consider for future discussions.

Scenario 3 looked at the responsibilities of Executive members vs the management of AMOSSHE. Key areas for the Executive to consider:

- It is ok to ask for further detail on areas of work such as finances, but there needs to be consideration for the workload this puts on the National Office and to ensure that requests do not stray into management. This is understandable in times of higher risk to the organisation.
- Collectively agreeing what information is needed and the structure that surrounds this will provide clarity for the committee and the National Office.
- The committee need to utilise the channel of responsibility between the Vice Chair Operations and the Executive Director to ensure that the information needed and requested is provided appropriately.
- Are there skills gaps within AMOSSHE's committee that we could bring in additional expertise for? Do the current committee know where their skills are?

Scenario 4 looked at accountability and responsibility of the National Office and understanding the leadership responsibilities of the committee for AMOSSHE business. Key areas for the Executive to consider:

- Ensuring thresholds are in place for the National Office to make decisions on behalf of the committee within a defined framework for finances and areas as defined in the strategy.
- The committee should always be mindful of the discussions for others, some topics might be a trigger for some people.
- Need to ensure there is clarity around our strategy and therefore what is a priority for AMOSSHE to be working on.
- AMOSSHE should consider creating a framework to help the organisation make decisions on what issues/topics it should support and what this means in terms of time/support and feedback from members.
- Ensuring the committee are clear on what is their responsibility to make decisions on and what would go back to AGM. This would revolve around the agreed strategy for AMOSSHE.
- Are there topics that we can pre-empt and have a position on? This will ensure that conversations are not rushed or emotive.
- We should consider an external environment update at our Executive meetings to ensure that we are always considering wider societal actions and how this might effect AMOSSHE and our members.

Other key points from the conversation, included key responsibilities of a Company Director:

- Don't break the rules
- Wear your AMOSSHE hat, and promote AMOSSHE
- Have independent judgement, don't just take JB's word for it
- Exercise reasonable care, you aren't expected to know everything
- Avoid conflicts, not accept benefits from others, always declare interests in proposed transactions

Discuss (What do we know need to do? What spaces do we need for this?)

Disagree (How are we going to disagree and challenge each other?)

Delve (Ask questions and hold staff accountable)

Describe (Leave a record of your thoughts).

At the end of meetings consider having 10 minutes for honest feedback about how people felt about the meeting, to ensure that it is a cycle of constant improvement and that everyone leaves the room having said everything they need to.

**ACTION:** Chairs to look at how we structure meetings in the future. Do we change the way to do AOB, include time for an external environment update and leave time at the end for reflection of the meeting.

**ACTION:** JB to add a section on types of payments into finances delegation framework

**ACTION:** Executive to consider a framework of decision making on topics or issues in line with strategic priorities taking into account time/resources/feedback from members (do we make statements on areas of work and how do we manage the process)

**ACTION:** Executive to complete a skills audit of the committee to understand expertise and areas we can consider for improving skills gaps

**ACTION:** JB to look at the process leading up to committee meetings to ensure we have enough time to properly account for AOB and other areas of work

**ACTION:** Executive to consider defining their thoughts on integrity and openness for AMOSSHE to aid in what process members should consider when interests or conflicts arise.

**ACTION:** JB to create a shared document for Executive members to record any further thoughts from the session and what we might be able to do about it

**ACTION:** NO and Chairs to discuss rules on governance for the following: Executive need to agree if they are leading the organisation or representing the organisation, Executive need to agree how to disagree appropriately, Executive to flag when they aren't interested in a topic.

**ACTION:** NO and chairs to discuss efficiency of Residential meeting – structure, papers, preparation in advance of the meeting, etc. JB could produce short bullet points or a summary of the paper for the Executive leads to read out.

Item no.	Title	Timing:	Presented by	Paper
3	Business recovery / COVID response		John Bloomfield	
<p>JB presented the finances to date, explaining that we are due to make a £57,000 deficit by the end of 2020/21 based on the information to date. This will be reviewed again once we have further information on the outcome of membership renewals.</p> <p><b>ACTION:</b> Chairs to review finances on a monthly basis and escalate any concerns to the wider Executive Committee.</p> <p><b>ACTION:</b> JB to provide monthly financial updates to the Chairs team for review.</p> <p><b>ACTION:</b> BP and HH to create a report on membership renewal progress for the Chairs meetings up to the next Executive meeting</p> <p>HM pointed out that all minutes from the Chairs meetings are available to all the Executive to review on the AMOSSHE SharePoint.</p> <p>JA question: is this projection based on 80% membership intake for the £57,000 loss? JB answer: yes this is based on 80% membership and CPD structured around 7/8 virtual events and a physical National Conference and reduced sponsorship.</p> <p>The Executive discussed if we should be looking at reducing the £57,000 deficit this year, partly due to concern about what happens if membership reduces to 60% in the following year. It was decided to keep the target as it currently is.</p> <p>The committee agreed to the budget projection outlined by JB, on the understanding that the Executive continually reviews our position to see what we need to cut / how to generate more income. The Executive will continue to review this as a standing item at each quarterly Executive meeting.</p>				

Item no.	Title	Timing:	Presented by	Paper
4	Minutes of previous meeting and matters arising		Jayne Aldridge	
<p>One correction to the previous minutes, Anji Gardiner was in attendance. Kirsteen Coupar was not expected to attend the meeting and so should not have featured in the apologies list.</p> <p>Outstanding / ongoing actions:</p> <ul style="list-style-type: none"> <li>• 113 - Xero integration pushed back to September</li> <li>• 123 – Ongoing</li> <li>• 191 – Ongoing</li> <li>• 214 – Ongoing, but push back into 2021 calendar year</li> <li>• 216 – No longer required, as the strategy has been developed, but we should have a strategy agenda item at each meeting</li> <li>• 226 – Ongoing</li> </ul>				

- 232 – Ongoing
- 240 – Ongoing
- 241 – Ongoing

Item no.	Title	Timing:	Presented by	Paper
5	Business recovery / COVID response part 2		Helen McNeely	

The Executive discussed the best way for AMOSSHE to save finances throughout the upcoming year. Starting with travel budget lines, it was agreed to keep travel costs to a minimum and review again at the next meeting if we know we will be in a position to expand our events and work in the latter half of the year.

The Executive collectively agreed that being physically in the room for Executive meetings is preferred, hybrid meetings are difficult. Considering the current climate and costs, the committee agreed that we may only be able to host a physical meeting once this year, likely to be the final meeting in June. This is to be agreed at the next meeting.

**ACTION:** JB to add reviewing travel costs / meeting physically at future Executive meetings on to the next agenda

The committee then discussed international engagement funds for the 2020/21 academic year. The travel and accommodation costs for Executive members and/or staff representing AMOSSHE internationally come from this budget. Domestic events that staff might attend would come from staff training with travel being allocated to central travel budgets. Executive travel costs for representing AMOSSHE at events would be covered in Executive travel.

At present we would not look to continue with the NASPA exchange this academic year and postpone to the following year.

**ACTION:** JB to get in contact with NASPA about the potential to postpone the exchange for the coming year.

At the present time all international exchanges are suspended. For CACUSS and ANZSSA exchanges being reinstated would depend on the continuation of the exchange to ensure that our costs are kept to a minimum and to see if they will continue to be fair value i.e. a virtual conference is not the same cost as a physical conference.

Further consideration is needed around priority for international engagement activities once we have agreed priorities in the strategy.

**ACTION:** JB to review international budgets in light of the strategy outcomes and after reviewing the membership renewals.

JB confirmed that the Winchester Insight project had been cancelled, they have decided to move ahead with elements of the work using the contacts with UCAS that JB had set up. Winchester know that there is no money coming from AMOSSHE for the work. They will be doing a smaller version of the work themselves.

**ACTION:** JB to check with Winchester on the progress and plans for the work. AMOSSHE will support where possible by disseminating information if needed but cannot fund it at all.

It is agreed that any Insight projects have been cancelled for the foreseeable future.

The subgroup approved at AGM for leading the Professionalisation project have met to discuss how best to move forward with the work AMOSSHE has already invested in this. The committee considered what this project requires to move forward, including staff time and the financial cost of £50,000, and agreed to pause funding for the Professionalisation project. The Executive made it clear this would be *paused* and not stopped. Ee will need to take stock before restarting the project to ensure it is still fit for purpose for member needs.

There was a concern from the Executive that the research that AMOSSHE funded for phase 1 of the project might be used for other projects from the consultants utilised for the work.

**ACTION:** HM and JA to meet to debrief and discuss the above interviews with Andrew West and similarities with the AUA consultancy project to ensure that our learning from consultancy isn't undervalued / made redundant by this new project.

**ACTION:** BP to include these budget decisions on activity in the next newsletter.

HM opened up the discussion on AMOSSHE's current PESTLE analysis. The Executive discussed and debated amendments that should be made. Please see the additional paper for the current PESTLE analysis.

The committee decided to include the following:

- Political: Lack of clarity in government departments and sector bodies (and AMOSSHE getting caught in the middle). This could provide AMOSSHE the opportunity to see where the gaps are and influence behaviour
- Economic: Drop in international student numbers, loan changes in England, no changes for loans or positioning for Wales
- Social: Black Lives Matter
- Technological: Internet tariffs for staff and students working from home, costs of technological conferences, increased focus on digital poverty – might change how we support members
- Legal: Governance changes during pandemic, supporting members with legal compliance, working with the association of legal practitioners to support Student Services members
- Environmental: None so far.

**ACTION:** JA to send through a document (in relation to social) for the National Office to circulate to the Executive

**ACTION:** HM and JB to include the above amendments in to AMOSSHE's PESTLE analysis and circulate to the Executive once amendments have been made.

**ACTION:** Executive to consider a joint briefing / conversation with Association of University Heads of Legal about CMA implications for members

Item no.	Title	Timing:	Presented by	Paper
6	Strategy		Jill Stevenson Chris Warrington	

JS presented the agenda for the AMOSHE strategy 2019-2024 (approved by AMOSSHE members) session to the committee. The group considered AMOSSHE's strategy 2019-24 workstreams, what needs to change in relation to the current context and agree leads and actions.

The group discussed the eight strategic outcomes (which were set in 2019), to ensure that they are still right, and if anything is missing.

- Recap of the strategy, outcomes and workstreams
- Discussion: Confirmation of the outcomes
- Discussion: Review and prioritisation of the objectives
- Allocation of leads and confirmation of next steps

Executive Members were asked to refresh their memories of the strategy in advance of the meeting and to consider if you are able to co-lead a strategic workstream (2 x co-leads/chairs per workstream). Please consider what additional guidance / information you might need if you were going to lead a workstream for collation at the end of the meeting or shortly afterwards via email.

JS and CW presented the recap of the strategy talking through the vision, mission, strategic priorities, objectives and workstreams.

The committee then split into smaller discussion groups to discuss the following questions: *In light of the discussions so far, and particularly thinking about the major changes in the external environment in recent months (including Covid-19 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 committee are committed to the outcomes being delivered by 2024.

Next, 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

Executive members were asked to put themselves forward to lead on workstreams:

Workstream 1: Anji Gardiner, Fay Sherrington

Workstream 2: Claire Slater, Jill Stevenson

Workstream 3: Rotimi Akinsete, Jayne Aldridge, Simon Lee, Chris Warrington



For workstream 1, objectives 1, 2 and 3 (online platform) are critical to go ahead with. Scoping will take place up to April 2021. Remove objective 4 (professionalisation) for 2021 as agreed in budget conversation. Objective 7 is important but will need more help for the National Office to produce (aim for completion by April 2021). Objectives 11 and 12 (identifying data needs) are important too, but require resource (aim for completion by April 2021, depending on resource).

For workstream 2, objective 5 can go ahead, plus 15 and 16.

**ACTION:** Executive members for Workstream 3 are to agree which 2 members will be leads.

**ACTION:** Chairs team to work with the National Office to look at the balance of work and resources to properly manage and support the workstreams alongside other AMOSSHE work.

**ACTION:** JB to establish an item at Executive meetings to review the current context / landscape in which we're working, which will also contribute to our stakeholder work.

Item no.	Title	Timing:	Presented by	Paper
7	CPD and National Conference		Chris Warrington	

The virtual CPD planning subgroup has met over the last few months to put together a potential virtual programme and proposal, CW presented the following model (outlining finance and delivery) to the Executive.

Types of CPD event:

- Webinar: Usually one maybe two speakers for between 45mins and 1 hour
- Paid virtual CPD: Longer session, usually at least 2 hours. Group structure and possible networking opportunities
- Online discussion groups: These are requests from members to discuss topics or challenges they are imminently facing that we can turn around quickly. These would be for members only.
- Collaborative webinars: TBC

Cost per event type:

- Webinar cost: Minimal given duration and resources
- Virtual CPD cost: Most expensive option, may vary dependant on topic
- Online discussion groups: Free
- Collaborative webinars: Dependent on the situation at the time

Significantly lower cost for members, higher pricing for non-members.

The Executive agreed the above structure is great for the next academic year. JB outlined that the above is in line with expectations for the CPD total budget and the events will be managed to try and meet budget expectations for the year. The list of events and leads for each event are as follows:

CPD1 (October) Mental Health: Helen McNeely, Fay Sherrington  
 CPD2 (November) More with less: Jayne Aldridge, Anji Gardiner  
 CPD3 (December) Intersectionality: Rotimi Akinsete, Claire Slater  
 CPD4 (January) Digital poverty: Nic Streatfield?, Anji Gardiner, Lesley O’Keeffe  
 CPD5 (February) Disabilities: Kelsey Coward  
 CPD6 (March) Winter Conference: Simon Lee, Jill Stevenson, Rotimi Akinsete  
 CPD7 (April) Evaluating lessons of COVID: Claire Slater, Fay Sherrington  
 National Conference leads: Chris Warrington, Lesley O’Keeffe  
 National Conference succession lead: Claire Slater

It was confirmed that the National Office and CPD team could request people to switch topic to ensure there are 2 people leading on each event.

**ACTION:** Confirmed workstream and CPD leads to be sent out to the group for final evaluation and approval, and we adjust where necessary.

**ACTION:** CW and NS to consider scheduling virtual discussion groups, rather than just reacting to topics. Access and participation should also feature (perhaps as a virtual discussion).

Item no.	Title	Presented by	Paper
9	Date, time and place of remaining meetings: 16 October 2020, Zoom video conference residential	Jayne Aldridge	-

## AMOSSHE Executive virtual 'residential' briefing paper

### Summary

This paper lays out the structure of the residential, the papers to receive and further information relevant to the 2 day meeting from 6-7 August 2020.

### Structure

We have tried to develop the meeting to ensure there is a balance in intensity of the work across both days and added in breaks frequently. You will notice that we have not included a separate formal executive meeting, this residential will include the executive meeting and will be written up as such.

### Papers for the meeting

You will receive a small number of papers for the meeting and some are in a different format to what you would usually receive:

#### Minutes and actions from the previous meeting

As this is a formal executive meeting, we will be reviewing the minutes and actions from the previous executive meeting.

#### Power point slides

These contain information on a number of areas, namely finances, CPD and Strategy some of which are supplemented with additional papers. This presentation will be brought up at various points during the two days to aid discussion but it was important to ensure you had a copy of these in advance.

#### Strategy (within the power point presentation and an additional strategy paper)

This is the main strategy paper and additional information for the session on how this is broken down into workstreams. These areas will be discussed and debated within the strategy section so it is imperative that members familiarise themselves with the strategy papers and consider the areas that will be discussed at the meeting in advance.

#### Finances (within the power point presentation and an additional budget paper)

These differ from previous meetings, you will not see the usual management report since we have only spent money on our regular expenditure (rent, wages, software licences etc). Instead you will see a graph that discusses in more detail the budget expectations for this coming year in comparison with the previous 2 years. This will help to develop an understanding as to where the shortfalls will be throughout the year. Also attached is a copy of the draft budget position as discussed and agreed in the previous executive meeting. The budget forecast will be reviewed at all future meetings for the executive committee to be able to assess confidence in the current direction of AMOSSHE activity in relation to financial sustainability.

There will be 2 additional papers to follow on Wednesday:

### PESTLE Analysis

This has been devised by the chairs team and relates to the Business Recovery / COVID response section of the agenda. This is to help us consider all aspects of the current situation. Members are asked to consider if these are correct and if there are any missing for discussion at the meeting

### CPD schedule

The schedule of CPD has been devised from member and executive feedback collated in the build up to the meeting by the CPD team. The CPD team will be inviting feedback at the meeting on this schedule for them to consider.

# AMOSSHE

## Virtual residential 2020

#amosshe



# Agenda

## Thursday 6 August

12:20 – 12:30: Log on, hello and catch up

12:30 – 12:45: Reserved Business

12:45 – 13:00: Introduction to the meeting and structure

13:00 – 13:45: Social activities/getting to know each other

13:45 – 14:15: Break

14:15 – 16:00: AMOSSHE governance

16:00 – 16:15: Break

16:15 – 17:00: Business recovery / COVID response part 1

17:00 – 18:00: Break to get ready for social

18:00 – 20:00: Social activities



# Agenda

## Friday 7 August

09:00 – 09:10: Log on, hello!

09:10 – 09:20: Reflections of day 1

09:20 – 09:45: Minutes of previous meeting and matters arising

09:45 – 10:45: Business recovery / COVID response part 2

10:45 – 11:00: Break

11:00 – 12:45: Strategy

12:45 – 13:00: Break

13:00 – 13:30: CPD and Conference decisions

13:30 – 14:30: Social end to the meeting



# AMOSSHE Governance

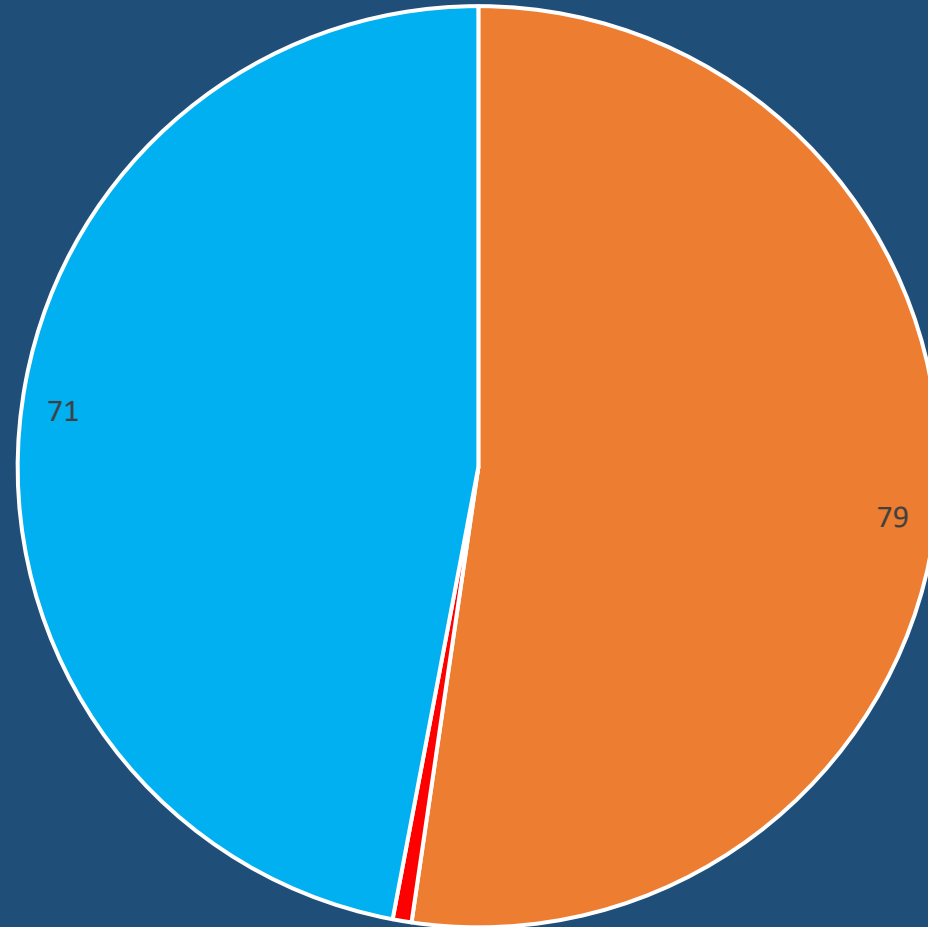
Nick Smith - Consultant



AMOSSHE  
The Student Services Organisation

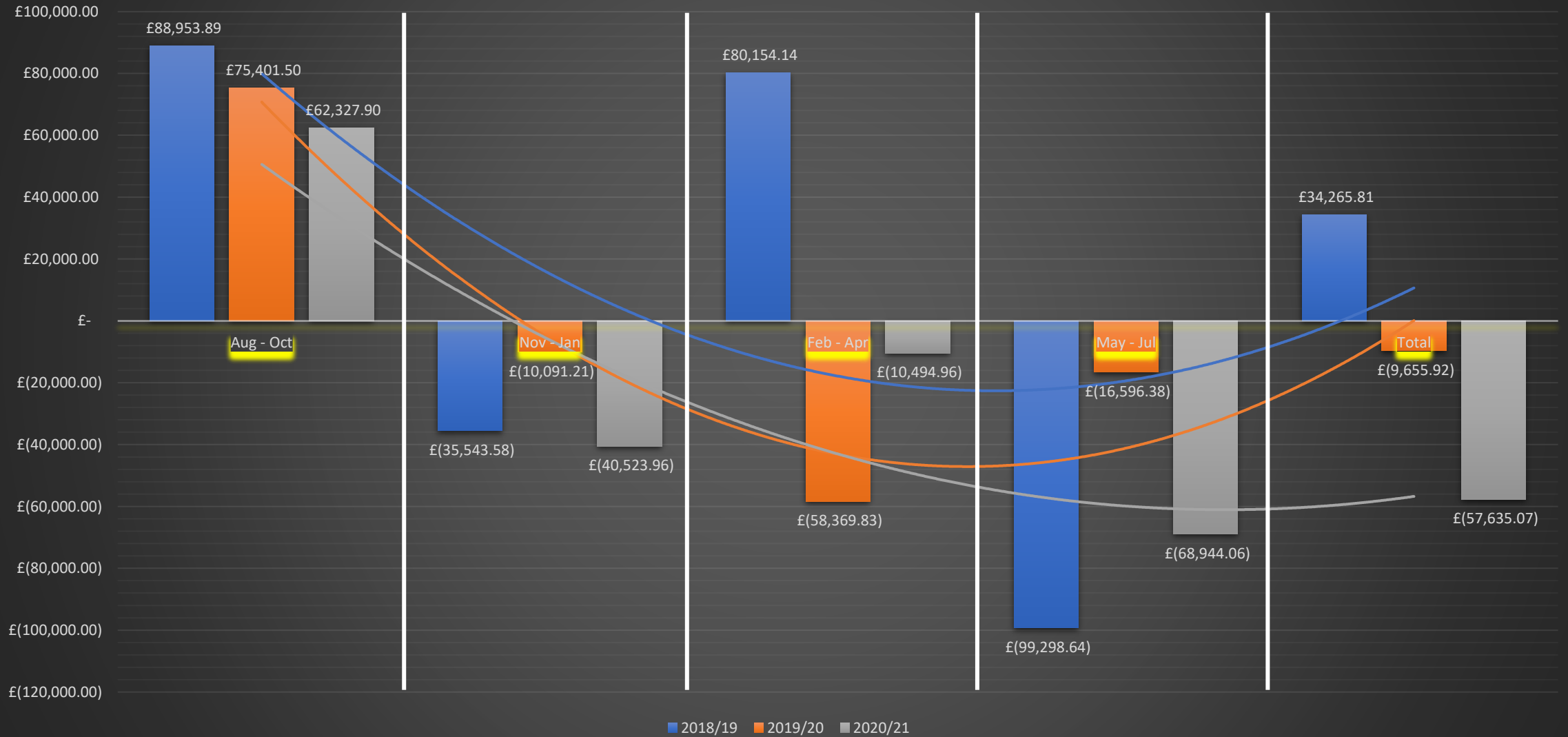


### Institutional membership renewal

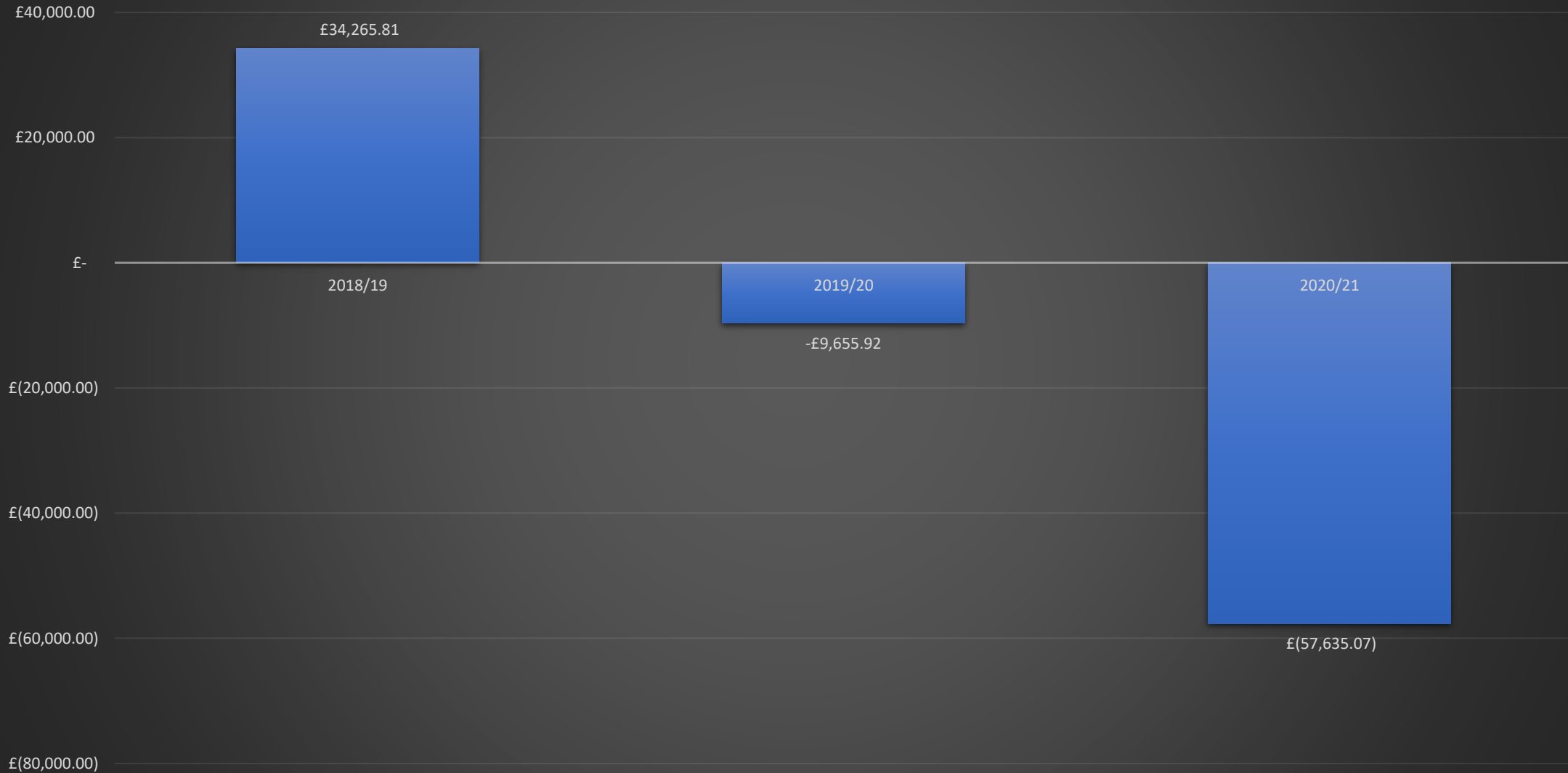


Renewing Not renewing Not heard from yet

### Finance profiling by quarter



### Year end projections



# Current finances

## As of 31 July 2020

Main Account:	£25,792.26	Total: £226,760.19
Savings Account:	£200,967.93	

Cash projections for year end 2020/21:  
£162,000.00 (approximately 10 months reserves)

Current reserves policy of 6 months operating costs:  
£92,905.00 = 6 months reserves

# PESTLE ANALYSIS

**P**olitical

**E**conomic

**S**ocial

**T**echnological

**L**egal

**E**nvironmental

# AMOSSHE PESTLE Analysis

<b>P</b> <b>Political</b>	<b>E</b> <b>Economic</b>	<b>S</b> <b>Social</b>	<b>T</b> <b>Technological</b>	<b>L</b> <b>Legal</b>	<b>E</b> <b>Environmental</b>
AMOSSHE being asked to sit on varying external groups that are developing information due to COVID	Members are having budget cuts, creates challenges with engaging with AMOSSHE activity?	Lack of opportunity to interact in person for members	JISCMail main source of networking for members however use of the mailbase is also causing frustration due to improper use	National Office will need to be COVID safe to enable staff to return	Students remain concerned about the impact of COVID, will cause significant focus on our members at the start of term to how students react
Government/agencies and other sector bodies all working on COVID material	AMOSSHE loss of income from events and members	Crucial time for member networking and collaboration especially with changes in government policy	Website resources area constantly updated to provide members with relevant information	Any physical event will need to adhere to current guidelines at the time, what's the risk?	Less travel for AMOSSHE exec and members, what does this mean to quality of activities?
Govt agenda unclear for Universities and therefore might be further measures put into place closer to September	Uncertainty of income for AMOSSHE from virtual CPD programme	Underutilisation of forums on website which could be beneficial at this time	Members need ability to read updates 'on the go'		Less time for members to engage in AMOSSHE activity due to changing environment on campus, especially at start of the year

# AMOSSHE PESTLE Analysis

<b>P</b> Political	<b>E</b> Economic	<b>S</b> Social	<b>T</b> Technological	<b>L</b> Legal	<b>E</b> Environmental
	Introduction of student numbers cap in England will help some members and cause issues for others	Members engage more in AMOSSHE due to our ability to network members, currently main utilisation of AMOSSHE	Changing expectation from AMOSSHE members for virtual events may require us to consider our system requirements		Improved sustainability from less travel means reduced carbon footprint
	Introduction on cap on English students funded to study outside England help some members and cause issues for others				
	Government not providing additional money to support universities				

## Projected costs for AMOSSHE initiatives

### **Not accounted for in 2020/21 budget**

Professionalisation project budget: £50,000

Insight project budget: £10,000

International engagement fund (for travel and conference costs): £2,000

NASPA exchange (incoming exchange): £3,500

Staff and Executive travel (currently £2,000 in the budget)



## **Agenda for the strategy session:**

- **Recap of the strategy, outcomes and workstreams**
- **Discussion: Confirmation of the outcomes**
- **Discussion: Review and prioritisation of the objectives**
- **Allocation of leads and confirmation of next steps**

**Members are asked to refresh their memories of the strategy in advance of the meeting and to consider if you are able to co-lead a strategic workstream (2 x co-leads/chairs per workstream).**

**Please consider what additional guidance/ information you might need if you were going to lead a workstream for collation at the end of the meeting or shortly afterwards via email.**

# AMOSSHE Strategy 2019-2023 (approved by members)

## Vision

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

## 7 values-based guiding principles

Diverse

Collaborative

Evidence-based

Proactive

Developmental

Innovative

Supportive

## Mission

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.

# AMOSHE Strategy

## **Enable members (Strategic Priority 1)**

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 (Strategic Priority 2)**

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 (Strategic Priority 3)**

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

## 8 Strategic Outcomes

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.
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.
3. AMOSSHE members have increased **opportunities to network** and be represented throughout the sector and beyond.
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
5. AMOSSHE has, through the commissioning, analysis and dissemination of research and data, **enabled members to effectively influence** internal and external stakeholders.
6. Our members can articulate a **common narrative** about the impact of student services on student and institutional success
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 .
8. AMOSSHE mutually influences and learns from a **global network of student services leaders**, for the benefit of our students.

# Workstream 1: Member resources

		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.											

# Workstream 2: Member engagement

		Objective	Outcomes								
			1	2	3	4	5	6	7	8	
			SP1			SP2		SP3			
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									

# Workstream 3: External Development

		Objective	Outcomes										
			1	2	3	4	5	6	7	8			
			SP1			SP2		SP3					
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											

## Discussion 1:

**In light of the discussions so far, and particularly thinking about the major changes in the external environment in recent months (including Covid 19 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?**



## Discussion 2:

**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**

## Discussion 3:

**Looking at the 21 objectives, which 5 do you personally think need to happen as a matter of priority?**

# Finance and delivery method for CPD 2020/2021

## Types of CPD event

- **Webinar:** Usually one maybe two speakers for between 45mins and 1 hour
- **Paid virtual CPD:** Longer session, usually at least 2 hours. Group structure and possible networking opportunities
- **Online discussion groups:** These are requests from members to discuss topics or challenges they are imminently facing that we can turn around quickly. These would be for members only.
- **Collaborative webinars:** TBC

## Cost per event type

- **Webinar cost:** Minimal given duration and resources
- **Virtual CPD Cost:** Most expensive option, may vary dependant on topic
- **Online discussion groups:** Free
- **Collaborative webinars:** Dependent on the situation at the time

**October 2020**

Mental Health (CPD)

**November 2020**

More for less (CPD)

**December 2020**

Intersectionality (CPD)

**January 2021**

Managing Digital Poverty  
/ Financial pressures on  
students (Webinar)

**February 2021**

Disabilities (CPD)

**March 2021**

Winter/Spring  
Conference

**April 2021**

Evaluating lessons  
learned from COVID  
(CPD)

# Proposed CPD programme for 2020/2021

## September 2020: UKAT Conference webinar

- Free event in collaboration with UKAT

## October 2020: Mental Health CPD

- Paid virtual CPD with multiple speakers
- *Leads: Fay Sherrington and Rotimi Akinsete*

## November: More for less CPD

- Paid virtual CPD, based on original CPD offering
- *Leads: Anji Gardiner and Jayne Aldridge*

## December: Intersectionality CPD

- Paid virtual CPD based on original CPD offering
- *Leads: Rotimi Akinsete and Claire Slater*

# Proposed CPD programme for 2020/2021

January: Manging Digital Poverty / Financial pressures on students

- Paid virtual webinar

February: Disabilities CPD

- Paid virtual CPD with multiple speakers

March: Winter/Spring Conference

- Topic of racism / institutional racism and how we deal with it
- Communities incl online communities and student behaviour
- Physical CPD offering (potentially)

April: Evaluating lessons learned from COVID 19

- Paid virtual CPD with best practice from the sector

# National Conference 2021

**Newcastle 14 – 16 July 2021, Crowne Plaza Hotel**

**Leads: Chris Warrington and Lesley O’Keeffe**

**Succession lead: ?**

AMOSSHE

Department

Code	Month Description	1	2	3	4	5	6	7	8	9	10	11	12	
		Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	
<b>Income</b>														
4000-4020	Membership income	28,809	57,618	28,809	-	-	-	-	-	-	-	-	-	115,236.00
4100-4104	CPD income	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	9,225	-	-	-	25,225.00
4200-4204	Conference income	-	-	-	-	-	-	-	-	-	81,406	-	-	81,406.00
4300	Project / research grant	-	-	-	-	-	-	-	-	-	-	-	-	-
4400	Sponsorship Income	8,500	500	500	500	500	500	500	27,297	-	-	-	-	38,797.00
	VAT adjustment	-	7,755	-	-	-	-	-	-	-	-	-	-	15,510.77
	Release of capital grant	-	-	-	-	-	-	-	-	-	-	-	-	-
		31,554	52,363	31,309	2,500	2,500	2,500	2,500	29,297	9,225	81,406	-	-	245,153.23
<b>Expenditure</b>														
<b>Staff Related Costs</b>														
		12,754	12,754	12,754	12,754	12,754	12,754	12,754	12,754	12,754	13,404	12,754	12,754	153,701.59
<b>Other Direct Costs</b>														
7000	Marketing and Publicity	-	-	-	-	-	-	-	-	-	2,000	-	-	2,000.00
7010	Research and Survey Costs	-	-	-	-	-	-	-	-	-	-	-	-	-
7020	Venue Hire cost	500	500	500	500	500	500	500	2,477	74,644	-	-	-	81,121.00
7030	Speaker Fee	-	-	-	-	-	-	-	-	250	2,000	-	-	2,250.00
7310	Conferences misc	-	-	-	-	-	-	-	-	-	3,292	-	-	3,292.10
7040	Website Maintenance	213	213	213	213	213	213	213	213	213	213	213	213	2,556.00
7320		-	-	-	-	-	-	-	-	-	-	-	-	-
7060	Affiliations / Subscriptions	-	-	-	-	-	-	-	-	-	-	-	-	-
7070	Training - Staff	-	-	-	-	-	-	-	-	-	-	-	-	-
7080	Insurance	-	1,500	-	-	-	-	-	-	-	-	-	-	1,500.00
7090	Telephone	170	170	170	170	170	170	170	170	170	170	170	170	2,040.00
7100	Travel	-	-	-	-	-	-	-	-	500	1,500	-	-	2,000.00
7110	Hospitality	-	-	-	-	-	-	-	-	-	1,500	-	-	1,500.00
7130	Subsistence	-	-	-	-	-	-	-	-	150	640	-	-	790.00
7140	Refreshments	-	-	-	-	-	-	-	-	-	2,600	-	-	2,600.00
7150	Printing	-	-	-	-	-	-	-	-	-	-	-	-	-
7150	Photocopying	-	-	-	-	-	-	-	-	-	-	-	-	-
7160	Postage and Carriage	-	-	-	-	-	-	-	-	150	300	-	-	450.00
7180	Stationary	-	-	-	-	-	-	-	-	-	-	-	-	-
7190	Accounting Fee	84	1,800	84	84	1,800	84	84	1,800	84	84	3,500	84	9,572.00
7200	Consultancy and Professional Fee	-	-	-	-	-	-	-	-	-	-	-	-	-
7210	Tenancy costs	3,410	4,080	37	37	4,080	37	37	4,080	37	37	4,080	37	19,989.62
7220	Equipment Hire	-	-	-	-	-	-	-	-	300	6,000	-	-	6,300.00
7230	Minor Equipment / Software purchases	330	330	330	330	330	330	330	330	330	330	330	330	3,960.00
7300	Miscellaneous/Contingency	-	-	-	-	-	-	-	-	166	-	-	-	166.00
7400	Project Grant	-	-	-	-	-	-	-	-	-	-	-	-	-
9000	Bank Interest Paid	-	-	-	-	-	-	-	-	-	-	-	-	-
7500	Bank Charges	-	-	-	-	-	-	-	-	-	-	-	-	-
7005	International engagement	-	-	-	-	-	-	-	-	-	-	-	-	-
	VAT non-allowable	-	-	-	-	-	-	-	-	-	-	-	7,000	7,000.00
	Blank	-	-	-	-	-	-	-	-	-	-	-	-	-
	Blank	-	-	-	-	-	-	-	-	-	-	-	-	-
		4,707	8,593	1,334	1,334	7,093	1,334	1,334	7,093	4,827	95,310	8,293	7,834	149,086.72
<b>Depreciation</b>														
41	Fixture and Fitting Depn	-	-	-	-	-	-	-	-	-	-	-	-	-
31	Office Equipment Depn	-	-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-	-
	<b>Total Expenditure</b>	17,462	21,347	14,088	14,088	19,847	14,088	14,088	19,847	17,581	108,714	21,047	20,588	302,788.31
	<b>Net Surplus/(Deficit)</b>	14,092	31,015	17,221	11,588	17,347	11,588	11,588	9,450	8,356	27,308	21,047	20,588	57,635.07