

AMOSSHE Executive meeting

17 January 2020 | AMOSSHE National Office, London

Minutes

Attendees:

Hiba tul Habib (HH)	John Bloomfield (JB)	Anji Gardiner (AG)	Jill Stevenson (JS)
Chris Warrington (CW)	Anya Knight (AK)	Jayne Aldridge (JA)	Kirsteen Coupar (KC)
Nic Streatfield (NS)	Claire Slater (CS)	Fay Sherrington (FS)	Helen McNeely (HM)
Rotimi Akinsete (RA)	Simon Lee (SL)		

Apologies:

Benjamin Parsons (BP), Lesley O'Keeffe (LO)

Item no.	Title	Timing: 11:00 – 11:20 (20mins)	Presented by	Paper
1	Standing item: Reserved business		Jayne Aldridge	

Item no.	Title	Timing: 11:20 – 11:25 (5mins)	Presented by	Paper
2	Standing item: Conflicts of interest		Jayne Aldridge	

No conflicts of interest to declare.

Item no.	Title	Timing: 11:25 – 11:30 (5mins)	Presented by	Paper
3	Standing item: Previous meeting minutes and actions		Jayne Aldridge	19-20-15 19-20-16

The Executive agreed the minutes from last meeting were true and accurate.

Action no.112 – closed

Co-option and elections due to be discussed in the governance discussion and the next meeting in spring will include a tidy up on governance, etc.

Action no.113 – ongoing

Paperwork has now been signed and the transition is now underway, due for completion in late January 2020. To be actioned by the end of July Vice Operations HM to chase this up and ensure completion.

Action no.123 – ongoing

JS to pick up action and send Annie an email.

Action no.125 – closed

ACTION: in relation to action no. 125 National Office will continue the conversation and think about different ways to engage with the membership to have an outcome before the next Executive meeting in March.

Action no.149 – closed

Notifications needed further in advance to AMOSSHE NO to ensure we are represented.

Action no.157 - closed

Action no.166 - closed

AK has sent the proposal through to the CPD5 team to review.

Action no.176 – ongoing

RA to chase potential sponsor contact once more.

Action no.177 – closed

JA to resend email to JB.

Action no.184 – closed

On the agenda for this meeting.

Action no.189 – closed

On the agenda for this meeting. To be completed by the next Executive meeting in March.

Action no.191 – closed

HH has been in touch, but no response yet from lead members from small and specialist institutions.

Action no.192 – closed

Action no.200 – closed

Any other suggestions from the Executive very welcome.

Action no.201 – closed

Any other suggestions from the Executive very welcome.

Action no.203 – closed

On agenda today and call w/ delegates and NASPA has been scheduled.

Action no.206 – ongoing

Group currently closed because of elections.

Action no.210 – closed

Strategy actions to be discussed during strategy discussion.

UKCISA webinar – To be recorded and produced in February after Brexit

Item no.	Title	Timing: 11:30 – 12:15 (45mins)	Presented by	Paper
4	Discussion: AMOSSHE Governance <ul style="list-style-type: none"> • Charity status • Diversity 		Helen McNeely John Bloomfield	19-20-17 19-20-18

The Executive undertook a self-audit at the last residential meeting in August 2019 using the National Council for Voluntary Organisations governance wheel as a guide and agreed to re-evaluate at regular intervals throughout the academic year. JB and HM are taking the lead on this in advance of 2020-21 AMOSSHE elections and will review how the AMOSSHE Board takes on governance, considering the following: in depth inductions for new Executive members and re-induction when required, appointing mentors from the existing Board to help new Executive members throughout their first year in post, providing further clarity on expectations and minimum commitments and a skills audit of the Executive to understand where the gaps in our current skillset lie. HM then opened a discussion about the potential skills audit on the Committee, reasoning that we could be missing key skill sets and the Board considered how best can we understand the gaps in our current skill set.

Alongside the above considerations, the Executive also agreed to implement contingency planning for Executive members facing competing priorities and as a result, being unable to fulfil AMOSSHE commitments. The Board agreed that colleagues should raise this early enough, so the National Office and Officers are able to discuss the impact. Finally, HM raised difficulties around AMOSSHE representation at key sector meetings, due to volume of requests and time needed to attend meetings it is becoming difficult for AMOSSHE to commit to attending all meetings. The Board confirmed that all opportunities for engaging at policy meetings and events should go out to both National Office and Executive members, those who are best placed and available to take on the opportunity. This included the possibility of both the National Office and an Executive lead attending the meetings and/or an Executive member briefing the National Office team and taking responsibility for any actions from a meeting the National Office attend on behalf of AMOSSHE.

The Board then discussed the diversity of AMOSSHE, since the last audit Officers have referred to this in various meetings to clarify our definition. We should seek to encourage those from regional and national groups to put themselves forward and encourage members from diverse backgrounds and underrepresented groups.

Board effectiveness – a mid-year review. Group discussions and questions.

Decision making, risk and control feedback:

- Are we assuming other people are picking things up? People not having specific roles is challenging – what if there was a legal aspect we were missing? How would we go about this?
- What are the roles we need to cover, what are our gaps? Finance, HR, etc
- Certain skillsets every board should be expected to have however recognising that we are different due to our voting elements, could we seek external consultant advisors for areas of concern or encourage members with particular skills or interests to put themselves forward?
- Need to understand the balance between the Board and expectations on staff experience, competency, skillset in NO, etc
- Risk register, to be reviewed annually as part of the Executive meetings
- Encouraging the membership for plurality
- Could we list skillsets needed? Listing current Executive members areas of expertise, portfolios, responsibilities in current roles, etc to help other members know who to get in touch with on a particular issue or to encourage those with skills we are currently seeking to get involved

Board Effectiveness feedback:

- (No. 5) officer meetings/conversations to be more transparent – to be made aware of decisions being made without others consent since the responsibility for the organisation still falls on the entire board
- What does it involve being an officer? Requirements, etc. Transparency on conversations would help with this
- Succession planning for future officers, mentoring available, what other ways can we enable this to ensure there is understanding of the role
- How do we know we've done a good job as an organisation? What are the measurables? Could we put together some KPIs?

ACTION: Officers to consider decision making on officer calls and how to make this more transparent to the wider board

ACTION: JB and HM to review feedback and questions to present options at the next executive meeting 27th March

Charity status options:

JB presented a short paper on charity status options for the board to consider. It was agreed that we would not consider this at the present time and raise this again in the following year once the strategy was up and running properly.

ACTION: JB to bring the Charity Status paper to the first or second meeting of the 2020-2021 Executive committee

Item no.	Title	Timing: 12:15 – 13:00 (45mins)	Presented by	Paper
5	Standing item: Strategy development		Strategy Group	19-20-19

The strategy group presented a paper to the Executive with areas for discussion and approval:

- 1) Amendments were suggested to outcomes 4,5,6. The Executive agreed to sign off those amendments in the review of strategy outcomes empowering the strategy group to make the changes
- 2) Agreement in principle on the direction of workstreams as structured operationally and not within the priorities with the strategy group empowered to review fully and make any final amendments before promoting them to the membership

The Executive discussed aspects of the document and presentation to the committee:

- Is there an overlap of outcomes 2 and 3? Decided these should stay the same as there is a clear difference
- How should the strategy objectives be delivered? In line with the priorities or operationally given that some of the objectives overlap within priorities? Which way would be cleared for members to get involved? Agreed that these would be delivered operationally.

ACTION: Strategy group to merge outcomes 4 and 5 given they are very similar and to add on 'research and data through an AMOSSHE lens' to outcome 6

ACTION: NO to present mood board / A3 copies of strategy points on walls for Exec to review at each Executive meeting

ACTION: Strategy and finances to be a standing item on the Executive agenda with KPI's attached to them

ACTION: Strategy subgroup to look at operational approach, define workstreams based on discussions,

allocate responsibilities

Item no.	Title	Timing: 13:00 – 13:20 (20mins)	Presented by	Paper
6	Lunch		Jayne Aldridge	

Item no.	Title	Timing: 13:20 – 14:10 (50mins)	Presented by	Paper
7	Student Minds presentation: MH Charter		Leigh Spanner Gareth Hughes	

LS, GH updated the Executive committee on the mental health charter progress since its published date in December 2019. LS shared their 6-stage process, the how, what, who, why, etc. This has been developed in line with UUK mentally healthy Universities which is the refreshed StepChange framework.

MHC will be putting out a call for universities interested in piloting their charter, accepting applications for student panel webinars, etc.

Q&A:

Curriculum to support wellbeing?

GH – yes, looking at this and working on an OfS funded projects, Advance HE and Scotland Sparks are also looking at this so we will seek to work with them on the outcomes

Partnerships with the NHS, how much is expected as part of the charter?

GH – huge differences depending on location in the UK, some have no relationship at all despite best efforts. There should be demonstrable effort that work is being put into building eternal relationships

Any radical suggestions from students that you can share?

Co-creation workshops with students were good but nothing too radical, these included: simple quiet spaces on campus that are accessible, not having counselling sessions in the middle of campus (so everyone can see what your walking in to), utilising black history month to demonstrate cultural disconnect in counselling services and helping understand why this is an issue

How do we start working on these areas when we don't have resources to be proactive?

It has to be led by someone at a university executive level, to start a push back. If this starts thinking and reflection, it's still a move in the right direction – once some universities move ahead with this it would then open up a wider conversation. It needs to be a wider university response.

An audit tool – where are universities in comparison to the Charter?

UUK StepChange tool will be released shortly (pushed back after elections in December)

Design and delivery of the curriculum is very important

Some can be quite complicated but simple changes often rap excellent rewards and therefore certainly worth the effort linking to similar charters? (ProtectEd) Have the elements of this and other recognition

initiatives been considered in MHC as part of fulfilling elements of the charter?

Yes, we have thought about other charters evidence towards work done by the institution will be considered

UUK guidance around initiation ceremonies, field trips, etc?

Hugely complex issue, we need to rethink this, these ceremonies have the tendency to stir up the feeling of safety on campus. Must be mentioned that initiations can be seen as a really successful well of improving mental health in feeling part of a team but there must be balances to this. This is not part of the charter mark at the moment

How can we be accredited to the charter?

- When we submit charter applications, can they ask for successful bids that have been involved? This would give SS leaders a heads up, i.e. case studies to share best practice etc

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Item no.	Title	Timing: 14:10 – 14:30 (20mins)	Presented by	Paper
8	Discussion: National office update		Helen McNeely	19-20-20
	• Management accounts December 2019		John Bloomfield	19-20-21
	• Membership update		Benjamin Parsons	
	• Year end accounts		John Bloomfield	19-20-22

JB gave a summary of the AMOSSHE management accounts and explained to the Executive that the report shows good progress towards the projected budget for the year. The budget profiling differences include CPD and Sponsorship income are well ahead of expectations for this point in the year, which is fantastic, and membership income is showing slightly lower, but this is due to a minor accounting error in the yearend adjustments. The new accountants need to move membership invoices from July 2019 into August 2019 to account for the 2019/20 academic year. Expenditure differences include unexpected central costs due to IT support and website maintenance as this is normally spread throughout the financial year and we have also made savings in venue hire for CPD events and Executive travel.

AMOSSHE membership is continuing to grow, as we have gained two new small and specialist member institutions and we haven't lost any Tier 1 member institutions as a result, the reduced number was due to an error on the previous figures.

The 2018/19 Year End accounts show that AMOSSHE had another successful year with profits in line with expectations predicted in the residential meeting management report. Initial budgets set profit expectations at £20,000 and our revised budget in March 2019 projected £30,000 profit. This is due to sustained income for sponsorship, membership fees and increased income for National Conference. This was offset against reduced costs for CPD and a reversal of money for Insight projects saving £20,000 vs budget. There are some minor adjustments still to make to these accounts but the Executive agreed that if these were minor that they were happy to sign off the accounts once approved by the officer team.

ACTION: JB to liaise with the accountants for a final version of the accounts to be signed off by the officer team.

The National Office team are doing well, we are busy prepping for Winter Conference, CPD4, CPD5 and developing the work of the office in line with the new strategy.

Item no.	Title	Timing: 14:30 – 14:35 (5mins)	Presented by	Paper
9	Update: AMOSSHE professionalisation project		Anji Gardiner Simon Lee	

AG updated the Board on the work of the steering group for the Professionalisation project who have met since the consultation to clarify some areas of the work including:

- who the framework is aimed at, who do we target, etc.
- Expectations around timelines etc

The steering group meeting was very productive and we now have various elements to move forward with

This is a good example of using members as well as Executive.

Query: timeline has slipped. Are the group assessing a new timeline for the Exec board to agree? We need

to review this and give an update to membership. Does the membership still want this? With the wraparound of context – with a SS lens?

Exec agreed and empowered the steering group to ensure that the project stayed on track to deliver for members. Reports will be provided at future executive meetings.

Item no.	Title	Timing: 14:35 – 14:45 (10mins)	Presented by	Paper
10	Update: CPD update - Webinars - Recording of events		Nic Streatfield	

CPD programme is well underway, the National Office received great feedback from both CPD1 and CPD2.

An additional topic that we could cover is around advice for student services leaders when dealing with coroner's courts. A Webinar on this could provide a good resource (here are the steps that are likely to happen). This could be followed by a physical CPD event where members are likely to want to discuss the impact on them as part of this

Max 2-3 people to facilitate a webinar to then keep in mind others?

Item no.	Title	Timing: 14:45 – 15:00 (15mins)	Presented by	Paper
11	AMOSSHE updates: • NASPA exchange • AMOSSHE resilience toolkit • Benchmarking survey		Benjamin Parsons	

NASPA exchange – Reports are still coming through.

ACTION: CS and RA to report back on the resilience toolkit at the next meeting

Benchmarking survey. To think through the impact on results and capacity. Thinking about a captive audience at National Conference – what we're asking and what level were asking at? IS this possible to get elsewhere? Surveys need to be short and sweet, but this is a complex area.

Item no.	Title	Timing: 15:00 – 15:10 (10mins)	Presented by	Paper
12	Update: Conference 2020 update		Conference team	

Conference planning is ticking along nicely, the team are finalising keynote speakers for conference. We currently have confirmed: Paul Redmond to speak about 'Generation Z', our AMOSSHE chair JA, a Panel discussion on 'The future of Student Services' consisting of university leadership, the student voice, international organisations, etc and compered by Chris Shelley, finishing with an uplifting slot by Laughology 'how to use humour in your working life' on the Friday.

Item no.	Title	Timing: 15:10 – 15:30 (20mins)	Presented by	Paper
13	AOB	<ul style="list-style-type: none"> • OfS consultation: harassment and sexual violence in HE • Rotimi update on UUK national student mental health data 	Jayne Aldridge Rotimi Akinsete	
<p>OfS – their reach, reportable incidence and what this is. They are suggesting penalties for institutions that don't handle this well. AMOSSHE should put a response in and be considered in response.</p> <p>Executive agreed and happy to do so – the deadline is the end of March (27th). Determining what best practise looks like, from a regulatory standpoint. Fiona Druet with the 'Emily test' has now secured £100k funding for a new charter release.</p> <p>Rotimi circulated UUK national student mental health data, he has been involved with meetings with both organisations alongside Nic. RA would like to circulate confidential document to Executive for review.</p> <p>ACTION: AK to circulate UUK document to wider Exec, Executive to review and let RA know thoughts.</p>				

Item no.	Title		Presented by	Paper
14	Date, time and place of remaining meetings:	<ul style="list-style-type: none"> • 27 March 2020, AMOSSHE National Office • 5 June 2020, AMOSSHE National Office 	Jayne Aldridge	

AMOSSHE Executive meeting

18 October 2019 | AMOSSHE National Office, London

Minutes

Attendees:

Hiba tul Habib (HH)	John Bloomfield (JB)	Anji Gardiner (AG)	Jill Stevenson (JS)
Lesley O'Keefe (LO)	Chris Warrington (CW)	Benjamin Parsons (BP)	Anya Knight (AK)
Nic Streatfield (NS)	Claire Slater (CS)	Fay Sherrington (FS)	Helen McNeely (HM)
Rotimi Akinsete (RA)			

Apologies:

Simon Lee (SL), Jayne Aldridge (JA), Kirsteen Coupar (KC)

Item no.	Action log
3	<p>ACTION: AK to collect actions related to strategy from outstanding actions (above) and feed in to strategy actions</p> <p>ACTION: AK to collate actions 153, 159, 185 and 186 as a new action and close action 156</p> <p>ACTION: JB to add Action 112 on to the next January meeting agenda</p> <p>ACTION: JB to send through responsibilities from Action 158</p>
4	<p>ACTION: HH to get in touch with the lead members at the new Small and Specialist members to ask how they had heard of AMOSSHE</p> <p>ACTION: Executive to review current risk register topics and let JB know of any queries or amendments in advance of the January 2020 meeting</p> <p>ACTION: HM and JB to review the risk register and flag major risks to report at the January 2020 meeting</p>
5	<p>ACTION: Strategy leads JA, CW and NO to revise strategy document and create some context around each outcome and send back to the Executive members for agreement before the next Executive meeting in January 2020</p>
7	<p>ACTION: JB and Chairs to review this and discuss further actions regarding this work to report back to the January 2020 Executive meeting</p>
8	<p>ACTION: AK to organise a call with the professionalisation leads to discuss next steps</p> <p>ACTION: JB to check with members from the conference if they are still interested to be a part of the project</p>

9	<p>ACTION: HH, JB and NS to trial these ideas at CPD1, analyse and present back in the January 2020 Executive meeting</p> <p>ACTION: JB to reach out to the Scotland group to identify their needs and ideas around streaming CPD</p> <p>ACTION: NO and NS to look at Jiscmail conversations for webinar topic ideas</p> <p>ACTION: Executive to think about webinar topics and email through ideas</p> <p>ACTION: Executive to review the CPD 'how to' guide and send feedback through to NS and NO</p>
10	<p>ACTION: JB to organise an exchange debrief call with colleagues at NASPA to review the exchange planning process</p> <p>ACTION: NO to review the process and report back through the survey leads</p>
11	<p>ACTION: Executive to think about speaker ideas on Generation Z and inspirational speakers and send through to AK</p>
12	<p>ACTION: CW and JB to discuss taking this Insight idea to the transitions sector group that CW sits on</p> <p>ACTION: RA to forward correspondence on the Cyprus opportunity to NO to continue the conversation and share with the wider Executive team</p> <p>ACTION: Executive to think of colleagues with relevant experience to speak on the panel and send through ideas to NO and JS</p> <p>ACTION: BP to circulate details of the Smarten conference.</p>

Item no.	Title	Timing: 11:00 – 11:20 (20mins)	Presented by	Paper
1	Reserved business		Fay Sherrington	

Item no.	Title	Timing: 11:20 – 11:25 (5mins)	Presented by	Paper
2	Conflicts of interest		John Bloomfield	
The Executive didn't have any conflicts of interest to state.				

Item no.	Title	Timing: 11:25 – 11:30 (5mins)	Presented by	Paper
3	Previous meeting minutes and actions		Fay Sherrington	19-20-08 19-20-09

The Executive agreed the previous minutes were accurate and ran through the outstanding actions.

Action 112 – ongoing, not completed for the June meeting so the action responsibility has changed from Nicole Redman to JB

Action 113 – ongoing

Action 119 – ongoing

Action 123 – ongoing

Action 125 – ongoing

Action 140 – ongoing

Action 149 – complete

Action 150 – ongoing, change action to JB

Action 153 – closed

Action 156 – ongoing

Action 157 – ongoing

Action 158 – ongoing

Action 159 – closed

Action 162 – closed

Action 166 – ongoing

Action 167 – complete

Action 170 – ongoing

Action 174 – closed

Action 175 – complete

Action 176 – ongoing, RA to chase once more

Action 177 – ongoing, JB to chase

Action 180 – ongoing, change action to JB and JS in advance of conversation on Wednesday 23 October

Action 181 – complete

Action 184 – closed

Action 185 – closed

Action 186 – closed

ACTION: AK to collect actions related to strategy from outstanding actions (above) and feed in to strategy actions

ACTION: AK to collate actions 153, 159, 185 and 186 as a new action and close action 156

ACTION: JB to add Action 112 on to the next January meeting agenda

ACTION: JB to send through responsibilities from Action 158

Item no.	Title	Timing: 11:30 – 11:50 (20mins)	Presented by	Paper
4	Discussion: National office update - Management accounts September 2019 - GDPR review update - Risk Register update		Helen McNeely John Bloomfield Fay Sherrington John Bloomfield	19-20-10 19-20-11

JB gave a summary of the AMOSSHE management accounts and explained to the Executive that the report shows good progress towards the projected budget for the year. The budget profile includes amendments to CPD timeframes and anticipates prepayments to venues ahead of event dates. JB will present a revised budget at the next Executive meeting in January after the first two CPD events of the academic year have taken place.

We are still collating funds from 2019/20 membership renewals as colleagues are still requesting amendments to their named members before final invoices are paid. Insight project funding from 2017/18 has now been paid, however this is accounted for in budgets from previous years, hence why this isn't included on the budget line. Funding from 2020 sponsorship will start to come through from January / February 2020 onwards as the sponsorship year runs from January to December.

The membership updates see a drop in Tier 1 organisations due to the new tier of Small and Specialist organisations, other changes include various organisations moving tier due to student FTE numbers. We have had a new FE college join as a part of the Small and Specialist tier. The Executive discussed the repercussions of this new tier and if the 'Less than 50% HE provision' tier has now been made redundant because of new Small and Specialist tier.

ACTION: HH to get in touch with the lead members at the new Small and Specialist members to ask how they had heard of AMOSSHE

National Office are working on all upcoming CPD events and 2020 National conference and are on track so far for this year's programme. Representation meetings are also underway for the academic year, HH is chasing meeting hosts. The new Executive calendar JB has put together gives the Committee a great snapshot of the work that goes into AMOSSHE from week to week.

The Executive previously agreed that the role of Vice Chair is accountable for reviewing the GDPR compliance of AMOSSHE, and should report back formally to the Executive in the second meeting of each year. FS has reviewed the National Office's GDPR processes and procedures and is satisfied with our progress on actions to ensure best practice. FS provided reassurance to the Executive. JB has recorded ongoing actions from the recent GDPR audit, and FS explained that there is a process in place for any reported breaches. FS can access all the relevant documentation.

AMOSSHE is a low risk organisation, on account of the types of data we currently collect from members. Should there be any further changes to the categories of data we collect we will need to review this.

JB and HM updated the Executive about the AMOSSHE risk register for the organisation, based on topics suggested by the National Office team. The register details current processes and actions to mitigate risks. The Executive will review and contribute to the topics. JB will be revising the structure of the risk register into a new format.

ACTION: Executive to review current risk register topics and let JB know of any queries or amendments in advance of the January 2020 meeting

ACTION: HM and JB to review the risk register and flag major risks to report at the January 2020 meeting

Item no.	Title	Timing: 11:50 – 13:20 (90mins)	Presented by	Paper
5	Discussion: AMOSSHE strategy		John Bloomfield	19-20-12

The AMOSSHE Executive discussed in detail the outcomes and objectives within the new strategy, produced from the previous meeting in August, that align to each of the organisation's three strategic priorities as agreed at the AMOSSHE AGM in 2019. There were a number of amendments agreed by the Executive at the meeting.

The Executive agreed that the strategy leads would utilise the notes from the discussion and revise the document, which will be circulated and agreed before the next meeting. All Executive members present agreed to the context of all the final strategy objectives.

ACTION: strategy leads and NO to revise the document and create some context around each outcome and send back to the Executive members for agreement before the next Executive meeting in January 2020.

Item no.	Title	Timing: 13:20 – 13:40 (20mins)	Presented by	Paper
6	Lunch			

Item no.	Title	Timing: 13:40 – 14:10 (30mins)	Presented by	Paper
7	Discussion: Diversity		John Bloomfield	

The Executive completed the governance wheel in advance of the residential meeting, which took place back at the beginning of August. The Chairs have since discussed the lower scoring sections, one of which concerned the diversity of the Executive Committee. HM asked the Executive about their definition of 'diversity' when filling out the governance wheel, as the Chairs need a clear understanding of what the Executive means by this to enable further work to be actioned. For example, diversity in terms of representation of various members, or the equality characteristics of members within the Executive team?

Answers consisted of the following:

- Characteristics in the make up of the Executive
- Representation of departments (i.e. counselling service, careers service, etc)
- Devolved nations / regions
- Representing our membership and vice versa
- Diverse nature of members
- Equality
- Remits (however other sector bodies cover this)
- Skillssets - do we have what we need to be effective?
- Senior level (Directors / Heads of) – lack of representation for mid-management level (majority of our membership are here)
- Representation from all tier institutions (including mission groups)

The main agreed priorities were regional/national representation and equality characteristics.

ACTION: JB and Chairs to review this and discuss further actions regarding this work to report back to the January 2020 Executive meeting

Item no.	Title	Timing: 14:10 – 14:30 (20mins)	Presented by	Paper
8	Update: AMOSSHE professionalisation project		John Bloomfield	19-20-13

JB revised the timeline and tender document and put together a milestone document for the Executive to review, reflect upon and raise any queries for the working group. The Executive agreed to leave changes to the tender document to the professionalisation leads to clarify, sign off and progress. The budget agreed is £50,000, however the intention is for consultants putting in a proposal to inform us of costs from their perspective.

ACTION: AK to organise a call with the professionalisation leads to discuss next steps

ACTION: JB to check with members from the conference if they are still interested to be a part of the project

Item no.	Title	Timing: 14:30 – 14:50 (20mins)	Presented by	Paper
9	Discussion: CPD update - Webinars - CPD 'How to' guide		Nic Streatfield John Bloomfield	19-20-14
<p>NS updated the Executive on the current CPD programme for this academic year: CPD1, CPD2 and Winter Conference are underway.</p> <p>AMOSSHE is looking to introduce video capture or live streaming to the CPD programme and is currently investigating how best to facilitate this (i.e. via video links, recording the entire day, etc). NS, HH and JB decided, due to resource constraints, we aren't able to offer this at the moment, however we will look to part-record elements of CPD1. CPD1 leads NS and CW will record introductions, ask session leaders to summarise sessions, and ask delegates if we're able to record their feedback. AMOSSHE could then use these resources for post-event purposes. NO and NS will test how much work would go into this postproduction.</p> <p>ACTION: HH, JB and NS to trial these ideas at CPD1, analyse and present back in the January 2020 Executive meeting ACTION: JB to reach out to the Scotland group to identify their needs and ideas around streaming CPD</p> <p>NS also explained that we need topics for 30/60 minute webinars if we are to continue developing this.</p> <p>ACTION: NO and NS to look at Jiscmail conversations for webinar topic ideas ACTION: Executive to think about webinar topics and email through ideas ACTION: Executive to review the CPD 'how to' guide and send feedback through to NS and NO</p> <p>UCKISA are partnering with AMOSSHE to produce webinar on the impact of Brexit on international students. JB and BP are awaiting confirmation from UKCISA that this will go ahead.</p>				

Item no.	Title	Timing: 14:50 – 15:10 (20mins)	Presented by	Paper
10	AMOSSHE updates: - NASPA exchange - AMOSSHE resilience toolkit - Benchmarking survey		John Bloomfield Benjamin Parsons Benjamin Parsons	
<p>NASPA exchange planning is underway. The NASPA exchange is happening between 17 and 22 November 2019 around Detroit, with some information still to be confirmed.</p> <p>ACTION: JB to organise an exchange debrief call with colleagues at NASPA to review the exchange planning process</p> <p>The Resilience Toolkit leads have now had a conference call to discuss the future of the toolkit, and BP has put a call out to members asking them to contribute any new content.</p> <p>The Benchmarking Survey leads have also now met, and have discussed how to move away from previous models and how we can pilot short and sharp surveys with members. The first one will ask members about areas that are within their remit. The idea is to ask members little and often throughout the year and then collate this in to one big report towards the end of the year. The first survey is due to go out to the membership just before Christmas.</p> <p>ACTION: NO to review the process and report back through the survey leads</p>				

Item no.	Title	Timing: 15:10 – 15:20 (10mins)	Presented by	Paper
11	Update: Conference 2020 update		Conference team	
<p>Conference planning is well underway. The team has reviewed feedback from 2019 and is building this into the 2020 conference as much as possible. The headline theme will be the 'AMOSSHE National Conference' and the sub-theme will</p>				

focus on innovation, design and excellence (linking in with the strategy and professionalisation project). The call for session proposals will go out on 14 November.

ACTION: Executive to think about speaker ideas on Generation Z and inspirational speakers and send through to AK

Other ideas for conference include a live picture scribe element. This will be fed back further if the conference team decides to go ahead.

Item no.	Title	Timing: 15:20 – 15:30 (10mins)	Presented by	Paper
12	AOB		Fay Sherrington	

JB updated the Executive on Insight funding awarded to Winchester and current delays and challenges with communication between UCAS and Winchester. JB and the Chairs have agreed that a formal agreement will need to be reached between UCAS and Winchester if the project is to continue.

ACTION: CW and JB to discuss taking this Insight idea to the transitions sector group that CW sits on

Advance HE has launched working groups on wellbeing in the curriculum. RA has been approached to represent his institution but would also like to represent AMOSSHE. He has also been approached by another organisation in Cyprus, who would like to know if AMOSSHE would do a review of Student Services in their country.

ACTION: RA to forward correspondence on the Cyprus opportunity to NO to continue the conversation and share with the wider Executive team

JS mentioned Winter Conference updates. We are looking to produce a panel discussion on different approaches to mental health and wellbeing from institutions who stick with the traditional counselling approach, those who run a more blended approach and those who are more radical, to make for a really interesting debate. The team is looking to find appropriate colleagues in the sector to sit on the panel from each approach. CS and LO mentioned that this might be something they could do.

ACTION: Executive to think of colleagues with relevant experience to speak on the panel and send through ideas to NO and JS

BP still working with Reading and UMHAN on Fitness to Practise guidance focussed on mental health. OIA has produced some detailed work on Fitness to Practise which will be reviewed at the Smarten conference on 17 December to see if there are still gaps in the current guidance.

ACTION: BP to circulate details of the Smarten conference

Item no.	Title	Presented by	Paper
13	Date, time and place of remaining meetings: <ul style="list-style-type: none"> - 17 January 2020, AMOSSHE National Office - 27 March 2020, AMOSSHE National Office - 5 June 2020, AMOSSHE National Office 	Fay Sherrington	

Exec Board	Action No.	Agenda No.	Action	Actioned to	Status
May-18	37	12	MB to compile list of issues with DSA-QAG to address, and suggest solutions	MB, JB	Complete – DSA-QAG has been disbanded
Jul-18	38	1	JB to contact DSA-QAG and check if Mandi Barron can be added as a representative.	JB	Complete – as above
Jul-18	46	5	NO to ask Fiona Waye about the December sexual violence event and whether this will showcase catalyst outcomes. Depending on outcome	JB	Complete – we are working with OfS to find appropriate outlets for their information.
Jul-18	57	9	Steering group potentially be established for phase 2 of the project.	JA, Chairs	Complete – discussed in August 2019 Executive meeting.
Nov-18	75	5	Chair and Vice chairs to discuss the strategy and plan in a conference call for operational planning purposes	NO, Chairs	Complete
Jan-19	89	5	To consider the strategy aims when planning 2019/2020 elections	JB/BP	Complete
Jan-19	94	7	JB and JA to add mentoring to the first or second phase implementation work if appropriate	JB	Closed – To be considered now in phase two of professionalisation project.
Jan-19	107	12	HM and SL to facilitate an AMOSSHE breakfast meeting	HM, SL, NO	Closed – This will be an AMOSSHE Futures event (SL leading).
Apr-19	111	2	JA and BP to look into UK government position on DSA changes	JA, BP	Complete
Apr-19	112	2	NR to prepare a paper for the June meeting about an efficient way for co-opting when AMOSSHE doesn't have additional nominees for elections	JB	Ongoing
Apr-19	113	3	Explore how our finance system Xero can integrate with our membership software Wild Apricot to aid in reducing admin burden and potential for human error	JB	Ongoing – part of new accounting change over
Apr-19	116	3	NS to contact La Trobe about re-joining as a member. They ceased becoming a member when their lead left. NS has links with the institution.	NS	Closed – No response from La Trobe University.
Apr-19	119	4	SL to lead on work on data actions from the vision/measurement areas and to work with National Office on this	SL, NO	Closed - collated in action 210
Apr-19	120	4	Continue to plan for conference buddies	BP, FS	Complete
Apr-19	121	4	Monitor conference buddy process, evaluate for future development	BP	Complete – buddies were successful and will be rolled out again next year.
Apr-19	122	4	JA to introduce FS to Kevin Flynn who leads on areas of action learning sets for the leadership foundation	JA	Complete
Apr-19	123	4	BP to contact Annie Grant about the pitfalls / tips for producing a journal for AMOSSHE members	BP	Ongoing
Apr-19	124	4	JB, BP, Chairs to discuss how we facilitate benchmarking survey	JB, BP, NS	Complete – update at October meeting
Apr-19	125	6	BP and FS to consider engagement with newer smaller members for the new membership tier	BP, FS	Ongoing – FS to continue discussions with BP.
Apr-19	131	9	BP to include the CPD queries when sending out the benchmarking survey?	BP	Complete
Apr-19	135	10	RA to update executive with NASPA report and feedback from colleagues on the resilience project	RA	Complete – draft sent to NO
Jun-19	137	3	JB and BP to work with chairs on how to include professionalisation work within the AGM	JB, BP, Chairs	Complete
Jun-19	138	3	JB and JA to work with AUA to get further information on draft framework and examples of each type of framework before the AGM	JA, JB	Complete
Jun-19	139	7	To make adjustments to strategy wording on closure of consultation, to be sent round to the executive before the AGM	JB, JS, CW, BP	Complete

Exec Board	Action No.	Agenda No.	Action	Actioned to	Status
Jun-19	140	7	BP and FS to look into how we should be engaging with members and sense check what AMOSSHE is doing to meet their needs and common voices of each level of leadership	FS, BP	Complete – to be incorporated into the strategy, FS to continue discussing with BP.
Jun-19	141	7	JB to add strategy mapping to the residential agenda	JB	Complete
Jun-19	142	8	JB to review executive preferences for conference and allocate responsibilities accordingly	JB	Complete
Jun-19	143	8	BP to circulate note in advance of NSS release to ensure leads have substitute people at the AGM if necessary	BP	Complete
Jun-19	144	8	JB to add conference fees and incorporating costs of speakers to residential agenda	JB	Complete
Jun-19	145	9	NS and JB to assess the CPD programme	JB, NS	Complete
Jun-19	146	9	JB to speak to the exec at conference re: volunteer to lead events for CPD	JB	Expired
Jun-19	147	10	JA to circulate UCAS advisory board brief	JA	Complete – KC and CS volunteered to attend meetings.
Jun-19	148	10	JB to chase Rotimi for NASPA feedback	JB	Complete
Jun-19	149	10	JA to have conversation with John De Pury at UUK re: invitations to meetings at last minute	JA	Ongoing
Aug-19	150	2	JA to gather dates from UCAS advisory board and send to NO	JA, NO	Closed
Aug-19	151	2	NO to get in touch with Caryn Thorogood as backup to attend the UCAS meetings	NO	Complete
Aug-19	152	2	JB to get in touch with John De Pury for more info and dates for upcoming mental health related meetings	JB	Complete
Aug-19	153	2	SL to initiate planning a Futures event with sector stakeholders	SL	Closed - move to collated action 210
Aug-19	154	3	JB to undertake additional training with the NO about GDPR	JB	Complete
Aug-19	155	3	JB to contact FS regarding coming in to assess our GDPR processes before the next Executive meeting	JB, FS	Complete
Aug-19	156	3	JB to look at improvements AMOSSHE can make on the induction of individuals to the Executive and report back to the Executive once completed	JB	Closed
Aug-19	157	3	Chairs team and JB to discuss the Rules and Articles of Association changes	JB, Chairs	Ongoing
Aug-19	158	3	JB to send information to the Executive team about their Companies House responsibilities	JB	Complete - sent with January 2020 executive papers
Aug-19	159	4	Strategy leads to consider GPs as part of AMOSSHE's stakeholder analysis in relation to our strategic priorities	JA, CW	Closed - moved to collated action 210
Aug-19	160	4	JA and CW to work with JB in developing the 5 year outcomes and immediate actions	JA, CW, JB	Complete – presented in October agenda
Aug-19	161	4	JB to ask JS if she would like to be involved in the above work on the strategy	JB	Complete
Aug-19	162	4	JB to add strategy alignment / development as a standing item on Executive agendas	JB	Complete
Aug-19	163	5	NO and NS to put together a 'How to' CPD guide for the Executive to review, outlining commitments, etc for leads by the next Executive meeting (October 2019)	NS, NO	Complete – on October agenda
Aug-19	164	5	JB and NS to look into the recording of all future CPD events, its pros / cons, and get in touch with other organisations that already do this	NS, JB	Complete – on October agenda
Aug-19	165	5	AK to send Get Out Stay Out National Conference proposal to RA and CS for review	AK	Complete

Exec Board	Action No.	Agenda No.	Action	Actioned to	Status
Aug-19	166	5	CPD5 leads to review the Get Out Stay Out proposal and how it will work.	CS, RA	Ongoing
Aug-19	167	5	BP to share the feedback from "My Student Services" with CPD5 leads	BP	Complete
Aug-19	168	5	Executive to provide ideas for webinars at the next (October 2019) Executive meeting	Executive	Complete – on October agenda
Aug-19	169	6	BP to put the AMOSSHE Insight call for proposals on hold for 2019/20	BP	Complete
Aug-19	170	6	BP / JB to review and work with AG / CS to compose a 'journal' proposal for how to spend insight funding, and report at the October 2019 Executive meeting	BP, JB, CS, AG	Complete - update in January 2020 meeting
Aug-19	171	7	JB to set up a calendar of AMOSSHE events / representation, and share instructions with group	JB	Complete
Aug-19	172	8	NO to review comments in feedback from 2019 and circulate to the national conference leads	NO	Complete
Aug-19	173	8	AK to organise 2019 debrief call with previous national conference leads and new leads for 2020	AK	Complete
Aug-19	174	9	JB to re-circulate the professionalisation timeline to the Executive	JB	Closed
Aug-19	175	9	JB and JA to meet and summarise progress in advance of meeting with the steering group	JA, JB	Closed
Aug-19	176	10	RA to put AK and JB in touch with potential international sponsors for 2020	RA	Ongoing
Aug-19	177	10	JA to forward the initial email from The Student Room for JB to get in touch with them to discuss how they would like to partner with us	JA, JB	Ongoing
Aug-19	178	10	JB to put conflicts of interest on future Executive agendas	JB	Complete
Aug-19	179	10	JA to organise for Rosie Tressler and Gareth Hughes to dial in to the next Executive meeting (October 2019) in order for them to brief the Executive on their ideas	JA	Complete – will arrange separate video conference meeting with interested parties
Aug-19	180	10	JA to ask the membership on Jiscmail about resources for audits, in connection with the University Mental Health Charter	JA	Closed
Aug-19	181	10	AG to send over care leaver information to JA	AG	Complete
Aug-19	183	10	NO to work with Chairs to pitch the definition of diversity at the next Executive meeting	NO/Chairs	Complete – agenda point on October meeting to seek further clarification
Aug-19	184	10	NO to undertake a skills and diversity audit of the Executive Committee in order to identify gaps, areas of strong expertise and what diversity we need as a representative body	NO	Ongoing – to be discussed in January 2020 meeting (governance)
Aug-19	185	10	Chairs/NO to consider how to recruit to the Executive Committee in future, including clarifying expectations and commitment in advance of elections and clearly outlining this to the wider membership	NO/Chairs	Complete - moved to collated strategy action 210
Aug-19	186	10	JB to revisit the governance wheel mid-academic year (January executive meeting)	JB	Complete - on January 2020 agenda (governance)
Oct-19	187	3	AK to collect actions related to strategy from outstanding actions (above) and feed in to strategy actions	AK	Complete
Oct-19	188	3	AK to collate actions 153, 159, 185 and 186 as a new action and close action 156	AK	
Oct-19	189	3	JB to add Action 112 on to the next January meeting agenda	JB	Ongoing - will need to be complete at the March executive meeting
Oct-19	190	3	JB to send through responsibilities from Action 158	JB	Complete

Exec Board	Action No.	Agenda No.	Action	Actioned to	Status
Oct-19	191	4	HH to get in touch with the lead members at the new Small and Specialist members to ask how they had heard of AMOSSHE	HH	Ongoing
Oct-19	192	4	Executive to review current risk register topics and let JB know of any queries or amendments in advance of the January 2020 meeting	Executive	Ongoing
Oct-19	193	4	HM and JB to review the risk register and flag major risks to report at the January 2020 meeting	HM JB	Ongoing
Oct-19	194	5	Strategy leads JA, CW and NO to revise strategy document and create some context around each outcome and send back to the Executive members for agreement before the next Executive meeting in January 2020	JS JA CW JB	Complete - to be discussed at the January 2020 meeting
Oct-19	195	7	JB and Chairs to review this and discuss further actions regarding this work to report back to the January 2020 Executive meeting	JB Chairs	Complete - to be discussed at the January 2020 meeting (governance)
Oct-19	196	8	AK to organise a call with the professionalisation leads to discuss next steps	AK	Complete
Oct-19	197	8	JB to check with members from the conference if they are still interested to be a part of the project	JB	Complete - all three are involved in the project
Oct-19	198	9	HH, JB and NS to trial these ideas at CPD1, analyse and present back in the January 2020 Executive meeting	HH JB NS	Complete
Oct-19	199	9	JB to reach out to the Scotland group to identify their needs and ideas around streaming CPD	JB	Complete
Oct-19	200	9	NO and NS to look at Jiscmail conversations for webinar topic ideas	NO NS	Ongoing
Oct-19	201	9	Executive to think about webinar topics and email through ideas	Executive	Ongoing
Oct-19	202	9	Executive to review the CPD 'how to' guide and send feedback through to NS and NO	Executive	Closed
Oct-19	203	10	JB to organise an exchange debrief call with colleagues at NASPA to review the exchange planning process	JB	Ongoing - initial call being organised with NASPA delegates first
Oct-19	204	10	NO to review the process and report back through the survey leads	NO	Complete - to be updated at the January 2020 meeting
Oct-19	205	11	Executive to think about speaker ideas on Generation Z and inspirational speakers and send through to AK	Executive	Closed -keynote speakers agreed for conference
Oct-19	206	12	CW and JB to discuss taking this Insight idea to the transitions sector group that CW sits on	CW JB	Ongoing
Oct-19	207	12	RA to forward correspondence on the Cyprus opportunity to NO to continue the conversation and share with the wider Executive team	RA	Complete
Oct-19	208	12	Executive to think of colleagues with relevant experience to speak on the panel and send through ideas to NO and JS	Executive	Closed - panel complete
Oct-19	209	12	BP to circulate details of the Smarten conference.	BP	Complete

Exec Board	Action No.	Agenda No.	Action	Actioned to	Status
Oct-19	210	3	Strategy Actions: - SL to initiate planning a Futures event with sector stakeholders - Strategy leads to consider GPs as part of AMOSSHE's stakeholder analysis in relation to our strategic priorities - Chairs/NO to consider how to recruit to the Executive Committee in future, including clarifying expectations and commitment in advance of elections and clearly outlining this to the wider membership JB to revisit the governance wheel mid-academic year (January executive meeting) Chairs team and JB to discuss the Rules and Articles of Association changes		Ongoing - in line with strategy review

Key: Closed- here action is time limited and now expired **Complete** – where action has been taken

Governance self-audit – mid year review

As part of the 2019 Executive Residential Meeting, board members were asked to use the National Council for Voluntary Organisations (NCVO) governance wheel tool (www.knowhownonprofit.org) to self-assess how they felt the AMOSSHE Board was functioning.

Discussions led to the following actions being agreed and these are now being considered by the Officers Group, and in particular the Executive Director and Vice-Chair Operations as part of the planning for the 2020-21 elections and residential meeting;

- Longer and more in-depth inductions to AMOSSHE's business cycle, projects that are underway, and ensuring an understanding of the expectations of Executive members to be rolled out as part of each year's residential
- Mentors to be appointed for new executive members for their first year in their role
- Executive to be proactive in succession planning, in particular for officer roles where it is understood that, while not a requirement of the role it aids smoother transition for all involved if the incoming officer has been on Executive for a full cycle of business
- Clarity of expectations and commitment in advance of elections and clearly outlining this to the wider membership
- A skills audit of the AMOSSHE executive members to understand gaps in skills of the AMOSSHE board

In addition to the above it was also agreed for immediate implementation;

- Contingency planning to support Executive members who committed to leading out on projects in good faith but have unexpected and sustained pressure in their day to day work meaning that the AMOSSHE work has to be deprioritised. It was agreed that Executive members had to flag early if they felt they were not able to make a commitment and/or be open to the NO and/or Chair / Vice Chair discussing with them the impact of the knock on effect of a Board member not being able to fulfil their commitments
- The need for AMOSSHE to be represented at key sector meetings but the reality this may not always be possible due to volume of requests and the logistics of the time needed to attend meetings. It was decided that all opportunities for engaging at policy meetings and events should go out to both National Office and Executive members, with those who are best placed and available to take on the opportunity. This included the possibility of both the NO and an Exec lead attending the meetings and/or an Exec member briefing the NO and taking responsibility for any particular actions from a meeting but the NO attending on behalf of the organisation

Diversity of AMOSSHE Board

In terms of diversity on the executive, this was an area that scored lower on the governance wheel however on further discussion at a subsequent board meeting it was noted that there were up to seven different interpretations of what this meant – which perhaps led to the lower score. It was referred to the Officers Group which noted that as a membership organisation it was important that AMOSSHE represented the full sector in terms of mission group and devolved administrations. Therefore engagement work through regional and national groups was crucial to ensure that the diversity of the sector is fed through to the executive – both through the attendance of NO at regional and national groups as well as the regional and national groups being used as a tool for

recruiting as diverse group of individuals and member organisations as possible. It was also noted that the recent change in membership bands has encouraged smaller providers to join AMOSSHE thus further diversifying membership.

Board Effectiveness mid-year review

It was agreed that the governance wheel, or elements of it, could be revisited during the academic year, in particular the areas of Decision Making, Risk and Control, and Board Effectiveness. In order to help shape a review of the operation of the Board, in particular the effectiveness of meetings, members are asked to consider the following questions in advance of the meeting on 17 January 2020. We will not go through the questions individually during the meeting but will discuss the two areas therefore the questions are to help frame our discussion.

Decision Making, Risk and Control – Board members responsibility for ‘AMOSSHE’

1. As a board, how do we ensure that AMOSSHE is performing well, solvent and complying with all its obligations?
2. Do we ensure that your resources (assets, reputation, staff etc) are protected?
3. Do you know what controls are in place to ensure that risk is managed effectively?
4. Do you know what is Board responsibility and what is delegated to the National Office, both operationally and strategically?

AMOSSHE Board Effectiveness

1. Do we know each other well enough to work together?
2. Are there directors on the AMOSSHE board with the skills, knowledge and experience that your organisation needs? Do we even know if there are skills which are required over and above that which is in the NO?
3. Do we have a Board recruitment plan to ensure this remains the case and to refresh the board? (ie Do we / should factor skills into our Board recruitment?)
4. Does your board meet often enough to be effective?
5. Do non- Officers know what Officers discuss in their monthly catch ups? Do you want to know / need to know?
6. Are meetings structured and productive, and are trustees well prepared? When do you read your papers? Would you prefer them in a different format? Do you factor time in to get up to speed ahead of a meeting? Does the meeting help decision making?
7. Do we focus on the right things during the Board meetings?
8. Should we / would you be willing to be regularly reviewed as a Board member individually as well as collectively?

9. Do you feel trained to do the role or is it assumed that because we all work in Universities we know how to do the work of good governance?
10. Do you or have you sat on other Boards which operate good practice examples which you think would be useful to consider at AMOSSHE?

Discussions on the above questions will assist the Officers take forward a number of actions previously agreed by the Board including;

- The possibility of governance training for the NO and Executive
- The ongoing work to revise our Rules and Articles to ensure they are up to date and reflect our strategy and actions on governance
- A review of our current membership structures to ensure they align with our strategy (mainly in line with corporate and individual members and if this structure really works)
- A regular skills audit of the executive and NO to ensure we have the skills required to fulfil our function as a Board and as an organisation
- A review of the induction process for members of the Executive and the effectiveness of the annual residential meeting

AMOSSHE Charity status paper

Introduction

In March 2015 AMOSSHE initially explored, through Mills and Reeve the possibility of AMOSSHE converting to charity status, this was discussed again in 2018. It was felt charity status was more relevant to us (partly since a majority of members also thought that we were already a charity), therefore we took the opportunity to explore the benefits of becoming a charity in greater depth.

The options provided in 2015 are still relevant today. If we were to go ahead with charity status I would ask Mills and Reeve to confirm any developments in charity law before we do, there would be a cost to this piece of work.

Options

Option 1: Continue with existing structure

We have an established process in place for VAT recovery although cannot leverage benefits through the charity element and cannot apply for certain funding channels (although competition for funding is high). We are also now paying corporation tax at 19% of profits which is a disadvantage.

Option 2: Convert to a charity

We are currently structured more like a charity and therefore it would be slightly easier for us to convert from that basis with minimal disruption to members. We would not make savings on our membership income as the simplest option would be to continue with our current VAT agreement. We were quoted approximately £3,500 to prepare us for charity status (in 2015) as a one off payment and it would probably cost us approximately £3,500 a year as an annual ongoing cost to ensure that our papers and finances were correctly audited for the Charity Commission. We may be able to save additional money on some of our central administration costs but if we wanted to offset the cost of charity registration and annual costs then we would need to choose option 3 below. Currently there would be no benefit with this course of action.

Option 3: Convert to a Charity with a trading arm

This is an option as we may well need to declare some of our income that does not further our charitable purposes, the limit before you have to pay full VAT on everything is £80,000. To avoid this we would need to set up a trading arm and gift this money back to the charity. There would be an increased cost and staff resource to this as it would mean 2 sets of charity commission submissions and 2 sets of papers for the two separate entities of AMOSSHE. This would however enable us to be assured of our financial position through external audit, allow us to apply for additional funding and make some minor savings on central costs.

Recommendation / Conclusion

I would recommend that we continue with our current structure at the moment and revise our Rules and Articles of Association in line with our governance review. External funding competition is tough and we do not have the time or resources to take this approach at the moment. We could also look to get an external audit completed mid/end of this year as a level of assurance to the committee on our current financial position if deemed appropriate.

AMOSSHE Strategy outcomes 2021-2024

AMOSSHE 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.

Strategic priorities

In pursuit of our vision, between 2021 and 2024, we will:

- Provide our members with the cutting edge tools, skills, knowledge, opportunities and networks to successfully deliver innovative and impactful student services programmes
- 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
- 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 shared narrative and dedicated to the achievement of the highest quality outcomes for our students.

2019-2024: Outcomes

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.

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.

Outcome 3:

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

Outcome 4:

Academics, sector and national bodies, policy makers and government **proactively seek to work with AMOSSHE** to create impactful contributions within the sector.

[Outcome 5:](#)

AMOSSHE has developed a knowledge base of members and external influencers based on members' remits and key sector challenges to enable us to more effectively influence the sector on behalf of our members

[Outcome 6:](#)

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

[Outcome 7:](#)

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

[Outcome 8:](#)

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

[Outcome 9:](#)

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

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

Outcomes by 2024:

Outcome 1:

[Back to list of outcomes](#)

AMOSSHE has an **online platform** with resources that can be accessed **by 100% of the membership** and provides a base for collaborative work between members. The data from this platform can be utilised to measure the success / impact of AMOSSHE work within institutions in a variety of ways. The platform includes all learning knowledge exchange including that from traditional CPD events.

Objectives 2019-2021:

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)

Notes:

- Is this a learning platform, resources platform or both?
 - The working group can consider LinkedIn learning as part of this process
 - When we talk about access to the platform we need to define who should have that access. Is it all members including corporate members or just HEI's? This needs to be considered and agreed by the working group
 - What is included (feasibility and the scope of resources to make it work).
 - Who could we work with who already administer / deliver this kind of platform
 - Rather than start with an assumption that there will be a 'learning platform' first identify the needs and requirements before deciding on the tool that will deliver this, this might be signposting to resources that are already out there
 - How do we ensure that this is manageable and impactful for members?
 - How does this link into the professional behaviours framework?
-

Outcome 2:

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The AMOSSHE **professional behaviours framework** is utilised by members and integrates with the AMOSSHE CPD framework. It provides an evidence base that is recognised by members and their managers in personal development frameworks within professional services.

Objectives 2019-2021:

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

Notes:

- Ensure the phase 2 project looks at how the framework can be developed (in phase 3) to include strategic CPD events in line with behaviours and possibly accredited CPD – understand through members what the value of a CPD framework might look like and what it might bring to their work

- We need to also decide how we are measuring engagement/impact with the framework and how it will be managed moving forward as part of phase 2
-

Outcome 3:

[Back to list of outcomes](#)

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

Objectives 2019-2021:

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

Notes:

- Work led by National Office
 - This might include types of opportunities such as digital activity, networking with other members, networking with other organisations, presenting at conferences
 - Need to be clear what opportunities will create impact and what is their purpose (to create greater awareness of AMOSSHE externally or for members individually as a member benefit) to influence based on the sector and raise awareness of the impact of student services and role of AMOSSHE, but also to provide personal development opportunities for members
 - The skills guide is intended to ensure consistency and quality of presenting, there should be an understanding that AMOSSHE will help support members where necessary to achieve this within reason (to be established) – networking and influencing skills / behaviours should also be considered as part of the professionalisation framework (outcome 2)
-

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

Outcomes by 2024:

Outcome 4:

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Academics, other sector bodies and government proactively seek to work with AMOSSHE to create impactful contributions within the sector.

Objectives 2019-2021:

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

Notes:

- Working group yet to be established
 - Stakeholder mapping is relevant to outcomes in priorities 1,2,3. We need to ensure that the mapping exercise covers reasonable depth to help answer outcomes in all priorities
 - We need to identify plan to strengthen engagement with those we wish to get closer to within further objectives
-

Outcome 5:

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AMOSSHE has developed a knowledge base of members and external influencers based on members' remits and key sector challenges to enable us to more effectively influence the sector on behalf of our members

Objectives 2019-2021:

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
11. Develop an annual review cycle to enable AMOSSHE to focus on a matrix of priorities for our members, potentially as part of a revised residential meeting

Notes:

- This work should be reviewed annually, needs to take into account member challenges alongside opportunities we have as part of building ongoing relationships in the sector
- Benchmarking information need to include remit, challenges for members and understand future member led initiatives
- Rank key stakeholders for the impact we want to make
- Agree the scope of what influence means in each relationship
- Create a matrix of the sector priorities and map ourselves against what is happening against those, are we involved in those groups?
- Engagement with sector influencers must include students
- Ensure Student Services remit, challenges for members and future work are included as part of a revised member research initiative

Outcome 6:

[Back to list of outcomes](#)

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

Objectives 2019-2021:

12. Scope out what data we would need to enable us to achieve this, including how we would measure impact and how we would review this on an annual basis
13. Develop a process to gather research and data (our own or others'), including an assessment of what data is already out there, as well as primary research.

•

Notes:

- This may include evidence of the impact of systems and structures of work on student retention and ability to continue at their institutions
 - A later phase could be to develop a toolkit to evaluate impact through this work relevant to each institution
 - This should also be linked to sector priorities to help narrow the scope and ensure it is relevant to members at the time
 - Devise tools to help members interpret sector data through an AMOSSHE lens.
 - Need to be clear that we drive the direction of the research and provide members with findings and analysis rather than just pointing them to research
-

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 shared narrative and dedicated to the achievement of the highest quality outcomes for our students.

Outcomes by 2024:

Outcome 7:

[Back to list of outcomes](#)

Our members can articulate a shared narrative of the impact of student services as a professional service on student success

Objectives 2019-2021:

14. Define and promote our definition of a shared narrative – based on the current context and shared challenges/priorities - to help members understand and be able to articulate the context in which this is meant.

Notes:

- Need leads for this
 - Narrative was discussed instead of language as on a broad level that is consistent across the sector (for example the role of SS in mental health and wellbeing, sexual violence etc). For the strategic priority we may want to take this back to members as a revised strategy update
 - Could look at running a CPD event or webinar around influence and narrative to create impact
 - Need to be clear with members the expectations of this and demonstrate to them the impact that is intended with this
 - Need to identify areas that we have a shared narrative and where it is not, in later objectives what are we going to do about it? – when do we articulate this?
 - In objective 15 we need to ensure we are defining movement in this as well so we understand how we can articulate this to members
 - This was previously objective 16: Agree how we measure this narrative and the impact it has had on or for the benefit of members, including achievable KPI's. We need to focus on objective 15 and then come back to understand the impact measures of this after that
 - We agreed that members can have differences of opinion rather than seeking to create consistency of approach but this would need to be looked at by the group for further understanding on areas of common narrative and those which are not
 - As part of this work we may want to look at providing space for conversation/debate and knowledge exchange where differences of narrative/opinion exist
-

Outcome 8:

[Back to list of outcomes](#)

The executive, through the support of the national office and with input from the membership, has developed an impactful structure of engagement with members to influence the direction of AMOSSHE work and narrative relating to student services

Objectives 2019-2021:

15. Understand how our members are currently engaging with AMOSSHE, including the number of members doing so, in what ways, 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

Notes:

- Does this fit under the internal engagement work that BP and FS were conducting?
 - We need to ensure that we understand the importance of good engagement and the role this plays in consistent messages and influence across the sector to make institutions and sector leaders aware of the work of our members
-

Outcome 9:

[Back to list of outcomes](#)

AMOSSHE has influence on and learns from a global network of student services leaders

Objectives 2019-2021:

19. Identify a priority group of global partners to build reciprocal partnerships with
20. Identify mutual benefits of partnership and priority areas in which to collaborate

Notes:

- National Office to lead and report back
 - Make note of opportunities for international engagement and prioritise these (for the coming year the global summit is an excellent opportunity).
 - Also volunteering time and effort to other organisations such as IASAS
 - Should be identified as a facet of the stakeholder mapping exercise outlined in outcome 4
-

	Objective	Outcomes								
		1	2	3	4	5	6	7	8	9
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									
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									
7	Create a skills guide to help members understand what they would need to do to effectively present on behalf of AMOSSHE									
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									
11	Develop an annual review cycle to enable AMOSSHE to focus on a matrix of priorities for our members, potentially as part of a revised residential meeting									
12	Ensure Student Services remit, challenges for members and future work are included as part of a revised member research initiative									
13	Scope out what data we would need to enable us to achieve this, including how we would measure impact and how we would review this on an annual basis									
14	Develop a process to gather research and data (our own or others'), including an assessment of what data is already out there, as well as primary research.									
15	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									
16	Understand how our members are currently engaging with AMOSSHE, including the number of members doing so and how often									
17	Agree what impactful (relevant) engagement looks like and how this feels as an AMOSSHE member and a member of the executive									
18	Develop a narrative of how this feeds into the wider success of the AMOSSHE strategy and promote this to members									
19	Identify a % of engagement with members once we understand how members are currently engaging and how we would like them to engage with us									
20	Identify a priority group of global partners to build reciprocal partnerships with									
21	Identify mutual benefits of partnership									

Priority and next steps

There are 21 objectives for AMOSSHE to take forward in the current iteration. Initially during the executive papers we had intended to be completed in the coming 13months. I would suggest that we seek to prioritise these areas of work and extend the initial period for some of them to 16-18months from November 2019 (and therefore completion by April 2021 at the latest as a staggered approach to completion).

Please see an initial timescales below, further information will follow on the specifics:

Activity	Start	End	Notes
Agree outcomes and objectives	Nov 2019	Nov 2019	Strategy group to meet and discuss outcomes and objectives and refine ready to be added to operational activity
Agree and define work streams from current objectives (this includes developing priority list)	Nov 2019	Dec 2019	Work streams may (or may not) include several objectives which link into each other. Workstream agreed by strategy leads and discussed in the lead up and at the next AMOSSHE executive meeting
Ask Executive or AMOSSHE members to get involved in aspects of work streams	Jan 2020	Jan 2020	For completing work, development and reporting on work streams
Develop feedback progress mechanism for executive committee	Dec 2019	Feb 2020	JB to investigate feedback mechanisms for reporting back on the workstreams to the executive, this would not be too big and as visual as possible

Strategy Development

Executive summary

At the October 2019 executive meeting the executive committee ran a detailed session on developing the outcomes and objectives of the AMOSSHE strategy. The strategy group refined these outcomes and objectives which are available in appendix 1.

Actions for the executive meeting

There are 4 areas that we will like to discuss with the executive at the meeting:

- 1) Review and agreement of the outcomes in appendix 1
- 2) An agreement in principle on the direction of the workstreams structure
- 3) Agreement of the approach to the workstreams
- 4) Volunteers to work on each of the workstreams

Review of Strategy outcomes

The outcomes have been refined from the executive committee discussion in October, as part of the review process the strategy group would like to focus this discussion on:

- Outcomes 4 and 5 due to their similarity, with some suggested amendments to the structure from the strategy group
- Outcome 6 with a potential gap about the role AMOSSHE should be playing in providing members with more analysis of data / research and developments in the external environment.

Workstreams structure and content

The Strategy group have been looking at ways in which we can turn these objectives into operational planning. There are two options for doing so, both options are based on 3 streams of work:

- 1) Keeping the work within each priority to ensure the 3 workstreams align to each priority with consideration taken as to any overlapping work (such as stakeholder mapping)
- 2) Creating three distinct workstreams based around the practical areas of work to be completed (there are a number of work tasks that overlap the outcomes and therefore this is an approach based on completing practical areas of work such as stakeholder mapping)

The strategy group will discuss these options at the meeting and request feedback on preferences from the executive committee.

Practical approach to the workstreams

The approach to completing the work in both the above options remains the same. These are listed below, the strategy group requests that the executive approve the approach for implementation as soon as possible:

- The workstreams are primarily led by members whom we will ask to get involved in running and completing the work.
- At least one executive member volunteers to lead a workstream for at least the initial two meetings to ensure the group is focussing on the work in line with the strategy and has a chair in place. Further involvement will be at your discretion.
- Each workstream is supported by a member of the national office team however the expectation is that the group will allocate work between themselves for a majority of it.

- The workstreams report progress to the executive committee through an appointed chair or to a smaller strategy steering group.
- The workstreams lead with objectives that have been prioritised in advance by the executive committee.
- These workstreams have staggered starts to help spread the national office workload.
- Each workstream has the authority to make alterations to the objectives as time and knowledge develops. Any changes would be reported to the executive committee for comment.
- Any financial requests, if small would be agreed by the officers, for large impactful costs (such as purchasing expensive software platforms) would be agreed by the executive committee.

At this stage it is prudent to note that the work involved in these groups and the extent of the work that will be completed over the course of the strategy will place a huge strain on national office staff resource and therefore the executive committee will need to discuss resource implications at a future meeting.

Volunteers for each workstream

The strategy group requests that executive members indicate if they are willing to lead on a workstream. As previously mentioned multiple leads for each workstream would be ideal to ensure that the group is correctly structured, a chair is agreed and the work is started as appropriate. The vision is that the leads for each workstream will not need to remain in the group long term unless they wish to do so.

National Office update

Management accounts

The management report shows good progress towards budget expectations, especially CPD where we are way ahead of target. Major profiling differences to note are:

Income:

- CPD well ahead of expectations for this time of the year
- Signed up all sponsors for Winter Conference and some for National Conference ahead of expectations
- Membership is lower although I believe this is due to an accounting error for year end adjustments

Expenditure:

- Central costs are up due to 2 unexpected costs. 1 for IT support changes and 1 for our website maintenance fee which is usually spread throughout the year
- Savings in CPD is due to some venue cost savings but we have not paid for CPD3 venue as yet
- Savings against executive travel – please ensure you send in your receipts for travel as soon as you get them

2018-2019 Year End Accounts

These demonstrate that AMOSSHE had a successful year once again with profits in line with expectations as set out in the residential meeting management report. Initial budgets set profit expectations at around £20,000 where our revised budget in March 2019 projected £30,000 profit.

This has been largely due to sustained income for sponsorship, membership fees and increased income for national conference. This was offset against reduced costs for CPD and a reversal of money for Insight projects saving £20,000 vs budget. To explain as per page 12 of the draft accounts. In 2018 we accounted for insight money that had not been paid in 2017 and also funds we expected to pay in 2018 in line with project agreements. We have not paid some of this money for various reasons, mainly non-completion of projects or delays in completion, therefore we have reversed some of these payments this year to provide an accurate picture of our net assets at £244,846.

National Office

The National Office has been busy preparing for the Winter Conference and preparing the details for CDD4 and CPD5. We are looking forward to developing the work of the National Office in line with the new Strategy.

Membership update

Membership level	October 2019	January 2020
Small and specialist	32	33
Tier 1 organisation	46	45
Tier 2 organisation	59	59
Tier 3 organisation	27	27
Additional member	287	281
International organisation	16	16
International additional member	17	23
Less than 50% HE organisation	0	0
Corporate organisation	1	1
Corporate additional member	2	2
Individual member	3	3
Non-profit organisation	1	1
Non-profit additional member	1	1
Student member	2	2
Total organisations	182	181
Total members	717	718

New member organisations in the Small and Specialist category:

- Writtle University College (East)
- Plymouth College of Art and Design (South West)

We don't seem to have lost a Tier 1 member, or lost any Small and Specialist members, so inconsistencies with the number of organisations for these categories since October 2019 must be due to administrative errors.

GDPR update

Wild Apricot has four settings for members to control email contact. Here are the named members who have unsubscribed, using one of more of the settings:

- 5 members have ticked not to receive AMOSSHE updates about news and events (including the AMOSSHE newsletter).
- 3 members have disabled receiving any emails through Wild Apricot.
- 5 members have unsubscribed from Wild Apricot mailings (newsletters, event announcements).
- 7 members have unsubscribed from Wild Apricot event announcements.

13 members in total have used one or more of these settings to unsubscribe.

In addition, 31 members have ticked not to share their details with other members for networking purposes (including Jiscmail and the online lists).

Directors Finance Summary

Paper reference: 19-20-21 | Presented by: John Bloomfield

December 2019

Code	Income	Year to date			Budget Full Year	% of full year budget achieved TD*	Notes
		Actual	Budget	Variance			
200	Conference	£0.00	£0.00	£0.00	£139,060.50	0	
300	CPD	£43,451.00	£26,493.00	£16,958.00	£48,536.00	90	Includes CPD1,2 and most of CPD3 (Winter Conference)
	Sponsorship	£14,395.55	£3,773.00	£10,622.55	£60,370.00	24	Sponsorship not expected until Jan/Feb
	Membership	£115,582.70	£124,656.54	(£9,073.84)	£124,656.54	93	I believe this is because the membership adjustment from 2018-19 has not been completed yet
	Other	£0.00	£0.00	£0.00	£4,000.00	0	Projected reclaimed VAT
	TOTAL	£173,429.25	£154,922.54	£18,506.71	£376,623.04	46	
	Expenditure						
10	Central	£55,532.26	£53,305.00	(£2,227.26)	£119,602.24	46	We paid 2 x £1000+ costs outside of scope, IT support work and our website subscription which is spread across the year according to the budget
200	Conference	£38,756.59	£8,833.00	(£29,923.59)	£166,256.01	23	Paid conference deposit outside profiling in budget
300	CPD	£22,440.38	£28,710.00	£6,269.62	£61,409.71	37	Still to pay for CPD3 (Winter Conference) venue
20	Executive	£4,325.99	£7,447.00	£3,121.01	£12,248.00	35	Savings against travel mainly, please can you ensure all receipts are given to the NO
400	Futures	£1,314.97	£0.00	(£1,314.97)	£0.00	0	
500	Insight	£2,026.96	£1,962.00	(£64.96)	£14,708.01	14	Only 1 payment towards projects made so far from a previous year (£5,000 therefore not allocated this year)
100	Membership	£0.00	£1,100.00	£1,100.00	£1,100.00	0	
	TOTAL	£124,397.15	£101,357.00	(£23,040.15)	£375,323.97	33	
	TOTAL Surplus / Deficit	£49,032.10	£53,565.54	(£4,533.44)	£1,299.07		

TOTAL Cash position	Main account	£108,092.74
30/10/2019	Savings account	£200,748.66
	TOTAL	£308,841.40

Notes on reading the management report

- * 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
- The year to date figure only is shown as the monthly figures can vary against budget
- Area specific expenditure is shown against those areas that are of interest to the executive
- Figures in red are negative figures
- Any additional information is supplied on the corresponding executive paper